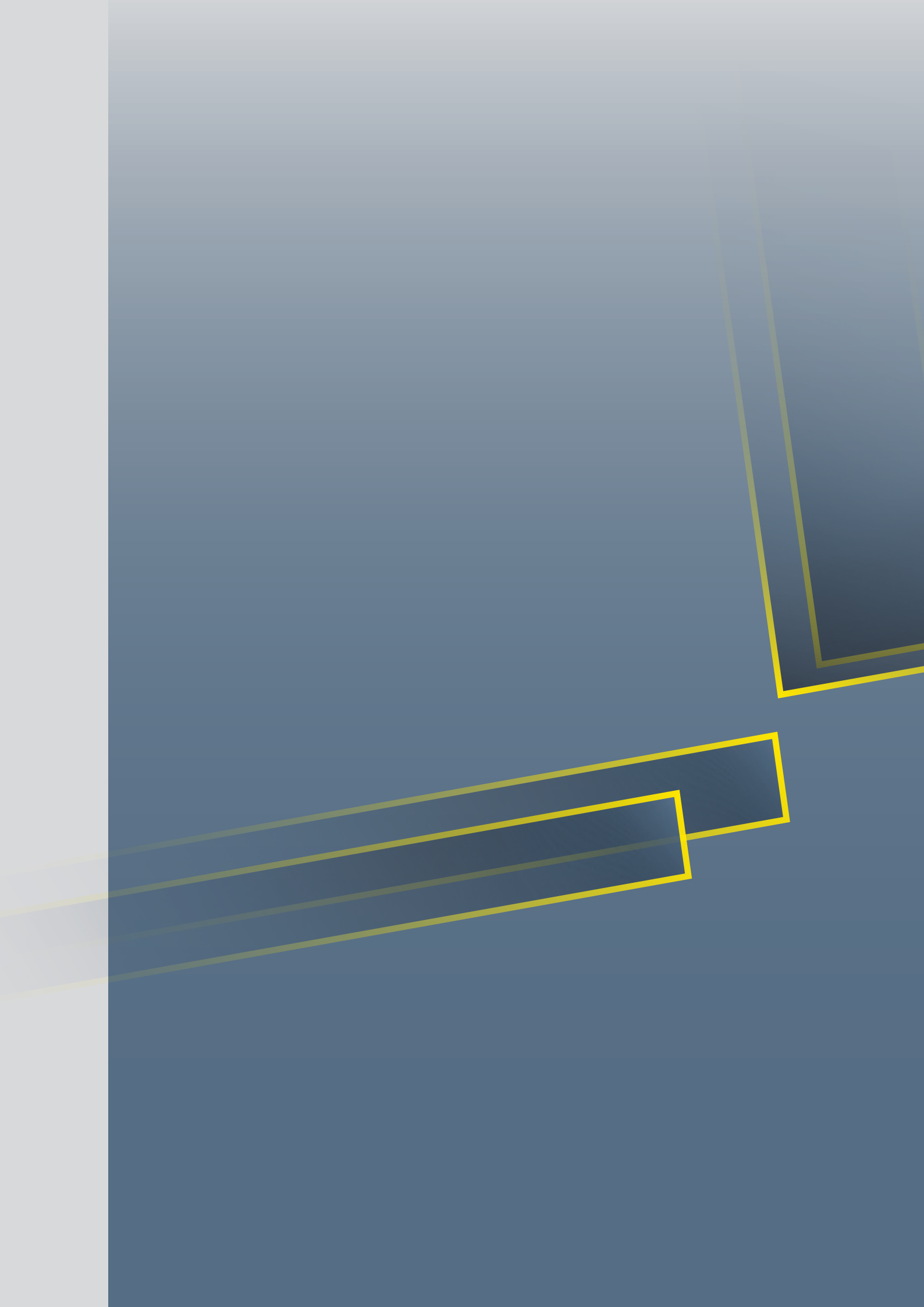




# Sustainability Report

OHL Group  
OHL Group

# 2014





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## A GLOBAL GROUP COMMITTED TO SUSTAINABILITY

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# Letter from the Chairman

Juan-Miguel Villar Mir,  
Chairman of the Board of Directors of OHL







● Ladies and gentlemen,

It is my pleasure to address this letter describing the main highlights of OHL's latest fiscal year.

2014 has been a year of two-fold consolidation for the company: on the one hand the Group, further to its usual policy of stability and financial discipline, has made extraordinary write-offs, following a conservative interpretation of accounting regulations, resulting in a total of 301.1 million euros; on the other, it has reduced indebtedness by establishing solid grounds for its future growth.

The company has made good progress, in a scenario where the global economy grew by 3.3%. One more year, the world's progress has been triggered by emerging economies -with average growth rates of 4.4%-with the largest contribution being made by the Asian economies, with China at the lead, registering a 7.4% increase in its Gross Domestic Product. The United States has continued the path for growth embarked on last year with a 2.4% increment in GDP. And, in turn, the Eurozone is no longer in the red and registered an almost 1% rise in 2014, boosted by growth in Germany and Spain.

With respect to OHL, I would like to point out that the Group has obtained good operating results. Net earnings, before extraordinary provisions, have increased 20% reaching 324.3 million euros, and the total portfolio of construction orders has grown by 26.3%, registering 7,615.3 million euros, equivalent to 2.7 years of sales, whilst the concessions portfolio has increased by 14.6% until reaching 58,445.9 million euros.

OHL continues to act as a great global company, present in 30 countries in the 5 continents. As in previous years, OHL Group's international activity has huge weight and represents 77.3% of sales and 98.0% of EBITDA.

Along with the strength provided by our internationalization, OHL is now consolidated as one of the least leveraged companies in the Spanish construction sector. Our net recourse debt has fallen to 827.9 million euros, 15.1% less than in 2013, resulting in a recourse leverage ratio (net recourse debt divided by recourse EBITDA) of 2.5x, the lowest of the last 5 years. Total leverage (total net debt/total recurring EBITDA) remains stable at 5.2x, despite investment in new concessions.

In the Group's various lines of business, the following highlights are worthy of mention:

- OHL Concessions now has five new awards: two in Chile (the Eastern Amerigo Vesputio and Industrial Bridge over the Biobío River); another two in Mexico (the Atizapán-Atlacomulco toll road and the Puebla Elevated Bypass); and its first concession in Colombia (the Magdalena River Toll Road).
- OHL Construction has achieved new valuable contracts, including the SR-826, SR-93 and I-75 Express Lanes, in Florida (U.S.A.), and three railway projects in Mexico: the intercity Mexico-Toluca train, the Zapopán-Guadalajara-Tlaquepaque light train, and the Guadalajara light train.
- OHL Industrial has increased its portfolio by 105%, allowing it to face the future with guaranteed growth.
- OHL Services has laid down the foundations to launch its international outlook.



- And OHL Developments, in late 2014, acquired the historic Old War Office in London in a joint venture with the Hinduja Group. This heritage building, of extraordinary historic value, will be reconverted into a luxury hotel and will offer approximately 50 flats, with hotel services. The deal has allowed the division to become a reference in the development of high-quality tourist projects.

In financial terms and further to our continued policy, permanently aimed at optimizing the Group's financial structure, I would like to point out the following highlights:

- In March 2014, we successfully completed a Eurobond issue for 400 million euros, with maturity in 2022. The bonds were issued with a 4.75% fixed coupon, the lowest in our entire Euromarket history, where OHL began operating as an issuer in 2007 with Investment Grade rating.
- In December, we completed the early cancellation of 524 million euros for the issue of Eurobonds with maturity in March 2015.
- And subsequently, in March 2015, OHL issued Eurobonds for 325 million euros and maturity in 2023, at a 5.50% fixed coupon. In turn, in April 2015, an early redemption was made of the entire Eurobonds issue with maturity in 2018, totaling 425 million euros, with a fixed coupon of 8.75%.

### Sustainable development

Since 2003, the OHL Group holds a public and voluntary commitment to sustainable development through its performance in Corporate Social Responsibility. This commitment, down from the highest management level, is shared by all company employees, is notified to all parties interested in the Group's progress, and is supervised by the Board of Directors through its Auditing, Compliance and CSR Committee.

The year's highlights in this field include the following:

- Renewed presence on the FTSE4Good Ibex, one of the most important sustainability indexes, which we joined in 2008.
- On 3 February 2015, OHL México joined the IPC Sustentable index of the Mexican Stock Exchange (BMV).
- Membership of CDP's Climate Disclosure Leadership Index, an international non-profit organization that provides all companies with the largest global data system to progress towards a low-carbon economy.
- Adjustment of the Group's Code of Conduct to the latest reform of the Spanish Criminal Code in January 2015.
- Publication of OHL Group's Anticorruption Policy; its preamble includes the total rejection of any type of bribery and corruption, both in the public and private sector.

Innovation, the key to increase value creation and ensure competitive advantages for our success on the global market, still represents a prominent position for OHL; it has been included in the top 1,000 European companies that dedicate the most resources to R&D investment, according to data reflected in the EU Industrial R&D Investment Scoreboard 2014, published each year by the European Commission.

I would also like to refer to the presentation of the Group's new Strategic Plan, announced in March 2015, base on two key principles: to maximize cash flows and sustainability in each division. The Plan intends to reinforce OHL's capacities and resources in order to strengthen project execution and risk control, concentrating its activity on our eight home markets, in the same way as domestic markets.



Finally, I am very pleased to point out that OHL's results would not be possible without our shareholders' continuous trust and support, whom I would like to sincerely thank on my own behalf and that of the Board of Directors. These words of thanks are also directed at our clients, for the trust deposited in us, along with my congratulations to the Group's excellent team, whose effort, professionalism, dedication and self-achievement have allowed us to reach the targets set for 2014.

Chairman of the Board of Directors

Juan-Miguel Villar Mir



# About the Sustainability Report

“Action is important, but reporting on what has been done (and is left to do) is just as important”. This maxim, applicable to many aspects of corporate performance, bears essential weight in CSR, where stakeholder transparency and communication are the key.

The consolidated information presented in this report has been provided by all companies, subsidiaries and production centers in those countries where the Group is operating.



OHL Group frames this report with its commitment to transparency and accountability to stakeholders. Picture participant in the I Photography Competition of the OHL Group for employees (Focus).





## ► Profile

OHL Group's Sustainability Report is part of its committed rendering of accounts to all stakeholders. The aim is to provide information on all commitments, management and basic progress made over the year with respect to previously defined objectives. In turn, the Report constitutes a Progress Report for the United Nations Global Compact.

Ever since the first Sustainability Report was published in 2003, OHL has undertaken to issue it as a key part of its transparent conduct.

The aim is to draw up a document that is as solid and professional as possible, with the maximum representativeness, quality and clarity, using applicable trends and standards, and based on the expectations and requests for information of the Group's stakeholders, as well as the main reputational risks perceived. This consequently evidences the Group's performance in all acquired commitments.

This 2014 Sustainability Report is structured into two large units:

Unit A:  
cross-management of CSR

**A global group committed  
to sustainability**

Unit B:  
Group divisions

**Five divisions, five visions  
of sustainability**

This structure intends to show how business has contributed to sustainability, with a document that gathers essential components on which OHL should report according to the Global Reporting Initiative reporting standard (part A) and, in turn, inform about the responsible management of the Group's various activities, basing its content on the contribution by its business to sustainability (part B).

Also, in 2014, the report follows the recommendations of the **new version of GRI G4** (Global Reporting Initiative).

GRI G4 establishes a change of viewpoint and approach and suggests greater flexibility in order for each organization to focus on what is most relevant for the company and its stakeholders. One of the most relevant novelties, which the Group has put into practice with this Report, has been to place greater emphasis on the impact on OHL's value chain.

Furthermore, the report has taken into account inclusiveness, materiality and response capacity principles, gathered in the latest version of the AA1000 rule, covering the **AA1000APS Accountability Principles** and the **AA1000AS Assured Sustainability** rule.

The report constitutes Group action directed by the Corporate CSR Service, Innovation and Sustainability Management, promoted by the General Corporate Management and the Sustainability Committee. The Sustainability Report is drawn up by the Auditing, Compliance and CSR Committee.

## ► Scope

The consolidated information presented in this report, which represents 99% of the Group's sales, has been provided by all companies, subsidiaries and production centers in those countries where the Group is operating.

The following table shows the scope of CSR reporting in 2014 under the Enablon structure. Europe includes Czech Republic, Slovak Republic, Slovenia, Bosnia and Herzegovina, Romania, Croatia and Moldova.



## OHL Group. 2014 CSR Reporting Perimeter

### OHL Concessions

Spain	OHL Concesiones
	Metro Liger Oeste
	Autovía de Aragón-Tramo 1
	Autopista Eje Aeropuerto
	Terminales Marítimas del Sureste
	Euroglosa 45
	Terminal de Contenedores de Tenerife
Mexico	OHL Concesiones México
	Concesionaria Mexiquense
	Grupo de Autopistas Nacionales (Amozoc-Perote)
	Aeropuerto Internacional de Toluca
	Viaducto Bicentenario
	Vía Rápida Poetas
Chile	Autopista Urbana Norte
	OHL Concesiones Chile
Chile	Terminal Cerros de Valparaíso
	OHL Concesiones Chile
Peru	Autopista del Norte

### OHL Industrial

Spain	OHL Industrial España
	Chepro Castellón
	COMIN
	CSC
USA	OHLI O&M EEUU
Mexico	OHL Industrial México
	OHLI Proyectos México
Peru	OHLI Proyectos Perú
	OHLI O&M Perú
Chile	OHLI Proyectos Chile
	OHLI O&M Chile
Guatemala	OHLI Proyectos Guatemala
Honduras	OHLI Proyectos Honduras
Uruguay	OHLI Proyectos Uruguay

### OHL Services

España	Ingesan
	Sacova Centros Residenciales

### OHL Developments

Mexico	Huaribe
	Golf de Mayakoba
	Islas de Mayakoba
	Operadora Hotelera del Corredor Mayakoba
	Mayakoba Thai

### OHL Construction

USA and Canada	OHL Sucursal Ontario
	OHL Sucursal Montreal
	OHL Sucursal Alberta
	OHL USA New York
	Judlau
	OHL USA Florida
	Community Asphalt
	Arellano Construction
	OHL Building
	OHL USA California
Mexico	OHL USA Texas
	CPVM (Sociedad Constructora Proyectos Viales Mexico)
Colombia	OHL Colombia
Peru	OHL Sucursal Perú
Chile	OHL Sucursal Chile
	Concesionaria CSJ
	OHL Central Europe
Europe	OHL ŽS
	ŽPSV
	OHL Polonia
Poland	OHL Polonia
Algeria	OHL Sucursal Argelia
Qatar	OHL Qatar
Turkey	OHL Turquía
Kuwait	OHL Kuwait
Saudi Arabia	OHL Arabia Saudí
Australia	OHL Australia
Vietnam	OHL Vietnam
Spain	OHL
	Guinovart
	SATO
	Electrificaciones y Montajes Integrales
	Sobrino
Spain	Elsan
	Planta de Arganda del Rey (Elsan)
	Parque de Maquinaria (OHL)

### General Corporate Managements

Spain	Sociedad corporativa
-------	----------------------



For OHL, joint business refers to contractual agreements whereby two or more entities operate, hold assets or form a venture, in such a way that any strategic decision in financial or operating matters that affects them requires the consent of all participants. These joint ventures are treated by the Group from an economic point of view, which is why they are included within the perimeter of the report for all relevant matters.

The reporting perimeter will not cover any entities or transactions that are integrated through the participation method,, except for Toluca International Airport and the Western Urban Toll Road.

## ► System to capture, validate and consolidate CSR information

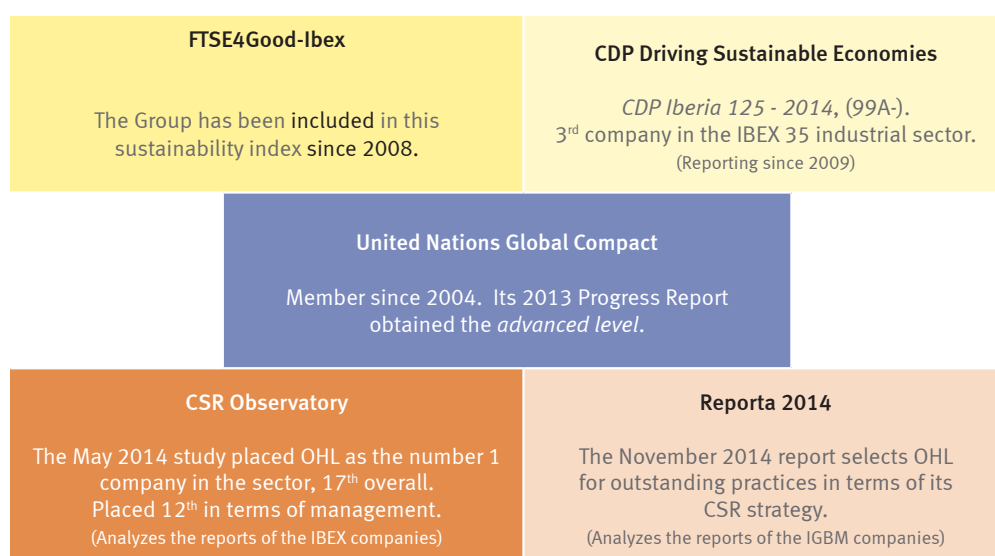
The OHL Group makes an effort to optimize its internal data reporting process each year. To do this, it needs to strengthen the channels and tools used to capture and consolidate information. In order for the process to succeed, as expected, it is necessary to emphasize the importance of providing the requested information with the necessary quality and within the timeframes established in the process by each company. In this way, an adequate response is achieved for all needs and corporate objectives.

Since 2008, the OHL Group is using the Enablon computer application, as a tool to capture and consolidate information related to most indicators. For 2014 CSR reporting, more than 200 Group employees have participated, as well as 74 subsidiaries, branch offices and centers, responding to 805 indicators, grouped into 64 questionnaires on the 10 CSR areas.

## ► Dissemination

OHL Group's Sustainability Report is the main link with all its stakeholders, and also evidences the relevance of CSR within the OHL Group. As a result, the Report has become a source of reputation and prestige.

The OHL Group considers that communicating its CSR actions will help it continue to make progress in management and performance terms. This effort is recognized by leading CSR analysts, which positively evaluate the progress made year after year.





The OHL Group distributes its annual report in html format, directly accessible through the link [memoria.ohl.es](http://memoria.ohl.es) and the corporate website [www.ohl.es](http://www.ohl.es), enabling content navigation and the downloading of full pdf versions, in Spanish and in English.

Furthermore, it circulates a hard copy of 2014 OHL Executive Summary. Highlights, providing a summary of the year's highlights. This document is also available in Spanish and in English.

## ► Verification

In order to ensure that communications are complete, transparent and professional, the OHL Group conducts various checks and audits, both internally and externally, on the contents of its Sustainability Report and its conformity with the GRI G4 Guide.

The reliability of the data gathered and included in this report has been ascertained by the auditing firm Deloitte.

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# OHL, a global group committed to sustainability

The Obrascón Huarte Lain (OHL) group is an international reference in concessions, engineering and construction projects. With more than 100 years of history, and activity in 30 countries on all five continents, it combines global presence with leadership positions in its activities. Its business model business management incorporates ethical, social and environmental criteria.

## Introduction

77%

International sales

98%

EBITDA generated in  
foreign markets

87%

International backlog

Head office of the OHL Group. Torre Espacio. Madrid, Spain.



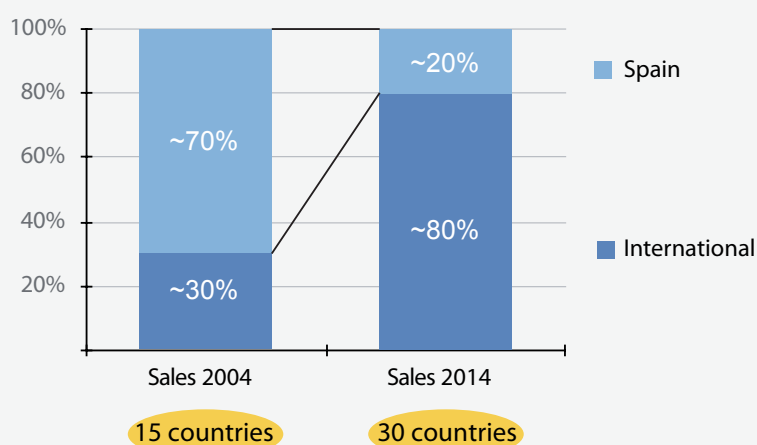
## Overview of the OHL Group

Obrascón Huarte Lain (OHL) is a world leader in concessions, engineering and construction projects, with more than 100 years of history.

The international expansion undertaken by the Group in the last decade has enabled it to end 2014 with a significant and balanced geographical diversification, with a presence in **30 countries** on all five continents, a workforce of **24,924 employees** (62% abroad) and with **77% of its sales**, 98% of EBITDA and 87% of the backlog outside of Spain.

### An international group

The international expansion undertaken by OHL in the last decade has marked the geographical distribution of the Group's sales.



The Group's international activity in 2014 has accounted for 77% of sales, 98% of EBITDA and 87% of the backlog.

Currently, the OHL Group is:

- An international reference in the construction of hospitals and railways.
- A strategic promoter of public-private partnership projects.
- The thirty-first largest international contractor and the sixth in Latin America (ENR Ranking 2014).
- The reference shareholder of Abertis, world leader in toll roads.

The governance of the company, guided by the Board of Directors with the support of the Appointments and Remunerations and the Audit, Compliance and Corporate Social Responsibility committees, has business transparency and the ethical behavior of its employees and collaborators as its priority.

The company OHL is listed on the Ibex 35, the selective index of the Madrid Stock Exchange, and is a member of the FTSE4Good Ibex since its creation in 2008.

Its subsidiary OHL México is traded on the Mexican Stock Exchange, in its selective Índice de Precios y Cotizaciones (IPC), and in 2014 was included in the IPC Sustentable.



## Five business divisions

OHL Concessions	OHL Engineering and Construction			OHL Developments
	OHL Construction	OHL Industrial	OHL Services	
Leader in public-private partnership projects.  ~56% stake in the share capital of OHL México.  ~14% stake in the share capital of Abertis.	Reference in the construction of civil infrastructures and unique building construction.	Engineering and construction of turnkey industrial facilities.	Management of projects in the facilities management sector and municipal services.	Integrated management of top-quality unique projects in the tourism-hotel sector.

## ► Results 2014

### Key figures

(€M)	2014	%	2013	%	% Var.
Sales	3,730.5	100.0	3,517.9	100.0	+6.0%
EBITDA	1,078.4	28.9	1,212.7	34.5	-11.1%
Recurring EBITDA	1,078.4	28.9	1,082.8	30.8	-0.4%
Net Profit	23.2	0.6	270.4	7.7	-91.4%
Recurring Net Profit	140.2	3.8	270.4	7.7	-48.2%

Sales grew by 6.0%:

- Income from concessions (\*): +15.5%
- Sales by construction: +11.6%

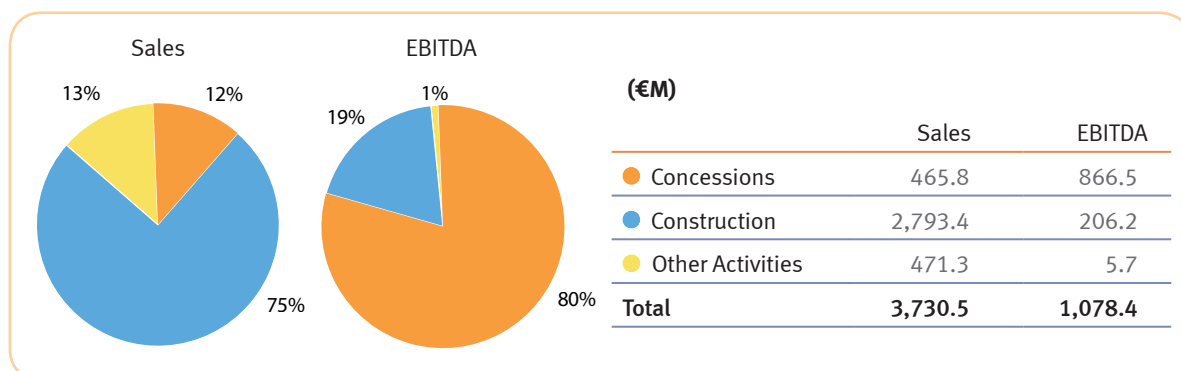
Recurrent EBITDA practically unchanged (- 0.4%).

Net profit affected by:

- Capital gain from sale of 5% Abertis: 214.4 million euros.
- Allocation of provisions: -301.1 million euros.

(\*) Sales by OHL Concessions at constant scope, de-linked from the Group's own construction activity and the reflection of the construction activity for the concessions according to IFRIC 12.

## Income Statement by activity

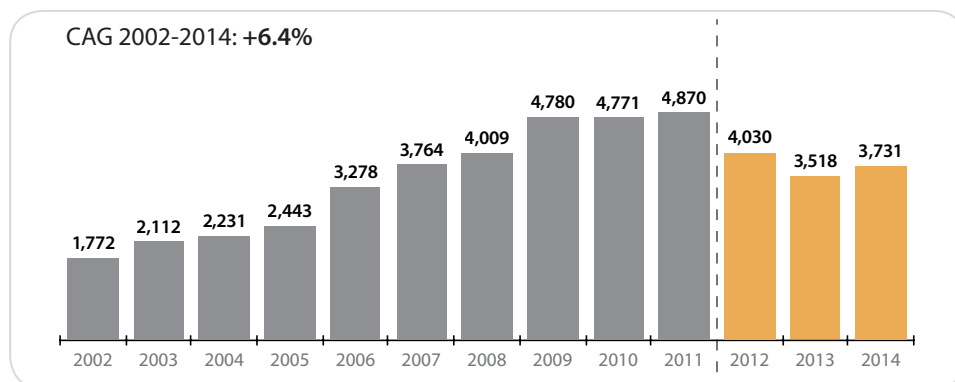




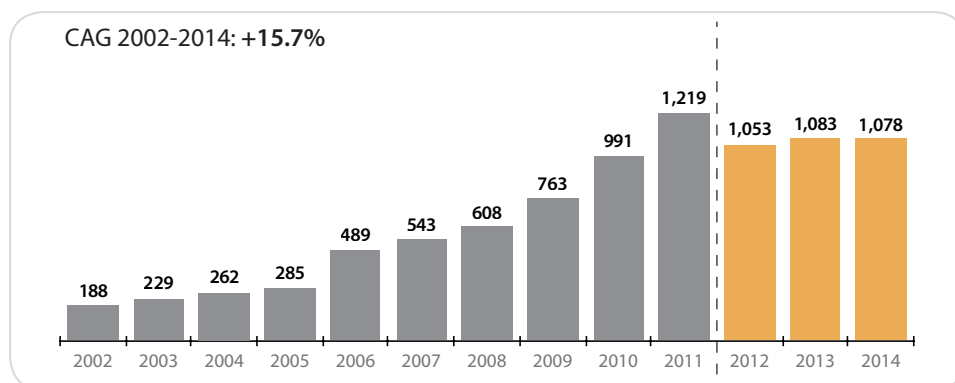


## Performance 2002-2014

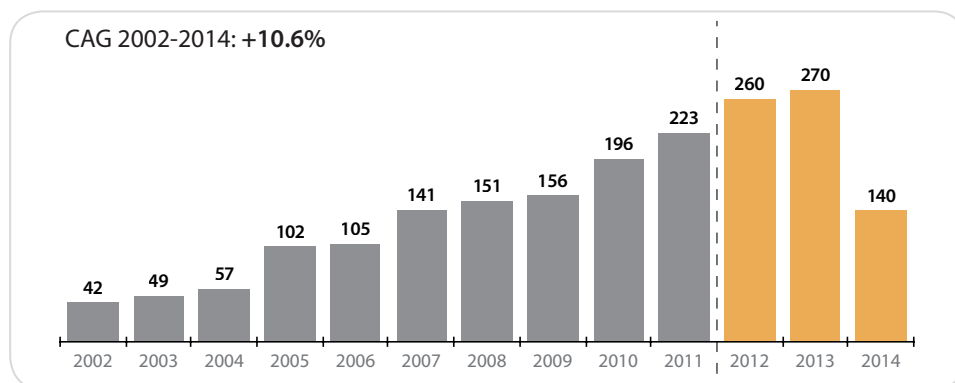
### Sales (Mn €)



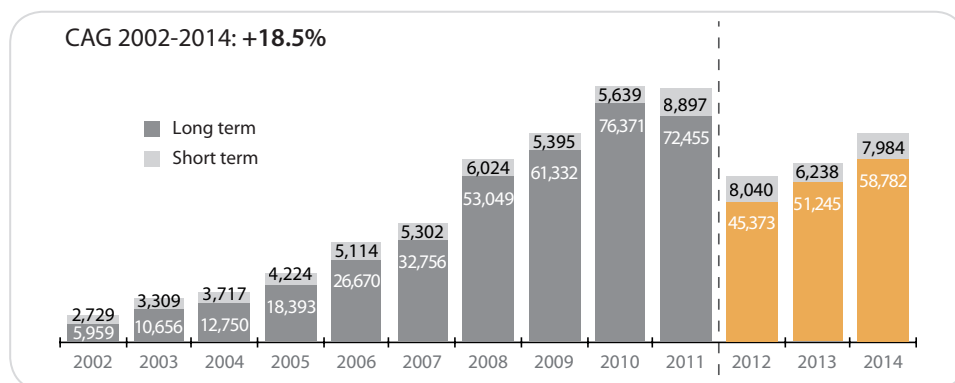
### EBITDA (Mn €)



### Recurring net profit (Mn €)



### Backlog (Mn €)

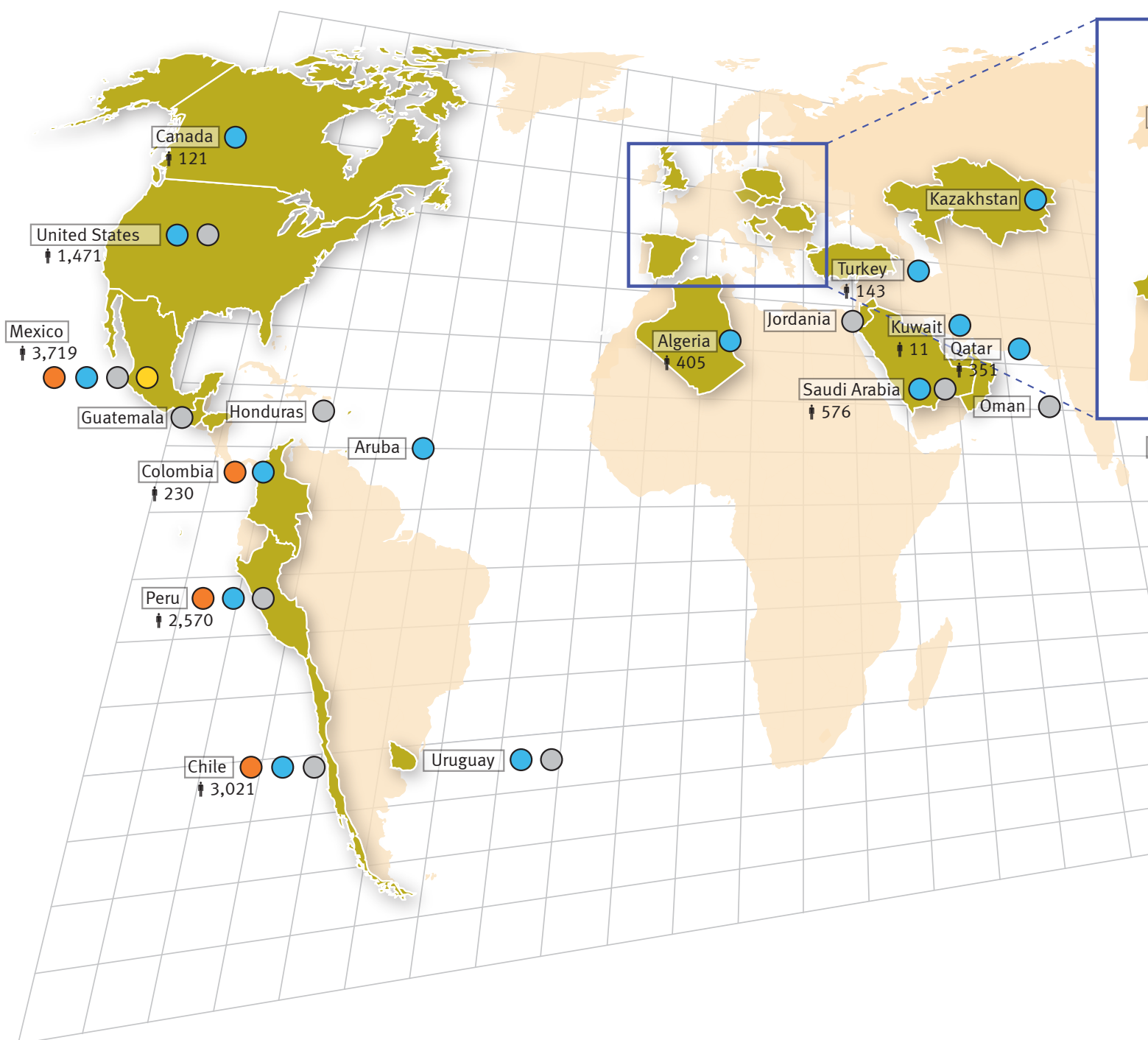


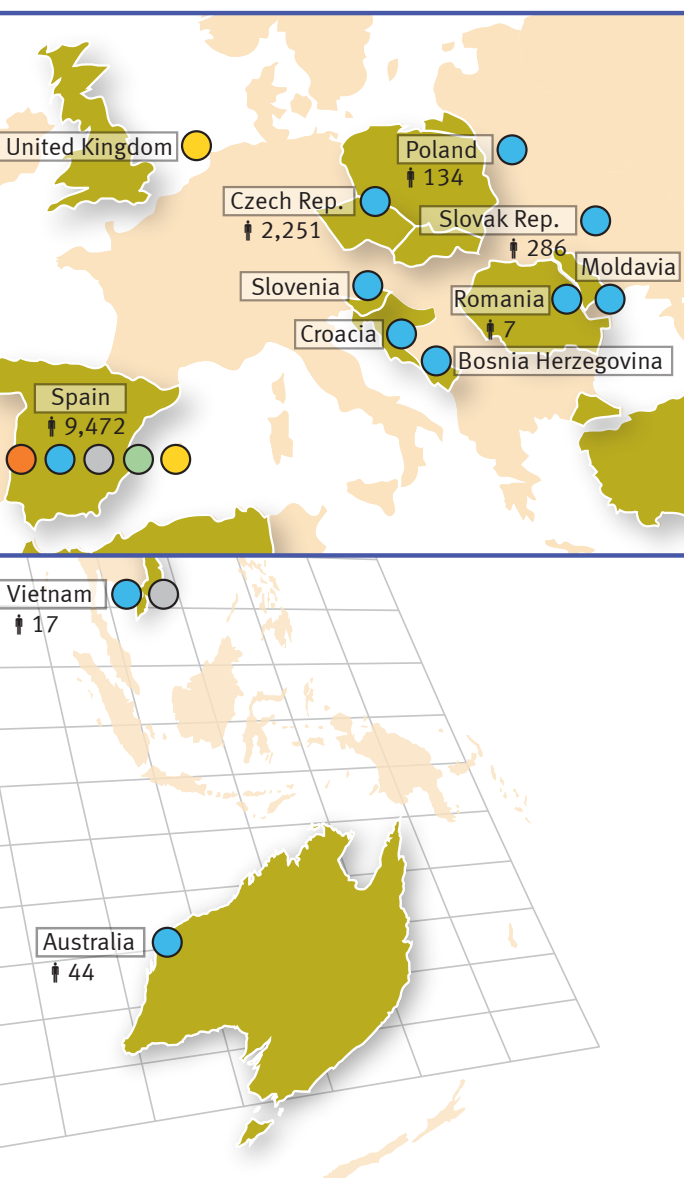


## ► The OHL Group worldwide

### Map of presence at December 31, 2014

- Concessions
- Construction
- Industrial
- Services
- Developments





Sales 2014	3,730.5 Mn€
Sales abroad	2,885.3 Mn€
Employees 31/12/2014	24,924
Employees abroad	15,452

		Sales (Thousands €)
<b>America:</b>		
USA	• •	610,059
Mexico	• • •	496,010
Peru	• • •	225,148
Chile	• • •	170,292
Colombia	• •	76,287
Uruguay	• •	44,731
Guatemala	•	15,307
Aruba	•	6,269
Canada	•	6,199
Honduras	•	5,343
<b>Europe:</b>		
Spain	• • • •	845,188
Czech Republic	•	282,867
Poland	•	148,400
Slovak Republic	•	84,410
Slovenia	•	15,340
Bosnia and Herzegovina	•	11,815
Romania	•	6,091
Other:		547
United Kingdom	•	
Croatia	•	
Moldavia	•	
<b>Asia:</b>		
Qatar	•	304,499
Saudi Arabia	• •	129,332
Turkey	•	92,346
Kuwait	•	87,709
Kazakhstan	•	13,221
Vietnam	• •	5,811
Jordan	•	4,129
Oman	•	2,337
<b>Africa:</b>		
Algeria	•	20,935
<b>Oceania:</b>		
Australia	•	13,488
<b>Other:</b>		
Other (*)		6,409

(\*) Other countries without productive activities at 12/31/2014 (Brazil, Argentina, Bulgaria, India, Russia, Ecuador and Luxemburg),



## ► OHL milestones in 2014

- Reduction of the indebtedness.
- Success in obtaining new awards through OHL Concessions, OHL Construction and OHL Industrial:
  - Five new concessions: two in Chile (Américo Vespucio Oriente Highway and Industrial Bridge over the Biobío River), two in Mexico (Atizapán-Atlacomulco and Puebla Elevated Bypass) and one in Colombia (the first in this country, Magdalena River 2 toll road).
  - New construction contracts worth 3,876 million euros. The backlog grew 26.3% and was placed at 7,615 million euros (worthing 2.7 years of sales).
  - Growth figure of 105% in the OHL Industrial backlog.
- Good operating results:
  - 11.6% growth in OHL Construction sales (2.8% in Spain and 13.7% in the rest of the world).
  - 15.5% increase in the toll revenues obtained by OHL Concessions.
  - 24% growth, in pesos, of OHL México's EBITDA from tolls.
- Extraordinary 301 million financial restructuring, with the most conservative interpretation of accounting standards.
- Taking the last three full financial years as a reference, OHL is consistently the second least leveraged company in the Spanish construction sector.
- Total net debt, in the 2012-2014 three-year-period, in a range of between 4.0 and 5.2 times total EBITDA, low range for an intensely concession-oriented company (85% of the total net debt is non-recourse) and with an average of 23 years of residual life in its concessions.



Josep Piqué, Second Vice Chairman and CEO of OHL, presented OHL Group's 2015-2020 Strategic Plan. Picture of the AirportLink project, constructed by OHL to extend the Miami subway to the airport.

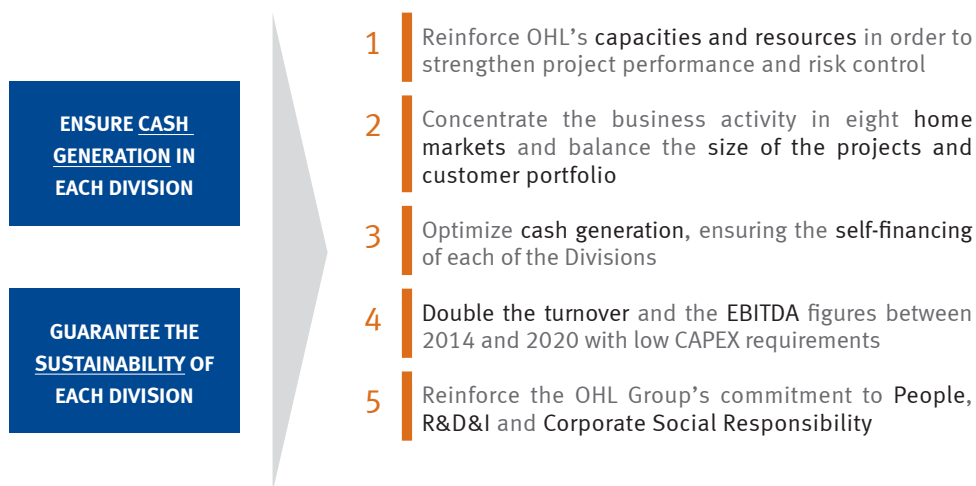
## ► 2015-2020 OHL Group Strategy

In March 2015, the OHL Group presented its **Strategic Plan Update 2020**. The Group's new strategy for the next few years is designed to drive its growth, while maintaining its financial policy commitments, and will adhere to two key principles: sustainable cash generation and self funding per division.





## Principles of the OHL Group's Strategic Plan



Through this plan, the Group assumes the commitment of doubling its turnover, reaching the target of 8,000 million euros in 2020.

The Strategic Plan has been drawn up on the basis of OHL's capabilities and strengths, highlighting its nature as an integrated group made up by divisions with significant synergies and opportunities for collaboration, its extensive experience in the performance of complex projects in all sectors and its successful international expansion, with a diversified backlog characterized by high added value.

## Capabilities and strengths of the OHL Group

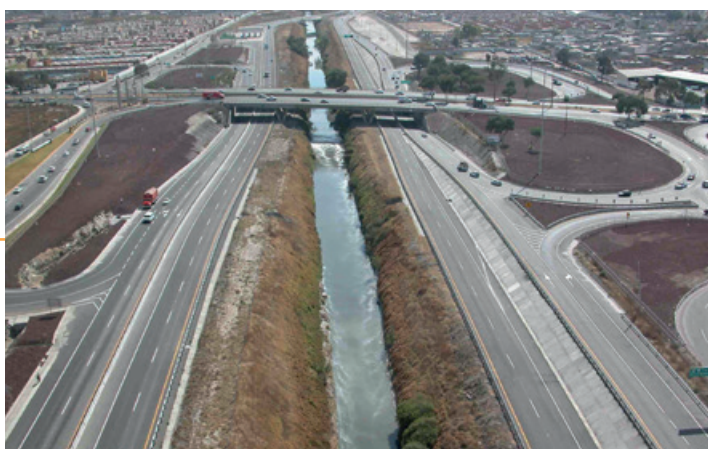
Integrated group	<p>Five divisions with significant synergies and opportunities for collaboration</p> <ul style="list-style-type: none"> <li>• Within OHL Engineering and Construction and as support to OHL Concessions</li> </ul>
Technical capability	<p>Extensive experience in the performance of complex projects in all sectors</p> <ul style="list-style-type: none"> <li>• Ranging from transportation infrastructures through to unique building construction.</li> </ul>
Development and management of concessions	<p>Excellence in the management of the Group's concession backlog in all parts of the world</p> <ul style="list-style-type: none"> <li>• 18 projects in 5 countries with a managed investment of more than 7,000 million euros</li> </ul>
Commercial capability	<p>Diversified backlog with high added value, including landmark projects</p> <ul style="list-style-type: none"> <li>• Construction backlog worth 8,000 million euros. Equivalent to close to 3 years of production.</li> </ul>
Geographical presence	<p>Successful international expansion and positioning as a reference on a global level</p> <ul style="list-style-type: none"> <li>• Consolidated presence in attractive markets with high growth potential.</li> </ul>
Commitment of the Villar Mir Group	<p>Membership in one of the largest industrial conglomerates in Europe</p> <ul style="list-style-type: none"> <li>• The Villar Mir Group, as the majority shareholder, guarantees shareholding stability.</li> </ul>



## Commitments of the OHL Group

PEOPLE	R&D&I	CORPORATE SOCIAL RESPONSIBILITY
<i>Grow and make others grow</i>	<i>Innovate to generate value</i>	<i>Creation of shared value</i>
Drive active talent identification and management programs	Collaboration agreements with 60 universities and research centers in more than 15 countries	Integrated management of CSR throughout the value chain
Excellence in mobility and international development plans	Multiple innovative solutions: Cubipod, SATOgrab, Sogedron, Dina sat, SULABU, Futuro Solar, etc.	Maximum attention and priority to occupational risk prevention
Wager on technical excellence and continuous training	Large-scale projects in the area of Concesiones: OASIS, FOTsis (FP7), SMARTSIT, Free Flow Toll Collection System, etc.	Protection of natural resources and biodiversity
Integrated development in an environment of respect for diversity and equal opportunities	Accrued investment in R&D&I of more than 70 M€, with more than 80 projects completed	Application of ethical principles in all business relations
Furtherance of ethical and cultural values and principles	Projects always on demand as required by the business lines	Commitment to compliance with Human Rights
		Commitment to the integration of communities

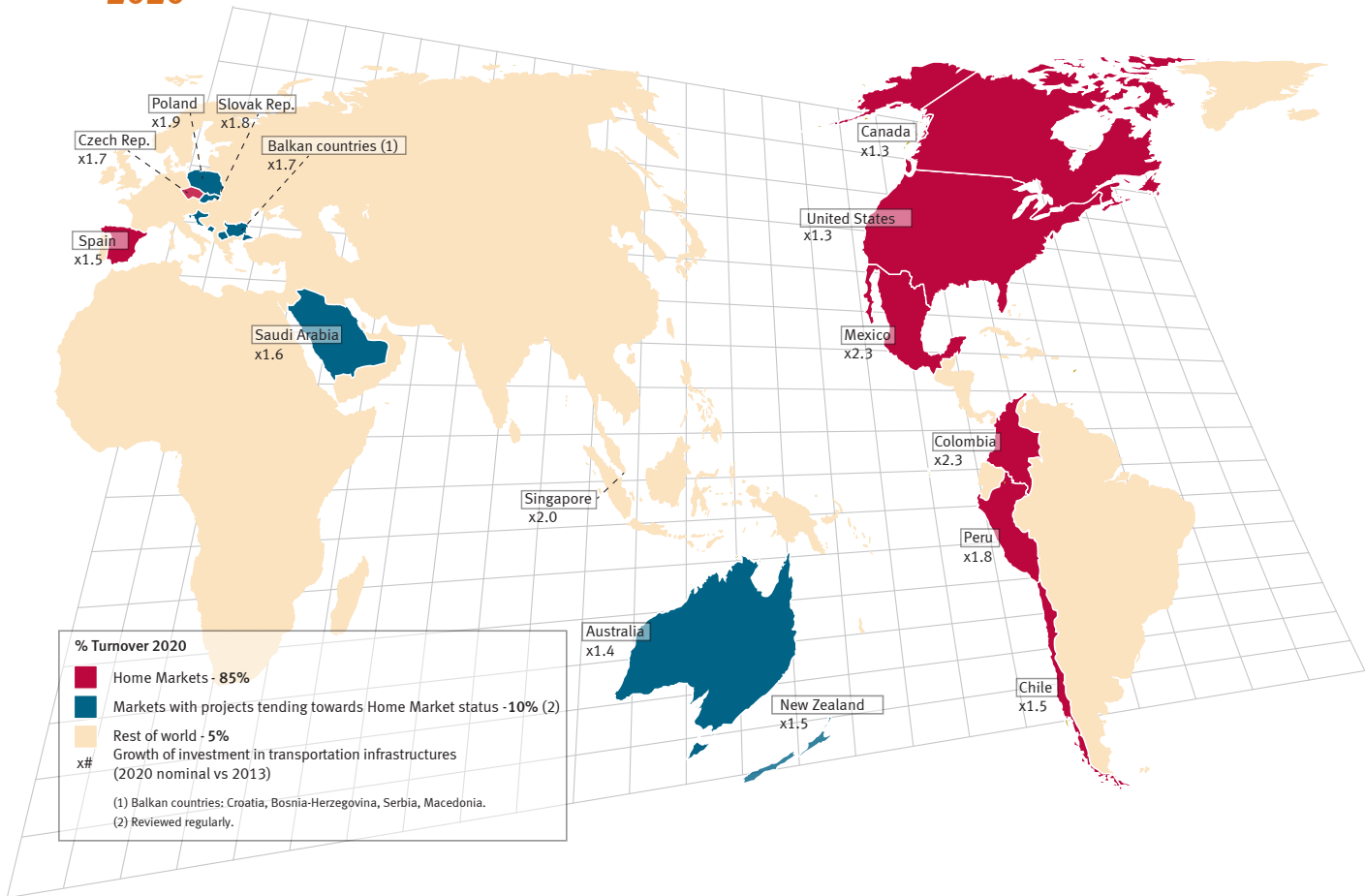
OHL expects that, by 2020, its eight priority markets (Home Markets) will concentrate 85% of its total revenues. This strategy will reinforce the presence of the Group on the American continent (Canada, the United States, Mexico, Colombia, Peru and Chile), at the same time as it maintains its wager on its traditional European markets (Spain and Eastern Europe).



The Strategic Plan expects Mexico to become OHL Group's top market. In the picture, a section of the Mexiquense Beltway toll road.

► The 2015-2020 Strategic Plan has been based on OHL Group's capacities and strengths. The Group expects to double its EBITDA and turnover figure, the latter up to 8,000 million euros. Likewise it will strengthen the commitment to people, R&D&I and CSR.

## Geographical positioning targeted by the OHL Group in 2020



The OHL Concessions division has as its primary strategic goal the consolidation of its current presence in Mexico and Chile and its growth in the short term in Colombia and Peru. Moreover, the Strategic Plan considers the possible expansion of its activity to the United States and Canada, focused on the development of transportation infrastructures.

The OHL Construction division also plans to concentrate its growth in the OHL Group's American Home Markets, while continuing to take advantage of its extraordinary technical capacities, which have enabled it to undertake large-scale highly-complex projects in the civil infrastructure and unique building-construction sectors.

OHL Industrial will continue to give impetus to the integrated development of turnkey projects (EPC), focusing its activity on the electricity generation, mining and Oil & Gas sectors.

With respect to OHL Services, this division will commence its international expansion by taking advantage of the synergies with the rest of the divisions of the Group in the American Home Markets.

As a result of OHL's new strategy, the latter two divisions will increase their relative weight in the overall performance of the Group to the point of accounting for 20% of the Group's turnover in 2020.



The OHL Developments division currently has three major projects in different stages of performance: Mayakoba, high level in the Riviera Maya (Mexico) tourism project; Canalejas, urban revitalization in the historic center of Madrid, and the Old War Office, restoration and renovation project of the emblematic British War Ministry, in London. In the next few years, this division will continue to examine unique projects of the highest quality, focused on opportunities with limited investment requirements.

From the financial point of view, the 2015-2020 Strategic Plan includes the objective of maintaining the Group's maximum recourse leverage ratio (net recourse debt/recourse EBITDA) under 3x, combining in this way the growth of all of its business lines with sustainable cash generation and financial prudence.

## ► Awards and recognitions granted to the OHL Group in 2014

### Business strategy and performance

► Recognition of the OHL Group for its 10-year commitment with the United Nations Global Compact and the promotion and dissemination of its 10 principles.

► During 2014, OHL's social action has lived one of most gratifying periods, not only for starting up and continuing to work on interesting projects, but also due to the many recognitions received.

- Juan-Miguel Villar Mir, Chairman of OHL Group, received the National Innovation Award in the Innovative Career category, by H.M. King Felipe IV. The award is granted by the Ministry of Economy and Competitiveness through the Secretariat of State for Innovation.
- OHL received First Prize for the Best Public Works Project in the seventh edition of the annual awards granted by the Civil Engineers Society of Madrid for the construction of the Rey Juan Carlos Hospital in Móstoles.
- The OHL Group received the Constructech Vision Award 2014, granted by the U.S. magazine, *Constructech*, in recognition of its innovative management of the relations with the Toronto Transit Commission (Canada) during the performance of the Toronto-York Spadina subway extension project.
- Metro Ligero Oeste was placed third in the Third European Tram Driver Championship held in Barcelona, after successfully completing a number of tests based on skill, precision and safety in driving.
- The OHL Group received the South Florida Business Journal Award as one of the 41 fastest growing companies in South Florida.
- Autopista Eje Aeropuerto, subsidiary of OHL Concessions, has received the ITS España Award 2014, in the toll road category, for its contribution to the development of ITS technologies, presented during the 14th Spanish Congress on Intelligent Transportation Systems, organized by ITS España.
- OHL is placed, through OHL USA, among the Top 100 Green Building Contractors 2014 (ENR 2014).
- In 2015, OHL received the Crystal Brick Award to the best sports infrastructure for the construction of the Bialystok Municipal Stadium, in Poland, granted by the Polish Housing Society Lublin in collaboration with the Marshal of the Voivodeship and the Construction Engineers Society, in the framework of the Fourteenth Competition for the Best Investment in Construction on both sides of the Eastern Border of the EU.



The Chairman of the OHL Group, Juan-Miguel Villar Mir, behind King Felipe and Queen Letizia, at the ceremony for the presentation of the National Innovation & Design Awards.

## CSR and Good Governance

- The OHL Group received the recognition of the Spanish Network of the **Global Compact**, in the framework of the celebration of its tenth anniversary, in acknowledgement of the Group's membership of the Network with the status of a founding member. OHL is committed to respect for and the promotion of human rights and, since 2004, has publicly manifested its accession to the initiatives and guidelines in the context of human rights led by the principal international organizations, such as the United Nations Global Compact.
- The annual **Corporate Governance Report** on the Ibex 35 companies for the 2013 financial year, published by the **CNMV** [National Securities Market Commission], highlights the OHL Group as the only company that has complied with all of the applicable recommendations of the Unified Good Governance Code, year after year, throughout the 2009-2013 five-year period.

## Environment, quality and occupational risk prevention

- The OHL Group has received one of the annual **Construction Quality Awards 2014**, granted by the **Roads and Maritime Services of New South Wales, Australia**, in recognition of its excellent performance in the project for the upgrade of Schofields Road.

The hotels of the **Mayakoba Resort, Rosewood, Fairmont and Banyan Tree** have obtained once again, and continuously since 2006, the **AAA Five Diamond Award** classification, the top rating given by the American Automobile Association.

In addition, these hotels have continued to enhance their prestige and quality in 2014, reflected in the many outstanding recognitions received:

- **Hotel Fairmont:** Rainforest Alliance Verified, 4 Green Key Eco-Rating programs.
- **Hotel Rosewood:** Rainforest Alliance Verified, Environmental Leadership for Competitiveness Program, Renovable MayaVerde LQA.





To the left, Rafael Martín de Nicolás (left), Chairman-General Manager of OHL Construction in Spain, collected the prize to the Best Public Municipal Works in the Region of Madrid for construction of Hospital Rey Juan Carlos de Móstoles. To the right, Enrique Albert, Territorial Manager of Andalusia and Extremadura, collecting the prize from the Morera & Vallejo Foundation.

- Hotel BanyanTree: Rainforest Alliance Verified; Sustainability and Social Responsibility, granted by Earthcheck; a number of distinctions given by specialized magazines in the tourism sector.
- El Camaleón Golf Course. Since 2006 it has been certified by Audubon International as a natural sanctuary.
- The construction of the Tunnel under the Vistula River in Gdansk was granted the Build Safe Award, by Poland's National Work Inspection Directorate, in recognition of its commitment to occupational risk prevention.
- Community Asphalt, Safety Award, National Safety Council employee and driver safety awards and National Association of Women in Construction (NAWIC).
- OHL Arellano received the awards ABC Excellence in Construction awarded by SMH Clinical Expansion, Sunshine Safety Award and Legacy Award, granted by University of Miami Cox Neuroscience and Health Annex.
- OHL Sucursal Perú has obtained:
  - Recognition for its compliance with safety procedures, standards and rules in Las Bambas mining project, granted by Betchel, applying a "zero accident" principle and achieving 15 million mortal accident-free hours.
  - First place in participation and commitment terms, amongst the contractor companies of Las Bambas project, in the annual "Care of the Earth Challenge" competition.

## Community Involvement

- The OHL Group received the Fundación Morera & Vallejo – Social Commitment Award in the construction sector category, for the Group's investment effort and capacity for reinventing itself in the face of the economic difficulties affecting the sector.



- OHL Services, through its facilities management subsidiary, Ingesan, has been awarded the **Special Mention for Human Resources**, granted by **Fundación Integra** to Alfonso Navarro, a technician in this area, for his commitment to the integration of people at risk of social exclusion.
- The **Spanish Red Cross** has singled out the **OHL Group** as a **Collaborating Company**, during a ceremony celebrating the 150th anniversary of the work of the organization.
- The educational project of **Metro Ligero Oeste** was included in the **Second Awards to the Promotion of Public Transportation and Sustainable Mobility**, granted by the **Regional Transportation Consortium of Madrid**.
- OHL Concessions, through its subsidiary **Autopista del Norte**, received recognition from the **Ministry of Education (MINEDU)** of the Republic of Peru for the promotion of an educational project called *Ciudad ando* aimed at children and adolescents. This initiative was structured around two main themes: for the recovery and enhancement of the local archeological heritage and the strengthening of the awareness of the community with respect to road safety.
- OHL Developments-Mayakoba Volunteers (Mexico) received a recognition presented by **DIF Solidaridad** (System for the Full Development of the Family), in the framework of the celebration of **International Volunteer Day**, for the activities carried out to the benefit of the community. This distinction coincides with the first anniversary of the Foundation.
- **Hotel Fairmont:**
  - Certification as an equal-opportunity employer, given by the Secretariat of Labor and Social Welfare.
  - Illiteracy-free employer recognition, granted by the National Council of Education for Life and Work (COVEVyT).



The Rosewood Hotel (left), Fairmont Hotel (right) and Banyan Tree Hotel, in Mayakoba, have renewed their Five Diamond Award granted by the American Automobile Association.



# Integrity and Transparency

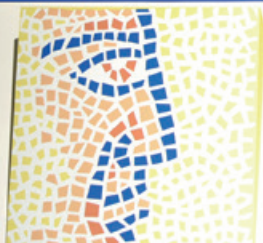
The OHL Group has reinforced its commitment to integrity and transparency by approving, in early 2015, its updated Code of Conduct, in order to adapt it to the reformed Criminal Code, and its Anti Corruption Policy, which follows the OECD and United Nations recommendations, amongst others.

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Integrity, honesty, ethics, efficiency and transparency are the values that have always presided all of OHL Group's actions, wherever it is present, including its commercial and personal relations.



The Chairman of the OHL Group, Juan-Miguel Villar Mir, addresses the shareholders during the 2014 General Meeting.



## ► Ownership structure

### Stakes in the OHL shareholder composition at December 31, 2014

Shareholders	Number of shares	% Direct stake	% Indirect stake
Inmobiliaria Espacio, S.A.	59,570,877	-	58.42%
Invesco, Ltd	4,106,026	-	4.12%
Rest of shareholders	36,064,039	36.17%	-

## ► Governance bodies

### Board of Directors at December 31, 2014

#### Chairman of the Board of Directors

##### Mr. Juan-Miguel Villar Mir, Nominee Director\*

Doctorate in Civil Engineering (number one in his graduating class). Licentiate in Law. Diploma in Industrial Organization from the Economic Development Institute. Chair of Business Organization at the Advanced Civil Engineering School of the Polytechnic University of Madrid. Chair of Accounting and Legislation at the University School of Public Works of the Polytechnic University of Madrid. Was Deputy Prime Minister for Economic Affairs and Minister of Finance in the first Government of the Monarchy. The remainder of his activity has been mainly in the business world where he has held the office of Chairman of the Board of Directors and chief executive officer in major companies in Spain. At the present time, he is the Chairman of Grupo Villar Mir, S.A., Chairman of Inmobiliaria Espacio, S.A and Chairman of Villar Mir Energía, S.L.U. He is independent Director of Banco Santander, Nominee Director and member of the Executive Committee of Abertis Infraestructuras, S.A (in his capacity as representative of Grupo Villar Mir, S.A.U.) and Second Deputy Chairman and member of the Executive Committee of Inmobiliaria Colonial, S.A. (in his capacity as representative Grupo Villar Mir, S.A.U.). He has also held important positions in the cultural and academic world and, among other offices, President of the National Association of Civil Engineers and President of the Agustín de Betancourt Foundation, President of Agronomic Committee of the IFA, and President of the Cotec Foundation, honorary member of the National Association of Civil Engineers and member of the Royal Academy of Engineering and of the Royal Academy of Economic and Financial Sciences. Honorary Academic Member of the Royal Academy of Doctors of Spain.

#### First Deputy Chairman

##### Mr. Juan Villar-Mir de Fuentes, Nominee Director\*

Licentiate degree in Economics and Business Administration. Is Deputy Chairman and C.E.O. of Inmobiliaria Espacio, S.A. and Grupo Villar Mir, S.A., Chairman and C.E.O. of OHL Concesiones, S.A., Deputy Chairman of Fertiberia, S.A., Director of Abertis Infraestructuras, S.A (in his capacity as representative of OHL Concesiones, S.A.U.) and director of Inmobiliaria Colonial, S.A.

#### Second Deputy Chairman and Chief Executive Officer

##### Mr. Josep Piqué Camps

Doctorate in Economics and Business Administration and licentiate degree in Law from the University of Barcelona. Former Minister of the Government of Spain, elected to the Congress of Deputies, Senator and President of the Partido Popular of Catalonia and Head of the Popular Parliamentary Group in the Parliament of Catalonia. At the present time, he is Chairman of Pangea XXI and of Bodaclick, member of the Boards of Directors of Applus+ and Ezentis and of a number of advisory boards, such as: Seat/VW/Audi, AT Kearney, Spencer Stuart, ING Direct España. He is a member of the Board of Trustees of several foundations. He chairs the Forum and the Board of the Spain-Japan Foundation and the Círculo de Economía. He is a full professor of Economic Theory. Likewise, he held the positions of official economist of the La Caixa Studies Service, Director General of Industry in the Regional Government of Catalonia, Managing Director of the industrial area and Executive Chairman of Grupo Ercros and of several of its subsidiaries (Erkymia, Fyfe, Fertiberia Rio Tinto, among others).

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**Members****Mr. Juan Luis Osuna Gómez, Executive Director.**

Civil Engineer, MBA-ICADE and Master of Science-University of Wisconsin. After holding senior positions in the consultancy sector, he joined OHL in 1998 to develop the Promotion of Infrastructures area. With the creation of OHL Concesiones, S.A., in the year 2000, he was appointed Director-General Manager, and at the present time is Chief Executive Officer.

**Ms. Mónica de Oriol e Icaza, Independent Director**

Licentiate degree in Economics and Business Administration from the Complutense University of Madrid and Diploma in European Union Economics from the London School of Economics. She has combined her positions and offices in companies and associations with a teaching career as a professor at the Complutense University of Madrid and the Madrid campus of Saint Louis University. Since 1989, principal shareholder and Executive Chairman of the Seguriber-Umano Group, President of Secot and of the Círculo de Empresarios, member of the Board of Trustees of the Vizcaína Aguirre Foundation, member of the Board of Trustees of the Rafael del Pino Foundation, member and former President of the Madrid Chapter of YPO, member of IWF, and independent director of INDRA SISTEMAS, S.A.

**Mr. Tomás García Madrid, Nominee Director\***

Civil Engineer and MBA-IESE. Has been Chief Executive Officer of Grupo Villar Mir, S.A., since 2002. Director of Abertis Infraestructuras S. A. (as representative of OHL Emisiones, S.A.U.)

**Mr. Javier López Madrid, Nominee Director\***

Licentiate degree in Economics and Business Administration. Chief Executive Officer of Grupo Villar Mir, S.A., Founder and Chairman of Tressis and of Financiera Siacapital.

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

Investment company. Mr. García-Quirós is an Industrial Engineer. Part of his professional career was with Alcatel and later with the Banco de Crédito Oficial. He was a member of the international management and a Director of Cortefiel. At the present time, he is Chief Executive Officer of Saarema Inversiones, S.A.

**Mr. Luis Solera Gutiérrez, Independent Director**

Industrial Engineer. Has held positions of responsibility in the services, mining, banking and real estate sectors and, for twenty years, in the information and communications technology sector. At the present time he is Honorary Chairman of Tecnocom Telecomunicaciones y Energía, S.A., First Deputy Chairman of Hotel Meliá Castilla and a Director of Informes y Proyectos, S.A. (INYPESA).

**Ms. Silvia Villar-Mir de Fuentes, Nominee Director\***

Licentiate degree in Economics and Business Administration from the American College of London (Summa cum Laude). At the present time she is a Director of Grupo Villar Mir, S.A., Obrascón Huarte Lain, S.A. and Inmobiliaria Colonial, S.A.

**Mr. Alberto Terol Esteban, Independent Director**

Licentiate degree in Economics and Business Administration. He has a Master's degree in Tax Law (ICADE) from the University of Comillas in Madrid and is a member of the Executive Board of the Círculo de Empresarios. He is a former partner of Arthur Andersen, Manager of the firm, Arthur Andersen, Asesores Legales y Tributarios, member of the World Council of Partners of Andersen Worldwide, member of the Executive Committee of Arthur Andersen in Europe, Managing Partner of the legal-tax practice of Andersen in the world; Managing Partner of the Garrigues-Andersen firm; Chairman of Andersen for Europe, member of the Andersen World Executive Committee, Chairman for Latin America and global manager of the integration of the Deloitte and Andersen firms worldwide, member of the Deloitte World Executive Committee and Chairman for Europe, Middle East and Africa and Managing Partner of the legal and tax practice worldwide. At the present time, he is a director of Indra Sistemas, S.A., director of International Consolidated Airlines Group S.A. (IAG), International Senior Advisor de BNP Paribas, S.A. and no executive director of Aktua, S.A.

**Mr. Álvaro Villar-Mir de Fuentes, Nominee Director\***

Entrepreneur, Deputy Chairman of Puerto Sotogrande, S.A. and a Director of Grupo Villar Mir, S.A.

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Non-Director Secretary
Mr. Daniel García-Pita Pemán
Non-Director Deputy Secretary
Mr. José María del Cuvillo Pemán

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

More information in:

Bylaws  
 Rules of Procedure of the General Shareholders' Meeting  
 Rules of Procedure of the Board  
 Code of Ethics in Matters relating to the Securities Market  
 Code of Ethics  
 Annual Corporate Governance Report

## ► Board Committees

### Audit, Compliance and Corporate Social Responsibility Committee

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

Basic functions:

- To supervise the audits of the company's accounts (internal and external).
- To review the issue prospectuses and the routine financial information that the Board is required to furnish to the markets.
- To review compliance with the Internal Regulation of Conduct in the Securities Markets, the Rules of Procedure of the Board of Directors, the Rules of Procedure of the General Shareholders' Meeting, the OHL Group Code of Ethics and, in general, the company's rules of governance, putting forward the proposals necessary for their improvement.
- To report to the Board prior to the adoption of resolutions relating to the creation or acquisition of stakes in special purpose entities or entities domiciled in countries or territories considered to be tax havens.
- To identify, propose, orient, further and supervise the Corporate Social Responsibility (CSR) policy of the OHL Group, and to review and put forward the Annual Sustainability Report (IS).

Composition at December 31, 2014:



<b>Chairman</b>	Mr. Alberto Miguel Terol Esteban
<b>Members</b>	Mr. Juan Villar-Mir de Fuentes Mr. Tomás García Madrid Ms. Mónica de Oriol e Icaza Mr. Daniel García-Pita Pemán (Non-Director Secretary) Mr. José María del Cuvillo Pemán (Non-Director Deputy Secretary)

During the 2014 financial year, this committee met on eight occasions. The matters dealt with at the meetings held were those assigned to this Committee and set out in detail in the Rules of Procedure of the Board of Directors. During the 2014 financial year no changes were made with respect to the functions that were assigned in 2011.

The Audit, Compliance and CSR Committee regularly addressed matters relating to the Code of Ethics and the Conduct Reporting Channel. Specifically, it devoted 1 meeting to analyzing and examining the activities and the status of the Group's CSR and prepared the Sustainability Report for the 2013 financial year.

## Appointments and Compensation Committee

The Appointments and Compensation Committee, chaired by an independent director, is comprised by external directors, the majority of whom are independent directors. The Committee meets as often as the Board, or the Chairman of the Board, requests the issuance of a report or the adoption of proposals and, in any case, whenever advisable for the proper discharge of its duties.

Basic functions:

- To establish the criteria to be applied for the composition of the Board of Directors.
- To bring before the Board its proposals for the appointment of directors, the appointment and removal of the secretary and of the members of each of the committees.
- To propose to the Board the compensation system and the amount of the annual compensation to be paid to the directors and to the members of the Steering Committee.

Composition at December 31, 2014:

<b>Chairman</b>	Mr. Luis Solera Gutiérrez
<b>Members</b>	Mr. Javier López Madrid SAAREMA, Inversiones, S.A., represented by Joaquín García-Quirós Rodríguez Mr. Daniel García-Pita Pemán (Non-Director Secretary) Mr. José María del Cuvillo Pemán (Non-Director Deputy Secretary)

The matters dealt with at the meetings held were those assigned to this Committee and set out in detail in the Rules of Procedure of the Board of Directors. During the 2014 financial year no changes were made with respect to the functions that were already assigned in 2011.



## ► Remuneration of the directors

Pursuant to article 24 of the company's Bylaws and article 27 of the Rules of Procedure of Board of Directors, the fixed annual compensation to be paid to the Board of Directors overall is seven hundred and fifty thousand euros. The allowances for attendance at Board and Committee meetings are charged and paid against this amount to the external independent directors, at the rate of 2,250 euros per meeting. The remainder, up to the total of the above-mentioned figure of seven hundred and fifty thousand euros, is distributed among the external directors by applying the following coefficients: Chairman of the Board: 2; Deputy Chairmen of the Board: 1.75; Chairman of the Audit Committee: 1.80; Chairman of the Appointments Committee: 1.65; Deputy Committee Chairmen: 1.5; Committee members: 1.2; Board members: 1.

The compensation of the external directors is solely and exclusively a fixed amount for their attendance at meetings and membership of the Board of Directors, according to the distribution set out above.

In the case of the executive directors, their annual fixed compensation is compatible with and is understood to be separate from the salaries, remuneration, indemnification payments, pensions or compensation payments of any kind established on a general or individual basis in each contract for those members of the Board of Directors who have an ordinary or special senior-management employment relationship with the company or in contracts for the provision of other kinds of services, compatible with Board-member status.

The individualized details of the compensation received by each director are included in [the annual report on the compensation paid to the directors](#) for the 2014 financial year, which the Board of Directors prepares, following a positive report by the Appointments and Compensation Committee, which will be submitted to the consultative vote of the Company's Ordinary General Meeting.

## ► Incompatibilities and conflicts of interest

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

The Board's Rules of Procedure also regulate in detail those situations where, due to the existence of a possible conflict of interest, a director must notify the Board of Directors of any situation of direct or indirect conflict that he or she may have with the interests of the company and must abstain from attending and taking part in discussions and voting on matters that affect issues connected with the conflict. Similarly, the directors may only engage in professional or commercial transactions with the company in those cases where a prior report is issued by the Appointments and Compensation Committee approving the transaction in question.

No situations of incompatibility or conflict of interest have arisen in the 2014 financial year.

► OHL has always been particularly scrupulous in dealing with situations of incompatibility and conflict of interest with respect to its directors. No such situations have arisen in the 2014 financial year.



## ► Steering Committee

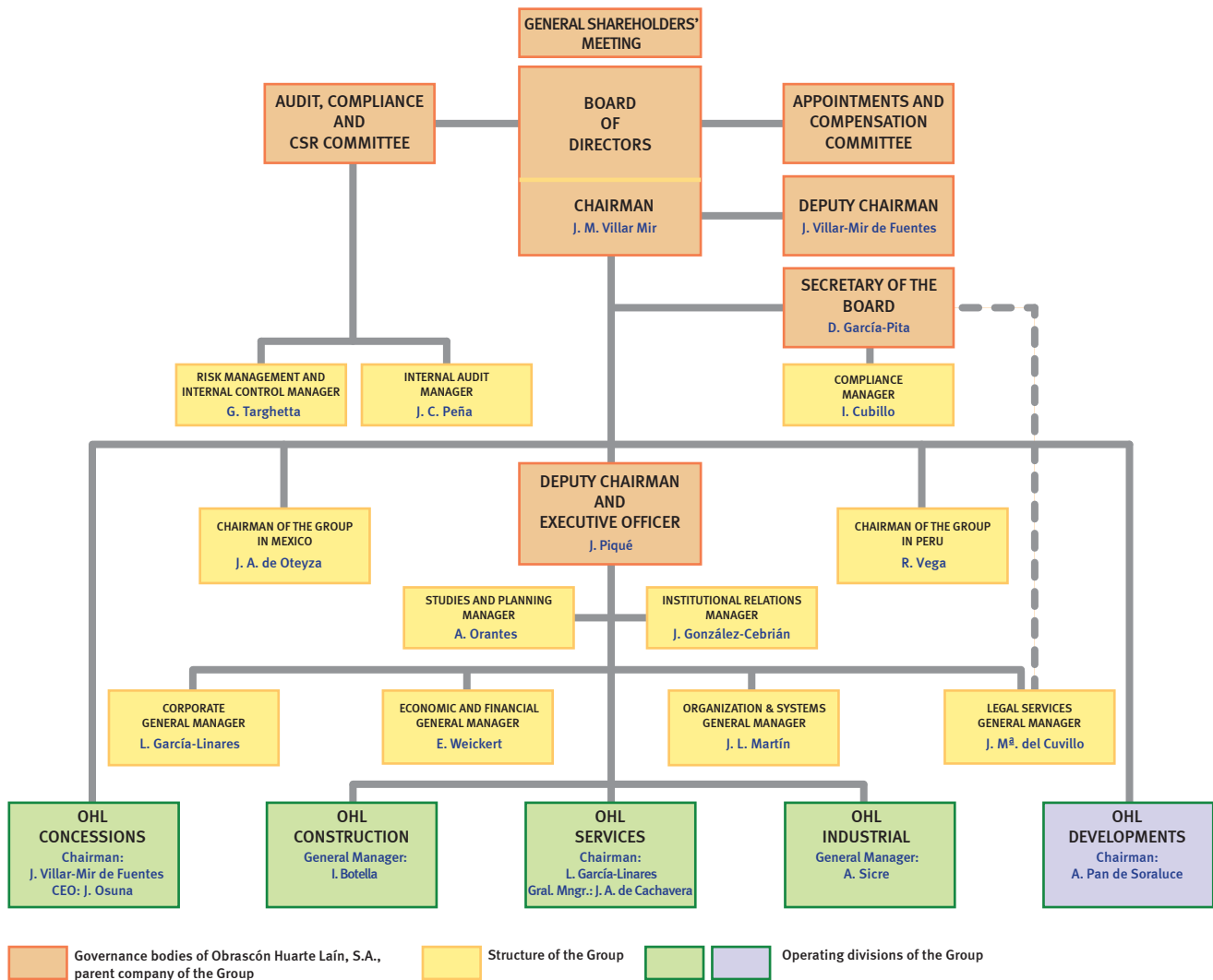
Composition at December 31, 2014:

<b>Chairman</b>	Mr. Juan-Miguel Villar Mir Chairman of the Board of Directors of OHL
<b>Deputy Chairmen</b>	Mr. Juan Villar-Mir de Fuentes First Deputy Chairman of the Board of Directors of OHL and Chairman of OHL Concesiones  Mr. Josep Piqué Camps Second Deputy Chairman and CEO of the OHL
<b>Members</b>	Mr. Tomás García Madrid Director and member of the Audit, Compliance and CSR Committee of OHL  Mr. Juan Luis Osuna Gómez Chief Executive Officer of OHL Concesiones  Mr. Ignacio Botella Rodríguez General Manager of OHL Construcción  Mr. Alberto Sicre Díaz General Manager of OHL Industrial  Mr. Andrés Pan de Soraluce Muguero Chairman of OHL Desarrollos  Mr. Luis A. García-Linares García Corporate General Manager of the OHL Group and Chairman of OHL Servicios  Mr. Enrique Weickert Molina Economic and Financial General Manager of the OHL Group  Mr. Juan L. Martín Fernández Organization & Systems General Manager of the OHL Group  Mr. José María del Cuvillo Pemán (Secretary member) General Manager of Legal Services of the OHL Group



From left to right, Juan Villar-Mir de Fuentes, Juan-Miguel Villar Mir and Josep Piqué Camps, during the presentation of the 2014 results.

## ► Basic organizational chart of the OHL Group



## ► Control and risk management

The OHL Group's governance model is based on criteria of transparency and anticipation, fundamental to a business group where the diversification of the business and internationalization play a pre-eminent role. For the OHL Group, Corporate Governance is an essential aspect, and within it Risk Management and Internal Control are particularly sensitive and relevant areas.

For this purpose, a model has been adopted that consists of building the various aspects shaping the Group's Corporate Governance in terms of risks and internal control around three fundamental pillars:

1. The Internal Audit Department.
2. The Risk Management & Internal Control Department.
3. The Compliance Department.





► OHL Group's Governance model is based on transparency and anticipation criteria, which are essential in a diversified and internationalized business group.

## Internal Audit

The Internal Audit Department of the Group was created on the initiative of the Board of Directors for the purpose of having an independent and objective assurance, internal control and consultancy service for providing support to the organization to enable it to effectively meet its responsibilities and achieve its goals.

The Internal Audit Department is integrated into the organization of the OHL Group, although it is not an executive body, and operates subject to the policies established by the Board of Directors through its Audit, Compliance and Corporate Social Responsibility Committee. The basic duties of this Department are to:

- Review the truthfulness, reliability and integrity of the records and of the internal as well as external financial and operating information. To verify the reliability of the risk management and internal control systems and the quality of the information reported. Specifically, it reviews the Financial Reporting Internal Control System (SCIIF) and the sufficiency of the controls in place.
- Supervise the alignment of the risk management with the policies and Code of Ethics of the OHL Group.
- Verify the existence and status of the assets and check the appropriateness of the measures to protect their integrity.
- Verify the existence of standards and procedures sufficient for adequately regulating the Group's main activities and enabling the proper measurement of their economy and effectiveness.
- Assess the degree of compliance with the standards, instructions and procedures established in the Group.
- Propose the amendments, revisions or adaptations of the documents mentioned in the previous point, as necessary for the improvement of the Group's operations.
- Report on the newly issued internal standards of the OHL Group or the amendments to such standards, prior to their final approval.
- Check the control systems, for the purpose of compliance with the contracts entered into by the OHL Group.
- Perform the follow-up of the investment and disinvestment transactions approved by the OHL Group.
- Maintain coordinated relations with the tasks carried out by the external audit, as a supplementary –and not a subsidiary or substitutive- activity.
- Provide information to the Board of Directors, through the Audit, Compliance and Corporate Social Responsibility Committee in order to facilitate the assessment the Committee may make with respect to the appropriate and efficient use of the Group's resources.
- Make recommendations in order to contribute to the remedying of any irregularities detected in the exercise of its work and monitor the implementation of such recommendations.
- Draw up and update its annual work plans, Activity Report, and the like.



- Perform any specific task entrusted to it by the Chairman of the Audit, Compliance and Corporate Social Responsibility Committee.
- Maintain an updated inventory of risks of fraud and associated controls and test the effectiveness of such controls by means of an annual review.
- Participate on the Quality and Environment Committee.

All of these duties are performed by the staff of the Internal Audit Department on an exclusive basis and are not combinable with other functions.

The main function of the Audit, Compliance and Corporate Social Responsibility Committee is the provision of support to the Board of Directors in the supervision and overseeing of the operation of the Group, and its duties include the supervision of the efficiency of the internal control, the internal audit services and the risk management systems.

On the occasion of the bimonthly meetings held, the Committee reviews all of the reports issued by the Internal Audit Department on the Group's subsidiaries, on projects performed directly or through joint ventures and on compliance with internal regulations, as well as any other report requested by the Committee on the principal weaknesses identified and the recommendations proposed.

The content of the Internal Audit Department's Annual Plan, which is approved each year by the Audit, Compliance and Corporate Social Responsibility Committee, is defined on the basis of the general and specific objectives of the OHL Group and the risks that could threaten the achievement of such objectives, giving priority to those matters requiring special attention in each functional area, for which reason the Plan includes the selection of those areas, processes or activities where:

- The possible existence of contingencies for the OHL Group is detected.
- A particular problem has arisen previously or where a signal of some kind is being sent warning of a possible irregularity.
- A significant amount of time has transpired since the last audit made.
- The Board of Directors or the Management of the OHL Group considers it necessary.

For the purpose of planning the audit activities, the Internal Audit Department gives particular attention to the Risk Map, taking into consideration the possible impact of these risks on processes.

Audits were performed during the 2014 financial year in the Construction, Concessions, Developments, Industrial and Services Divisions referring to the following processes:

- Construction/concession projects, covering operational accounting/financial aspects and issues of compliance both with external legislative requirements as well as internal regulations.
- Design and obtaining of indicators/alerts on specific parameters and implementation.
- Procurement Cycle.
- Studies and Tenders Cycle.

► The Internal Audit Department's Annual Plan, which is approved each year by the Audit, Compliance and CSR Committee, is defined on the basis of the general and specific objectives of the OHL Group and the risks that could threaten the achievement of such objectives.



- Review of implementation ERPs in several geographical areas.
- Monitoring and dissemination of the Code of Ethics.

The work programs included the verification of aspects relating to compliance with Human Rights.

The main tasks were carried out at the following locations:

- United States of America
- Mexico
- Spain
- Canada
- Turkey
- Chile
- Czech Republic
- Poland
- Slovakia

All of the weaknesses generated recommendations that were reflected in the reports made, and the appropriate corrective measures were taken.

The actions taken are included in the Annual Internal Audit Report submitted to the Audit Committee.

The Department also supervises the implementation of all new policies or internal regulations, including those relating to Corporate Social Responsibility, as well as any changes in the existing policies or regulations, ensuring their coherence and compliance.

## **Risk Management and Internal Control**

The main strategic objectives of the OHL Group with respect to Risk Management are aimed at successfully implementing a reliable Risk Management system, maintaining it and using it as a management tool on all decision-making levels.

This system develops and implements a common set of processes, risk categories, risk management tools and techniques for the purpose of:

- Identifying and managing risks at Group and Division (Concessions, Construction, Industrial, Developments and Services) levels.
- Establishing an integrated report that will enable the identification and monitoring of the key risks.
- Aligning the risk tolerance levels with the objectives of the Group.
- Improving the information and reporting of risks.
- Improving the risk response decisions.
- Reducing the vulnerability of the Group to adverse events.
- Increasing the confidence and the assuredness of the Board of Directors and of the stakeholders insofar as the fact that the material risks are being managed and reported in due time.



The risk management system considers four major categories of risk. The categories of risk are defined risk groups that make it possible to organize the identification, assessment, measurement and monitoring of the risks in a consistent manner. The use of standardized risk categories in the Group enables the aggregation of the risks of the various Divisions for the purpose of determining their global impact on the Group.

The Group has adopted the following risk categories:

1. **Strategic risks:** connected with the market and the immediate environment, with the diversity of markets/countries in which the Group operates, with the risks derived from alliances and joint projects, with those derived from the organizational structure of the Group, as well as the risks associated with the Group's reputation and image.
2. **Operational risks:** relating to the Group's operating processes aligned with the value chain in each of the Divisions of the Group. Within this category, the risks derived from contracting and tendering, subcontracting and suppliers, from production, performance and operation, asset management, labor-related and environmental risks, risks involved in technology and systems, force majeure and fraud and corruption are all identified in a more precise manner.
3. **Compliance risks:** associated with compliance with legal provisions, contracts with third parties and the internal procedures, standards and policies of the Group.
4. **Financial risks:** connected with access to the financial markets, cash management, tax management, the reliability of the economic-financial information and the management of insurance.

► The main strategic objectives of the OHL Group in risk management are directed at successfully implementing a reliable risk management system, including its maintenance and use as a management tool at all decision-making levels.

The Group uses a process comprised by seven stages for the management of its risks. This process provides a logical and systematic method for establishing the context, identifying, analyzing, integrating, assessing, responding to, monitoring and reporting the risks in a way that enables the Group to make decisions and respond effectively to risks and opportunities as they arise. The process adopted incorporates elements of the ISO 31000:2009 "Risk Management - Principles and Guidelines" and of the Committee of Sponsoring Organizations of the Treadway Commission (COSO)'s "Enterprise Risk Management – Integrated Framework" (2004).

The seven stages comprising the Group's risks management system are explained briefly below:

1. **Communicate and Consult:** this stage is an integral part of the creation of a positive risk management culture within the Group. By adopting a consultative focus for risk management, instead of a one-way flow of information, the parties involved understand the reasoning behind the decision-making as well as its importance for managing the risks to which the Group is exposed. In addition, the multilateral dialog with the parties involved in risk management guarantees the comprehension and soundness of each step in the risk management process.
2. **Establish the Context:** consists of setting the internal, external and risk management context in which the process will be carried out. "Establish the Context" enables the Group to center its risk management efforts in relation to the environment in which it operates and defines the common risk categories, the criteria and the procedures necessary for managing the Group's risks taken overall.



3. **Identify the Risks:** the “Identify the Risks” stage seeks to identify the risks that could affect the attainment of the Group’s objectives through the common risk categories, criteria and procedures developed in the “Establish the Context” stage. When identifying the risks, it is important to understand and to document the factors that could trigger the risk events as well as the possible consequences. The identification of the risks and the factors unleashing them, together with the possible consequences is the first step in the understanding of the Group’s risk exposure.
4. **Analyze Risks:** the “Analyze Risks” stage seeks to understand the magnitude both of the positive aspects as well as of the negative consequences of a risk event, in addition to the degree of vulnerability in the face of such risk event (likelihood that the consequences will actually occur, taking into account the current level of control). The assessment of the magnitude (impact) and of the vulnerability to the possible risks enables the Group to prioritize its risks and, consequently, to provide a response to them, placing it in a position from which to focus on the risks representing the most serious threat to the attainment of its objectives.
5. **Assess Risks:** this stage is designed to prioritize the risks for treatment or a response by means of an assessment against pre-established risk tolerance criteria. By understanding the level of exposure to a risk in relation to the risk tolerance, decisions can be made with respect to how to deal with the risk that will optimize the taking of risks and maximize the likelihood of attaining the objectives set.
6. **Respond to Risks:** the “Respond to Risks” stage seeks to identify, assess and put into practice the risk treatment or risk response options. The risk treatment is not only intended to minimize potential damages, but also to maximize the growth potential of opportunities.
7. **Monitoring and Review:** in this last stage an effort is made to continuously assess the effectiveness and relevance of the Group’s risk management program. By performing the ongoing monitoring of the risks and of the effectiveness of the risk treatments, the Group is capable of refining its risk management program in order to evolve in pace with the dynamic circumstances in which it operates.

The Group has a **Risk Management & Internal Control Department** under the Audit, Compliance and Corporate Social Responsibility Committee. The principal functions of this Department with respect to risk management are to:

- Coordinate, orient and support the strategic, operational, organizational and regulatory actions associated with Risk Management, throughout the OHL Group.
- Establish the methodologies and tools that will enable the drawing-up of the Risk Map, as well as to collaborate in the process for the identification and analysis of the risks that could appear in the course of the performance of the activities of the OHL Group.
- Define, implement and update, in collaboration with the various Divisions, the procedures for the management and monitoring of the main risks and the proposals for action considered advisable.
- Prepare the relevant reports on the risk position (risk indicators) for reporting to the Division, to the Audit, Compliance and Corporate Social Responsibility Committee and to the Board of Directors.
- Perform the tasks of risk management training and the dissemination of the of risk management policies.





The main duties of this Department in respect of the internal control are to:

- Update the Process Map, keep the knowledge updated with respect to the allocation of responsibilities over the processes and controls and ensure that the preparation, review, approval and maintenance of the current Core Standards and Procedures are carried out properly and on schedule.
- Set up, document and maintain the Internal Control System, since compliance with this System by the various Divisions will guarantee the mitigation of the operational and financial reporting risks.
- Identify and report the Internal Control deficiencies detected.

## ► Milestones in 2014

During the 2014 financial year, significant steps have been taken in the improvement of the Group's risk management and internal control system:

- Approval of the OHL Group's Risk Management Policy by the Board of Directors on July 16, 2014 (taking into consideration the practical implications derived from Circular 5/2013, June 12, issued by the National Securities Market Commission (CNMV), establishing the Annual Corporate Governance Report models).

The Risk Management Policy conveys to the personnel of the OHL Group an understanding of the Group's position with respect to the taking and management of risks and defines the general practices of the Group in the management of risks. The policy contains a description of the Risk Management Framework used to identify, control and perform the monitoring of the significant risks to which the OHL Group is exposed in the normal course of its operations. The policy also includes the individual and functional responsibilities necessary for achieving the objectives of the risk management program.

The purpose of the policy is to guarantee that the risks to which the Group is exposed are treated through the most effective and efficient methods. Moreover, it provides a framework for the Group that enables it to identify the opportunities and the risks associated with failure to exploit them. The Department entrusted with the operational decision-making in each Division or Functional Area will take into account the risks associated with such decisions in order to avoid the risks whenever necessary. Although many of the functions within the OHL Group may differ in their exposure to risk, a practical common list of risks, based on the use of standardized risk categories, will make it possible to organize the identification, assessment, measurement and monitoring of the risks in the various Operational Divisions or Functional Areas in a consistent manner.

- Updating of the Process Map. The breakdown of the activities into processes makes it possible to understand how the results and the interaction between the different processes affect the overall operation of the organization and, in the end, to achieve control over the organization's results through the control of each of the processes. The processes have been grouped together as operational, strategic and support processes. The work carried out provides a number of advantages in relation to risk management and internal control, including the following: It facilitates an understanding of the process and a coherent and synthetic visualization of the actions to be carried out; represents what the Group/Division has to do; formalizes the flows of approval and reporting; enables the



identification of internal control weaknesses and establishes a common environment of control; favors the creation and identification of needs for regulations and procedures; makes it possible to place the risks identified in the activities and functions capable of treating them.

- Drawing-up of risk management plans at project level.
- Drawing-up of an OHL Group Country Risk model and an associated standard for the purpose of ascertaining and assessing country risk exposure prior to the decisions to submit tenders for works or projects or to the opening of commercial offices or branches in certain countries. The model assesses the risk of the business environment of the country and the credit risk of the country.
- Identification of high-level risks existing in the information and communications technologies (ICTs) of the OHL Group. Given the criticality of its information systems for the Business of the OHL Group, an assessment has been made of the control environment of the Group's information and communications technologies (ICTs) in relation to the following areas:
  - Security of the voice and videoconference communications.
  - E-mail security.
  - Backup copies of the Information of the Corporate Systems.
  - Backup copies of the Information of the User Systems.
  - Security of the mobile devices.
  - Security of the perimeter guard of the systems against possible attacks.
  - Licenses and intellectual property.
  - Prevention of information leaks.
  - Contingency and Business Continuity plans.
  - Information Security Policy.
  - Security Organization.

► The approval by the Board of Directors of the OHL Group's Risk Management Policy and the updating of the Process Map are two of the most outstanding milestones reached by the Group in this area during the 2014 financial year.

A high-level review has been made of each of the subjects listed above, based on the knowledge held on the current situation, for the purpose of obtaining an executive assessment and of identifying plans for mitigating the possible risks derived from the use of the Group's Information Systems.

- Start of the process of implementation of a technological solution capable of integrating the Internal Control and Risk Management models into a shared repository.
- Improvement of the measurement indicators and their adaptation on the basis of the critical risks identified on the Group's Risk Map.



With a view to strengthening the integration of risk management into its business decisions, the Group continues to further develop its global risk control system, together with the improvement of the management structure of the entire organization, to ensure that the Divisions will follow the same corporate principles in their management of risks. In this context, the Management Control and Risk Department was created in OHL Industrial (formerly, the Management Control Department) during the 2014 financial year.

The Risk Management Governance Model implemented in the OHL Group facilitates a mechanism of communication, monitoring and support for all of the issues relating to risk management. This is essential for providing a coordinated response to specific risks within each Division, while putting into place the risk information flow structure necessary for their aggregation by the Risk Management & Internal Control Department. Against the background of the complexity and diversity of the activities and projects carried out in the OHL Group, the Risk Governance Model defines the appropriate channels for ensuring that the information on risks flows in the Group.

With the aim of improving the level of compliance and the Internal Financial Reporting Control System, the review and updating of all of the processes and sub-processes has continued in 2014, analyzing all of the incidents reported. To facilitate internally an awareness of the degree of compliance with the Internal Financial Reporting Control System, the Group has a procedure in place for reporting every six months.

## ► Targets for 2015

The targets for 2015 in terms of risk management are centered on:

- The creation of a Risk Monitoring Committee. Regular meetings led by the Corporate Risk Department for the alignment of focuses and advances of each of the Divisions, the updating of the risk status both of tenders as well as of projects in each Division and the monitoring of the risk plans of the major projects.
- The updating of the Risk Maps of all of the Divisions.
- The improvement of the risk management process carried out during the tendering stage as well as during the performance of projects.
- The improvement and formalization of the integrated process for the analysis of third parties in conjunction with the Compliance Department, thereby developing procedures that will make it possible to conclude that measures have been taken for a better knowledge and analysis of third parties (partners, private customers, suppliers, among others).
- The supervision, drawing-up, revision, approval and maintenance of the Core Standards and Procedures.
- The monitoring of actions (action plans / mitigation measures) associated with the risks of the information and communications technologies (ICTs) of the OHL Group.
- The preparation of the support, strategic and operational processes (new processes to be developed and local adaptations) in relation to the Process Map and the identification of risks and operational controls.

► To strengthen the integration of risk management into its business decisions, the Group continues to further develop its global risk control system, together with the improvement of the management structure of the entire organization.



## ► Ethics

The OHL Group strives to ensure that its business and governance model operates in accordance with principles of ethics and transparency in all of its actions and activities. Added to these principles is the need for a constant attitude of anticipation in the face of a changing and demanding environment that calls for an adequate response capability on the part of OHL. The Code of Ethics of the OHL Group has become one of the principal instruments for ensuring the proper management of the Group's actions.

The Code of Ethics is the channel through which the corporate values are disseminated, the purpose of which is to develop models and patterns of professional ethical behavior to be followed by all of the people who belong to the company in the performance of their work.

Proper respect for the Code of Ethics makes it possible to ensure compliance with human rights, good employer practices, respect for the law, the integration of ethics and care for the environment, among other aspects comprising the business culture.

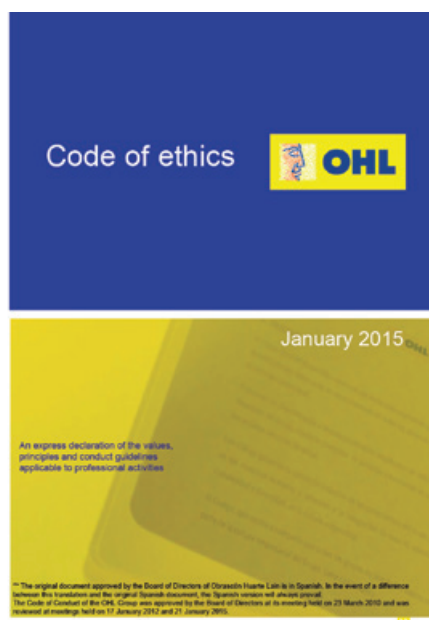
This Code encompasses all of the entities that make up the OHL Group and all of the people belonging to them: members of the Boards of Directors, management staff and all of the employees.

Since October 1, 2013, the OHL Group has had a Compliance Department, which depends on the Office of the Secretary of the Board of Directors and reports to the Audit, Compliance and Corporate Social Responsibility Committee. The main functions of this Department are to:

- Identify legal risks, particularly those that give rise to the criminal liability of legal persons or involve a reputational risk.
- Promote the initiation of the processes necessary for preventing situations of legal noncompliance associated with criminal or reputational risks and limit to a maximum degree the possible cases of criminal liability in the company by contributing actively to the prevention and thwarting of criminal conducts.
- Promote a clear organizational culture, shared by all of the employees of the Group on all levels, favoring the avoidance of conducts capable of originating criminal liability for the company, its managers and directors.
- Establish objectively and demonstrably the measures of control and supervision for preventing such conducts by employees on all levels and propose the disciplinary measures that would be applied if such conducts were to occur.
- Inform the Audit, Compliance and Corporate Social Responsibility Committee regularly about the implementation of the Annual Action Plan in the Department.
- Establish measures for the prevention of criminal conduct.
- Implement the application of the Code of Ethics and propose the revision of the Code to adapt it to the changes in the legal framework in force at all times.
- Propose the approval of the internal regulations pursuant to the Code of Ethics, including a system for penalizing conducts infringing the Code.



- Receive and process the reports received through the Code of Ethics Reporting Channel.
- Promote and supervise training activities with respect to the Code of Ethics.



## Dissemination of the Code of Ethics in 2014

Both the existing staff and the new employees have continued to take the compulsory Code of Ethics courses during 2014. By the close of accounts for the year, 4,732 employees had taken the Code of Ethics course, broken down as follows:

Spain:	2,319
U.S.A. and Canada:	595
Mexico:	532
Czech Republic:	662
Rest of countries:	624

Moreover, since 2012, all of the employees joining the Group are given a copy of the Code of Ethics, and a clause in the employment contracts has been included, through which the new employee undertakes to become familiar with the Code, to respect it and to comply with it.

## Use of the Conduct Reporting Channel in 2014

The Group has set up a Conduct Reporting Channel that is available both through the intranet as well as on the corporate website. The Audit, Compliance and Corporate Social Responsibility Committee is responsible for overseeing the Channel and guarantees the confidentiality of all who use it. The Committee ensures that those who report breaches of the Code of Ethics in good faith are not subjected to reprisals of any kind. In addition, in the U.S., a telephone line has been provided for the same purpose.

During 2014 a total of 28 reports were received.





## Monitoring and status of the complaints received in 2014

Means used	Stakeholder group of the user of the Channel	Follow-up	Status of the conclusion of investigations
<ul style="list-style-type: none"> <li>• 9 (32%) by telephone</li> <li>• 15 (54%) through the website</li> <li>• 4 (14%) other channels</li> </ul>	<ul style="list-style-type: none"> <li>• 19 (68%) employees or former employees</li> <li>• 7 (25%) customers</li> <li>• 2 (7%) others</li> </ul>	<ul style="list-style-type: none"> <li>• Accepted: 15 (54%)</li> <li>• Rejected: 13 (46%) on not constituting a breach of the Code of Ethics</li> </ul>	<ul style="list-style-type: none"> <li>• 14 in 2014</li> <li>• 1 in February 2015</li> </ul> <p>All of the reports of alleged breaches of the Code accepted have been duly investigated in accordance with the established internal procedures</p>

The Compliance Department was created in October 2013, with the mission of providing support to the development of the business, ensuring a maximum level of integrity and compliance in accordance with the Organization's Code of Ethics and the relevant legislation. The Manager of the Department is appointed by the Board of Directors on the proposal of the Audit, Compliance and Corporate Social Responsibility Committee and depends functionally on the office of the Secretary of the Board, in coordination with the Legal Services General Management, reporting to the Committee.

The main activity carried out during the year by the Department consisted of the improvement of the Group's Crime Prevention Model and its adaptation to the requirements contained in art. 31.bis of the draft law for reforming the Penal Code, currently being debated in Parliament, with the support of consultancy provided by highly-reputed independent experts.

As a consequence of this:

- The Code of Ethics of the Group was revised, and its new content was approved by the Board of Directors at its meeting of January 21, 2015.
- An Anticorruption Policy has been put into place and was also approved at the same meeting of the Board.

A final note was the reinforcement of the Department with the addition, in September 2014, of a person as responsible for Compliance for the U.S. and Canada.

► The OHL Group has continued to provide the compulsory Code of Ethics courses to both the existing staff and its new employees during 2014. By the close of accounts for the year, 4,732 employees had taken the Code of Ethics course.



Integrity and Transparency



# CSR Policies and Strategies

Since 2003, the OHL Group has maintained a public and voluntary commitment to sustainable development through its performance in terms of Corporate Social Responsibility (CSR). This commitment, which is driven by the Group's senior management and is overseen by the Board of Directors through its Audit, Compliance and CSR Committee, is shared by all of the organization's employees and is transmitted to all parties interested in the progress of the Group.

# A2

The management of sustainability within the OHL Group has materialized internally over the years starting in 2005, when it drew up its first goal-oriented sustainability plan and, later, with the preparation of the CSR Master Plan 2011-2014, as a strategic instrument for the management of the Group's Corporate Social Responsibility.



Northern Toll Road, Peru. Entry curve into Zona de las Zorras, Huarmey. Picture of participant in the I Photography Competition held by the OHL Group (Focus) amongst employees.

To give continuity to this management effort and to be in a position to adapt to a changing reality, the OHL Group has given impetus in 2014 to the preparation of its **new CSR Strategic Plan 2015-2020**, the scope of which will take into account both the corporate environment as well as the various business lines by geographical area. The goal of the new plan is to make CSR a factor of competitiveness that will help in developing the business through the incorporation of the risks and opportunities derived from sustainability into the decision-making processes.

As a complement to this mission, in December 2014 the Sustainability Committee approved the OHL Group's **Vision 2020** strategy.

*"At OHL we want to be recognized as a responsible company that creates infrastructures and services capable of improving people's standard of living and of driving the sustainable development of the areas where we operate. For this purpose, we employ the best talent and work with partners who share our commitments".*

**2020 VISION**

► The new CSR Strategic Plan determines the avenues for achieving the **mission** of the OHL Group: create value in conditions of economic, social and environmental sustainability, catering to the specific interests of investors, customers and the employees comprising the Group as well as of all persons and entities interested in its successful operation.

## ► Commitments

Fulfilling the mission of the Group, in consonance with its values and principles in the context of sustainability, calls for commitments to be made and the development of plans, policies and new strategies that will map the route for complying with such commitments and place them within the very framework of OHL's actions, which defines the way it operates.

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

#### United Nations

- Universal Declaration of Human Rights
- United Nations Global Compact
- Millennium Development Goals
- Guidelines for Enterprises and Human Right

#### International Labor Organization (ILO)

- Tripartite Declaration on Fundamental Principles and Rights at Work

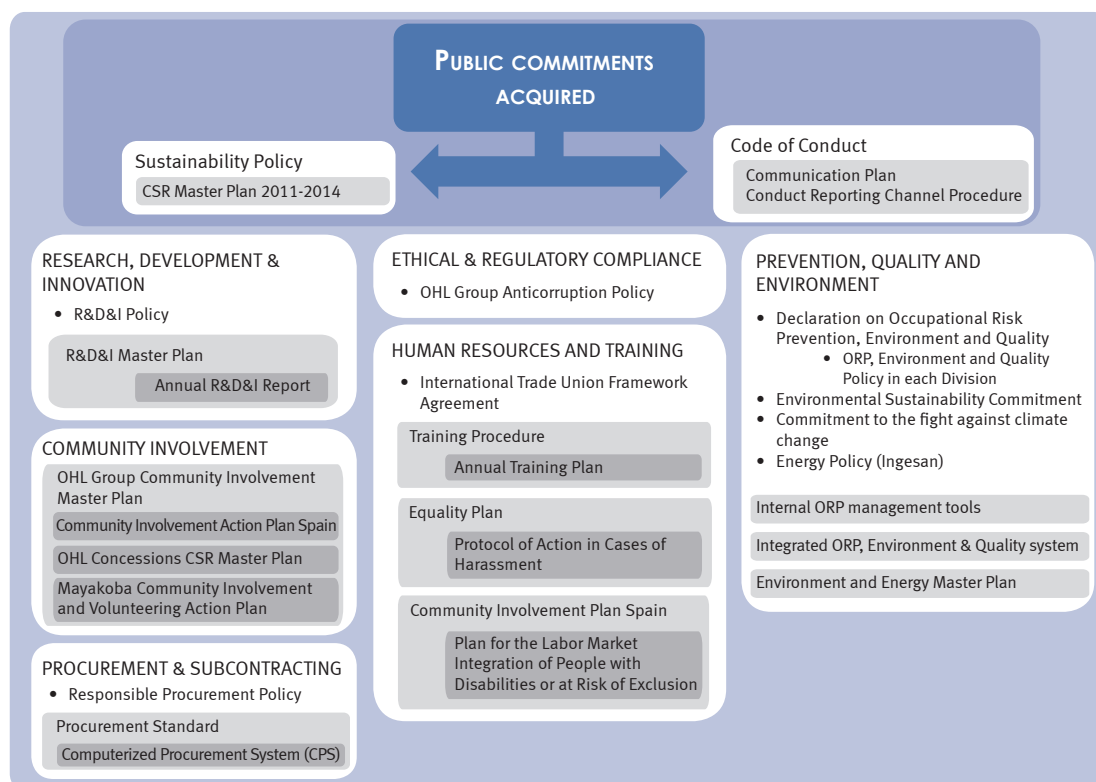
#### Organization for Economic Cooperation and Development (OECD)

- Guidelines for Multinational Enterprises

#### International standards

- Global Reporting Initiative (GRI)
- ISO 26000, on Corporate Social Responsibility





## OHL Group corporate policies

Document	Approved by:	Date of approval of the first edition	Date of last revision
Quality Policy	Chairman of the OHL Group	1994	1998: replaced by the Quality & Environmental Policy
Quality & Environmental Policy	Chairman of the OHL Group	1998	2013: replaced by the ORP, Quality and Environmental Declaration
Occupational Risk Prevention Policy	Corporate General Manager	2001	2013: replaced by the Declaration on ORP, Quality and the Environment
Sustainability Policy	Chairman of the OHL Group	2003	-
Adhesion to the United Nations Global Compact	Chairman of the OHL Group	2004	Commitment renewed yearly
Good Neighbour Code	Sustainability Committee	2004	2011
Conduct Guidelines	Sustainability Committee	2005	2010: replaced by the OHL Group Code of Ethics
Commitment to the Fight against Climate Change	Corporate General Manager	2007	-
Community Involvement Master Plan	Sustainability Committee	2008	2011
R&D&I Policy	Chairman of the OHL Group	2008	-
OHL Equality Plan for Spain	Corporate General Manager	2009	2012: expanded
OHL Group Code of Ethics	Board of Directors	2010	2015
OHL Group Harassment Protocol	Sustainability Committee	2011	-
Responsible Procurement Policy	Sustainability Committee	2011	-
Ingesan Equality Plan	Corporate General Manager	2012	-
International Trade Union Framework Agreement	Corporate HR Manager	2012	-
Occupational Risk Prevention, Quality and Environmental Declaration	Chairman of the OHL Group	2013	-
Environmental Sustainability Commitment	Corporate General Manager	2013	-
Ingesan Energy Policy	OHL Services General Manager	2014	-
OHL Group Anticorruption Policy	Board of Directors	2015*	-

(\*) First quarter.





## ► The management of Corporate Social Responsibility

OHL considers Corporate Social Responsibility as a business management system, a way of doing business based on the generation of value in the company and in all of its stakeholders.

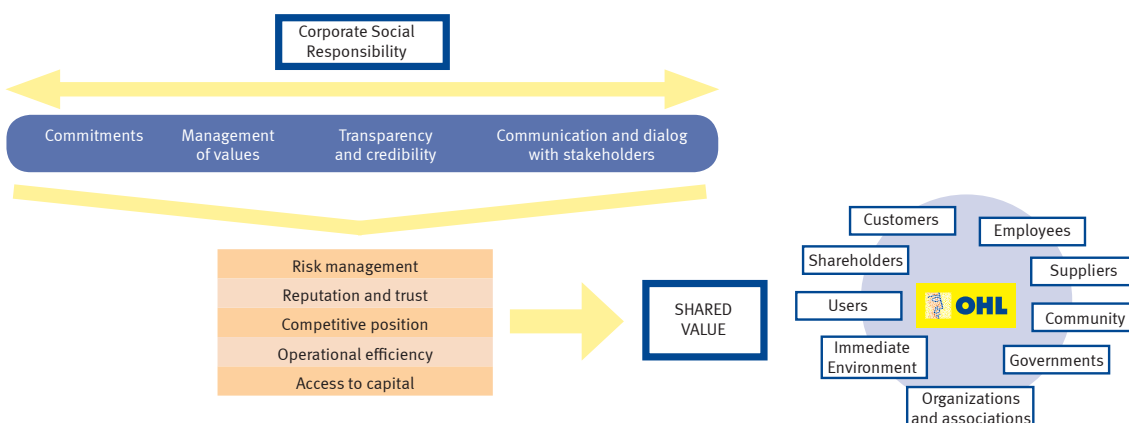
OHL, as a construction and infrastructure management company, plays an important role in the economic activity of the countries where it engages in its business. Moreover, infrastructures act as basic engines driving economic growth and constitute a key factor for increasing the wellbeing and progress of society.

OHL's activity generates value for all of its stakeholders, both direct (customers and partners, users, shareholders, employees, subcontractors and collaborators) and indirect (the community and the countries where the company operates: government administrations and other official bodies, associations and foundations, both public as well as private).

CSR represents for OHL the management and materialization of its commitments and its values, a model undergoing constant evolution, which also constitutes a factor of differentiation, of competitiveness and of growth.

### Main CSR management milestones in 2014

- Drawing-up of the new CSR Strategic Plan. Identification of the lines of action in consonance with the strategic lines of the Group.
- Start-up of the self-assessment stage of Human Rights compliance.
- Review and updating of the CSR reporting indicators.
- Implementation of the London Benchmarking Group (LBG) methodology for the management and communication of the OHL Group's investment in the community.
- CSR training for employees of the Group:
  - 4,658 employees trained in human rights (2013 and 2014)
  - 4,732 in the OHL Code of Ethics (2013 and 2014)
  - 3,231 in the management of CSR at OHL (2014)





## CSR management bodies

The decision-making in terms of Corporate Social Responsibility in the OHL Group rests with the maximum level of the company's governance. The **Audit, Compliance and CSR Committee** of the Board of Directors is the most senior body responsible for CSR and is entrusted with driving and monitoring the Sustainability Policy.

### Duties of the Group's Audit, Compliance and CSR Committee

- Review and keep the Group's Sustainability Policy updated.
- Be familiar with, drive, orient and supervise the performance of the Group in terms of CSR and sustainability, and report to the Board of Directors.
- Ensure compliance with the Group's Code of Ethics and oversee the Ethics Reporting Channel.
- Review and put forward the Annual CSR Report.

### Main resolutions passed by the Group's Audit, Compliance and CSR Committee

- Preparation of the Sustainability Report 2013.
- Approval of the Project for the self-assessment of Human Rights compliance.
- Revision of the Code of Ethics.
- Drawing-up of a new anticorruption policy for the OHL Group.

The **Sustainability Committee** is the top management body delegated for the coordination of the Group's sustainability policies and strategies.

### Composition of the OHL Group's Sustainability Committee

<b>Chairman</b>	L. García-Linares García	Corporate General Manager
<b>Members</b>	E. Weickert Molina J. M <sup>a</sup> del Cuvillo Pemán J. L. Martín Fernández J. Osuna Gómez I. Botella Rodríguez A. Sicre Díaz J.A. de Cachavera Sánchez A. Pan de Soraluce Muguiro J. Arribas Perlínes R. Gil Mataix A. Gamarra Alcázar M. Junquera Lara M. Molina Esteban C. Ferrández Bueno (*) J.M. Garrido Pérez G. Targhetta Reina A. Orantes C. de Amezúa M. Villén Naranjo R. Alberdi Gamazo	Economic and Financial General Manager Legal Services General Manager Organization & Systems General Manager Chief Executive Officer, OHL Concessions General Manager, OHL Construction General Manager, OHL Industrial General Manager, OHL Services Chairman, OHL Developments Corporate Services Manager, OHL Concessions Procurement & Machinery Manager, OHL Construction Corporate Services Manager, OHL Industrial Investor Relations Manager Administration & Control Manager Human Resources Manager Organization and General Services Manager Risk Manager Studies & Planning Manager Innovation & Sustainability Manager Head, CSR Service
<b>Guests</b>	I. Cubillo Santamaría J.C. Peña Fernández	Compliance Manager Internal Audit Manager

(\*) Alfonso Gordon García has held this position as new Corporate HR Manager since February 2015.

During 2014, this Committee met on two occasions, on which it reviewed the progress of the resolutions passed at previous meetings and approved new resolutions, among which the following stand out:

- **New CSR Strategic Plan 2015-2020:** commence the work for defining the CSR strategy for the period from 2015 to 2020.
- **OHL and LBG España:** use the LBG methodology for reporting on the Group's community investment in 2014.

In addition, there are other committees that enable specific CSR issues to be addressed, providing support to and complementing the work performed by the Sustainability Committee:

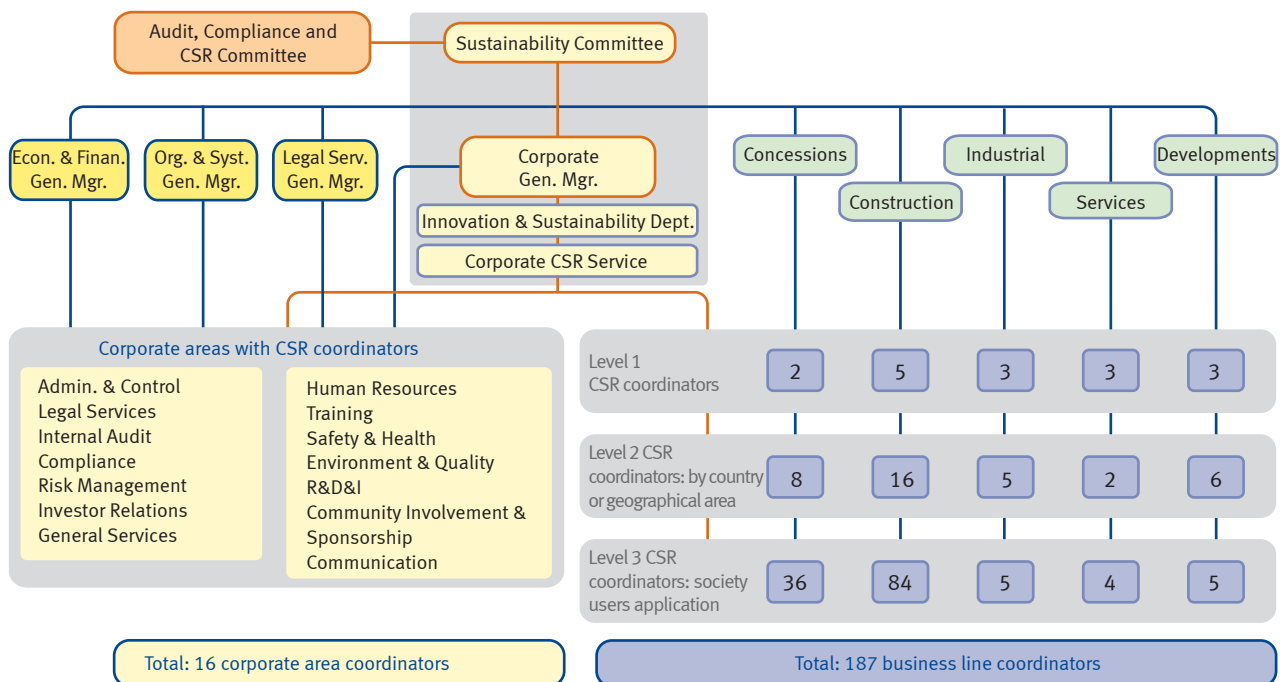
- Quality and Environment Committee
- Occupational Health and Safety Committee
- R&D&I Committee

These committees are also represented by senior managers responsible for the operational and corporate units of the Group.

The **CSR Service**, integrated within the Innovation & Sustainability Department, defines and develops the OHL Group's strategic plans in this area. For this purpose, it counts on the support of a multidisciplinary team of professionals operating as a decentralized, international structure. Starting in 2015, this structure will provide the support necessary for launching the new **CSR Strategic Plan 2015-2020**. The number of CSR coordinators, including those in the corporate areas and business lines, totaled 203 professionals.

► The management of CSR in the Group is a horizontal activity in which a large number of people from the corporate areas and business lines of the Group participate.

## CSR management structure in the OHL Group





## ► CSR Strategic Plan 2015-2020

The work for the drawing-up of the CSR Strategic Plan 2015-2020 stands out among the most significant achievements obtained in 2014.

The **purpose** of the plan is to define the lines of action in terms of CSR that will guide the Group's strategy, both on the corporate level as well as by geographical area, in the 2015-2020 period.

The new plan identifies and provides a response to the **risks and opportunities derived from sustainability**, which the company confronts throughout its value chain. For this purpose, it incorporates a global perspective and responds to a fresh vision about how it would like the OHL Group to be recognized in 2020 in terms of CSR.

A number of attributes emanate from the OHL Group's Vision 2020 –bywords that define and differentiate its way of doing things in the context of Corporate Social Responsibility.

### Challenges and opportunities to which the new CSR Strategic Plan 2015-2020 provides a response

1. Shield the ethical conduct of the Group in respect of the casuistry existing in the countries where it operates (compliance system).
2. Maintain basic principles and standards of responsible performance in all regions.
3. Reinforce the internal communication and coordination in view of the size acquired by the Group.
4. Communicate the positive impact of the infrastructures, reinforcing the contribution to development made by the OHL Group and enhancing its reputation.
5. Manage the risks in the human rights context throughout the Group and in all countries.
6. Consolidate occupational safety and health as part of the DNA of the Group and its reputation as a good employer.
7. Limit the negative environmental impact of the Group's operations with respect to the increasingly more demanding requirements and a more sensitive society.
8. Take advantage of the Group's innovative capacity to anticipate trends and turn this into a competitive advantage.
9. Further enhance the responsible management of the entire value chain and strive for the creation of shared value.
10. Develop a social management procedure that will reinforce the strategic nature of the community involvement actions and engagement with the community.



## Assets of the CSR of the OHL Group

Create shared value, promote the Group's internal talent and maintain responsible conduct are and will be the assets of the OHL Group's CSR in the new strategic plan. A set of attributes that will encompass our ethical, community involvement and environmental commitments.

### We create shared value

- The infrastructures built and operated by OHL drive the development of the areas where they are located, together with the improvement of the quality of life of the local communities.
- The local communities receive and enjoy the use of our infrastructures. For this reason, we adopt a 360° focus, promoting the integration of these infrastructures into their immediate environment, ensuring that they are safe and respond to the legitimate expectations of our neighbors.
- We create local employment, drive business development and establish consortiums and strategic alliances. We collaborate with community associations, universities and research centers and participate in international conferences and forums, in addition to being listed on local stock markets.

### We promote our talent

- People are our most valuable asset. At OHL we offer our employees a wholesome, secure and enriching workplace atmosphere. We reward their effort and lay the foundations for generating the pride of belonging.
- The diversity of people and scenarios is an intrinsic value and one of our marks of identity. For this reason, we strive to achieve full compliance with human rights and workers' rights and the integration of all of the people in the Group, with their complexity and diversity, into the corporate culture.

### We maintain and demand responsible conduct

- We develop our infrastructures in collaboration with other agents. We require all of them to comply and make them become participants in our responsible commitment, as the best method for achieving the best results in our projects and services.

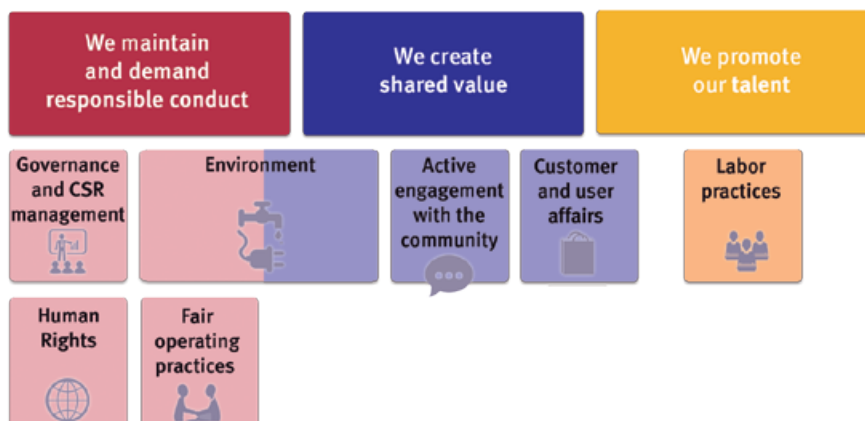
A corporate plan has been developed on the basis of Vision 2020, together with eight plans for each of the principal geographical areas where the OHL Group operates. These nine plans include a set of lines of action and measures to be put into place between 2015 and 2020, designed to turn CSR into a factor of competitiveness that will contribute to the development of the business.

These lines of action are structured by following the blueprint provided by the ISO 26000 standard.





## Alignment of the CSR Plan with the ISO 26.000 standard



## Methodology used for preparing the CSR Strategic Plan 2015-2020

<p><b>PHASE 1</b></p> <p><b>INTERNAL ANALYSIS</b></p> <ul style="list-style-type: none"> <li>• Review the work carried out on CSR issues</li> <li>• Identify the risks/opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of 13 internal reports for ascertaining the Group's performance in terms of CSR.</li> <li>• Holding of 33 individual interviews with senior management staff of the OHL Group.</li> <li>• Benchmarking against 6 companies in the construction and infrastructure sector and 1 in the energy sector.</li> </ul>
<p><b>PHASE 2</b></p> <p><b>EXTERNAL ANALYSIS</b></p> <ul style="list-style-type: none"> <li>• Identify the trends in CSR on the global level and in the regions where the Group operates</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of 35 terms &amp; conditions of public calls for tenders in which the Group has participated in different geographical areas.</li> <li>• Review of 25 studies to identify societal, ethical and environmental risks in the 8 target regions.</li> <li>• Holding of 12 interviews with experts to learn what the trends in CSR are in the geographical areas of interest to the OHL Group.</li> <li>• Analysis of the CSR criteria used in the sustainability indexes (DJSI, FTSE and CDP) and other reporting initiatives /standards (GRI).</li> </ul>
<p><b>PHASE 3</b></p> <p><b>Establish global STRATEGIC LINES in CSR</b></p>	<ul style="list-style-type: none"> <li>• Identification of the strategic lines at corporate level and by geographical area.</li> <li>• Referral of strategic lines to the persons responsible for CSR by country and by business line for review and comments.</li> </ul>
<p><b>PHASE 4</b></p> <p><b>Develop the corporate CSR STRATEGIC PLAN and the plans by geographical area</b></p> <p><b>Activities in 2015</b></p>	<ul style="list-style-type: none"> <li>• At the start of 2015, the project status was the development of the strategic lines in specific projects.</li> <li>• These projects will be subject to analysis and approval.</li> <li>• Their deployment and implementation is planned for the second half of 2015.</li> </ul>

## Human rights compliance

The OHL Group is strongly committed to the defense of human rights, as evidenced starting in 2004 through its public and voluntary accession to the initiatives and guidelines of the leading international organizations working in this field.

### OHL completes 10 years of commitment to the United Nations Global Compact and to the promotion and dissemination of its 10 principles

In November 2014, the Spanish Network of the Global Compact celebrated its 10th anniversary in Madrid. During the event, it presented a memento of recognition to the OHL Group, together with other organizations, for its membership in the initiative as a founding member of the Spanish Network.



► Compliance with the Code of Ethics and the protection of human rights are two mainstays of the OHL Group's CSR strategy.

The training of the company's team is indispensable for maintaining this commitment and putting it into practice in its day-to-day operations. For this reason, starting in 2013, OHL has been providing courses on human rights and on its Code of Conduct to all of its employees.

### Training in the Code of Ethics, Human Rights and CSR <sup>(1)</sup>

	Students 2014	% outside of Spain	Total students 2013-2014	% outside of Spain
Code of Ethics	673	79.9 %	4,732	51.0 %
Human Rights	644	80.3 %	4,658	50.7 %
Corporate Social Responsibility	3,231	54.7 %	3,231	54.7 %

(1) The courses on the Code of Ethics and Human Rights commenced in 2013. The course on CSR began in 2014.

### Total employees trained to December 2014 <sup>(1) (2)</sup>

	Code of Ethics	Human Rights	CSR
USA and Canada	595	578	476
Mexico	532	521	344
South America	442	431	244
Spain	2,319	2,296	1,464
Europe	707	701	646
Middle East, Southeast Asia and Australia	137	131	57

(1) The courses on the Code of Ethics and Human Rights commenced in 2013. The course on CSR began in 2014.

(2) Accumulative total.



The Human Rights Compliance Assessment Project, approved by the Audit, Compliance and Corporate Social Responsibility Committee, has been undertaken for the purpose of verifying the application of and compliance with the provisions and commitments in terms of human rights assumed by the Group.

### Phases of the project

PHASE 1	PHASE 2	PHASE 3
<b>Country risk analysis and benchmarking</b> in Human Rights management (2012)	<b>Internal and external comparison</b> of the risks to which the Group is exposed (2012)	<b>Internal training</b> in human rights (2013 onward)
22 countries 50 companies in the sector 200 major companies	Close to 50 people surveyed in the <b>Group and independent entities</b> in different geographical areas	<b>4,658</b> employees trained in Human Rights (December 2014)
PHASE 4		
<b>Self-assessment of human rights compliance</b> in the OHL Group (2014)		

In December 2014, the Group launched the human rights compliance self-assessment phase. The self-assessment process, designed on the basis of a protocol made up by nine description sheets, encompasses the principal human rights that companies must respect and must also monitor to ensure compliance by their suppliers and collaborators as well.

### Human rights compliance self-assessment phase in the OHL Group

<b>Tools</b>	Enablon software (available in Spanish, English and Czech) <ul style="list-style-type: none"> <li>Self-assessment questionnaires.</li> <li>Module for applying action plans.</li> </ul>
<b>Actions</b>	<p><b>Training:</b> two training sessions on the project and the application of the software for 33 users.</p> <p><b>Self-assessment campaign:</b> December 2014-January 2015. The questionnaires were completed by the senior managers of each company.</p> <p><b>Scope of the campaign:</b> 66 companies representing 99.80% of the 22,307 employees of the Group at October 31, 2014 (excluding the 1,499 employees of the three hotel companies in Mayakoba who did not participate in this survey).</p>



## ► Follow-up of the 2014 CSR targets and definition of the targets for 2015

2014 TARGETS	STATUS	2015 TARGETS
<ul style="list-style-type: none"> <li>• Preliminary assessment of the compliance with human rights.</li> <li>• Preparation of a new <b>CSR Strategic Plan</b>:               <ul style="list-style-type: none"> <li>- CSR balanced scorecard.</li> <li>- Survey of the management team and main CSR managers.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Self-evaluation campaign launched in 66 companies of the OHL Group that covered 99.8% of the Group's workers (excluding the three Mayakoba hotels, which were not evaluated).</li> <li>• Internal and external analyses made.</li> <li>• Discussion with the business managers by country and the corporate areas involved.</li> <li>• 33 interviews held with members of the Group's management team.</li> <li>• Approval by the Sustainability Committee.</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of self-evaluation results of compliance with human rights and adoption of the most adequate action plans.</li> <li>• Development of the Corporate CSR Plan and plans by area, through specific projects.</li> <li>• Approval by the Sustainability Committee.</li> <li>• Balanced scorecard in accordance with the strategic plan.</li> <li>• Deployment and implementation.</li> </ul>
<ul style="list-style-type: none"> <li>• Development of internal procedures and protocols for the management of CSR.</li> </ul>	<ul style="list-style-type: none"> <li>• The <b>CSR Handbook</b> is in the preparation stage and will include the management initiatives of the last few years with the intention of consolidating and sharing the CSR management culture in the Group.</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize the preparation of the CSR Handbook during the first three months of the year and distribute it to the key players involved in the Group's CSR management.</li> </ul>
<ul style="list-style-type: none"> <li>• Request for a fresh Robeco SAM assessment for obtaining an external measurement of the improvements in CSR performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Was not carried out during the financial year.</li> </ul>	<ul style="list-style-type: none"> <li>• Request for and performance of the assessment during 2015.</li> </ul>
<ul style="list-style-type: none"> <li>• Continue improving the channels of communication and dialog with the main stakeholder groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Launch of the new corporate website.</li> <li>• Publication of CSR information brochures that will include <b>24 success stories in the creation of economic, social and environmental value</b> by the Group.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved communication with stakeholders is a part of the new CSR strategic plan, for which reason, the actions included in the new tool in this regard will be carried out during the year.</li> </ul>
<ul style="list-style-type: none"> <li>• Organization of a debate or event where issues relating to sustainability and the companies can be discussed (CSR event).</li> </ul>	<ul style="list-style-type: none"> <li>• The event was not held because it coincided with Conama 2014.</li> </ul>	<ul style="list-style-type: none"> <li>• Organization of the CSR event during the year.</li> </ul>
<ul style="list-style-type: none"> <li>• Creation of a permanent space in the new corporate intranet (CSR portal), as a permanent point of contact with the Group's employees in relation to CSR and sustainability issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Pending the development of the new corporate intranet.</li> </ul>	<ul style="list-style-type: none"> <li>• Launch of the new CSR portal together with the development of the new intranet.</li> </ul>



## ► Collaboration with sustainability and innovation organizations

The OHL Group is associated with organizations recognized as experts in a number of areas, with a view to expanding the scope and impact of its CSR activities. These collaborations have become particularly relevant in a context in which cooperation among players is necessary in order to address the search for solutions to the many social and environmental challenges to be met.

The following stand out among these collaborations:

- **Fundación Conama.** The Twelfth National Environment Congress, **Conama 2014**, was held in November 2014. The OHL Group was a significant participant as a sponsor of this biennial event, the most important of its kind in Spain. During the event, OHL organized the dynamic meeting on *Challenges and Opportunities for the Carbon Footprint Leadership*, with the participation of Luis García-Linares, Corporate General Manager of OHL; Susana Magro, Director of the Spanish Climate Change Office, and Manuel Niño, General Secretary of Infrastructures in the Ministry of Development. In addition, OHL coordinated the round table discussion on *The Carbon Footprint as a Driving Force of Business Competitiveness*, and a significant number of employees participated in a range of working groups organized in the framework of the Congress.
- **CDP.** The OHL Group reinforced its presence in the CDP in 2014, with a view to furthering the organization's objectives, and participated actively in events for the presentation of reports and the dissemination of best practices in Spain, Latin America, Poland and Turkey.
- **United Nations Global Compact**, for the promotion and dissemination of human rights and workers' rights, protection of the environment, relations and the fight against corruption. In 2014, OHL received recognition for its 10 years of commitment to this organization, as a founding member of the Spanish Network of the Compact.
- **ENCORD (European Network of Construction Companies for Research and Development)**, which groups together the major European contractors and suppliers of construction materials with a strong commitment to innovation.
- **Plataforma Tecnológica Española de Construcción (PTEC)**, with which OHL has collaborated since its foundation in 2004.
- **Foro Pro Clima Madrid.** OHL also made progress in 2014 in its fulfillment of the commitments acquired by the Group as a member of this climate initiative by the City Council of Madrid.
- **London Benchmarking Group (LBG).** In 2014, the Group implemented this international methodology, which enables it to determine the impact on society of its community investment.
- **Fundación WATU Acción Indígena (organization in defense of indigenous peoples).** In 2014, OHL began to collaborate with the Observatorio de las Actuaciones de las Organizaciones Españolas en el Mundo Indígena (OAOEMI), a Fundación WATU program.
- **Universidad Rey Juan Carlos, Madrid**, in the framework of the collaboration with the OHL Corporate Social Responsibility Chair.



- **Programa Empresas Parlamentarios.** To provide parliamentarians with a real knowledge of businesses, their principles, objectives, organization, strategies and how they operate, as well as their technological and human approaches.
- A number of SEOPAN committees and participation in other associations.

More information in:

**Annex A2-I: Collaboration and Community Engagement**

## ► Communication

The Group has a range of communication channels for its stakeholders that enables an exchange of information that is mutually beneficial. Through these, OHL can identify what topics are relevant, with the greatest impact on the Group's performance, providing the parties in question with the necessary information on the company.

The communication of the commitments, objectives, initiatives and advances carried out by the Group in the area of CSR and sustainability is an essential aspect of CSR management. In this context, the following initiatives stand out among those undertaken in 2014, enabling the company to engage more effectively with its stakeholders:

- Launch of the **new OHL website**, as a response to the needs raised by the corporate areas and business lines. The new website is intended to enhance the international positioning of the brand, to show to an advantage key projects of the Group, to reinforce the business vision of the business areas and increase the visibility of particularly outstanding aspects in OHL's strategy, such as R&D&I and sustainability.
- The websites of the OHL Group and its divisions, OHL Concessions, OHL Construction, OHL Industrial, OHL Services and OHL Developments, have been certified by the Asociación Española de Normalización y Certificación (AENOR) pursuant to UNE 139803:2004, AA grade, distinguishing them as accessible websites for persons with varying disabilities and levels of dependence.
- Commencement of the work for the development of the **new corporate intranet (CSR Portal)** which, among other objectives, will enable the Group's employees to contribute ideas and experiences regarding their interests and expectations in relation to sustainability at OHL. The production start-up is planned for 2015.
- Publication of the corporate brochure **OHL and Sustainable Development**, which includes **brief descriptions of success stories** about projects of relevance performed by the Group, showing how the creation of social and environmental value is achieved through business.
- The I Edition of the 2014 Focus photography competition has been announced, addressed to all Group employees, in order to provide information, through pictures, of the activities executed in all countries where OHL is present. The competition covers seven categories: Infrastructures, Unique Buildings, Machinery, R&D&I, Sustainability, Occupational Risk Prevention and Social Action, each one of which awards three prizes and a commemorative diploma.

The publication and distribution of the corporate communications continued throughout the year.





## Magazines and corporate newsletters



### Mosaico

The monthly in-house communication magazine with information on the most relevant news items in the Group.

### Tecno

Three issues of this quarterly magazine were published. Prepared by the Communication and Image Service of the Corporate General Management area of the OHL Group, the magazine includes information on unique projects, through technical news articles, as well as the technological advances and developments used in such works and the sustainability criteria applied by OHL in its projects.

### CSR Newsletter

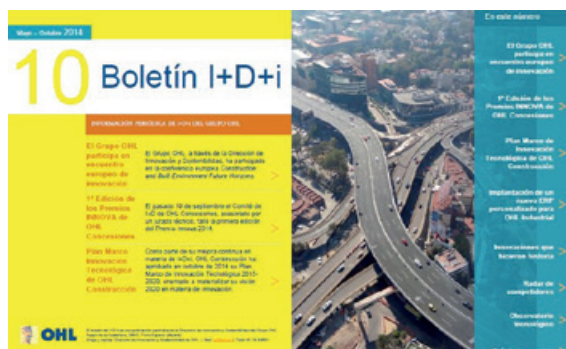
The publication and distribution of the CSR Newsletter continued during the year. This half-yearly communication is aimed at the people who are involved in the management of CSR and sustainability throughout the OHL Group and a number of their collaborators. Together with the leading news items and most relevant events in this area for the Group, links are included for access to the corporate policies and the Code of Ethics, as well as to the conduct reporting channel. As a new facet of this publication, the December 2014 issue featured an interview with a senior manager of the Group, together with an in-house survey to seek the views of the employees on CSR performance and its impact on the business, as well as their degree of awareness and interest in sustainability aspects.

### R&D&I Newsletter

The publication of the R&D&I Newsletter continued in 2014 as a channel of in-house dissemination of the most significant activities in research, development and innovation. This publication includes project successes, news highlights, upcoming events and technical advances obtained by the Group itself or by outside parties.

### OHL Volunteers Newsletter

Information is provided on specific campaigns, and community involvement and volunteering news items are communicated through the OHL Volunteers portal and the online newsletter published quarterly. In 2014, two newsletters were launched in Spanish to 2,500 users. Its launch in English is planned for 2015.





## Channels of communication and dialog aimed at all of OHL's stakeholder groups

	Stakeholder Groups				
	EMPLOYEES	SUPPLIERS	SHAREHOLDERS AND INVESTORS	CUSTOMERS / PARTNERS / USERS	SOCIETY
Group departments and teams	<ul style="list-style-type: none"> <li>Corporate HR Department</li> <li>HR Departments in each division</li> <li>Employee Support Program</li> </ul>	<ul style="list-style-type: none"> <li>Procurement Department</li> <li>Production</li> </ul>	<ul style="list-style-type: none"> <li>Investor Relations Department</li> </ul>	<ul style="list-style-type: none"> <li>Production</li> <li>Business development</li> <li>Quality &amp; Environment Service</li> </ul>	<ul style="list-style-type: none"> <li>Communication &amp; Image Service</li> <li>CSR Services</li> <li>Sponsorship, Patronage and Community Involvement Service</li> <li>Quality &amp; Environment Service</li> </ul>
Web channels	<ul style="list-style-type: none"> <li>Corporate website of the Group</li> <li>Corporate websites of divisions and subsidiaries</li> <li>Conduct reporting channel</li> <li>Annual Report of the Group online</li> </ul>				
	<ul style="list-style-type: none"> <li>Corporate intranet</li> <li>Harassment reporting channel</li> <li>Experience Database</li> </ul>	<ul style="list-style-type: none"> <li>Computerized Procurement System (CPS)</li> </ul>	<ul style="list-style-type: none"> <li>Webcast presentations of results.</li> <li>Conference call held with financial analysts on the quarterly results.</li> </ul>	<ul style="list-style-type: none"> <li>Web and telephone user assistance centers in concessionaires, hotels, residences...</li> </ul>	
Publications	<ul style="list-style-type: none"> <li>Annual Report of the Group</li> <li>Annual Reports of divisions and subsidiaries</li> </ul>				
	<ul style="list-style-type: none"> <li>Mosaico and Tecno magazines</li> <li>CSR Newsletter</li> <li>Newsletters: R&amp;D&amp;I, OHL Concessions Chile, OHL ŽS and OHL Volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Subject guides</li> </ul>	<ul style="list-style-type: none"> <li>Foldout brochures and specific publications</li> <li>Quarterly reporting of results.</li> </ul>	<ul style="list-style-type: none"> <li>Information brochures</li> <li>Construction Book</li> <li>OHL's One Hundredth Birthday Book</li> <li>Books, videos and monographs on unique construction projects</li> </ul>	<ul style="list-style-type: none"> <li>Magazines and promotional videos</li> <li>Information brochures</li> <li>Specific publications</li> </ul>
Forums	<ul style="list-style-type: none"> <li>Safety &amp; Health Committees</li> <li>Workers' Committees</li> <li>Mechanisms for engagement with trade unions</li> <li>Committees for Preventive Oversight and Monitoring of Equality Plans</li> <li>Meetings with groups of volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Training programs in occupational risk prevention and the environment</li> </ul>	<ul style="list-style-type: none"> <li>General Shareholders' Meeting</li> <li>Participation in specialized forums and seminars</li> <li>Regular meetings with analysts/roadshows</li> <li>Regular visits and talks</li> </ul>	<ul style="list-style-type: none"> <li>Fairs and conferences</li> </ul>	<ul style="list-style-type: none"> <li>Direct dialog and cooperation agreements with research and technological centers, NGOs, local civil, social and environmental organizations</li> </ul>
	<ul style="list-style-type: none"> <li>Participation in institutional events representing the OHL Group by the Chairman</li> </ul>				
Specific surveys	<ul style="list-style-type: none"> <li>Stakeholder survey project</li> <li>Suggestion boxes</li> </ul>				
	<ul style="list-style-type: none"> <li>Suggestion surveys</li> <li>Satisfaction surveys</li> </ul>			<ul style="list-style-type: none"> <li>Suggestion surveys</li> <li>Satisfaction surveys</li> </ul>	
Other communication spaces & initiatives	<ul style="list-style-type: none"> <li>Integration into the Group courses</li> <li>Management systems</li> <li>Regular communications, circulars/ internal communications.</li> <li>Awards</li> </ul>	<ul style="list-style-type: none"> <li>On-site informative courses (Tool Box Meeting)</li> </ul>	<ul style="list-style-type: none"> <li>Reports for CSR analysts and socially responsible investors (FTSE4Good IBEX, CDP,...)</li> </ul>	<ul style="list-style-type: none"> <li>Bilateral and multilateral events with Embassies, Chambers of Commerce...</li> </ul>	<ul style="list-style-type: none"> <li>Good Neighbor Code</li> <li>Specific worksite offices</li> </ul>



## ► Dialog and materiality

Beyond the permanent communication channels indicated, OHL makes **specific consultations and analyses** that provide valuable information, affecting its CSR strategy. This type of practice constitutes an important asset for continuous improvement.

In this context, a **materiality analysis** was finalized in 2014. The aim of a study of this nature is to develop a number of activities designed to identify the issues that are key concerns of stakeholders at a specific point in time.

On this occasion, the analysis was made by using a two-pronged approach, external and internal, and its conclusions will serve as a starting point for determining and developing the strategic lines of the CSR Strategic Plan 2015-2020.

### Characteristics and conclusions of the materiality analysis

The identification of relevant issues from a **perspective outside** of the OHL Group was obtained by means of an:

- External assessment of the company on the basis of reports by **reputed analysts** (*DJSI, FTSE4Good, Merco, PSI, CDP*) and by **influencers and experts** on sustainability in a number of countries (*Adecco and Integra foundations, Human Rights Watch* and *EPA*, among others).
- Analysis of the references to the company in the **media**.
- Identification of the relevant aspects and analysis of the **best practices of companies** in the sector and other companies considered leaders in sustainability performance within their respective sectors.

The conclusions of these analyses made it possible to verify the relevance in the current context of the issues identified in previous analyses by OHL, as well as to identify other new subjects to be included in the Group's materiality matrix.

For the purpose of ascertaining the issues considered relevant **from within the company itself**, 33 interviews were held with senior managers and executives of the Group: directors, members of the Steering Committee, division general managers, territorial managers and other corporate managers in the areas most directly involved in the management of sustainability.

The aim of these meetings was to identify the list of CSR relevant issues from the internal perspective of the company.



Training is one of the relevant matters identified in the materiality study completed by OHL in 2014.

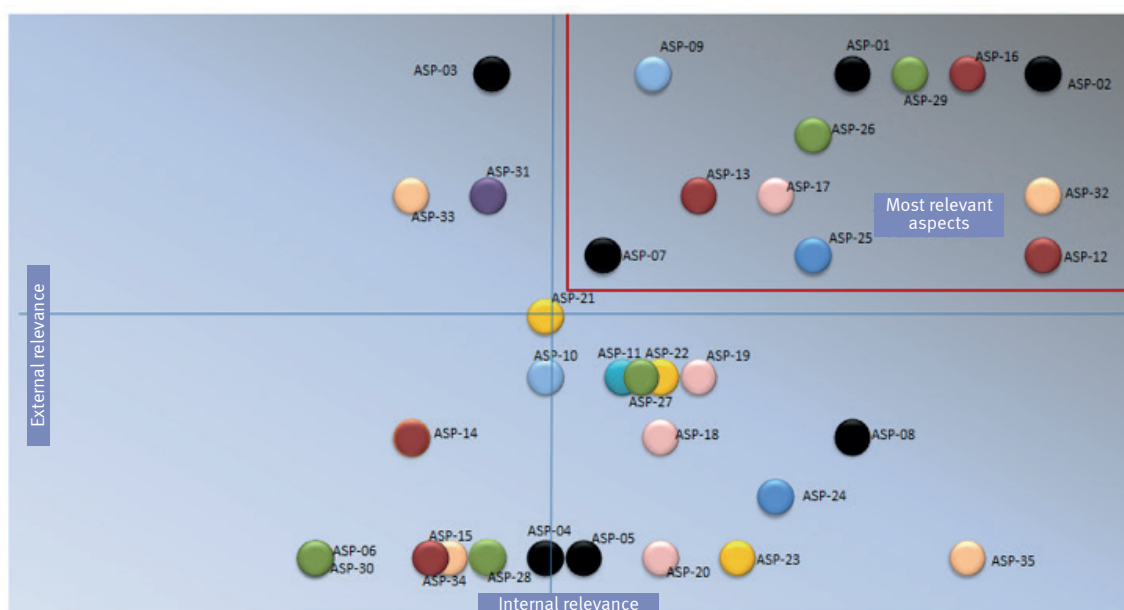


## Relevant issues arising from the materiality analysis

EXTERNAL MATERIALITY ISSUES	INTERNAL MATERIALITY ISSUES
Good Governance and CSR	
Risk management	Risk management
Compliance, ethical management & business transparency	Compliance, ethical management & business transparency
Economic growth	Economic growth
Dialog with stakeholders	Transparency in the reporting of financial and non-financial information
	Information security
	Dialog with stakeholders
	Integrated CSR management
Human Rights	
Human Rights policy	Human Rights policy
	Reporting of Human Rights incidents
	Human Rights compliance in the areas and operations of the Group
Employees	
Job stability	Job stability
Safety and health	Safety and health
Equality	Diversity and integration
Training	
Technical training	Technical training
	Environmental training
	Training in Human Rights, Ethics and CSR
	Training in occupational risk prevention
Customers	
Customer satisfaction	Customer satisfaction
	Quality management
	Safety of the facilities and services
Suppliers	
Training, monitoring and evaluation of the supply chain	Responsible procurement management
	Training, monitoring and evaluation of the supply chain
Environment	
Energy efficiency and GHG emissions	Energy efficiency and GHG emissions
Environmental assessment & management procedures	Efficiency in the consumption of raw materials
	Environmental assessment & management procedures
Society	
Relations with the communities	Relations with the communities
Promotion of global Community Involvement and volunteering projects	Impact on society of the Group's actions
R&D&I	
Development of R&D&I	Development of R&D&I

As a result of the materiality analyses made from an external and an internal perspective, the OHL Group has prepared a **matrix of relevant issues** that reflects the key issues that should have a stronger presence in the performance of OHL in terms of CSR and in the information provided by the Group through tools such as this Annual Sustainability Report.

## Matrix of relevant issues (internal materiality vs. external materiality)



The 12 issues obtaining the highest score in terms of external as well as internal relevance are identified on the following table:

Code	Issue	Subject or area of interest
ASP-02	Compliance, ethical management & business transparency	Good governance & CSR
ASP-32	Relations with the communities	Society
ASP-12	Job stability	Employees
ASP-16	Occupational safety and health	Employees
ASP-29	Environmental assessment & management procedures	Environment
ASP-01	Risk management	Good governance CSR
ASP-09	Human Rights Policy	Human rights
ASP-25	Training, monitoring and evaluation of the supply chain	Suppliers
ASP-26	Energy efficiency and GHG emissions	Environment
ASP-17	Technical training	Training
ASP-13	Equal opportunities	Employees
ASP-07	Dialog with stakeholders	Good governance & CSR

The significance of the aspects connected with **good governance** and **risk management** in the value chain stands out, as well as the significance of the issues relating to **labor practices** (job stability, health and safety and equal opportunities). Both subjects reflect to a large extent the particularities of the current economic, social and employment context and are issues that OHL takes into consideration as a priority in its management of CSR.



## ► The OHL Group's Sustainability Report

The OHL Group's Sustainability Report is set in the framework of its **accountability commitment to all of its stakeholders** and is the primary tool of communication of the company with them.

OHL has been publishing this report yearly since 2003. The objective since that time is to prepare a **well-grounded and rigorous document, with the highest representativity, quality and clarity possible**. The latest trends and standards applicable are used for this purpose, and the expectations and demands for information by its stakeholders, as well as the main reputational risks perceived, are considered.

The report is centered on showing the contribution to sustainability by the company on the basis of the performance of its business. For this reason, it extends to the reporting of the performance of the various divisions, placing the focus on the concept of value generated and distributed. The current document shows this contribution from a dual perspective:

- A) The horizontal management of CSR.
- B) The actual experiences of the divisions through the business.

To build the report, a process is set in motion each year for the compiling and consolidation of the information on the sustainability performance of all of the divisions, companies and branches of the Group. More than 170 people participate in this process, gathering and recording the information requested for each company in a computer application designed specifically for this purpose, the structure and operation of which are adapted to the geographical diversity and the range of activities of the OHL Group.

In the last few years, the Sustainability Report has been published according to the GRI G3.1 version of the Global Reporting Initiative (GRI). However, during 2014, the Group's reporting systems have been adapted to the G4 version of that standard, with the aim of publishing this report in line with this new version.

The new version of the GRI guidelines focuses on the importance of identifying the **material aspects** for the company throughout the Group's value chain and of reporting on them in the Sustainability Report. In this way, OHL improves the quality of its reporting and places the spotlight on providing an adequate response to its stakeholders with respect to all of the relevant issues identified.

► OHL makes an exhaustive effort each year in order to compile quality information on CSR sourced from the entire Group. The objective is to convey to stakeholders the effort and performance of the OHL Group in terms of CSR through the Sustainability Report.

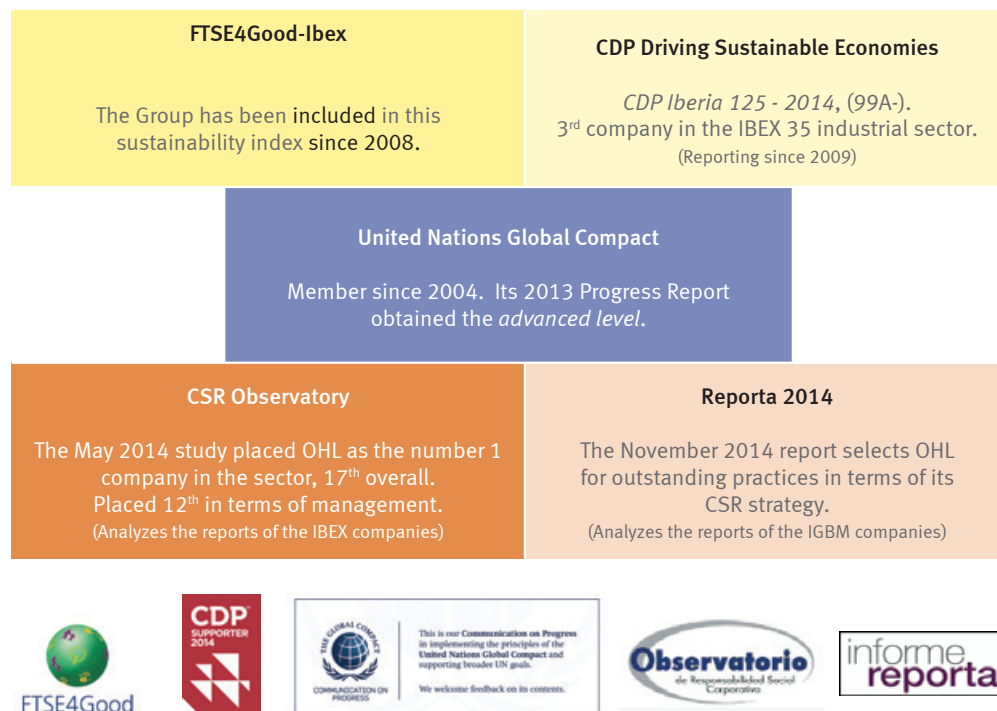
► OHL bases its policies, strategies and the company's reporting on the material aspects of sustainability and on the continuous contribution of an adequate and coherent response to all of the needs of its stakeholders.

Among other tools, the Sustainability Report enables the **principal CSR analysts** to assess the progress made by the Group year after year:





## Assessment by specialized analysts



## Other sustainability reports in the Group

### First Sustainability Report prepared by OHL México (OHL Concessions)

In 2014, OHL México took the first step for inclusion in the Sustainability Index of the Mexican Stock Exchange (BMV). This first exercise consisted of the publication of a comprehensive document and the creation of a microsite on CSR and Sustainability in OHL México, hosted on the company's website ([www.ohlmexico.com.mx](http://www.ohlmexico.com.mx)).

The document published by OHL México includes an express declaration by the company on its commitment to sustainability, the code of conduct of the company and of its employees, as well as its guiding principles. Likewise, the documents describe in detail the actions, initiatives and vision adopted, both at the global level— as part of the OHL Group— as well as specifically by OHL México on each of the basic issues of sustainability.

This first step forward will be continued in the future through the systematic preparation of annual corporate governance, social responsibility and environmental reports, that is, the three fundamental aspects of business sustainability measured by the Mexican Stock Exchange.

The BMV's Sustainability Index (IPC Sustentable) was created close to three years ago and groups together the companies listed on the Mexican Stock Exchange that stand out in terms of sustainability, in accordance with the principles defined in the United Nations Global Compact. On January 30, 2015, the Mexican Stock Exchange announced the new composition of the IPC Sustentable basket, which will remain in effect until January 2016 and which now includes OHL México.



### Mayakoba Sustainability Report (OHL Developments)

Mayakoba, the emblematic resort developed by OHL Developments on Mexico's Riviera Maya, published its first Sustainability Report in 2014, setting out the main outcomes of its performance in 2013.

The report has been uploaded to the microsite [www.reportemayakobasustentable.com](http://www.reportemayakobasustentable.com) where the results of the eight programs and twenty-four sub-programs through which Mayakoba makes its contribution to sustainable developed can be consulted.



## ANNEX A2-I

### Collaboration and associations to which the OHL Group belongs

#### Collaborating entities

The OHL Group works with expert organizations in various fields to ensure a greater CSR impact in its activities.

#### Sustainability and CSR

- OHL continues to collaborate with the **Global Compact Spanish Network**, in order to defend and protect human rights and uphold all issues related to the environment, employment relations and the fight against corruption.
- In 2014, it continued with its collaboration agreement with **Universidad Rey Juan Carlos de Madrid** to develop the OHL Chair in CSR. The purpose of the Chair is to analyze and conduct research on CSR matters, as well as to promote its awareness amongst the university community.

Further to this agreement, signed in 2014 for a three-year term, we have developed the report entitled *Corporate Social Responsibility as it currently stands in Latin America: how to relate to the local community*. The OHL Group has included in this study its own roadmap to improve relations with the local community. Specifically, it has identified the keys used to define our relations with social agents, such as local governments, NGOs, local community organizations, ethnic minorities and others in the Latin American area, making recommendations on how to improve said relations. The final aim is to implement OHL's commitments in community relations and to achieve greater standards of wellbeing in the areas where the Group is present, enabling local and regional development in the medium and long term.

In 2014, we were involved in two important CSR ventures: OHL's participation in the Parliamentary Business Program and collaboration with Universidad Rey Juan Carlos as part of the OHL Chair in CSR.

- Last year, OHL participated in the **Parliamentary Business Program**. The program was launched by Círculo de Empresarios in 1987 with a two-fold objective: 1) to provide members of parliament with actual entrepreneurial knowledge, including business principles, objectives, organization, strategy, working methods and technological/human policies; and 2) to provide business executives and collaborators with a view of the parliamentary situation and legislative process, including the issues members of parliament have to deal with locally, in each autonomous community, in Spain and the European Union, when handling matters affecting the business world.

OHL Group's participation in the program involved five consecutive courses arranged between January and May, at OHL's head office in Madrid.

The first course included the active participation of Luis García-Linares, General Corporate Manager, along with OHL's CEO, Josep Piqué, and was



attended by other company executives. A presentation was made of the OHL Group and its corporate areas to the four members of Senate who were present.

Throughout the various courses, in addition to explaining the measures executed by OHL, as an international group, the Group's main activities were discussed, structured into its various operating divisions: OHL Construction, OHL Concessions, OHL Industrial and OHL Developments, in addition to a series of visits to the company's facilities and worksites.

## Social Action

- Another of OHL's relevant collaboration ventures is with the **London Benchmarking Group (LBG)** to measure its sponsorship, patronage and social action. Thanks to this collaboration, this international methodology was implemented in 2014, which enables calculation of the social impact achieved with investments made. Furthermore, OHL takes part in the events arranged by LBG Spain with the companies that apply its methodology. The object of these ordinary meetings is to exchange opinions on any progress made in the tool, to understand and reply to the concerns of participants and to bring together new proposals for improvement and good practices executed. In 2014, various meetings were held in this regard, searching for ideas to encourage LBG's presence and visibility in CSR forums, and analyzing the new version of the LBG model, amongst other matters of interest.
- Over 2014, OHL has collaborated with the **Fundación WATU Acción Indígena**, an organization that works to defend the indigenous people. As a result, OHL collaborates with the Observatorio de las Actuaciones de las Organizaciones Españolas en el Mundo Indígena (OAOEMI), a Fundación WATU program, and is in charge of its administration and management, in conjunction with Universidad Rey Juan Carlos, Universidad Carlos III de Madrid, through Instituto Universitario Francisco de Vitoria, and with support from the Agencia Española de Cooperación Internacional para el Desarrollo (AECID). The aim of this venture is to incentivize good practices in action taken with the indigenous people. As a part of this, a project has commenced to diagnose the level of compliance of OAOEMI's Ten Principles in Good Practices in action taken with the indigenous people, and has adhered its follow-up plan.

## Environment

- Throughout 2014, OHL has continued with its collaboration agreement signed with CDP in 2013. The Group, which treats the organization as a strategic ally, has reinforced its active participation to boost the organization's objectives. This has led to its presence in the entity's events and reports in Spain, Latin America, Poland and Turkey.
- OHL has also made progress in 2014 to comply with the commitments acquired by the Group as a member of **Foro Pro Clima**, an initiative promoted by the City Council of Madrid to fight against atmospheric pollution. Specifically, the Group has progressed along the three lines of work shared with the Forum: procurement of sustainable forest products, energy efficiency and sustainable mobility. Furthermore, it has contributed a new successful case study for the Catalog of Environmental Initiatives presented at the VII Annual Meeting of the Forum in Madrid.



- Furthermore, the OHL Group has collaborated with the **Fundación Conama** through various work groups and technical courses, such as the ones focusing on the following topics: *Towards the 2015 Paris COP* (GT-02), *Work mobility plans* (GT-03), *Green urban and peri-urban infrastructures* (GT-04), *Carbon Footprint* (ST-05), *Water & Energy* (ST-28) and *Sustainability & Investors* (ST-32).

## R&D&I

- In R&D&I matters, the OHL Group in 2014 has continued to participate in **ENCORD** (**E**uropean **N**etwork of **C**onstruction **C**ompanies for **R**esearch and **D**evelopment), which brings together leading European contractors and suppliers of construction materials that are highly committed to innovation. The OHL Group is a full member of its Management Council and actively contributes to the progress of various work groups. Specifically, in 2014 it took part in two groups: *Ethical standards and Transparency links*, *Local communities*, *Stakeholder engagement* and *Value for Stakeholders* and *Virtual Construction*, and coordinates the *CO2* and *Sustainability* group, along with another entity.
- In Spain, of interest is our commitment to the **Plataforma Tecnológica Española de Construcción** (PTEC), which OHL has been collaborating with since it was founded in the year 2004. This institution seeks to increase the competitiveness of the Spanish construction sector through technology and constitutes a leading platform in Spain in research and knowledge in this field. With a clear entrepreneurial leadership, it also covers Spain's most important universities and research & technological centers. OHL belongs to its management bodies and coordinates the work group that is specifically dedicated to innovation, with which it arranged in 2014 the *V Pro-Innovation Forum*, held in February in Santander; the opening session was attended by Ignacio Diego, president of Cantabria, and an *Intellectual Property Workshop* was arranged together with the **Oficina Española de Patentes y Marcas** (OEPM).

The highlights in 2014 include the following collaboration projects:

- Member of the Management Council of **ENCORD** and membership of two new **ENCORD** workgroups: *Ethical standards and Transparency links* and *Local communities, Stakeholder engagement and Value for Stakeholders*.
- CSR, Quality and Environment, and R&D&I Committees of **SEOPAN** (Association of Spanish Construction Companies).
- CSR Committee of the **Confederación Nacional de la Construcción** (CNC).
- CSR and Environment Committee of the **Asociación Española para la Calidad** (AEC), as well as its work groups on Lifecycle Analysis, water footprint and review of ISO 14001 Environmental Management Systems.
- Rainforest Alliance.
- United States Green Building Council (USGBC).
- Low-Carbon Tourism initiative.
- World Wildlife Fund (WWF).
- Fundación Konecta. [www.fundacionkonecta.org](http://www.fundacionkonecta.org)
- Fundación Adecco. [www.fundacionadecco.es](http://www.fundacionadecco.es)



- Fundación Integra. [www.fundacionintegra.org](http://www.fundacionintegra.org)
- European Construction Technology Platform. [www.ectp.org](http://www.ectp.org)
- SHIFT2RAIL: joint European technological platform to promote research and innovation in rail matters. [www.shift2rail.org/](http://www.shift2rail.org/)
- Research for Future Infrastructure Networks in Europe (reFINE): European initiative to boost R&D in transport infrastructures.
- International Road Research Board (Ir2b): global collaboration platform for research & innovation in road infrastructures. [www.ir2b.org](http://www.ir2b.org)
- REMEDINAL, research network to restore natural surroundings in the Autonomous Community of Madrid. [www.remedinal.org](http://www.remedinal.org)
- Universidad Complutense de Madrid. [www.ucm.es](http://www.ucm.es)
- Universidad Autónoma de Madrid. [www.uam.es](http://www.uam.es)
- Universidad Politécnica de Madrid. [www.upm.es](http://www.upm.es)





# Creating economic and social value

The main source of contributed value by the OHL Group resides in its honest, professional and oriented execution of its activity, targeted at excellence.

# A3

OHL, as a construction group and infrastructure manager, plays a relevant business role in the economic and social progress of those countries where it is present.



Northern Urban Toll Road, Mexico. Picture of participant in the I Photography Competition held by the OHL Group (Focus) amongst employees.



As a lever for growth, infrastructures are the key to increasing wellbeing and social progress. In this context, the OHL Group helps **create reliable and efficient infrastructures, as necessary**, to improve the quality of life of local communities, and also reduces its impact on the environment. The main source of contributed value to society by OHL consequently resides in the honest and professional execution of its business activity, targeted at excellence.

As a result of its responsible activity management, whilst also constituting part of its commitment, OHL likewise generates enormous value shared with its stakeholders, both directly (clients, employees, shareholders, subcontractors, collaborators and others) and indirectly (the members of society in those countries where the Group develops its business).

This chapter will describe **the value generated by the company in 2014, in economic terms**, both for its owners, shareholders and investors and for the local economies where it operates, by generating direct and indirect employment and by **activating the business network**, and by investing in the local community through social action, sponsorship and patronage.

### Matrix of economic value created, generated and distributed by the OHL Group

Recurring value created		Thousand EUROS	
Economic value generated		2014	2013*
<b>a) Revenues:</b>			
Net of turnover		3,730,519	3,517,903
Other operating income		843,809	885,947
Financial and other revenues		370,869	210,543
Financial revenues		68,541	61,035
Result of entities appraised with the participation method		98,093	122,730
Result for disposal of financial instruments		204,235	26,778
		<b>4,945,197</b>	<b>4,614,393</b>
Economic value distributed		2014	2013*
<b>b) Operating costs</b>			
Procurement		2,049,636	1,815,821
Other operating expenses		731,768	711,017
<b>c) Employee salaries and benefits</b>			
Staff costs		720,275	670,947
<b>d) Payments to capital providers</b>			
Dividends		35,039	67,594
Financial expenses and exchange differences		560,259	502,345
<b>e) Taxes</b>			
Income tax		223,717	222,910
<b>f) Resources assigned to society</b>			
Resources assigned to social action (1)		762	827
		<b>4,321,456</b>	<b>3,991,461</b>
<b>Difference between the generated and distributed value</b>		<b>623,741</b>	<b>622,932</b>

(\*) As a result of the coming into force of IFRS 11 Joint Arrangements the consolidation method has changed, used for certain contracts of OHL Construction, which were previously consolidated by proportional integration and which now, under the new rule, are consolidated with the participation method. Consequently, the Group has restated its financial statements for 2013.

(1) Economic resources exclusively used for social action, excluding other investments considered by LBG, as management and participation time and sponsorship and patronage actions.



## ► Generating economic value

### Basic economic figures in 2014

The main magnitudes of the OHL Group over the 2014 financial year, compared to the same period the previous year, are shown in the table below.

#### Main consolidated figures of OHL 2014-2013

	2014	%	2013(*)	%	Var. (%)
<b>Economic data</b>					
Million euros					
Revenue	3,730.5	100.0%	3,517.9	100.0%	6.0%
EBITDA	1,078.4	28.9%	1,212.7	34.5%	-11.1%
EBIT	614.1	16.5%	1,029.0	29.3%	-40.3%
Earnings before tax	409.1	11.0%	627.9	17.8%	-34.8%
Attributable net profit	23.2	0.6%	270.4	7.7%	-91.4%
- Non-recurring capital gains	184.1		0.0		
+ Provisions	(301.1)		0.0		
Recurring attributable net profit	140.2	3.8%	270.4	7.7%	-48.2%
<b>Ratios</b>					
EBITDA / Sales	28.9%		34.5%		
EBIT / Sales	16.5%		29.3%		
Earnings before Tax / Sales	11.0%		17.8%		
Attributable net profit / Sales	0.6%		7.7%		
Recurring attributable net profit / Sales	3.8%		7.7%		

(\*) Restated figures.

#### Geographical source of the business

	2014	%	2013(*)	%	Var. (%)
Million euros					
National	845.2	22.7%	932.0	26.5%	-9.3%
International	2,885.3	77.3%	2,585.9	73.5%	11.6%
Total net turnover figure	3,730.5	100.0%	3,517.9	100.0%	6.0%

(\*) Restated figures.



## Main magnitudes of the OHL Group by division

	2014	%	2013(*)	%	Var. (%)
<b>Operating data</b>					
Million euros					
Composition of sales					
Concessions	465.8	12.5%	513.8	14.6%	-9.3%
Construction	2,793.4	74.9%	2,503.6	71.2%	11.6%
Other activities	471.3	12.6%	500.5	14.2%	-5.8%
<b>Total sales</b>	<b>3,730.5</b>	<b>100.0%</b>	<b>3,517.9</b>	<b>100.0%</b>	<b>6.0%</b>
Composition of EBITDA					
Concessions	866.5	80.4%	951.5	78.5%	-8.9%
Construction	206.2	19.1%	249.0	20.5%	-17.2%
Other activities	5.7	0.5%	12.2	1.0%	-53.3%
<b>Total EBITDA</b>	<b>1,078.4</b>	<b>100.0%</b>	<b>1,212.7</b>	<b>100.0%</b>	<b>-11.1%</b>
Backlog composition					
Short-term backlog	7,984.3	12.0%	6,237.7	10.9%	28.0%
Long-term backlog	58,781.7	88.0%	51,244.9	89.1%	14.7%
<b>Total backlog</b>	<b>66,766.0</b>	<b>100.0%</b>	<b>57,482.6</b>	<b>100.0%</b>	<b>16.1%</b>
Concessions	58,445.9	87.5%	51,013.5	88.7%	14.6%
Construction	7,615.3	11.4%	6,027.8	10.5%	26.3%
Other activities	704.8	1.1%	441.3	0.8%	59.7%
<b>Total backlog</b>	<b>66,766.0</b>	<b>100.0%</b>	<b>57,482.6</b>	<b>100.0%</b>	<b>16.1%</b>

(\*) Restated figures.

## OHL on the market

Performance in the stock markets over 2014 was, again, characterized by macroeconomic and political events.

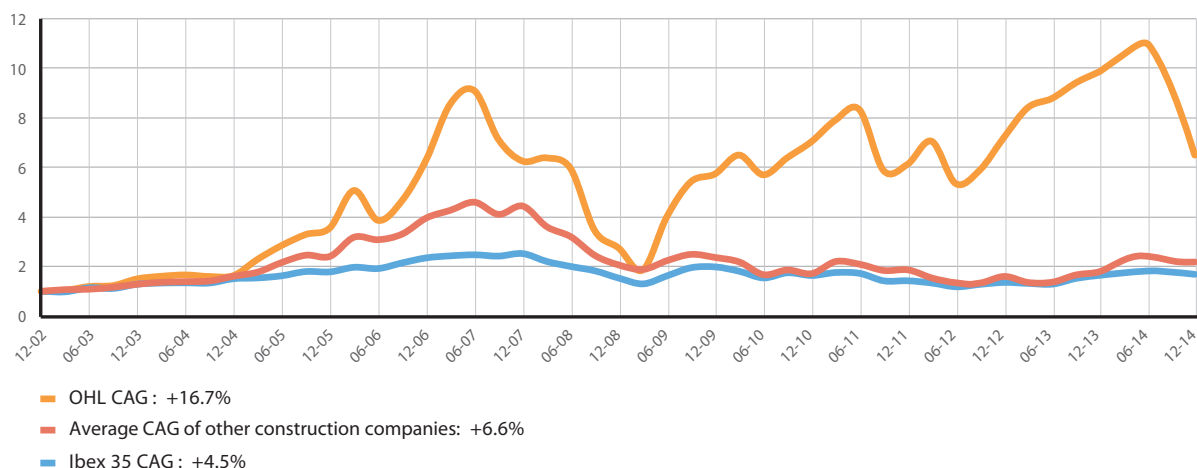
In Spain, the path to recovery that began in 4Q2013 has consolidated, to the extent that the latest reports issued by the International Monetary Fund, the EU, various rating agencies, financial analysts and the Spanish Government expect a growth in GDP of approximately 2.5% in 2015, over the 1.0% estimated for Europe overall.

In this scenario, OHL ended the year with stock market depreciation of 37.0%. In turn, Ibex 35 increased in value by 3.7% and Spain's construction index grew by 8.9%.

If 2002 is taken as a starting point, when the OHL Group defined its current strategy, the company has behaved better than comparable companies and its reference index. Consequently, OHL's Compound Annual Growth (GAC) for the period registered 16.7%, against 6.6% on average obtained by other construction companies and 4.5% in Ibex 35.



## Generating shareholder value



### OHL's shareholding

Inmobiliaria Espacio completed 2014 with a 58.42% share in OHL, following a series of sale and purchase operations in the second half of the year. Another investor with a significant stake was Invesco Limited, which ended the year with a 4.12% share in OHL's capital stock.

### Financial policy

Further to the Group's financial policy and in line with continuous optimization of its financial structure, in March 2014 OHL successfully launched a Eurobond issue for 400 million euros and maturity in 2022. The bonds were issued at par and accrue a fixed coupon of 4.75%, the lowest in its entire Euromarket history, where OHL began operating as an issuer in 2007, with Investment Grade. The issue was placed with great success amongst European investors, once again evidencing the Group's prestige on international capital markets.

In October 2014, the OHL Group sold to Inmobiliaria Espacio a total of 44,915,253 shares in Abertis representing 5.0% of its capital stock. Furthermore, both parties have signed a syndication agreement for the joint exercise of the voting rights inherent to their Abertis shares. Following the deal, OHL Group's share in Abertis is now 13.925%, and the Villar Mir Group continues to directly or indirectly hold a 18.925% stake.

In November 2014, OHL Concessions used an accelerated private international placement, exclusively directed at U.S. international investors, to sell 130,000,000 shares in OHL México, representing 7.5% of the latter's capital stock, at a price of 30.00 Mexican Pesos per share. Following the transaction, OHL Concessions still holds a 56.14% controlling stake in OHL México.

Finally, in December 2014, following the two transactions described above, OHL redeemed in advance a series of bonds issued in April 2010 and listed on the London Stock Exchange with a 7.375% coupon and maturity in April 2015. Pursuant to the terms and conditions of this issue, each bond was redeemed at a price of 51,764.30 euros. The transaction is part of OHL Group's financial policy to reduce its indebtedness, likewise optimizing the maturity profile of its recourse debt on the capital markets (Eurobonds).



The company's **capital stock** at 31 December 2014 totaled 59,844,565 euros, represented by 99,740,942 ordinary shares, with a face value each of 0.60 euros. At the time, its **treasury stock** totaled 240,455 shares.

With respect to its dividend policy by share, OHL's pay-out has remained stable at 25% of its recurring net profit.

During 2014, OHL was listed on the stock market for 255 days, during which a total of 179,826,407 securities were traded, constituting a daily average of 705,202 securities, with average daily cash of 19,199,695 euros.

At end of 2014, OHL S.A.'s **listed price** devaluated by 37.0% and resulted in a final price of 18.55 euros. In turn, Ibex 35 increased in value by 3.66%, ending 2014 at 10,279.5 points. The construction sector index ended 2014 with an increase in value of 8.89%.

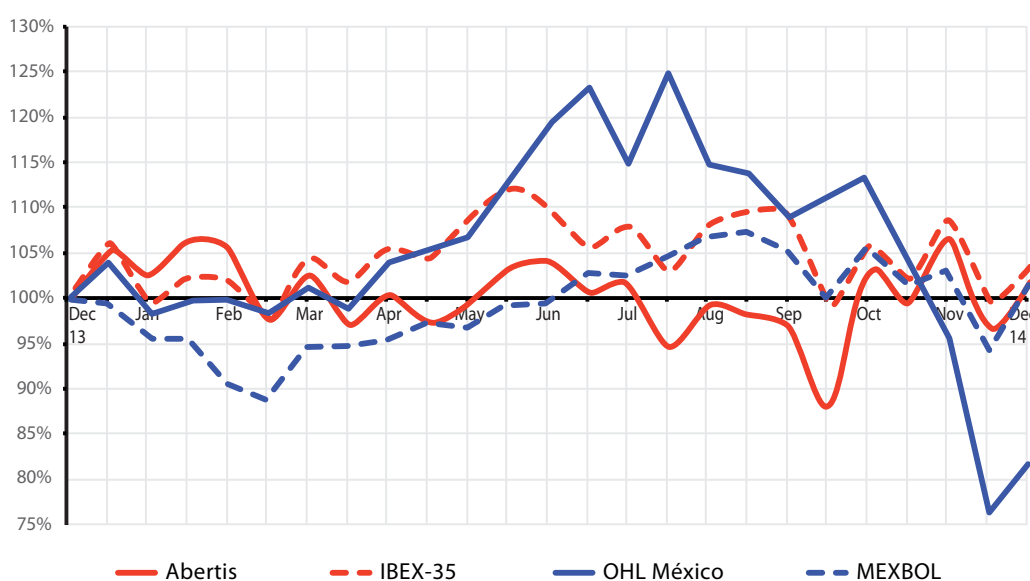
► Performance in OHL's shares in the period 2002-2014, with compound annual growth of 16.7%, has clearly been better than other construction companies (6.6%) and the Ibex 35 index (4.5%).

### OHL's stock market indicators 2002-2014

- At the end of the period (31/12/2014), OHL's share price was 18.6 euros. The maximum listed price was reached on 09/06/2014, with 34.85 euros per share, whereas the minimum was registered in March 2003, when OHL was listed at 2.75 euros per share.
- The average listing of the shares throughout the period was 16.00 euros per share, and securities were traded over 3,054 days.
- OHL ended the period with stock market capitalization of 1,850.19 euros.
- OHL's pay-out throughout the period has remained unchanged, at 25%.
- There was a total of 99,740,942 shares at the end of the year.

Throughout the period, OHL's shares have clearly performed better than other comparable companies and its reference index. OHL's Compound Annual Growth (CAG) during the period was 16.7%, compared to the average 6.6% of other construction companies and +4.5% registered by Ibex 35.

### Listing performance of Abertis and OHL México in 2014







OHL México's listing has also registered highly volatile performance during 2014. Its shares were eventually listed at 42.9 Mexican Pesos per share (a 28.2% increase in value), but negative performance during the second half of the year resulted in the share price ending 2014 at 27.35 Mexican Pesos- depreciation of 18.2%- with stock market capitalization of 47,375,267,107 Mexican Pesos.

In Abertis, OHL ended 2014 with a 13.9% stake. The share price of Abertis Infraestructuras ended the year at 16.43 euros, as opposed to 16.15 euros at the beginning of the year.

### Communications with shareholders, investors and analysts

The OHL Group has Investor Relations departments at the Group's corporate headquarters in Madrid, and in the OHL México subsidiary. These teams manage all communications with shareholders, investors, and analysis, with a clear objective: maximum transparency in the distribution of relevant information for all stakeholders.

To do this, over the year the Group arranges various on-site events and makes several communication channels available to its stakeholders. In 2014 it launched various roadshows, both in and outside Spain. OHL has also participated in forums and seminars and, as is customary, made an annual presentation of the Group's year results and has called a General Shareholders Meeting. For several years now, these presentations are available in webcast format in order to be followed by the company's various stakeholders.

More than 20 financial analysts regularly monitor the company and the Investors Relations department keeps a permanent flow of information with them in response to any investor and market needs.

In turn, since 2011, OHL holds conference calls in English at its quarterly presentations of results. The General Economic-Financial Manager replies to all questions from participants, backed up by the senior financial managers of OHL Construction and OHL Concessions and the Investor Relations manager.

Over the rest of the year, communication with analysts, shareholders and investors is guaranteed through the [relacion.accionistas@ohl.es](mailto:relacion.accionistas@ohl.es) e-mail address and the shareholders' call center: +34 91 348 41 57.



OHL México now belongs to the Sustainable Price and Listing Index [Índice de Precios y Cotizaciones] (IPC) of the Mexican Stock Exchange [Bolsa Mexicana de Valores] (BMV), its main stock market index. This index represents all those companies with an outstanding commitment to a business model that is based on value creation over time, governed by the highest standards in environmental, social responsibility and corporate governance (ESG) matters.

The Group belongs to the FTSE4Good Index Sustainability Index since it was born in 2008.

CDP Driving Sustainable Economies. Since 2009, the OHL Group reports as 99 A- in the CDP Iberia 125 Report – 2014. It is the third company in the IBEX 35 industrial sector.

## ► Contribution to wealth and social wellbeing

### Employment

The OHL Group generated direct net employment during 2014 by increasing its staff to 24,924 employees by the end of the year, representing a nearly 5% increase over the previous year (+12.00% in Spain and +0.74% abroad). The net increase in staff with respect to 2013 was 1,129 employees.

#### Performance of employment in the OHL Group

	2014	2013	% Var. 2013-2014
Staff abroad	15,452	15,338	0.74%
Staff in Spain	9,472	8,457	12.00%
<b>TOTAL</b>	<b>24,924</b>	<b>23,795</b>	<b>4.74%</b>

Most of the Group's staff (over 52%) is employed by OHL Construction. However, OHL Services and OHL Industrial have been the divisions registering the highest staff increase with respect to the previous year.

#### OHL Group employment by division

	2014		2013	
OHL Concessions	2,316	9.29%	2,246	9.40%
OHL Construction	13,053	52.37%	13,437	56.50%
OHL Industrial	1,393	5.59%	902	3.80%
OHL Developments	1,804	7.24%	1,744	7.30%
OHL Services	6,169	24.75%	5,295	22.30%
Corporate Areas	189	0.76%	171	0.70%
<b>TOTAL</b>	<b>24,924</b>	<b>100.00%</b>	<b>23,795</b>	<b>100.00%</b>

Over the last two years, the number of employees in OHL Group's staff has increased by 4.74% in 2014 and 20.0% in 2013, with respect to previous years. Of relevance in 2014 is the small decrease in OHL Construction staff, as well as greater activity and more employees in OHL Services- only active in Spain- and OHL Industrial.



OHL Construction is the OHL Group division with the most employees. In the picture, works executed in the New York subway, Street 72 station.



## Employment trends in the OHL Group

### Distribution of employees in the OHL Group by countries (1)

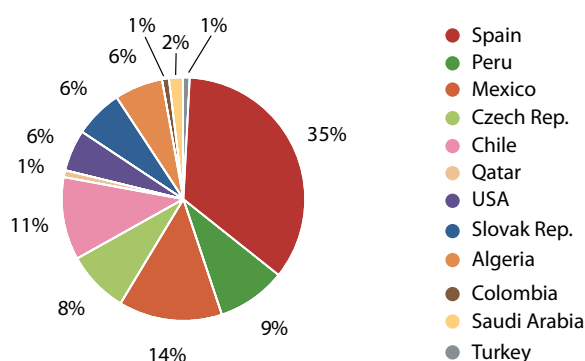
	2014		2013	
	Nº	%	Nº	%
Spain	9,472	38.00%	8,457	35.54%
Mexico	3,719	14.92%	3,423	14.39%
Chile	3,021	12.12%	1,687	7.09%
Peru	2,570	10.31%	4,284	18.00%
Czech Republic	2,251	9.03%	1,845	7.75%
USA	1,471	5.90%	1,211	5.09%
Saudi Arabia	576	2.31%	181	0.76%
Algeria	405	1.62%	211	0.89%
Qatar	351	1.41%	1,505	6.32%
Slovak Republic	286	1.15%	254	1.07%
Colombia	230	0.92%	195	0.82%
Poland	134	0.54%	81	0.34%
Turkey	143	0.57%	161	0.68%
Canada	121	0.49%	84	0.35%
Bulgaria	65	0.26%	70	0.29%
Australia	44	0.18%	13	0.05%
Vietnam	17	0.07%	-	-
Kuwait	11	0.04%	13	0.05%
Argentina	11	0.04%	97	0.41%
Other	26	0.10%	23	0.10%
Romania	7		7	
India	6		7	
Brazil	6		6	
Russia*	4		-	
Ecuador*	2		2	
Luxembourg*	1		1	
<b>Total</b>	<b>24,924</b>	<b>100%</b>	<b>23,795</b>	<b>100%</b>

(1) End of year.

\* Countries with no productive activity in the Group in 2014, or where commercial or administrative tasks only are being executed.

### Employment distribution by countries

(Total 2014: 24,924 employees)



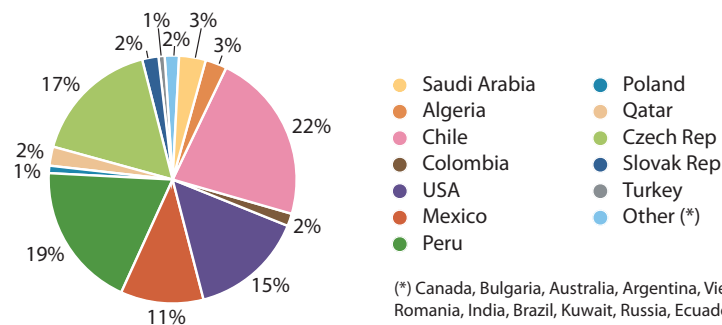


## OHL Group employees who are nationals of the country where they provide their services (excluding Spain)

Staff performance abroad	Employees abroad		Expatriate employees		Employees belonging to the country of origin	
	2014	2013	2014	2013	2014	2013
Saudi Arabia	576	181	109	21	467	160
Algeria	405	211	29	25	376	186
Argentina	11	97	-	4	11	93
Australia	44	13	4	1	40	12
Brazil	6	6	1	1	5	5
Bulgaria	65	70	-	-	65	70
Canada	121	84	24	34	97	50
Chile	3,021	1,687	21	17	3,000	1,670
Colombia	230	195	11	10	219	185
Ecuador*	2	2	-	-	2	2
USA	1,471	1,211	18	21	1,453	1,190
India*	6	7	1	1	5	6
Kuwait	11	13	7	9	4	4
Luxembourg*	1	1	-	-	1	1
Mexico	3,834	3,423	27	21	3,807	3,402
Peru	2,570	4,284	16	25	2,554	4,259
Poland	134	81	4	-	130	81
Qatar	351	1,505	18	25	333	1,480
Czech Republic	2,251	1,845	-	-	2,251	1,845
Slovak Republic	286	254	-	-	286	254
Romania	7	7	-	1	7	6
Russia*	4	-	-	-	4	-
Turkey	143	161	35	25	108	136
Vietnam	17	-	7	-	10	-
<b>Total</b>	<b>15,567</b>	<b>15,338</b>	<b>332</b>	<b>241</b>	<b>15,235</b>	<b>15,097</b>

\* Countries with no productive activity in the Group at 31/12/2014, or where commercial or administrative tasks only are being executed.

## OHL Group employees belonging to the country of origin (excluding Spain)



Directly induced employment, by outsourcing companies to provide labor to the various divisions has fallen by 3.4% in 2014 with respect to 2013.



## Performance in directly induced employment created by the OHL Group over the last two years

	No. of outsourced companies		No. of directly induced jobs	
	2014	2013	2014	2013
<b>Parent company</b>				
OHL	1,002	701	4,401	3,155
<b>Consolidated subsidiaries</b>				
OHL Concessions	57	21	2,782	175
OHL Construction	717	769	6,236	11,897
OHL Industrial	138	160	3,593	2,563
OHL Developments	8	7	68	62
OHL Services	99	266	503	359
<b>Total OHL Group</b>	<b>2,021</b>	<b>1,924</b>	<b>17,583</b>	<b>18,211</b>

## Breakdown of directly induced employment by country (excluding Spain)

Country	2014	2013
Saudi Arabia	526	200
Algeria	304	337
Australia	112	112
Canada	16	
Qatar	250	
Colombia	1,086	826
Chile	79	1,085
Mexico	1,000	7,393
Peru	4,121	1,962
Poland	246	245
Czech Rep.	120	63
Romania	30	
USA	25	27
Vietnam	258	
<b>TOTAL</b>	<b>8,173</b>	<b>12,250</b>



Mexico is OHL Group's second country by number of employees.  
View of the Bicentennial Viaduct toll road.

## Supply chain and boosting of the local economy

The OHL Group contributes to value creation in those communities where it is present, by also purchasing from local suppliers and subcontractors.

In 2014, the total volume of supplier expenses was approximately 2,622 million euros. Of this amount, approximately 84% represents local purchases. In other words, the vast majority of OHL's resources assigned to stockpiling came from the business network of those countries where the Group is present, with a consequently economic and social impact on these markets.

For more information about the way in which OHL manages its supply chain, please refer to [Chapter A7](#).

## Social investment

During 2014, OHL's social investment has experienced one of its most gratifying periods, not only because interesting projects have been launched and are ongoing, but also due to the many acknowledgements received. Of interest are those rewarding the company's track record, which particularly corroborate the Group's *savoir faire* in social matters and encourage its effort along the same lines.

For more information:

[Chapter A0: Introduction – Prizes and acknowledgements.](#)

The main initiatives in 2014 have been:

- First year for reporting of the OHL Group's social investment information according to LBG (London Benchmarking Group) methodology. Of interest is the effort made to train the LBG reporting managers in all countries, holding eight two-hour courses, through 32 web connections and 61 participants, in addition to on-site attendants.
- Starting of OHL Industrial's Social Action Plan in Guatemala, to be executed over 2015.
- Continuing with traditional lines of action in patronage and sponsorship, promoting culture, steps to encourage the economic and social development of the local community and the promotion of sports.

In 2014, the OHL Group began using the London Benchmarking Group methodology to determine the social impact achieved thanks to investments in social action and sponsorship/patronage. This working methodology allows all social investments and contributions to be unified, based on a standard measurement system that is shared with other companies, in order to analyze a company's performance in social action, evaluating the efficiency of measures launched and aligning them with corporate strategies, objectives and policies.

Furthermore, OHL has a specific internal procedure to apply for and authorize sponsorship, patronage and social action, applicable to all of OHL Group's Corporate Areas, Divisions and companies.



Enrique Albert, second on the right, Territorial Manager of Andalusia, OHL Construction, receives the Morera & Vallejo Foundation prize from the hands of its president, Antonio Morera.





Contribution to society in 2014: 3,599,693€	
Local Achievements	
1,334,994 Beneficiaries	428 collaborating organizations
OHL employees participating in social action during working hours and time spent	Multiplying effect
<ul style="list-style-type: none"> <li>No. of employees participating during working hours: 2,123</li> <li>Total no. of hours dedicated by employees at work: 8,249</li> </ul>	<ul style="list-style-type: none"> <li>No. of employees participating outside working hours: 1,057</li> <li>No. of hours contributed by employees outside work: 6,439</li> </ul>

## Social action

The Framework Social Action Plan establishes the action guidelines for the OHL Group in this matter and encourages the implementation of these plans by lines of business and/or countries. Consequently, a novelty in 2014 was starting up the Social Action Plan of OHL Industrial in Guatemala and inauguration of the 2014-2016 Three-Year Social Action Plan in OHL Concessions.

### Objectives of the social action plan for 2015

- Adaptation to the LBG 2014 methodology by developing a specific Enablon module, enabling the daily management of OHL Group's social action.
- Analysis of the project to diagnose the level of compliance with OAOEMI's Ten Principles of good practice.
- Development of OHL Industrial's Social Action Plan in Guatemala.
- Development of a Social Action Plan for Ciudad Mayakoba.
- Creating a consultative committee for social entities.

The General Corporate Department encourages its own social activity through the 2012-2015 Social Action Plan for Spain. Its most relevant actions include:

- Plan to incorporate into the job market persons with a disability and at a risk of social exclusion.
- Improved communication channels, establishing specific devices for local relations.
- Promotion and consolidation of corporate volunteer work.
- Collaborating with the Observatory for the Action of Spanish Organizations in the Indigenous World [Observatorio de las Actuaciones de las Organizaciones Españolas con el Mundo Indígena] (OAOEMI) in order to promote good practice in actions taken with the indigenous world.

With respect to OHL Concessions's 2014-2016 Three-Year CSR Plan, a total of 23 initiatives and projects were carried out in 2014, basically in the fields of cultural assets and education. Of the total investment in projects basically assigned to local communities within the area of influence of the infrastructures under management, assigned to social and business-based investment, only 1% represented specific contributions.



Long-term concessions allow OHL Concessions to make a recurring social investment that is aligned with its business. This continuity benefits the communities involved and contributes to positive project evolution.

Finally, of interest is that OHL México has conducted an internal assessment of all ongoing social action projects, as well as specific social investment needs for each concession included in the company's asset portfolio. As part of this assessment process, the *Caminando y Educando* educational project was cancelled and a new course taken for social action in the country. Furthermore, the various proposals drawn up by concessionaire companies will be evaluated and included in the Group's 2015-2010 CSR Strategic Plan.

#### Objectives of OHL Concessions's Three-Year CSR Plan for 2015

1. Developing dialogue and measurement tools and practices to improve evaluation of the impact of any social projects on beneficiary organizations and clients, and on society in general.
2. Promoting corporate volunteer work in the various social programs executed.
3. Better dissemination of commitments adopted and achievements obtained, in order to unify and strengthen the corporate image and consolidate a wealth of morals that is able to generate added value amongst all stakeholders.

In addition, OHL Construction has continued to basically carry out specific social action further to its ongoing works, in favor of continuous interaction with the local community, particularly in those countries where it intends to remain in the long-term. In Chile, further to the works conducted on the Chacrrillas Dam, a local integration project has helped improve infrastructures and access points, restoring historic-artistic heritage and backing up measures taken in neighboring schools. This type of interaction has also taken place in Colombia as part of the Medellín subway works, by backing up local organizations when launching cultural and sports actions with young people in neighborhoods close to the site, and encouraging local employment. Both countries are strategic for OHL.



Cultural events held as part of the works executed in the Medellín subway (Colombia).



In Spain, USA, Canada and the Czech Republic, OHL Construction has focused its social action on supporting various non-profit organizations and local foundations that assist underprivileged groups, patients or disabled persons, encouraging education and training among young people. The measures launched intend to respond to the various local realities faced by the division in its works, trying to link real social needs to the company's activity. A total of 96 initiatives were launched in 2014.

In OHL Industrial, the approach taken to manage social action is similar to that of OHL Construction, committed to action plans linked to those countries where it is present. Fruit of this work is OHL Industrial's Social Action Plan in Guatemala, to be executed in 2015.

The OHL Services division, which operates in Spain, directs its social action to the incorporation into the job market of two specific groups: persons at a risk of social exclusion and/or the handicapped, on the one hand, and women who have suffered domestic violence. In addition, through its **Novaire** subsidiary, projects are developed to improve the quality of life of the elderly and to encourage their active participation in society.

Finally, OHL Developments is still committed to local communities close to the Mexican **Mayakoba** hotel complex, and is involved in projects to promote the local and traditional economy of the Mayan community, as well as other initiatives to improve surroundings, protect the environment and support young people with specific measures at schools and in low-income communities. In 2014, 68 initiatives were launched.

Of particular interest is the **Seedling** Project, in conjunction with Colegio Mano Amiga and Escuela Vida y Esperanza, whereby 6 young school students are taking part in a training and monitoring program taught at hotels, as well as a recent corporate volunteer work plan in Mayakoba. For more information on the matter, please see the Corporate Volunteer Work section of this report.



Young school students taking part in the Seedlings program in Mexico.

For more information:

[Annex A3-I: Main social action projects executed in 2014](#)



Projects to improve the surroundings, support to local communities and environmental protection, launched by the Mayakoba hotel complex. In the left-hand picture, *Cleaning of beaches and restoration of coastal dunes*, and, on the right, *Support to Vivero Forestal de la Asociación Flora, Fauna y Cultura de México*.

### Housing construction project for the AWA indigenous people. Colombia

OHL collaborates with the “Alianza por la Solidaridad” Foundation in the Housing construction project for the AWA indigenous people, located in Resguardo Integrado Edén Cartagena, Municipio de Ricaurte (Nariño – Colombia).

The project is part of a local process to relocate the AWA indigenous people, who have been forced to abandon their land and have no guarantee of a safe and adequate return to their home.

The project’s activities include:

- Houses constructed for 100 families.
- Process to strengthen the community in order to be eventually able to control their life and sustain their personal development.
- Access to basic services (aqueduct networks, sewage and electrification), projects to provide financial means, etc.

Its direct beneficiaries will be 50 families (215 persons). Approximately 75% are women, children and adolescents, exposed to higher vulnerability.







## Sponsorship and patronage

In 2014, the OHL Group has continued to develop sponsorship and patronage actions, in three fields: promotion of culture, commitment to local development and progress, and the promotion of sports.

### 2015 targets

- Consolidation of the reporting system according to the LBG methodology, increasing the data perimeter as regards the measurement of the impact of any actions taken.

As regards the **promotion of culture**, OHL supports cultural activities and initiatives of different types in order to facilitate access by underprivileged persons, and to bring their values and knowledge closer to society in general.

The most relevant measures taken in Spain in 2014 include, as is customary, collaboration with Teatro Real and Gran Teatro del Liceo de Barcelona, as well as ventures with Museo de Arte Contemporáneo Reina Sofía, Real Academia Española or the Albéniz Foundation. Abroad, support has been given to museums such as the New York Transit and the National Energy and Technology Museum of Mexico, to name a few.

Furthermore, the OHL Group promotes awareness of **Marca España [Spain Brand]** through various ventures with the embassies of those countries where it is permanently present, participating in the promotion of the “Fiesta Nacional” [Bullfighting] and supporting other cultural actions.

Another line of action is support to various **initiatives to encourage social and economic development** through areas and measures for debate and reflection, both on relevant matters related to the economy and society and those linked to innovation, sustainable development, training and the improvement of infrastructures. The most important include participation in the Real Instituto Elcano Foundation, Spain-Russia Council Foundation, as well as Japan, USA, India, Brazil or Australia; Fundación Iberoamericana Empresarial and COTEC.

One of 2014’s highlights was collaboration with the Red Universitaria Iberoamericana de Técnicas Municipales (RUITEM), with representatives from 16 Latin American universities, such as Peru, Chile or Colombia, to stimulate debate on the infrastructure sector along with universities and the public administration.

Furthermore, in USA support has continued to be provided to Florida International University (FIU), hosting the OHL School of Construction, as well as Miami Dade College and the University of Miami.

In this field, of interest in 2014 are the ventures of previous years, which have continued with the **Empieza por Educar (ExE) Foundation** or the **Educar el Talento Emprendedor** project of the **Princesa de Girona Foundation**, directed at teachers in basic schools and professional training centers, with a more thorough analysis of learning and entrepreneurial skills and their daily application in the classroom.

The **promotion of sport and its inherent values** are one of OHL’s ordinary lines of sponsorship. There are two highlights in 2014 in this field: collaboration with the Spanish Federation of Ice Sports, in particular for Javier Fernández, and the sponsorship of Mireia Belmonte.



Furthermore, as is standard practice, sports activities amongst Group employees have been sponsored and supported, such as football teams, paddle and tennis tournaments and races, amongst others.



### **OHL participates in the Doha College Careers Fair 2014**

OHL has once again taken part in the Doha College Annual Careers Fair (2014), which Doha College arranges each year to guide university students when choosing their professional careers.

OHL's collaboration has covered areas such as the importance of languages in personal and professional development, engineering and the environment, in a friendly and practical manner, showing photographs of the activities executed by OHL over the past year in the Doha Subway Stations Project.



### **Collaboration agreement with the Olympic swimmer Mireia Belmonte**

With this venture, OHL is reinforcing its commitment to the values inherent to sports: a spirit of self-achievement, sacrifice, healthy competition, a passion for work and honesty. Sport and its associated values are one of our strategic lines of action, as part of patronage and sponsorship activities.

In the center of the picture, Juan-Miguel Villar Mir and Mireia Belmonte at the signature act of the collaboration agreement with the Olympic swimmer.





## Resources assigned to social investment

OHL Group's contribution to society in 2014 has risen to 3,599,693 euros, of which 2,907,100 euros have been applied according to the London Benchmarking Group (LBG) methodology; the rest, 692,593 euros, has been used in other social investments.

### Contribution to society in 2014 (Total: 3,599,693 €)



#### Local achievements

Beneficiaries: 1,334,994

428 collaborating organizations

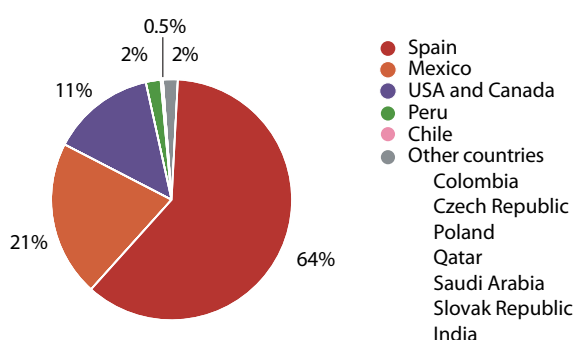
## Social investments in line with the LBG methodology

The OHL Group applies the London Benchmarking Group methodology to determine the social impact achieved thanks to its investments in social action and patronage/sponsorship. In 2014, social investment in line with this methodology totaled 2,907,199 euros, distributed as shown below.

### Distribution by type of contribution\*

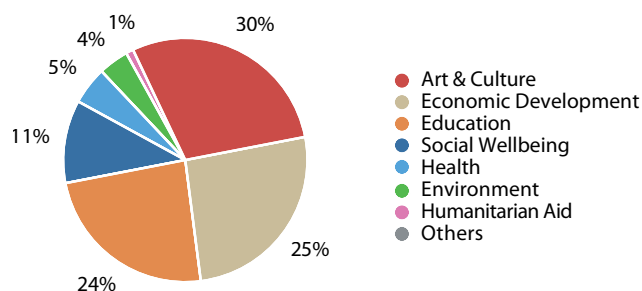


### Distribution by destination of the contribution made

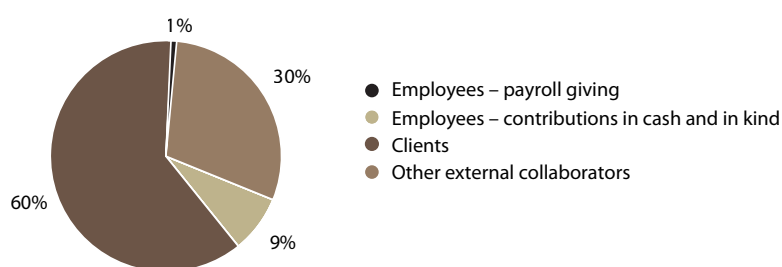




## Distribution by scope of action



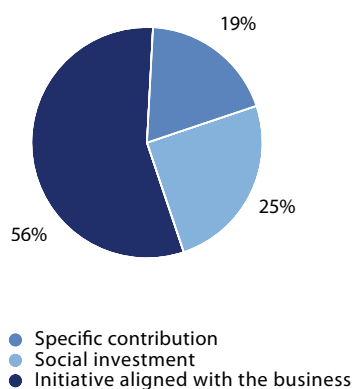
## Multiplying effect of social investment actions: 101,030 €



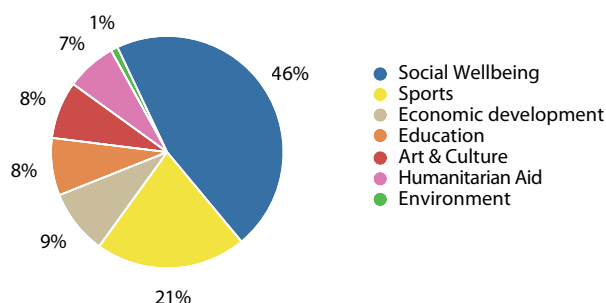
## Other social investments not in line with the LGB methodology

This section covers those social investments excluded from the LGB methodology integration requirements, but which are very valuable for the OHL Group, either because they are directed at improving the life of its employees and their relatives, or because, albeit of a contractual nature, they provide added business value. Fruit of these social investments is the Group's better external recognition, as reflected in some of the prizes received in this category. This social investment totaled 692,593 euros in 2014, distributed as reflected below:

### Distribution by type of contribution



### Distribution by scope of action





## Main social action projects developed in 2014

Objective	Beneficiary group
<b>Global</b>	
V Drawing Competition for Children of OHL Group Employees.	Children of OHL Group employees.
<b>España</b>	
Plan to incorporate disabled persons and those at a risk of social exclusion into the job market, along with Fundación Integra, Fundación Adecco, Fundación Konecta and Fundación Síndrome de Down de Madrid.	Persons with a physical, sensorial or mental disability, as well as groups at a risk of social exclusion (former drug addicts, former convicts, former prostitutes, victims of domestic violence, etc.).
Different joint projects undertaken with Fundación FEMAREC, Cassiá Just, Integra, Konecta, Aprocor, F. PRODIS, AIDE and Randstad, to name a few.	Persons with a physical, sensorial or mental disability.
Joint project with the NGO Desarrollo y Asistencia to promote volunteer work in leisure plans and family breaks.	Young people with a mental disability.
Support to Fundación de la Cruz Roja Española.	Underprivileged social groups.
Visits to Metro Liger Oeste's facilities.	Young people studying at schools within Metro Liger Oeste's area of influence.
Educational campaigns in road and environmental matters, Metro Liger Oeste.	Young people studying at schools within Metro Liger Oeste's area of influence.
Sustainable bicycle paths, Metro Liger Oeste.	Young people studying at schools within Metro Liger Oeste's area of influence.
Collaboration with Hermanitas de los Pobres, Fundación GMP, Noche solidaria del Parque Sanitario San Juan de Dios and Fundación IRES Instituto de Reinserción social Barcelona, to name a few.	Various groups.
DIFERENTES Project in conjunction with Fundación Adecco.	Primary school students at Colegio Público Los Jarales de Monterrozas (Madrid).
Participation in races, paddle tournaments and charitable football matches in conjunction with various entities, such as FSDM, F. APROCOR and F. GMP, amongst others.	Different groups of intellectually disabled persons and other underprivileged groups.
Campaign to encourage bone marrow donations.	Spanish public hospitals.
<b>Peru</b>	
"Ciudad-ando" educational project.	35 teachers and 780 primary and secondary education students.
<b>Mexico</b>	
Back-up project for young people, using sports as a tool for development and training.	Young people belonging to low-income families in Quintana Roo
Motivación es Acción campaign: conference and workshop to gather funds for Quintana Roo communities.	Vulnerable groups in the poorest communities of Quintana Roo.
Different projects, in cash and/or in kind, with Cruz Roja Mexicana; Fundación Michou y Mau A.C.; Sólo por Ayudar A.C.; Abriendo Nuevos Caminos; DIF Solidaridad; GES; Cáritas Quintana Roo, Save the Children; Cystic Fibrosis Foundation; UNICEF, etc.	Various groups.
"Foster an indigenous child" Project.	300 schoolchildren.



Back-up projects, donations in kind and visits to schools, low-income communities and old people's homes (Escuela Cristo Rey; Escuela Rural Vida y Esperanza; Hogar de los Ancianos en Ciudad de la Alegría; Asociación de Padres de Familia con Hijos Deficientes Mentales A.C.; Comunidad Trapich en Felipe Carrillo Puerto, etc.).	Various groups, to particularly include children belonging to low-income families, disabled persons and the elderly.
Projects to improve the environment, cleaning of beaches, protection of animals, reforestation and creation of green areas.	Various groups in Vida y Esperanza, Santa Cecilia; Cristo Rey; Playa del Carmen, amongst others.
Projects to promote the local economy through craftsmanship and local production.	Productive community groups, to particularly include indigenous groups.
<b>Colombia</b>	
Housing constructed for the AWA indigenous population located in <b>Resguardo Integrado Edén Cartagena</b> , municipality of Ricaurte (Nariño).	50 Awa indigenous families (215 persons) relocated to various areas in Departamento de Nariño, mainly in the following Resguardos: Píal api, Cascabil, Nulpes, Vegas, Cuaiquer Integrado, Gualcala, Charco Largo and Magüi, who have been forced to abandon their land due to armed conflict, with no guarantee of return to their home.
Support to cultural, leisure and sports activities.	Inhabitants in neighborhoods adjoining the Medellín Subway site, particularly young people.
<b>Chile</b>	
Alianza Puerto – Ciudad.	59 beneficiary schools and 5 social/cultural organizations assisted.
Various measures to improve infrastructure, natural spaces and schools, including the restoration of historic/artistic heritage.	Cities and towns adjoining the Embalse de Chacrilas site.
<b>Czech Republic</b>	
Support to an Old People's Home in Olomuc.	Elderly groups.
Support to paralympic sports.	Ivo Koblasa (paralympic athlete).
<b>USA and Canada</b>	
Support to the Acid Maltase Deficiency Association and Diabetes Association.	People affected by these illnesses.
Wally Oakland Memorial.	Pancreatic cancer patients.
Participation in the Companies Race to gather funds for various social projects.	Underprivileged local communities and preservation of New York's Central Park.
Ride to Conquer Cancer.	Cancer patients.
Collaboration in the 20th Annual Rodeo Roundup to collect scholarship funds.	Scholarship students.
Support to the Boys and Girls of Queens.	Local students.
Funds gathered through the "Gavin's Got Heart" event.	Families of patients with Congenital Heart Disease.
Support to the Baptist Health Foundation.	Various groups.
Collaboration with the Invertigo Theater in the Gala against Parkinson's.	Parkinson patients.
Collaboration with Miami Dade County to donate Christmas turkeys and toys.	Underprivileged families in the area.



# Labour Practices

## Growing and ensuring growth

The OHL Group is convinced that persons are its greatest asset and recognizes and rewards its employees' effort, ensuring that talent is developed through continuous training.

# A4

At 31 December 2014, the OHL Group had workers in **30 countries**. Their effort and daily dedication have enabled achievement of our objectives, one more year.



Excellence in occupational health and safety constitutes a basic commitment of the OHL Group. Picture of the Focus competition, held amongst OHL's employees.

The Group encourages integrated and safe surroundings for personal and professional development, in an environment that favors diversity and equal opportunities for all professionals assigned a task; employee effort is recognized and rewarded and new initiatives are adopted each year to develop and manage talent and continuous training, aware that persons are its greatest asset.

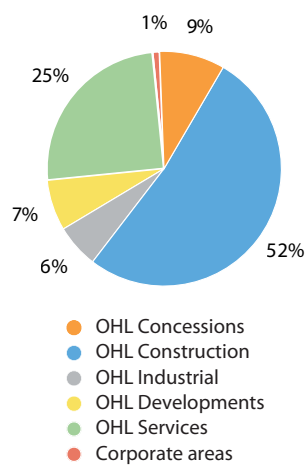
Of interest is the effort made to achieve excellence in occupational health and safety, the objective of which is to maintain a “zero accident” commitment. This Chapter will describe the Group’s priorities in this field, and its main achievements during 2014.

## Management indicators

### H.R.

- 24,924 employees in 2014.
- 5% increase over 2013.
- 62% of all employees work abroad.
- 97% of the Group’s activity in Spain has followed a certified prevention system, according to OHSAS 18001.
- 45% of OHL Group’s activity follows a certified prevention system according to OHSAS 18001 and other systems.

### Employment by division 2014 Present in 30 countries



### Training

- 409,424 hours’ training.
- 218,199 participants.
- 4,732 persons completed the on-line course on the Code of Ethics in 2013-2014.

### ORP

- 2.01% fall in the incidence rate of OHL Concessions; 17.18% in OHL Industrial and 2.94% in OHL Services.
- 172,578 hours’ training in ORP.
- 773,177 participants in informative meetings at work centers (*Tool Box Meeting*).

### Corporate volunteer work

- 23 volunteer work projects in Spain and 13 in Mexico (Mayakoba).
- 8,253 hours during working schedule and 6,439 hours out of schedule.





## Team profile

OHL Group's human team consists of a total of 24,924 persons (12/31/2014) distributed in 30 countries. In 2014, the staff increased by 4.7% over 2013, mainly due to the growth in business volume in the OHL Industrial and OHL Services divisions.

62% of this team is assigned to international activities.

### Employee distribution by location

	2014		2013	
Spain	9,472	38.0%	8,457	35.5%
Abroad	15,452	62.0%	15,338	64.5%
<b>Total</b>	<b>24,924</b>	<b>100.0%</b>	<b>23,795</b>	<b>100.0%</b>

After Spain, Mexico, Chile and Peru are the countries with the greatest weight in terms of staff, given that these four countries accumulate more than 75% of all employees. OHL Construction is the business division that generates the most jobs, representing 52.37% of all employees. It is followed by OHL Services, with 24.75% of all employees.

### Employee distribution by divisions

	2014		Var. 14-13 (no. employees)	2013	
OHL Concessions	2,316	9.29%	3.12%	2,246	9.40%
OHL Construction	13,053	52.37%	-2.86%	13,437	56.50%
OHL Industrial	1,393	5.59%	54.43%	902	3.80%
OHL Developments	1,804	7.24%	3.44%	1,744	7.30%
OHL Services	6,169	24.75%	16.51%	5,295	22.30%
Corporate	189	0.76%	10.53%	171	0.70%
<b>TOTAL</b>	<b>24,924</b>	<b>100.00%</b>	<b>4.74%</b>	<b>23,795</b>	

The Group's professionals make up a young team, with average seniority of five years and a very varied professional profile, as a result of the many different business activities developed by the Group all over the world.

The OHL Group's human resources are constantly evolving and growing. As a result, executives and university graduates grew in numbers in 2014 by more than 23% over 2013.

### Employee age and seniority

	2014	2013
Average age	40 years	40 years
Average seniority	5 years	5 years

## Employee distribution by professional group

	2014		Var. 14-13	2013	
Executives and university graduates	3,536	14.19%	23.08%	2,873	12.10%
Mid-level graduates	2,094	8.40%	3.20%	2,029	8.50%
Non-graduate technicians	2,956	11.86%	-6.01%	3,145	13.20%
Administrative Assistants	1,310	5.26%	3.97%	1,260	5.30%
Other staff	15,028	60.30%	3.73%	14,488	60.90%
<b>Total</b>	<b>24,924</b>	<b>100.00%</b>	<b>4.74%</b>	<b>23,795</b>	<b>100.00%</b>

With respect to the quality of employment offered by the Group, 61.5% of all employees in 2014 (as opposed to 53.7% in 2013) consisted of staff hired for an indefinite term.

## Staff distribution by contractual duration

	2014		Var. 14-13	2013	
Fixed-term staff	15,327	61.49%	20.00%	12,772	53.70%
Provisional staff	9,597	38.51%	-12.94%	11,023	46.30%
<b>Total</b>	<b>24,924</b>	<b>100.00%</b>	<b>4.74%</b>	<b>23,795</b>	<b>100.00%</b>

The Group's turnover rate, given that its staff largely depends on the execution of works and projects, is calculated by the percentage difference between entries and removals with respect to the company's total at 31 December the previous year.

## Worker absenteeism in 2014 (\*)

Country	% Absenteeism	
	Men	Women
BULGARIA	21.7	14.9
CHILE	7.0	4.0
COLOMBIA	6.5	0.5
SPAIN	2.6	8.2
USA	15.0	4.0
MEXICO	0.4	0.3
PERU	1.5	0.8
POLAND	7.7	10.0
QATAR	3.0	10.9
CZECH REPUBLIC	8.1	6.7
SLOVAK REPUBLIC	5.5	6.6
TURKEY	0.0	8.0

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

Absenteeism = provisional disability, strike, absences, remunerated and non-remunerate leave.

► 2014 turnover rate:

**-2.15%**

(Number of entries – number of removals in 2014 / no. of Group workers at 12/31/2013)\* 100.

► **88%** of the Group's executives abroad are nationals of the same country as their company.



## ► Commitments, policies and strategic priorities

The set of international initiatives and guidelines to which the Group has adhered include several commitments that affect the way in which OHL executes its employment practices. Of interest is its adhesion to the **United Nations Global Compact**, the **Tripartite Declaration** of principles concerning multinational enterprises and social policy of the **International Labour Organization** and the **Global Union International Framework Agreement**. In order to respond to these commitments, the Group has defined and develops a series of policies and strategies, and counts on a great team that is specialized in human resources management.

The main objective of the Group's human resources function is to consolidate a **corporate culture** based on respect, integration, trust and safety, with the aim of turning OHL into a **reference** wherever it is present.

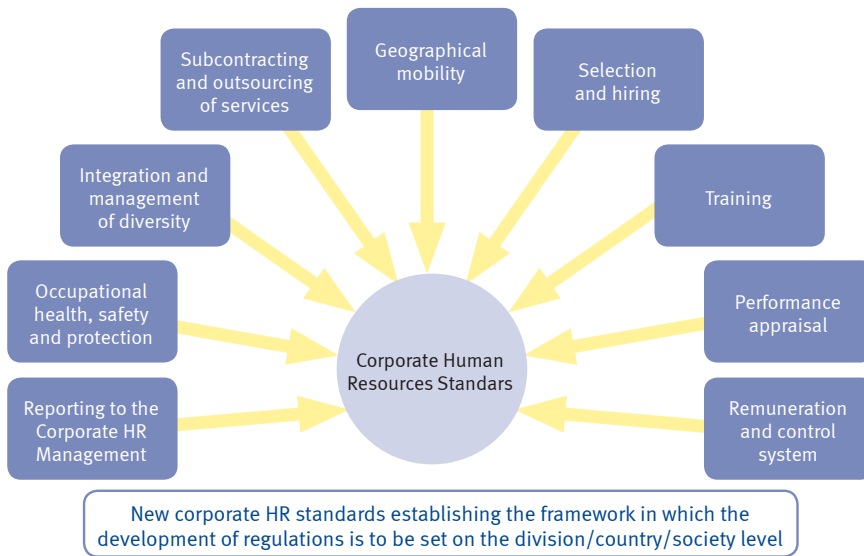
As a result, the HR Management's strategy has evolved over the last few years further to the huge changes experienced by the Group. Its most important challenges include the company's **internationalization** and the **decentralization of functions** associated to each division.

In this context, the Group's priority is to establish a common regulatory framework to develop human resources management in all its divisions and companies, irrespective of geographical scope. Consequently, in 2014 a project was launched to **review the framework rules of corporate HR**, to be implemented into other new rules or procedures by each business division.

These framework rules define common aspects for the entire Group and may be accordingly implemented through specific regulations by division, country or company.

### Objectives of OHL Group's Human Resources Policy

- Absolute respect for current laws in any country where the Group is operating.
- To count on the best professionals, encouraging a working environment amongst them that is characterized by collaboration, the company's commitment and an excellence-based approach.
- To encourage professional development further to the principles of capacity, competence, mobility, merits and continuous appraisal, promoted through training, career plans and development routes.
- To implement training programs and plans directed and perfecting professional qualifications and adjusting to any technological, organizational and market changes.
- To encourage the principle of equal opportunities as a cornerstone for growth, and to promote non-discrimination on the grounds of race, sex, color, age, ideology, political opinions, nationality, religion, sexual preference or any other personal, physical or social condition amongst its employees.
- To enable a balance between work and family life, as a key to our employee's pride and sense of belonging.
- To aim at the highest standards of quality in workers' safety, protection and health.



In turn, OHL Group's various divisions should handle new specific challenges in human resources management. Consequently, each division establishes its priorities and objectives in a more independent manner, always further to the common regulatory framework established for the Group.

## HR priorities by division

### OHL Construction

- Talent management and performance appraisal.
- Promotion of internal communications to consolidate its own corporate culture.
- Zero tolerance in occupational accidents.

### OHL Concessions

- Strengthening the occupational risk prevention area and adopting various improvements in this field.
- Achieving a balance between work and family life (EFR, excellence, system implemented in Metro Liger Oeste).
- Improved working climate (Opecar, Peruvian subsidiary).

### OHL Industrial

- Management of executive talent.
- New framework for development and professional careers.
- Strengthening the deployment of occupational risk prevention functions.
- Alignment of the compensation model to business development.

### OHL Developments

- Distribution of knowledge (reinforcing the team's know-how).
- Encouraging internal communication.

### OHL Services

- Maximum dedication to occupational risk prevention.
- Integration into the job market of underprivileged persons.
- Promoting volunteer work to encourage awareness amongst employees and their relatives of the problems facing these groups.



### OHL Construction celebrates the I International Contract Management Event

In late November, the OHL Construction division held the I International Contract Management Event. This initiative launched by OHL Construction's General Management gathered in this first edition, most area and territorial managers and heads of works projects in all those countries where OHL Construction is present.

The event provided a new view on a very valuable matter, contractual management, a central and essential component of any works project. The General Manager of OHL Construction, Ignacio Botella Rodríguez, intends to focus all attention on the matter.

The meeting not only promoted awareness of theoretical knowledge, but also became an instrument and forum through which all participants were able to share their experience, resolve their doubts and report any situations facing them in their day-to-day activity in the various projects and countries where they regularly work.

It constituted a unique occasion, as it provided all attendants with a **global view of the company**, giving them the chance to personally get to know their workmates in other parts of the world, stimulating debate and facilitating an exchange of ideas, of the initial aims of the event.

Given the warm welcoming amongst its participants, work is underway to hold a new event, which we expect to hold in March 2015.

## ► Freedom of association and the right to collective negotiation

Collective negotiation is a relevant manifestation of employee dialogue and is considered a fundamental right and a part of trade union freedom. Irrespective of the activity and country of operation, and in accordance with the commitments acquired, e.g. United Nations Global Compact, the OHL Group strictly upholds the **freedom of association** and effectively recognizes the right to collective negotiation.

OHL has a range of various agreements with its workers, further to its commitment to employee dialog and collective negotiation, to include Collective Bargaining Agreements (CBAs) at a sector, company or work center level, and company agreements.

► **68%** of all Group employees enjoy regulated labor conditions. In Spain and Australia the number registered was **100%**.

For more information:

[Annex A4-I: Staff with regulated labor conditions](#)

## Talent management

Further to its commitment to people, the OHL Group promotes active programs to identify and manage talent, as well as excellence in mobility and international development plans, or the implantation of corporate culture based on diversity, equal opportunities and ethical values and principles of the OHL Group, which constitute cornerstones and action principles in these initiatives.

In 2014, the OHL Group has started up a performance evaluation system. This system has already been developed and applied in OHL Construction and will be progressively implemented in all other divisions and corporate areas.

### New performance evaluation system in OHL Construction



**Global performance factors.** Achievement of objectives, exercise of tasks, technical and management specialization.

**Professional competences.** Set of measurable and observable conducts, which are essential to achieve excellent performance in a work post (e.g. management of persons, communication, team work, results-based approach, etc.).

Performance evaluation is a systematic and periodic improvement process that provides a qualitative and quantitative estimate of each employee's expected level of performance, as well as effective conduct expected in each work post. The model that is being implemented by the Group is structured into performance objectives, individual employee goals and professional competences, a set of measurable and observable behavior, which are essential to achieve excellent performance in each work post.

An evaluation of both issues reflects the strengths and areas where each evaluated person has progressed; this should be consolidated in a personal improvement plan, describing a set of actions aimed at improving each employee's professional performance. The aim of the Performance Evaluation System is not only to become a tool for individual professional growth, but also a key to promote OHL Group's values and culture.





## Management and distribution of knowledge

The OHL Group has various computer tools to manage information, enabling internal communications and an exchange of knowledge and experience. These tools generate huge savings in terms of cost and time, and guarantee the security of any relevant information.

- **Experience Database (EDB).** This space is accessible through the Intranet and gathers and makes available to employees any information and documents on works or constructive processes of Group companies. This database is essential to distribute knowledge amongst employees.

To complement the EDB, the Methods and Processes Service gathers technical regulations on roads, steel, concrete, roadbeds, railway issues, etc. These data are stored in DVD or CD form and are distributed amongst Group employees.

In 2014, the EDB has gathered data on 1,171 significant works projects, 476 descriptive reports, 454 descriptive experiences, 2,056 photos, 69 videos, 139 articles, 103 regulations and 291 constructive procedures and technical notes.

- **Space for documentary management** available on the Intranet. This enables the coordination of work groups irrespective of member location. Thanks to this space it is possible to store and manage documentation, establish permits, control document versions and enable their use or immediate consultation, all subject to required safety standards. In addition, further to R&D&I project management, collaborative surroundings have also been designed to take advantage of technology, achieving a greater integration and participation of people, costs savings in communication, procedure simplification and greater reliability.
- **Request for OHL internal services** through the Intranet. This tool enables applications, irrespective of physical location, with absolute control over the entire process. It agglutinates tasks related to applications for trips, vacation, leave, advance payments, computer equipment, formative actions and other general services.
- **Other tools.** Whenever a new company joins the Group, complex processes begin for human, operational and technical integration. The OHL Group has tools to facilitate this adaptation stage, its own management system, enabling optimization and adaptation to our working organization, consisting of conference call equipment, providing immediate contact whilst also reducing costs; a corporate Intranet, as a source of information and way to integrate its employees; and e-mail, included in the Intranet to enable remote access.



In turn, over 2014 we have continued to develop a new Intranet model, more effective in relation to the intended transfer of knowledge and distribution of the Group's corporate culture. During the year, we have worked on the third phase of the project, involving the following steps:

- Integration with corporate service applications.
- Unification with master files on user data, centers and companies, to personalize contents.
- Preparation of contents adapted to each audience, for content personalization.
- Creating a content governance body.
- Preparation, validation and stabilization of technological infrastructure.

## ► Equal opportunities

To achieve equal opportunities, non-discrimination and the integration and management of diversity existing in different OHL Group companies is one of the fundamental objectives of the company's human resources policy, in compliance with various public commitments in this field.

All base salaries are linked to professional categories and are identical for all, irrespective of gender, nationality or any other personal characteristic. However, effective equal opportunities requires active surveillance in coexistence and corporate development areas that are more vulnerable to distinctions.

At the end of 2014, 32.3% of the Group's staff were women, over 29.8% in 2013 and 28.8% in 2012.

► The Group has a **Harassment Protocol since 2011.**

In 2014 no complaint was received through this channel.

### Distribution of OHL employees by professional group, age and gender

				Up to 30		Between 30-45		Between 46-55		Over 56	
	Total	M	W	M	W	M	W	M	W	M	W
Managers	412	371	41	5	1	128	23	138	13	100	4
University graduates	3,124	2,308	816	287	190	1,337	504	488	97	196	25
Mid-level graduates	2,094	1,697	397	484	156	809	200	268	33	136	8
Non-graduate technicians	2,956	2,072	884	462	234	942	394	408	208	260	48
Administrative assistants	1,310	649	661	144	152	257	297	137	144	111	68
Other staff	15,028	9,784	5,244	2,239	537	4,442	1,728	2,054	1,728	1,049	1,251
<b>Group Totals</b>	<b>24,924</b>	<b>16,881</b>	<b>8,043</b>	<b>3,621</b>	<b>1,270</b>	<b>7,915</b>	<b>3,146</b>	<b>3,493</b>	<b>2,223</b>	<b>1,852</b>	<b>1,404</b>



## Equality plans

OHL Construction, in Spain, and OHL Services have respectively implemented their equality plans.

In 2014, we have continued with the plans' principles and areas of action, in order to include the necessary improvements and activities.

### Equality Plan of OHL Construction in Spain

#### Governing principles:

- Equal treatment between men and women.
- No direct discrimination on the grounds of gender.
- No indirect discrimination on the grounds of gender.
- Prohibition of sexual harassment.
- Prohibition of harassment on the grounds of gender.
- No retaliation.

#### Areas of action:

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

### Equality Plan of OHL Services-Objectives

1. To encourage the hiring of men and women in any departments, profiles or posts where they are least represented.
2. To train and generate awareness amongst employees, with particular emphasis on executives and service managers.
3. To promote equal opportunities in personnel management processes.
4. To increase awareness amongst sector companies.
5. To enable a balance between the staff's family life and work.
6. To prevent and correct any conduct or action that could indicate potential sexual harassment, harassment on the grounds of gender, or gender discrimination.
7. To guarantee an adequate monitoring of the equality situation and measurement of the management/effectiveness of the measures adopted.
8. To guarantee operation of the Equality Committee.



In 2014, the Corporate HR Management of OHL, in conjunction with the General Management for Women's Affairs in the Autonomous Community of Madrid, and further to a project to encourage female leadership in the business world, held two workshops exclusively addressed to OHL Group female employee. The topics discussed were coaching in female leadership, an analysis of any hindrances to the professional promotion of women, and training in communication, negotiation and team management skills. Further to this event, a group has been created to periodically receive information on any formative and networking actions for women only.

Likewise, on 25 November 2014 a new internal awareness campaign was launched amongst the Group's workers in Spain as a result of the International Day for the Elimination of Violence against Women.

OHL Development, as part of the celebration of the World Day Against Trafficking in Persons, arranged a meeting between DIF Solidaridad and Mayakoba executives in order to provide information and tools to prevent and eradicate this social scourge.

## Social and employment integration of disabled persons and at a risk of exclusion

This Plan for the employment integration of disabled persons and at a risk of exclusion is included in the Social Action Plan for Spain. In order to achieve its objectives, OHL is working with specialized entities, such as the Integra and Adecco Foundations.

### Plan for the employment integration of disabled persons and at a risk of social exclusion

Progress made in 2014	Targets for 2015
<ul style="list-style-type: none"> <li>162 recruitments of disabled persons and/or at a risk of social exclusion in Spain (3.1% of workers in the entire staff of Group companies with more than 50 employees in Spain, has a disability. In addition, alternative measures have been taken to cover 30 positions, through donations and purchases from special employment centers).</li> <li>Dissemination of the "Diferentes" project which, in conjunction with the Fundación Adecco, promotes awareness amongst school students about disability and diversity, at Colegio Público Los Jarales de Monterozas (Madrid) (primary education).</li> </ul>	<ul style="list-style-type: none"> <li>Hiring of 40 persons with a disability and/or at a risk of social exclusion in Spain.</li> <li>Meetings to promote awareness amongst HR managers in the Group in Spain, and executives and employees of OHL Developments in Mexico.</li> <li>Analysis of laws on disability and diversity in OHL Group's Home Markets, in order to establish recruitment targets by country, in the absence of specific legislation.</li> <li>Extension of the "Diferentes" project to new schools in Spain and Mexico, close to the Mayakoba complex.</li> </ul>

Abroad, of interest is the program launched by the Mayakoba tourist complex in Mexico, in conjunction with education centers- Centros de Atención Múltiple-, in order to include disabled persons in the hotel staff. In 2014, three new recruitments were made of persons with a hearing disability. The program has been backed up by collaborating centers and steps have begun to hire older persons, a group also considered to be at a risk of exclusion due to the scarce employment opportunities available.

The OHL Group encourages the hiring of persons at a risk of exclusion, as well as persons belonging to ethnic minorities.

► Of interest is the high percentage of **OHL USA** employees who belong to an ethnic minority:

**56.33%.**



## ► Social benefits

In relation to social benefits, the Group is still committed to continuously improving the quality of life of its employees and makes a special effort to assure and guarantee their life, supporting the integration of disabled persons belonging to its workers' surroundings and starting up best practices to enable a balance between their family life and work.

Social benefits are applied to all OHL Group staff irrespective of whether they work full time, part time or provisionally. In the case of Spain, workers with a provisional contract are excluded.

### Life and accident insurance

In some countries, such as Spain, Kuwait, Mexico, Peru, Bulgaria and Saudi Arabia, 100% of all employees are insured.

For more information:

[Annex A4-II: Staff covered by life and accident insurance](#)

► **52%** of all Group workers are covered by life and accident insurance.

### Family Plan of the OHL Group

Since 2007 OHL, in conjunction with the Fundación Adecco, has started up the Family Plan, with the aim of launching joint actions to promote the employment and social integration of disabled relatives of the Group's workers in Spain. The Plan's beneficiaries are first-degree relatives of employees who are able to certify a disability level equal to or greater than 33%. With this program, there are more possibilities for the group to be eligible for employment and to join the job market.

#### Family Plan Results

During 2014, 15 disabled relatives of OHL employees have benefited from the Family Plan.

The following treatment was received:

- Physiotherapy
- Speech therapy
- Occupational therapy
- Training
- Help with schoolwork
- Musical therapy
- Psychotherapy
- Adapted leisure
- Family breaks
- Family guidance
- School for Parents
- Siblings Workshop

## The OHL Group takes part in the XV Anniversary of the Fundación Adecco



Javier Pastrana, beneficiary of the Family Plan, represented OHL at this anniversary.

## Employee Help Program

The Employee Help Program (EHP), applicable in Spain, involves providing its beneficiaries with an external advisor who is able to provide the necessary information and help for day-to-day activities, legal issues and practical/private matters, guaranteeing user confidentiality. The EHP enables employees to be able to reach a balance between their family life and work. Of interest in this regard is that the rate of use of the Employee Help Program (EHP) was 11% in 2014.

The Program is available at all work centers with more than 50 workers, and also includes a help plan to handle any possible psychological and, even, employment issues. Users may use it by telephone or in person.

## Other measures to support a balance between work/family life

Flexible working hours, splitting vacation into up to three periods, reducing the working schedule- for employees with family obligations, entrusted with the care of minors or other cases of assistance to first-degree relatives- and childcare vouchers for workers with children under 3, are other measures aimed at achieving a balance between work and family life.

For more information:

[Annex A4-III: Social benefits by country](#)

## ► Collaboration agreements

In order to attract persons with greater qualified talent and ensure continuous evolution and growth in its human team, the OHL Group considers it indispensable to collaborate with various universities and educational entities. In this way, the professional development of recent graduates is encouraged, by enabling young graduates to complete traineeship programs





► During 2014 we have continued with more than **50 collaboration agreements** with professional associations, business schools and universities, enabling young graduates to complete traineeship programs in Group companies.

in Group companies. Through this experience, young people are able to adjust to the new demands of the job market and approach their future careers.

There are various collaboration agreements for professional traineeship and special qualifications in Mexico, Peru, Czech Republic and Poland, amongst others, as well as associations for project development or scholarship programs in USA and Qatar. In Spain, OHL Services, Sacova, currently holds a nursing traineeship agreement with Universidad Miguel Hernández and Centro de Estudios Universitarios (CEU) in Elche, Alicante.

For more information:

**Annex A4-IV: Main collaboration agreements with universities and educational centers**

## ► Health and safety

*“Maximum attention and priority to occupational risk prevention in the OHL Group”*

### Commitment and policy

The Occupational Risk Prevention, Quality and Environment Declaration establishes a corporate commitment in this field and guidelines for Occupational Risk, Quality and Environment Policies in the various divisions, adjusted to each business activity.

During 2014, the Group has continued working towards guaranteeing that the employment activity of its employees and subcontractors meets the highest health and safety standards, with the least possible risk to its workers' physical and psychological integrity.

In order to achieve the “zero occupational accident” target, the Group's strategy is based on a preventive culture, the guidelines of which are applied from the highest levels in the organization.

### Associate Prevention Service

Since 1998, the Group has an Associate Prevention Service (APS). This Service depends on the Group's Corporate Human Resources Management and is in charge of establishing priorities and objectives in occupational risk prevention matters. Furthermore, it manages all associate companies of the Group in Spain.

During 2014, the Service assisted 24 companies in Spain, 100% subsidiaries of the OHL Group, as well as associate Joint Ventures (UTES). Of these 24 companies, 6 belonged to OHL Construction, 9 to OHL Concessions and 9 to OHL Industrial.

For more information:

**Annex A4-V: Companies of the Associate Prevention Service**

In Spain, the APS is entrusted with three specialties: **Occupational Safety, Industrial Hygiene and Ergonomics/Applied Psychosociology**. The fourth specialty (**Health Surveillance**) has been outsourced to ORP companies which, in Spain, are PREMAP and MC, for Metro Ligero Oeste. In other countries, mutual benefit entities carry out this specific function, in an equivalent manner. Any workers relocated from Spain to work centers abroad are given the necessary check-ups, examinations and medical assistance.



In relation to ergonomics and applied psychosociology, of interest are the steps taken in accordance with the guidelines provided by the **Directorates General for Employment of the European Union (EU)**:

- In relation to applied psychosociology:
  - Exploitation activities, subway lines, OHL Concessions.
  - Assistance and night-time work, OHL Services.
- In relation to ergonomics:
  - Load movement tasks at hospitals, OHL Services.
  - Office work with Direct Visualization Screens (DVSs).

### Monitoring of general occupational risk prevention objectives in 2014

OBJECTIVE	SCOPE	INDICATOR	STATUS
Fall in incidence rates	OHL Concessions Spain	5% decrease	Achieved
	OHL Construction Spain	>50% for the sector	Achieved
		10% decrease	NOT Achieved
	OHL Industrial Spain	>50% for the sector	Achieved
		10% decrease	Achieved
	OHL Services Spain	2% decrease	Achieved
To move forward with the <b>IMS certification project</b> in all countries where OHL is present.	Global	Number of certifications	Achieved Global IMS certification by division; certification for Spain remained according to the APS.
To continue designing a Management System in PMP® ( <i>Project Management</i> ) surroundings to achieve a <b>global certification</b> for the entire <b>OHL Construction</b> division, in security, quality and environmental matters	OHL Construction	Global certification	Single global certifier for the entire OHL Group.
<b>ORP training plan:</b> Two university Masters to cover the four specialties (safety, hygiene, ergonomics and applied psychosociology) and qualifications and accreditation as an ORP and OHSAS 18001 auditor.	OHL Concessions	Number of formative actions	Two ORP technicians successfully completed the <b>University Masters in Occupational Risk Prevention</b> , Universidad San Pablo CEU. Qualifications obtained as an Auditor in Risk Prevention and Auditor in Prevention Management Systems (OHSAS).
Extension of the occupational health and safety certification according to the OHSAS 18001 standard.	OHL Concessions	Number of certifications	Terminal de Contenedores de Tenerife, subsidiary of OHL Concessions Operadora de Carreteras en Perú, subsidiary of OHL Concessions, extended to scope of its certificate in quality, environment and occupational safety by adding road conservation and safety to its existing traffic and collection certification.



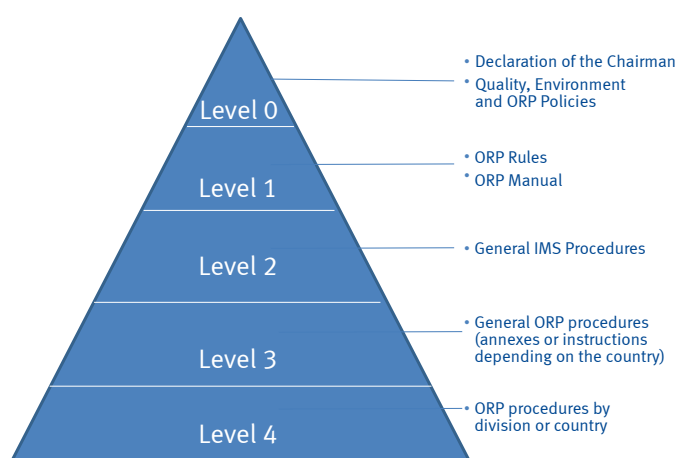
In addition to these general objectives, the various divisions establish specific objectives for each center, according to OHSAS 18001 requirements.

## Occupational Risk Prevention Management System

The Occupational Risk Prevention (ORP) Management System follows the OHSAS 18001 guidelines. Development of the **Integrated Management System (IMS)** has integrated the quality, environment and ORP management systems.

The IMS establishes a working methodology for the Management, and articulates and jointly aligns the requirements of the organization's different management systems. It adjusts to the particularities of each activity, location, client requirements or applicable law.

### Outline of the Integrated Management System (IMS)



During 2014, General Procedures for the Integrated Management System have been approved, and their implementation has begun in different divisions and business areas.

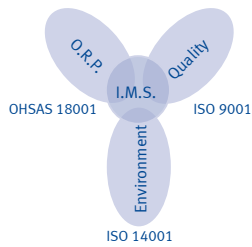
Furthermore:

- Three specific procedures and one instruction have been drafted in Occupational Risk Prevention matters, applicable throughout the organization.
- A specific procedure has been designed for exclusive application in Spain.
- Two rules have been issued on ORP management and on the composition and tasks of the Safety and Health Committee.

These documents will be presented for approval to the Committee during the first quarter of 2015.

## Integrated Management System (I.M.S.)

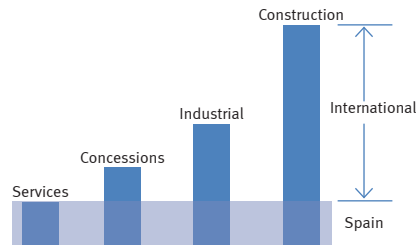
In 2013 the Project was started up, with the Divisions' approval



### Advantages:

- Greater competitiveness of the organization.
- Harmonization of management criteria.
- Simplification of documentary structure.
- Shorter working times
- Unified training methodology

## External Audit of the System



### Auditing criteria:

- Single auditor: TUV Rheinland (except Australia, SGS)
- Joint TRIRULE audit: Quality, Environment & ORP
- Multisite Audit (countries) – international
- SPM Multisite Audit (companies) - Spain

Reduction in maintenance and certification costs of the System ~35%

Reduction in auditing days ~20%

As a novelty, in 2014, in addition to the OHSAS certification for all Group divisions and associate companies, we have achieved a **certification for the General Services and Organization Management**, mainly involved in the management of offices and permanent work centers, in addition to management services for OHL Group's mobility, communication and logistics.

The Group has **Health and Safety Committees** in most countries where it is present and operates, in order to **guarantee participation and permanent communication** amongst all the agents involved in Health and Safety Management; **controlling preventive surveillance and activity coordination**.

These Committees are formalized by the Corporate Management, Group Division Managements, countries, multi-site departments (by areas and regions in each country), work centers, concessionaires and subsidiaries.

Also in 2014 and in order to reduce costs and time in the OSHA certification process, the General Corporate Management has decided to hire a single auditor for all divisions and countries in ORP, Quality and Environment matters, conducting **multisite and trirule audits**.

Over 2014, in Spain a total of **61 internal audits** were conducted, as well as **20 external audits**, in **work centers** of the various divisions of the Associate Prevention Service (APS). As a result of this sampling, we achieved the OHSAS 18001 and other legal certifications.

Of interest in OHL Construction is that implantation of the new Management System has encouraged internal audits as a management system tool. There have been **56 audits conducted** by OHL Construction's Central Service, in addition to those conducted by the services in each territorial management



which, in turn, have their own internal audit program: 15 in Chile, 4 in Peru, 2 in Qatar, 1 in Uruguay and 1 in Poland. A total of **79 internal audits** have been conducted in OHL Construction.

## Other ORP highlights in 2014

### ORP throughout the OHL Group

- Internal prevention audits in Spain. All non-conformities and observations detected have been handled and shelved.
- Evaluation of risks and health & safety documents at all newly incorporated work centers. Review of evaluations and documents at already incorporated centers.
- Drafting of ORP improvements and health & safety studies for OHL Group bids, as necessary.
- Collaboration with the Group's legal department in all health and safety proceedings, as necessary.
- Evaluation of legal compliance at work centers.
- Continuous training and information at work centers.
- Investigation of all accidents suffered by OHL Group staff.

**OHL Construction** has extended the geographical scope of its occupational risk prevention (ORP), environment and quality certificates. More than 20 countries hold a certification in OHSAS 18001 (ORP), ISO 14001 (environment) and ISO 9001 (quality), after Saudi Arabia, Algeria, Australia, Brazil, Canada, Qatar, Colombia, Ecuador, Kuwait, Poland, Turkey and Uruguay joined in 2014. The scope of its management systems covers all of the division's current activities.

### Other highlights:

- More than 40 centers in 18 countries are included in a global certification: Saudi Arabia, Algeria, Argentina, Brazil, Canada, Qatar, Chile, Colombia, Ecuador, Spain, India, Kuwait, Mexico, Poland, Peru, Singapore, Turkey and Uruguay. These countries have been joined by Australia, Bulgaria, USA, Czech Republic and Slovak Republic which, for technical reasons, hold independent certifications. A **worldwide certificate** has been obtained from TÜV Rheinland, except for OHL Australia, certified by SGS standards.
- FSC (Federal Safety Commission) certificates obtained in Australia, entitling us to participate in tenders for federal projects.
- COR (Certificate of Recognition) obtained in the State of Alberta, Canada, which is necessary to be able to participate in tenders in this state.
- Formative videos recorded in four languages: English, Spanish, Urdu and Arabic, addressed to all Haramain Project staff (construction of the high-speed train between Mecca and Medina), to ensure adequate team coordination and management.
- Training room in the Qatar subway.



- “Seeking to strengthen leadership” course, on health and safety, addressed to all works and production managers in Chile.
- OHL Sucursal Chile, prize for new preventive developments.

In **OHL Concessions** accidentality rates improved in 2014 with respect to 2013, reducing incidence and frequency rates. Furthermore, supervision of Toluca International Airport indicators was included, as well as in port concessions that began operating in 2014, Terminal de Contenedores de Tenerife and Terminal Cerros de Valparaíso. This latter one intends to hire an ORP manager and to implement a management system improving safety and employment accident rates.

Other highlights:

- In conjunction with the Group’s APS, all legal requirements were reviewed, applicable in occupational health matters, in state sectors related to toll roads, ports and railways, and in autonomous communities and cities where the company is present.
- As a result of this review and the specific characteristics of Spanish concessionaire activity, the possibility of procuring an identification and access system, to applicable legal requirements in ORP, industrial safety and environmental matters, was examined.
- Metro Ligerio Oeste (MLO) conducted the first ergonomic evaluation of conductor posts. As part of the campaign to renew train conductor seats, the conductors’ opinion was gathered when choosing the final model.
- The Peruvian subsidiary Operadora de Carreteras (Opecar) has launched almost 20 initiatives to improve workers’ skills and competences, stimulating good performance, encouraging occupational health and sports, and strengthening internal dialog through projects such as *Having lunch with your family* and *Listening to my voice*.

**OHL Industrial** has improved its accidentality rates by 17.18% and its incidence and frequency rates by 15.56%. Furthermore, it has increased the scope of its OHSAS 18001 certification to USA, Mexico, Brazil, Peru and Chile. As a result, this certificate is currently held for six countries.

► **97%** of the Group’s activity in Spain has followed a certified prevention system, according to OHSAS 18001.

**45%** of OHL Group’s activity follows a certified prevention system, according to OHSAS 18001 and other systems.

## Key ORP indicators in the OHL Group

### Frequency, seriousness and incidence rates in the OHL Group

Division	Frequency rate			Seriousness rate			Incidence rate		
	2013	2014	VAR.	2013	2014	VAR.	2013	2014	VAR.
OHL Concessions	24.03	26.83	11.65	0.59	0.64	9.43	5,555.56	5,443.70	-2.01
OHL Construction	4.75	8.16	72.01	0.20	0.35	77.81	1,109.95	1,839.60	65.74
OHL Industrial	3.38	2.85	-15.56	0.04	0.17	310.12	614.44	508.91	-17.18
OHL Services	48.37	46.98	-2.87	1.34	1.38	2.79	6,193.44	6,011.11	-2.94
<b>Total Group</b>	14.15	17.35	22.58	0.42	0.56	32.92	2,894.19	3,371.40	16.49



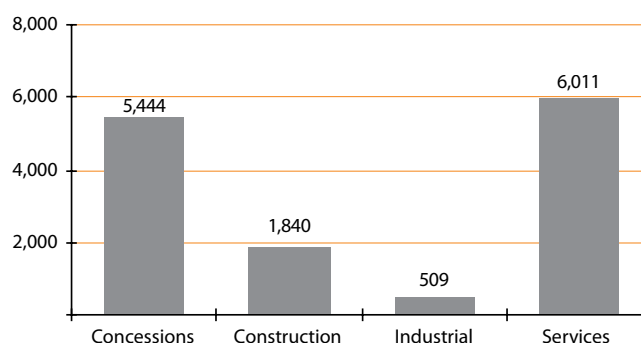


$$\text{Frequency Rate (F.I.)} = \frac{\text{Nº Accidents}}{\text{Nº of hours worked}} \times 10^6$$

$$\text{Seriousness Rate (S.I.)} = \frac{\text{Nº of work days lost}}{\text{Nº of hours worked}} \times 10^3$$

$$\text{Incidence Rate (I.I.)} = \frac{\text{Nº accidents}}{\text{Nº Workers}} \times 10^5$$

### Occupational accidentality incidence rates in the OHL Group by activity sector during 2014



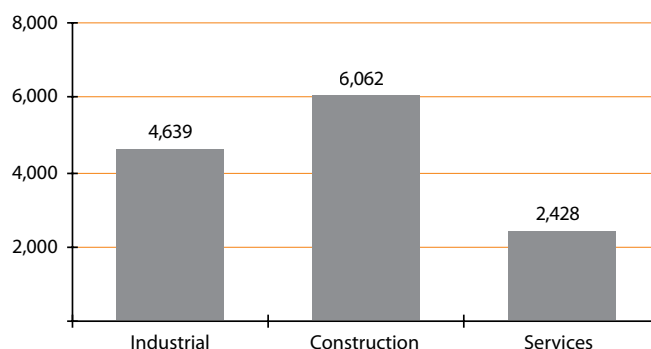
### Key ORP indicators of the OHL Group in Spain

	Concessions			Construction			Industrial			Services			Total		
	2013	2014	%Var.	2013	2014	%Var.	2013	2014	%Var.	2013	2014	%Var.	2013	2014	%Var.
Incidence Rate	3,602	3,175	(11.86)	2,249	2,528	12.41	614	509	(17.18)	6,193	6,011	(2.94)	4,543	4,559	0.35
Frequency Rate	21.54	18.96	(11.96)	14.20	16.36	15.21	3.38	2.85	(15.56)	48.37	46.98	(2.87)	31.90	32.92	1.63
Seriousness Rate	0.39	0.54	39.10	0.47	0.60	28.01	0.04	0.27	310.12	1.34	1.38	2.79	0.89	0.99	11.23

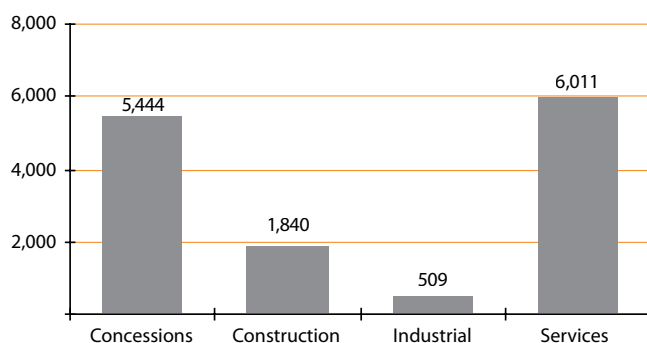
(\*) 2014 data, including the TCT and Marina Urola concessionaires, not included in 2013 SR due to not belonging to the Associate Prevention Service.

According to the charts below, the incidence rate for OHL Concessions registers a downward trend in relation to the previous year, of 11.86%. For OHL Industrial, this rate has fallen by 17.18%, and has also decreased by 2.94% in OHL Services.

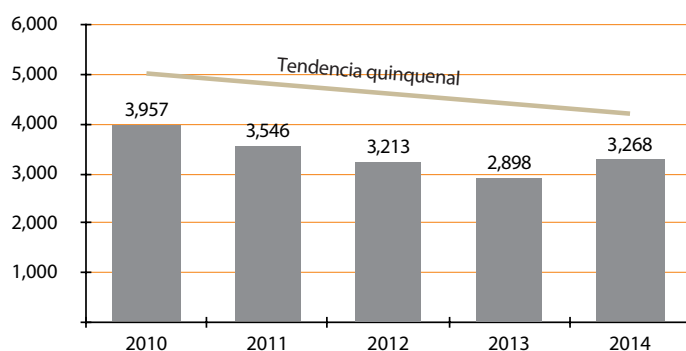
### Incidence rates by activity sector in Spain (Dec.2013/nov.2014)



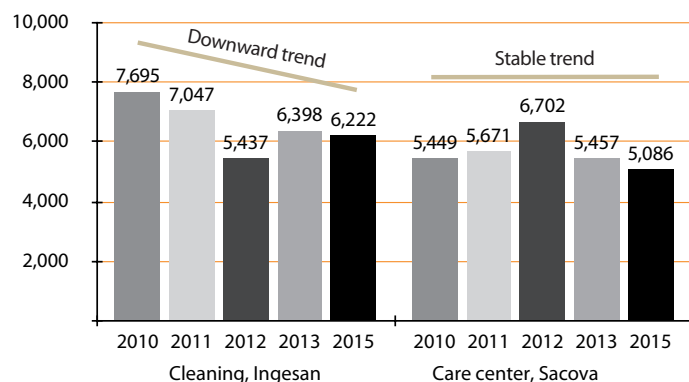
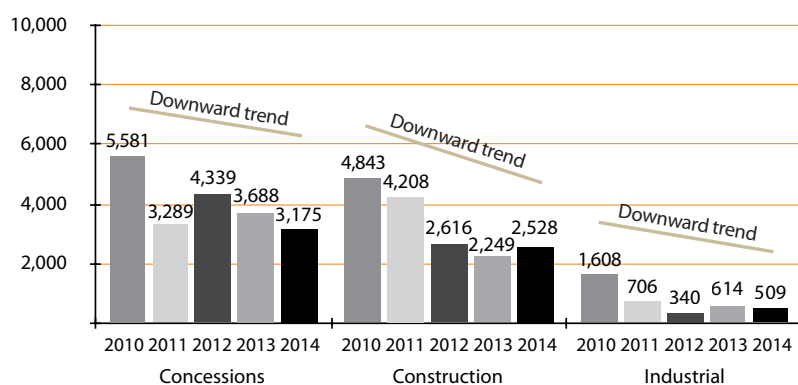
## Accidentality incidence rates of the OHL Group in Spain by activity sector in 2014



## Occupational accidentality incidence rates of the OHL Group in Spain. Performance 2010-2014



## Occupational accidentality incidence rate of the OHL Group in Spain by division. Performance 2010-2014.





## Key indicators in health surveillance

	2014
Initial check-ups	740
Periodic check-ups	4,128
Prior check-ups	12
Specific check-ups	8
Check-up upon returning to work	34
Special check-ups	13
Check-ups for pregnant women	60
<b>Total check-ups</b>	<b>4,995</b>

Source: S.P. Premap 2014 Report and MC, workers of associate companies, OHL Group in Spain

## ORP training in 2014

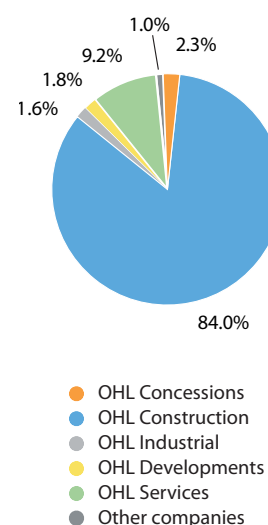
Training in Occupational Risk Prevention allows OHL Group's safety and health protection policy to remain alive. This task is permanently carried out, in order to update and reinforce our knowledge on the matter. In 2014, more than 146,000 persons participated in formative actions related to ORP.

### Total hours' training in ORP by division in 2014

- **146,390** participants in ORP formative actions

- A total of **172,578** hours

- 84.6% in person
- 10.9% by remote means
- 4.5% on line



## Tool Box Meeting

Along with training in ORP matters, production teams, prevention technicians and collaborators have arranged informative chats on site, Tool Box Meeting, in order to promote internal awareness and the safe performance of labor tasks.

For OHL Construction, over 2014 the works and production managers have been in charge of most of these chats, addressed to all workers, both on staff and of collaborating companies, who have provided their services at Group company work centers, thus strengthening preventive awareness for the safe performance of labor tasks.



All chats are directly held at the work centers, in person. They last between 15 and 60 minutes and provide **preventive information** to any persons who intend to work in any activity entailing any type of occupational risk. This information is complemented with the handing out of printed material.

In 2014, more than 38,000 Tool Box Meeting formative actions were attended by more than 773,000 workers.

### ORP training during 2015 in the OHL Group

Country	Number of workers		Number of hours	Number of formative actions
	Own staff	Outsourced		
<b>America</b>	<b>471,600</b>	<b>194,395</b>	<b>7,729.06</b>	<b>26,582.00</b>
Canada	620	54,064	418.50	2,170.00
USA	17,173	13,409	5,078.05	428.00
Mexico	132	8,731	643.20	791.00
Latin America	453,675	118,191	1,589.31	23,193.00
<b>Europe</b>	<b>25,635</b>	<b>29,245</b>	<b>17,864.19</b>	<b>7,456.00</b>
Spain	18,786	28,121	16,653.19	5,897.00
OHLŽS	6,287	208	936.00	1,180.00
ŽPSV	545	0	213.00	137.00
Poland	17	916	62.00	242.00
<b>Asia</b>	<b>8,942</b>	<b>40,136</b>	<b>204.60</b>	<b>2,008.00</b>
Turkey	321	5,226	169.00	51.00
Saudi Arabia	8,621	34,910	35.60	1,957.00
<b>Africa</b>	<b>1,213</b>	<b>164</b>	<b>5.40</b>	<b>97.00</b>
Algeria	1,213	164	5.40	97.00
<b>Oceania</b>	<b>260</b>	<b>1,587</b>	<b>57.50</b>	<b>1,891.00</b>
Australia	260	1,587	57.50	1,891.00
<b>TOTAL</b>	<b>507,650</b>	<b>265,527</b>	<b>25,860.75</b>	<b>38,034.00</b>

### 2015 targets in ORP

- Evaluation of legal compliance at all work centers.
- To adhere to the SEOPAN initiative, as supplier, to identify legal requirements in 17 countries in the construction sector.
- Development of general ORP procedures and specific ones in each division.
- Implantation of the Integrated Management System.
- Development of the Healthy Company Project.
- Development and start-up of the Mobility Plan.

#### ► Tool Box Meeting 2014:

- **38,034** chats
- **773,177** participants (own staff and outsourced)
- **25,861** hours taught



## ► Training

For several years now, OHL is promoting a training model that focuses on encouraging the excellence of its products and services, as well as employability and the professional/personal achievement of Group employees. This model is the cornerstone of its corporate culture and an essential part of its commitment to develop its best employee talent.

The courses taught each year are the outcome of a diagnosis of formative needs, conducted by the Corporate Training Service with help from the Group's management, human resources managements in each division, heads of production teams, and suggestions directly received from employees all over the world.

### Economic indicators in the Group's training. 2014

- Resources assigned by hours completed by attending staff: 5,590,680 euros.
- Resources assigned by hours completed by training staff: 1,624,038 euros.
- Training aid received: 785,559 euros.

## 2014 Milestones

In 2014, most of the objectives indicated above were met. These were the main milestones achieved:

- Issue and approval of a new Training Procedure. Published in Spanish and in English, applicable to all OHL Group divisions all over the world.
- Preparation of material for the Corporate Social Responsibility course. All material was translated into English, Czech, French and Polish. Furthermore, a multimedia version was provided and distributed en masse amongst all professionals of OHL Group companies in all countries where it is present.
- Remodeling and updating of the OHL Group Welcoming Course. This course was also translated into English, Czech, French and Polish and distributed as on-line training all over the world for all persons who had recently joined Group companies.
- Continued dissemination of on-line courses of OHL Group's Code of Ethics and Human Rights, amongst those professionals who were unable to complete the course in 2013.
- Continued and greater training to acquire PMP (Project Management Professional) culture and working philosophy, on the part of all of the Group's technical professionals. Training has been provided in person and on line on the matter, in order for the Group's technical professionals to be certified by the PMI (Project Management Institute, Newtown Square, Philadelphia, Pennsylvania, USA). Approximately 40 Group professionals are already PMI certified. Periodic certification exams, held by PMI, have been institutionalized in OHL classrooms at its Madrid head office (Torre Espacio).



- Continued dissemination and teaching of the LEED (Leadership in Energy and Environmental Design) sustainability culture in construction works, in order to enable Group professionals to obtain qualifications at any of the levels offered by the U.S. Green Building Council.
- Teaching of on-line audiovisual courses on ORP, created in 2013. These courses cover the legal particularities of each country. Many versions have been developed, to include those addressed to Group professionals in Saudi Arabia, Canada, Colombia, USA, Kuwait, Mexico, Peru and Turkey.

Work continued on the general objective to **internationalize training management**, one of the most important challenges undertaken by the Group over the last few years in human resources management. Thus, the Group's Corporate Training Service offered more than 80 different courses in 2014 all over the world, in which approximately 4,000 professionals took part (excluding Spain).



Furthermore, in 2014 we decided to extend the scope of the application to forward applications for formative actions all over the world. This extension will be available in 2015.

## 2015 Targets

In 2015 we will continue to work and analyze the milestones already achieved, also undertaking the following lines of action:

- Issue, multimedia recording, translation into the Group's main languages and teaching of the following courses:
  - Code of Ethics and Anticorruption Policy, to employees of Group companies all over the world.
  - Awareness in climatic change matters. Introduction to the carbon footprint.
  - Environmental management of erosion, environmental management of fauna, environmental management of vegetation and environmental management of waste (OHL Construction).
  - Implantation and practical supervision of the Integrated Management System for Prevention and the Environment, addressed to technical staff of OHL Construction.





- Continued and greater training to acquire PMP (Project Management Professional) culture and working philosophy, amongst technical professionals all over the world.
- Continued dissemination and teaching of LEED (Leadership in Energy and Environmental Design) sustainability culture in construction works. Begin training to obtain the BREEAM'ES certificate.
- Sustainability of international training management, according to the new procedure.

### Training on the Code of Ethics

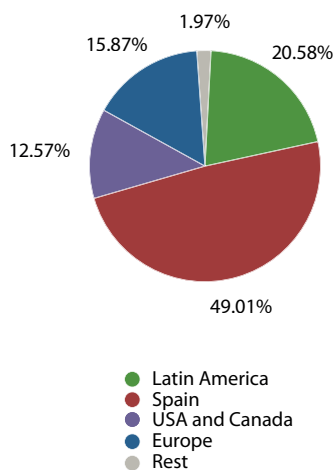
During 2013 and 2014 a course was taught on OHL Group's Code of Ethics in on-line form. The course is available in five languages: Spanish, English, French, Czech and Polish.

#### Training on the OHL Code of Ethics taught during 2014 all over the world

	Completed (*)	Enrolled	% Qualified students
TOTAL	4,732	6,525	73

(\*) This figure includes 2013 and 2014.

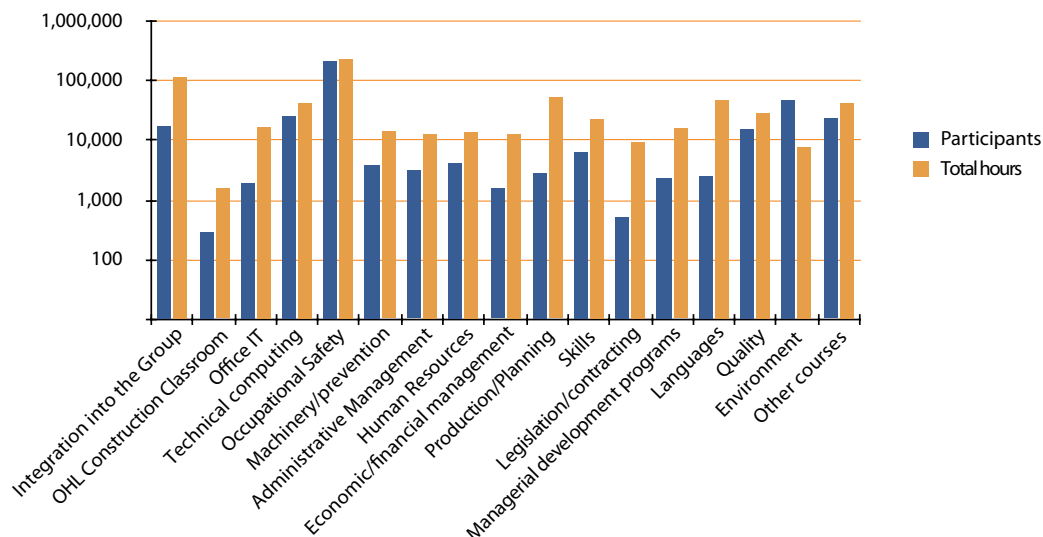
#### 2013-2014 Code of Conduct Participants by geographical area





## 2014: training in figures

### OHL Group: Training by areas of knowledge (participants and dedicated hours)

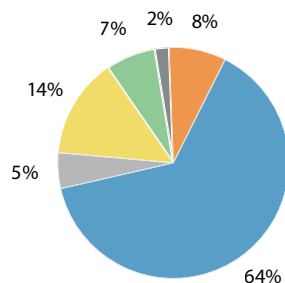


The areas of knowledge with greater weight in terms of dedicated hours in 2014 were, in order: Occupational Risk Prevention (including Occupational Prevention and Machinery/prevention), Integration into the Group (covering the Code of Conduct and Human Rights courses), Production/Planning and Languages.

### OHL Group: Training by division (participants and dedicated hours)

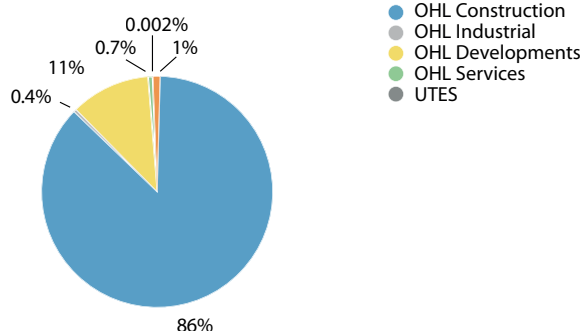
#### Percentage of hours' training by division

Total hours' training  
OHL Group: 409,424



#### Percentage of participants by division

Total participants OHL  
Group: 218,199



For more information:

[Annex A4-VI: 2014 training data](#)

## Other indicators of the training process

% training for executives and technicians	13.20
% training for administrative assistants	57.44
% training provided to qualified technicians and workers	30.89
% training in person	64.54
% training by remote means	6.03
% training on line	29.43

## ► Corporate volunteer work

At present, corporate volunteer work is part of OHL Group's corporate culture. The company believes that promoting and enabling the social involvement of its employees is an excellent way to encourage and consolidate our corporate values, to motivate employees, to improve internal communications and, at the same time, to complement the social investment directly made by Group companies.

The activities carried out by OHL Group **groups of volunteer workers** are mainly a result of ideas and suggestions contributed by the volunteers themselves. The Group merely acts as a sponsor, enabling this task, by providing the necessary budget, internal means of communication and other support.

In 2014, the main volunteer work projects undertaken were:

- OHL has **three volunteer groups** in Madrid and Barcelona (Spain), and in Mayakoba (Mexico).
- Volunteer work was conducted in the U.S. In 2015 we expect to create a volunteer group in this country.
- **23 volunteer work projects** of OHL Group employees in **Spain**.
- **13 volunteer work projects** launched in **Mexico** (Mayakoba).

For more information:

**Annex A4-VII: Main corporate volunteer work projects in Spain and Mayakoba (Mexico) in 2014**



The chairman of the OHL Group, Juan-Miguel Villar Mir, along with participants of Voluntarios OHL-Mayakoba at the OHL Classic Golf Tournament at Mayakoba.

As in previous years, we conducted **satisfaction surveys** for each activity, gathering different suggestions and proposals from the employees involved. Once against, there was a **very high level of satisfaction** (more than 70% of all participants were totally satisfied).

Of interest over 2014 was our first social action and corporate volunteer work survey, basically addressed to employees, as well as other stakeholders such as collaborating social entities and employee relatives. Presently, the data obtained are being analysed in order to adjust our actions to employee expectations, according to the corporate criteria established, defining improvement targets for 2015.



### Corporate volunteer work of OHL Group executives: *A day at school, Empieza por Educar* Foundation

In 2014, Antonio Berjillos, then chairman of OHL Industrial, took part in this initiative, which invites professionals to attend school in order to share their personal and professional experience, helping bring students closer to the business world and develop their future expectations.

This has been the first professional volunteer work experience of Group executives.



IV Edition of Bosque de las Capacidades, Barcelona.

### Promoting corporate volunteer work in the OHL Group OHL

#### 2015 Targets

- Launching of the OHL USA Volunteer Group, beginning work to create new volunteer groups in the Czech Republic and Peru.
- Employee participation in projects covered by OHL Industrial's Social Action Plan in Guatemala.
- Implantation of a computer application with LBG (London Benchmarking Group) methodology, to measure achievements and the impact on beneficiaries of volunteer work actions.
- Launching of an informative bulletin for OHL Volunteers in English.
- Reinforced presence of OHL Volunteers on social networks, and greater use of the website.

## Annex A4-I

### Staff with working conditions regulated

Country	No. of staff regulated by collective agreement	Total employees by country	% No. employees regulated/Total employees
Saudi Arabia	-	576	
Algeria	-	405	
Argentina	3	11	27%
Australia	44	44	100%
Brazil	4	6	67%
Bulgaria	-	65	
Canada	30	121	25%
Chile	1,620	3,021	54%
Colombia	-	230	
Ecuador	-	2	
Spain	9,472	9,472	100%
USA	360	1,471	24%
Luxembourg	-	1	
India	-	6	
Kuwait	-	11	
Mexico	1,746	3,719	47%
Peru	1,628	2,570	63%
Poland	-	134	
Qatar	-	351	
Czech Republic	2,013	2,251	89%
Slovak Republic	77	286	27%
Romania	-	7	
Russia	-	4	
Turkey	-	143	
Vietnam	9	17	53%
<b>TOTAL</b>	<b>17,006</b>	<b>24,924</b>	<b>68%</b>



## Annex A4-II

### Staff covered by life and accident insurance in 2014

Country	No. of staff covered by life and accident insurance	Total employees by country	% No. employees covered/Total employees
Saudi Arabia	576	576	100%
Algeria	29	405	7%
Argentina	11	11	100%
Australia	4	44	9%
Brazil	4	6	67%
Bulgaria	65	65	100%
Canada	102	121	84%
Chile	363	3,021	12%
Colombia	13	230	6%
Ecuador	1	2	50%
Spain	3,390	9,472	36%
USA	1,003	1,471	68%
Luxembourg	0	1	0%
India	1	6	17%
Kuwait	11	11	100%
Mexico	3,857	3,719	100%
Peru	2,569	2,570	100%
Poland	22	134	16%
Qatar	343	351	98%
Czech Republic	896	2,251	40%
Slovak Republic	0	286	0%
Romania	1	7	14%
Russia	1	4	25%
Turkey	0	143	
Vietnam	17	17	100%
<b>TOTAL</b>	<b>13,279</b>	<b>24,924</b>	<b>53%</b>





## Annex A4-III Social benefits

Country	Description of social benefit	Number of beneficiaries	Working schedule of beneficiaries
<b>Construction-International</b>			
<b>BRAZIL</b>			
OHL, S. A. DO BRASIL	Vale Refeicao, Traveling Voucher, Life Insurance and Medical Care	4	Full-time
<b>CHILE</b>			
OHL Sucursal Chile/ Centro de Justicia Santiago	Meal vouchers	171	Full-time
	Health insurance	Indirect labor	Full-time
<b>COLOMBIA</b>			
OHL Colombia	Mutual benefit society for expatriates	Expatriated staff	Full-time
<b>USA</b>			
Arellano Construction	Basic health insurance	98	Full-time
	Pension plan	43	Full-time
Community Asphalts Copr	Basic health insurance	587	Full-time
	Pension plan	587	Full-time
Judlau Contracting Inc	Basic health insurance	133	Full-time
	Dental insurance	138	Full-time
	Eyesight insurance	135	Full-time
OHL Building	Basic health insurance	33	Full-time
	Pension plan	13	Full-time
OHL USA Inc	Basic health insurance	123	Full-time
	Pension plan	123	Full-time
<b>MEXICO</b>			
PREMOL, s.a. DE C.V	Medical expenses insurance for the elderly	-	-
PREMOL, s.a. DE C.V (CPVM)	Medical expenses insurance for the elderly	-	-
<b>POLAND</b>			
OHL ŹS POLSKA	Contribution to private health insurance	1	Full-time
<b>QATAR</b>			
OHL Sucursal Qatar	Allianz medical insurance Policy	50	-
	Globe Med Medical Insurance Policy	67	-

>>



Country	Description of social benefit	Number of beneficiaries	Working schedule of beneficiaries
<b>CZECH REPUBLIC</b>			
OHL Central Europe	Meal vouchers	1	Full-time
	Contribution to life insurance	1	Full-time
	Contribution to additional retirement insurance	1	Full-time
OHL ŽS	Contribution to additional retirement insurance	1,414	All schedules
	Contribution to life insurance	all employees	-
OHL ŽS SK	Meal vouchers	all employees	Full-time
ŽPSV	Contribution to additional security for retirement	261	Full-time
	Meal vouchers	621	Full-time
	Interest-free loans	8	Full-time
<b>SLOVAK REPUBLIC</b>			
ŽPSV a.s. Cana	Food bonus	77	Full-time
	Christmas bonus	according to CBA	Full-time
	Contribution to additional security for pensions	according to CBA	Full-time
ŽS Bratislava	Cars for private use	9	Full-time
	Contribution to additional security for pensions	68	Full-time
	Bonus for traveling to work	24	Full-time
<b>RUSSIA</b>			
OHL Rus Private, Limited	Additional amount for extra hours	driver	Full-time
<b>OHL Concessions-International</b>			
<b>PERU</b>			
Autopista del Norte S.A.C	ESSALUD (required by law)	17	Full-time
	Health Insurance	all	Full-time
Operadora de carreteras S.A.C	ESSALUD	177	Depending on the job

&gt;&gt;



Country	Description of social benefit	Number of beneficiaries	Working schedule of beneficiaries
<b>OHL Developments-International</b>			
<b>MEXICO</b>			
Constructora Mayalum	Insurance for medical expenses of the Elderly	7	Day work
	Uniform	1	Day work
	Transport and dining room	all	Day work
Golf Mayakoba Servicios	Insurance for medical expenses of the Elderly	7	Combination
	Uniform	all	Combination
	Transport and dining room	all	Combination
Huaribe Servicios	Insurance for medical expenses of the Elderly	all	Day work
	Uniform	14	Day work
	Transport and dining room	all	Day work
LOTES 3 Servicios S. A	Medical expenses of the Elderly	145	Combination
	7% Savings Fund	431	Full-time
	2% food vouchers	431	Full-time
<b>OHL Industrial-International</b>			
<b>MEXICO</b>			
PREMOL, s.a. DE C.V (Industrial)	Insurance for medical expenses of the Elderly	-	-
<b>PERU</b>			
OHL Industrial Perú	Health	107	Full-time
<b>Services-National</b>			
<b>SPAIN</b>			
SACOVA	Medical Insurance	5	Full-time



## Annex A4-IV

### Main collaboration agreements with universities and schools

Division / Country	Collaborating entity	Collaboration agreement
<b>OHL Construction-International</b>		
<b>CHILE</b>		
Centro de Justicia de Santiago	Liceo Industrial de Electrotecnia Ramón Barros Luco	Dual Practice Agreement
<b>USA</b>		
Arellano Construction	Florida International University School of Engineering/ Architecture. Florida Atlantic University (FAU)	Student scholarships
Judlau Contracting Inc	No agreements with any university, school, etc. There is an internal collaboration program for school students over the school year	Student scholarships
OHL USA Inc	Florida International University. Sponsorship of the OHL School of Construction Management	Student scholarships
<b>POLAND</b>		
OHL Sucursal Polonia	Polytechnic of Poznam, Polytechnic of Gdansk, Polytechnic of Bialystok	Agreement for non-remunerated student traineeship
<b>QATAR</b>		
OHL Sucursal Qatar	Universidad de Valladolid	Faro Scholarships
<b>CZECH REPUBLIC</b>		
OHL ŽS	Brno Technical University	Collaboration agreements
	Technical University in Prague	Collaboration agreements
	Bosonohy Job School	Collaboration agreements
	Polytechnic Job School in Brno	Collaboration agreements
	Masaryk University in Brno	Collaboration agreements
<b>PERU</b>		
Constructora T P SAC	Universidad Nacional de Ingeniería	Scholarship holders and recent graduates, upon request
	Universidad Católica del Perú	Scholarship holders and recent graduates, upon request
OHL Sucursal Perú	Universidad Nacional de Ingeniería	Scholarship holders and recent graduates, upon request
	Universidad Católica del Perú	Scholarship holders and recent graduates, upon request

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Division / Country	Collaborating entity	Collaboration agreement
<b>OHL Developments-International</b>		
<b>MEXICO</b>		
Islas Mayakoba	CEESA	Professional training agreement
	UVM	Professional training agreement
	ANAHUAC	Professional training agreement
	CORDON BLEU	Professional training agreement
	Escuela Internacional Bancaria	Professional training agreement
	ICUM	Professional training agreement
	Escuela Interamericana	Professional training agreement
	VATEL	Professional training agreement
	Universidad Autónoma de Hidalgo	Professional training agreement
	HEC Montreal	Professional training agreement
	Universidad Autónoma del Estado de México	Professional training agreement
	UTNG	Professional training agreement
	Austraquia	Professional training agreement
	LEROCHE	Professional training agreement
Golf Mayakoba Servicios	Universidad Tecnológica de Cancún y Playa del Carmen	Professional training agreement
	Universidad de la Riviera Maya	Professional training agreement
	Colegio Culinario de Morelia	Professional training agreement
Huaribe Servicios	Universidad Interamericana para el desarrollo	Professional training agreement
	Universidad Tecnológica de Cancún y Playa del Carmen	Professional training agreement
LOTES 3 Servicios S. A	Universidad La Salle	Professional training
	Universidad UT	Professional training
	Universidad Riviera Maya	Professional training
	Universidad Les Roches	Professional training
	Universidad Anahuac	Professional training
	Universidad Ecole de cuisine Yan Gallon	Professional training

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Division / Country	Collaborating entity	Collaboration agreement
<b>OHL Industrial-International</b>		
<b>CHILE</b>		
OHL Industrial Chile		
<b>Services-National</b>		
<b>SPAIN</b>		
SACOVA	Universidad Miguel Hernández de Elche, CEU Elche	Nursing training agreement





## Annex A4-V

### Companies of the Joint Prevention Service

COMPANIES
OHL
ELSAN
SATO
SOBRINO
G&O
EYM
OHL CONCESIONES
AUTOPISTA EJE AEROPUERTO
EUROGLOSA (M-45)
AUTOVIA A-2
METRO LIGERO OESTE
TERMINAL MARITIMA SURESTE
PUERTO DEPOTIVO ZUMAIA (MARINA UROLA)
PUERTO DEPORTIVO RODA DE BARA
TERMINAL CONTENEDORES DE TENERIFE (TCT)
TRÁFICO Y TRANSPORTE DE SISTEMAS, S.A (TTS)
OHL INDUSTRIAL
OHL INDUSTRIAL OIL & GAS
OHL INDUSTRIAL POWER
OHL INDUSTRIAL MINING & CEMENT
CHEPRO
CSC
COMIN
INGESAN
SACOVA

## Annex A4-VI 2014 Training Data

### A: Training by materials and divisions

Area of knowledge	Concessions			Construction			Developments			Industrial			Services			UTES			TOTAL GROUP		
	Partic.	Hours		Partic.	Hours		Partic.	Hours		Partic.	Hours		Partic.	Hours		Partic.	Hours		Partic.	Hours	
Integration into the Group	1,355	16,955		4,648	45,258		885	5,403		531	6,885		95	1,168		9	111		7,523	75,780	
OHL Construction Classroom	0	0		55	419		0	0		0	0		0	0		0	0		55	419	
Office IT	60	1		396	5,163		0	0		50	904		5	150		0	0		511	7,711	
Technical computing	24	876		119	3,406		11,923	16,426		42	1,363		18	222		8	176		12,134	22,469	
Occupational safety	145	1,607		142,211	141,253		2,007	3,067		100	2,809		673	15,914		64	1,687		145,200	166,337	
Machinery / prevention	31	2,445		1,139	3,756		20	40		0	0		0	0		0	0		1,190	6,241	
Administrative Management	13	821		586	3,458		419	922		8	134		0	0		4	32		1,030	5,367	
Human Resources	10	722		587	898		746	4,289		0	0		10	210		0	0		1,353	6,119	
Economic / financial management	42	1,292		137	3,327		222	411		15	240		3	132		0	0		419	5,402	
Production / planning	36	1,555		502	20,393		177	259		60	2,718		54	2,691		1	110		830	27,726	
Skills	50	472		552	3,373		1,743	6,916		26	264		5	48		1	80		2,377	11,153	
Legislation / contracting	6	357		93	2,657		3	72		9	420		1	60		0	0		112	3,566	
Managerial development programs	3	380		9	418		625	3,785		0	0		3	1,762		0	0		640	6,345	
Languages	16	825		311	17,134		353	3,985		49	4,140		4	380		0	0		733	26,464	
Quality	409	87		2,579	2,683		4,007	9,256		6	48		33	886		0	0		7,034	12,960	
Environment	14	29		25,338	1,729		685	1,083		1	15		0	0		2	61		26,040	2,917	
Other courses	49	857		9,428	8,005		682	2,684		3	21		544	5,481		312	5,402		11,018	22,450	
<b>TOTAL</b>	<b>2,263</b>	<b>30,774</b>		<b>188,690</b>	<b>263,329</b>		<b>24,497</b>	<b>58,597</b>		<b>900</b>	<b>19,961</b>		<b>1,448</b>	<b>29,104</b>		<b>401</b>	<b>7,659</b>		<b>218,199</b>	<b>409,424</b>	





## B: Training by materials and teaching methods

Area of knowledge	Participants	Classroom hours	Distance hours	Online hours	Total hours
Integration into the Group	7,523	11,047	0	64,733	75,780
OHL Construction Classroom	55	104	0	315	419
Office IT	511	2,457	0	5,254	7,711
Technical computing	12,134	19,991	0	2,478	22,469
Occupational safety	145,200	140,158	18,393	7,786	166,337
Machinery / prevention	1,190	5,881	360	0	6,241
Administrative Management	1,030	4,363	0	1,004	5,367
Human Resources	1,353	6,009	0	110	6,119
Economic / financial management	419	3,604	0	1,798	5,402
Production / planning	830	5,133	230	22,363	27,726
Skills	2,377	9,898	80	1,175	11,153
Legislation / contracting	112	457	0	3,109	3,566
Managerial development programs	640	5,072	840	433	6,345
Languages	733	20,334	0	6,130	26,464
Quality	7,034	12,705	0	255	12,960
Environment	26,040	2,037	0	880	2,917
Other courses	11,018	14,989	4,814	2,647	22,450
<b>Total</b>	<b>218,199</b>	<b>264,238</b>	<b>24,717</b>	<b>120,469</b>	<b>409,424</b>



## Annex A4-VII

### Main corporate volunteer work initiatives launched in Spain and Mayakoba (Mexico) in 2014

#### Corporate Volunteer Work in Spain

##### Main initiatives in 2014

Initiative	Collaborators	Description	Beneficiaries
COLLECTION OF FOOD ITEMS, CHRISTMAS 2013-2014	Cáritas	Gathering and donation of a total of 1,600 kilos of food, distributed to soup kitchens. OHL, in turn, donated 1,600€, which were distributed between both kitchens.	Kitchen Calle Diligencia de las Misioneras de la Caridad (Madrid); Kitchen Virgen de la Candelaria in San Blas (Madrid).
VIII FUND-RAISING BAZAAR	ONG Amigos de Orissa, Asociación Talismán and SETEM; Alianza por Solidaridad	Arrangement of a fund-raising bazaar.  3,279.91€ were collected and assigned to projects of the collaborating entities to fight against poverty and social exclusion.	Indian women, at a risk of social exclusion and victims of domestic violence.  Young people with a mental disability.
“BICI SOLIDARIA” PROJECT	OHL’s Information Systems Service; Lycée Français de Madrid	Campaign to gather used computer material, launched by Voluntarios OHL.  School students gathered old or broken PCs and laptops, which they learnt to recycle to the benefit of underprivileged children in Tétouan (Morocco).	Underprivileged children in Tétouan, Morocco.
CAMPAIGN TO GATHER CLOTHES	Asociación Jareza Dos, E.Leclerc supermarkets and Centro Comercial Islazul	Voluntarios OHL helped gather clothes at the Madrid offices.	Low-income families or at a risk of social exclusion, with basic clothing needs.
“CAMPAÑA NIÑOS DE HAITÍ” FUND-RAISING PADDLE TOURNAMENT	Federación Catalana de Tennis Vall d’Hebron, Colegio Salesianos	Organized by Voluntarios OHL Barcelona in order to gather funds to support a fund-raising project, aimed at building a Sports School in Haiti.  A total of 3,000€ were collected, in addition to 3,000€ contributed by OHL.	Communities in Haiti.
VII METRO LIGERO OESTE FUND-RAISING VEGETABLE GARDEN	Fundación Adecco; Hogar Don Orione	Replanting of the vegetable garden and start-up of the greenhouse, used to grow “ <i>lombarda de Pozuelo</i> ” [Pozuelo red cabbage], a local indigenous species.	Intellectually disabled persons.
#BRINGBACKOURGIRLS CAMPAIGN		Voluntarios OHL Barcelona has joined the campaign launched through social networks worldwide with the #BringBackOurGirls and #RealMenDontBuyGirls hashtags, further to the kidnapping of more than 200 Nigerian girls, initially at a risk of being sold.	Society in general.

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Initiative	Collaborators	Description	Beneficiaries
VIII PRO-EQUALITY FOOTBALL TOURNAMENT	Special Olympics, Adepo Palomeras and Fundación Adecco	The Tournament brings together employees of the OHL Group and their families, and young people with an intellectual disability, to share an entertaining sports event.	Intellectual disabled persons.
BLOOD-GIVING CAMPAIGN INGESAN BARCELONA	Banc de Sang i Teixits	Ingesan, in conjunction with Voluntarios OHL, started up a blood-giving campaign between 6-14 June 2014 in Barcelona, coinciding with the World Blood Donor Day. The aim was to gather the greatest possible number of donors amongst Ingesan employees in Catalonia and their families. Ingesan, as part of this commitment, donated 1,940€ to the Donors Federation of Catalonia, equivalent to the number of employees in Catalonia at the date of the campaign.	Donors Federation of Catalonia and Catalanian public hospitals.
VISIT TO THE MACHINERY PARK OF AZUQUECA DE HENARES (GUADALAJARA)	Fundación Desarrollo y Asistencia and Centro de Acogida Luis Vives	The main object of this initiative is to help disabled persons, or at a risk of social exclusion, to join the job market.	Disabled persons or at a risk of social exclusion, belonging to Centro de Acogida de Juan Luis Vives (12 residents).
“UN DÍA EN EL AULA” PROGRAM	Fundación Empieza por Educar (ExE)	The chairman of OHL Industrial, Antonio Berjillos, took part in a school event, covered by the “One day at school” program. This initiative enabled the chairman to reinforce amongst students the importance of making an effort towards their academic and professional achievements.	School children benefiting from the Foundation’s program.
CAMINO DE SANTIAGO	Fundación Adecco and Fundación Síndrome de Down de Madrid	Over a 3-day event (between 10-13 June), twenty volunteers from various OHL representative offices in Spain accompanied 20 young people with Down’s Syndrome during the last two stages of “Camino de Santiago” [Chemin de St. Jacques]: Predouzo-Lavacolla and Lavacolla-Santiago de Compostela.	Young people with a mental disability.
BONE MARROW DONATION CAMPAIGN		Voluntarios OHL launched the campaign to support bone marrow donation.	People with an illness.
IV BOSQUE DE LAS CAPACIDADES	Fundación Rosella, Fundación Mas Arboles and Fundación Adecco	A group of volunteer workers of OHL Barcelona joined the elderly participants of Fundación Rosella to create the IV Bosque de las Capacidades in Sant Boi de Llobregat, Barcelona.	20 elderly users.
INGESAN VOLUNTEER WORKERS (JEREZ)	Fundación Adecco	Corporate volunteer work to promote job openings and abilities of local intellectually disabled persons. Ingesan employees took part.	55 persons with a mental disability.

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Initiative	Collaborators	Description	Beneficiaries
VARIOUS COLLECTION CAMPAIGNS	Federación de Bancos de Alimentos de Asturias; Cruz Roja, amongst others	Gathering of clothes, food and school supplies amongst OHL Group employees.	Various groups.
SOCIAL AWARENESS CAMPAIGNS	Various entities	Campaigns are launched to generate awareness about domestic violence – “Hay Salida” Campaign; as well as other campaigns to encourage collaboration with other entities (Red Cross Flag Day, Cancer Day, etc.)	Various groups

### Corporate Volunteer Work in Mayakoba (Mexico) Main initiatives in 2014

Initiative	Collaborators	Description	Beneficiaries
“VIDA Y ESPERANZA” COMMUNITY		<p>Visit made by a group of Volunteer Workers to the “Vida y Esperanza” community, 20 km. away from Playa del Carmen, Mexico, with less than one hundred low-income inhabitants.</p> <p>Volunteer workers collaborated in retreats and gave support to the community. Furthermore, they undertook to continue helping and supporting the most vulnerable communities in the area.</p>	Vulnerable communities.
MAYAKOBA SOCCER LEAGUE		Collaboration with a team of adolescents and children representing Playa del Carmen, Q. Roo.	Children of low-income families.
“NIÑOS EXCEPCIONALES” CAMPAIGN	Casa Hogar in Cancún	<p>A group of OHL Developments-Mayakoba volunteer workers, along with Banyan Tree Mayakoba Hotel volunteer workers, took part in an event where several activities were arranged with children with various disabilities.</p> <p>In addition to children’s activities and games, volunteer workers were in charge of cleaning and painting the Casa Hogar school.</p>	Disabled children.

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Initiative	Collaborators	Description	Beneficiaries
I MAYAKOBA 3K FAMILY RACE	DIF Solidaridad (Sistema para el Desarrollo Integral de la Familia)	<p>Mayakoba-OHL Developments volunteer workers held the Race in order to collect funds to build the first park for disabled children.</p> <p>More than 300 persons participated, as well as 80 volunteer workers of the OHL Group. A total of 25,000 Mexican Pesos were collected.</p> <p>The park is currently at a construction stage and expects to be inaugurated in March 2015.</p>	More than 500 disabled children in the area where the Mayakoba tourist complex is located.
“GRUPO SCOUT 3 GAIA” CAMPAIGN, IN PLAYA DEL CARMEN	Grupo Scout 3 Gaia	<p>OHL Developments-Mayakoba volunteer workers shared the social task undertaken by Grupo Scout 3 Gaia by helping organize the 2014 Gaia Olympics” sports event.</p> <p>The event was attended by 120 scouts from the towns of Cancún and Playa del Carmen, in addition to six Group volunteers.</p>	Children and adolescents belonging to the Playa del Carmen community.
FIGHT AGAINST TRAFFICKING IN PERSONS	DIF Solidaridad; Attorney General's Office for Minors and Family Affairs	As part of the International Day against Trafficking in Persons, a chat was held with our executives at the Mayakoba offices. The aim was to provide information and tools to prevent this trafficking, to be subsequently implemented amongst all hotel staff.	Group employees in Mayakoba and other groups.
VISIT AND EVENTS HELD WITH MEXICAN GOLF TEAM		The male team representing Mexico in the World Amateur Golfers Championship trained over four days on the Mayakoba Golf Course (El Camaleón). During its stay, the team was also involved in social services along with OHL Mayakoba Social Action, and visited the patients at a hospital for the elderly. They also visited members of the wheelchair basketball team, “Huracanes de Playa del Carmen”.	Elderly hospital patients and wheelchair-bound sports players.
MONTH TO FIGHT AGAINST BREAST CANCER		Participation in events and activities to promote awareness and support, as well as to collect funds to fight cancer.	Women who are currently fighting breast cancer.





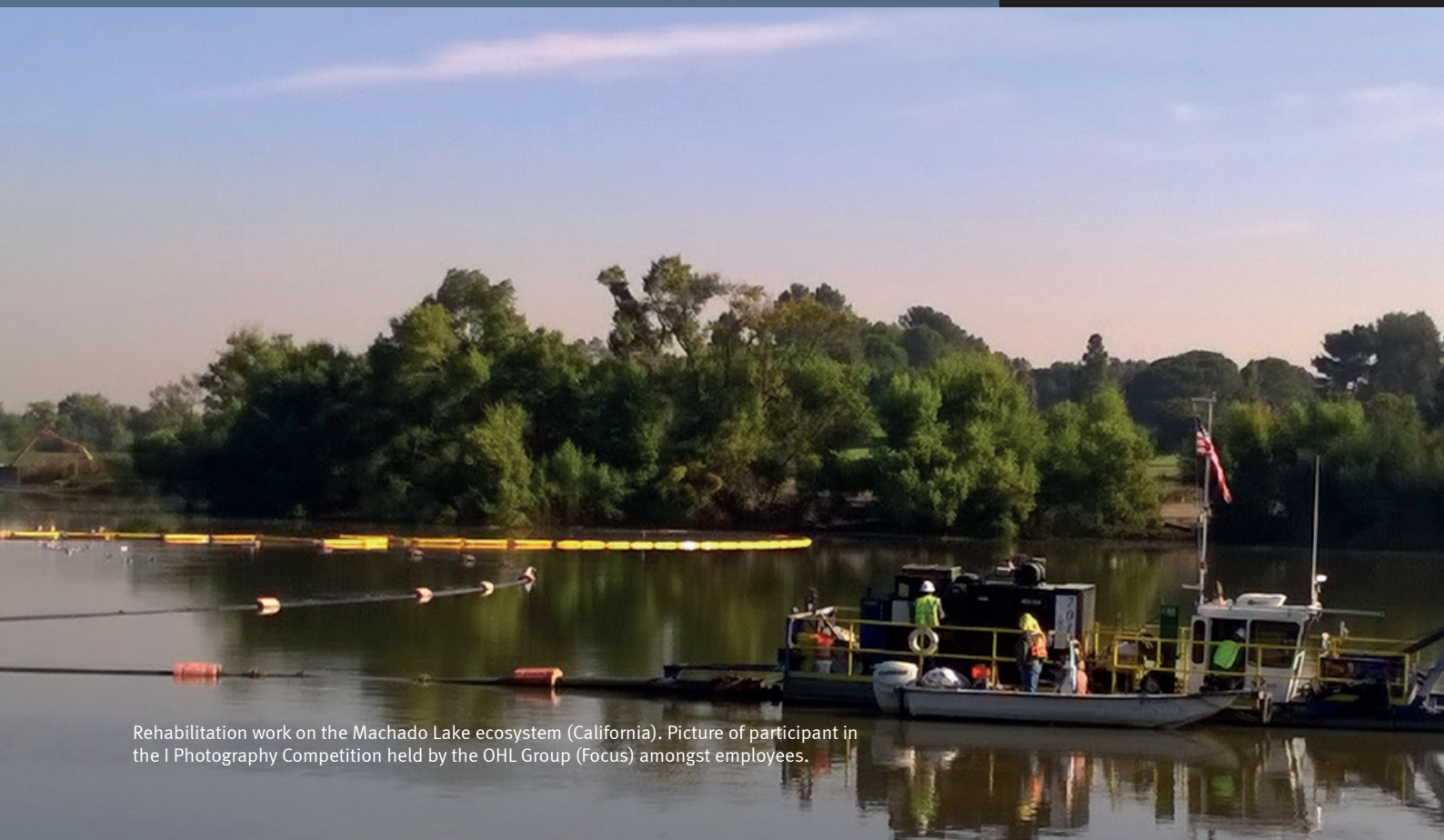


# Environment

A low-carbon economy, the water footprint and ecosystem conservation are the main scopes of action of the 2011-2015 Environment and Energy Master Plan of the OHL Group, a management tool to meet all environmental commitments in our daily activity.

# A5

In low-carbon economy matters, the OHL Group has subscribed a commitment to climatic change since 2007, which it updated in early 2015, maintaining a premise for reduced emissions and including improvement for energy management.



Rehabilitation work on the Machado Lake ecosystem (California). Picture of participant in the I Photography Competition held by the OHL Group (Focus) amongst employees.



The OHL Group is aware of and has accepted the need to get involved in more efficient management of existing and environmentally-friendly resources, thereby achieving a positive business development model for sustainable development, which is also effective in terms of competitiveness and excellence.

The basic principles on the topic are determined by the following commitments voluntarily acquired by OHL: adhesion to the **Global Compact** and the **United Nations Millennium Development Goals**, the **Declaration on Occupational Risk Prevention, Environment and Quality**, commitments in **Environmental Sustainability, Energy and Climatic Change**, policies in **Occupational Risk Prevention, Environment and Quality**, specific for each and every division.

Environmental management and the protection of nature are key issues of OHL Group's CSR policy, developed through specific measures arising from the 2011-2015 Environmental and Energy Master Plan. This chapter will describe the progress made in 2014, performance and other relevant matters, e.g. training, awareness and communication in environmental matters.

## ► Environmental and Energy Master Plan

The 2011-2015 Environmental and Energy Master Plan is the management tool that defines and materializes OHL Group's compliance with its environmental commitments in its daily management. In 2014, 53% of its projects were declared as completed, whilst less than 47% were classified as advanced. There are no projects not commenced or at a projected or initial stage.

The main fields of action of the Master Plan are a low-carbon economy, water footprint and preservation of ecosystems. It also includes projects to improve the basic components of environmental management, such as policies and commitments, internal management rules or employee training in order to be able to respond to changes and new challenges. Furthermore, in 2014, a huge effort has been made to distribute information and in communications, sharing OHL's *savoir faire* with its stakeholders.

Further to projects to improve the basic components of environmental management, in 2014 work was conducted on the regulatory body of the OHL Group based on the integration of **General Procedures for the Management System** in various matters. These procedures constitute a framework of reference used to develop the specific documentation that defines the guidelines and steps to take in each division, thereby upholding the principles of the **Occupational Risk Prevention, Environment and Quality Declaration** and the **Environmental Sustainability Commitment**, establishing specific guidelines on biodiversity, water sensitivity, climatic change and energy efficiency. At the same time, the company is working on a new **Rule for Quality Management, Environmental Management and Energy Management**, aimed at establishing general minimum requirements applicable to all activities, products, services and facilities in OHL Group's areas, divisions and subsidiaries.

Further to this measure, the **Quality and Environment Committee** is the senior decision-making body in environmental matters. The **Corporate Quality and Environment Service** is in charge of general coordination of the management and the **Quality and Environment Services** in each division manage quality and environmental matters associated to their activities.



## 2011-2015 Environment and Energy Master Plan

2014 Progress	2015 Targets
<b>Priority operating projects*</b>	
<p><b>Report on the emission of Greenhouse Gas (GHG)</b></p> <p>New Protocol on Carbon Emissions that includes guidelines of the GHG Protocol, ISO 14064-1, Encord Protocol and CDSB Guidelines.</p> <p>New report on the emission of GHG with more complete and detailed information. It includes Scopes 1, 2 and 3. This last one covers all the categories of GHG Protocol SC3.</p> <p>The OHL Group has obtained a voluntary registration of its Carbon Footprint (Spanish Office for Climatic Change).</p>	<ul style="list-style-type: none"> <li>• To reduce uncertainty and exclusions.</li> <li>• To improve the management of the supply chain. To collaborate with strategic suppliers when calculating and reporting any contract-based emissions.</li> </ul>
<p><b>External verification of emissions</b></p> <p>One hundred per cent of all GHG emissions of the OHL Group, Scopes 1, 2 and 3, verified externally according to ISO 14064-3 and ISAE 3000.</p>	<ul style="list-style-type: none"> <li>• To verify GHG emissions according to ISAE 3410, in addition to any standards already used.</li> </ul>
<p><b>Energy management system</b></p> <p>Application of an energy management system according to ISO 50001 to new contracts in Ingesan (OHL Services Spain), maintaining the external certificate obtained according to ISO 50001 in OHL Services - Ingesan (Spain).</p>	<ul style="list-style-type: none"> <li>• To increase the number of clients who are guaranteed energy management within the scope of their contracts with the OHL Group, providing ways in which to improve their energy performance.</li> </ul>
<p><b>Audits and energy studies</b></p> <p>Ingesan (OHL Services – Spain), incorporated as an energy service companies, offers highly efficient solutions in energy management and facility maintenance, with a full contractual warranty. Of interest in the matter are the services carried out in the Ávila Healthcare Complex.</p>	<ul style="list-style-type: none"> <li>• To continue providing ways in which to improve client energy performance, in order to improve their energy efficiency.</li> </ul>
<p><b>Plan to reduce the emission of GHG</b></p> <p>Formalization of the 2011-2015 Plan to Reduce Emissions and approval of the general objective to reduce GHG emissions.</p>	<ul style="list-style-type: none"> <li>• To reach a global decrease in GHG emissions of 5% with respect to the base year, established in 2010.</li> </ul>
<p><b>Sustainable Offices (General Services and Organization Management)</b></p> <p>International application of the project. The project is directed at offices selected according to predetermined sustainability criteria.</p> <p>In 2014, the central offices in Chile were finally relocated; this was essential to a project based on sustainable methodology for office selection. There are 700 m<sup>2</sup> currently leased, in a LEED Silver building.</p> <p>A new Central Office project was started up in Colombia, with LEED registration.</p>	<ul style="list-style-type: none"> <li>• To extend these initiatives to new international offices.</li> </ul>

\* For more information on a low-carbon economy, please refer to the specific section of this Report.

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2014 Progress	2015 Targets
<p><b>Facility Management. Energy efficiency</b> (General Services and Organization Management)</p> <p>Decrease in energy consumption in central offices in Spain by 1.3% with respect to 2013 (2014: 0.341 GJ; 2013: 0.345 GJ/ m<sup>2</sup>) and by 33.91% since the 2010 base year (2010: 0.515 GJ/m<sup>2</sup>).</p> <p>Collaboration with 10 energy suppliers, two holding green energy certifications. Seven supply points in Spain have a green generation certificate, 33% of all electricity consumed in 2014 (2013: 33%).</p>	<ul style="list-style-type: none"> <li>• To make progress in greater energy efficiency at office centers of the OHL Group.</li> </ul>
<p><b>Mobility Plan</b> (General Services and Organization Management and HR Management)</p> <p>Review and extension of the scope of OHL's Mobility Plan.</p> <p>Shorter distance travelled in km. in OHL Group business trips (20% less), entailing a savings in emissions of 8,232 t CO<sub>2</sub>. This figure is outstanding, in light of the OHL Group's internationalization strategy, achieved thanks to greater local procurement and the use of new communication technologies (2014: 665 conference calls; 2013: 448 conference calls).</p> <p>In Spain, there are 17 units less in the number of fleet vehicles, and the indicator in 2014 continued at 91.3 kg CO<sub>2</sub>/km travelled. Furthermore, km travelled have been reduced by 52%, enabling a savings in emissions of 76% (1,833 tons of CO<sub>2</sub>).</p> <p>Pilot project for a mobility survey to estimate GHG emissions en route (central offices in Madrid and Barcelona).</p>	<ul style="list-style-type: none"> <li>• To continue improving energy efficiency during travelling and encourage the use of ICT.</li> <li>• To continue encouraging the need for efficient driving amongst OHL Group employees with a car. To begin an initial project for mobility awareness en masse in Spain.</li> <li>• To launch the second phase of the pilot project for a Mobility Survey on <i>En Route</i> Travels in offices in the Czech Republic, USA, Canada, Mexico and Chile.</li> </ul>
<p><b>Solar energy use</b></p> <p>Increase in self-generated and consumed solar energy (907,588 kWh in 2014). OHL concessions is continuing with its Solar Energy Use project and the self-generation of energy in other Group companies, such as Metro Liger Oeste or Novaire (OHL Services).</p> <p>Futuro Solar Project of OHL Industrial, committed to cutting-edge technology systems in the field of renewable energy sources, which intends to obtain prominence in the thermosolar sector.</p>	<ul style="list-style-type: none"> <li>• Increased use of self-generated solar energy and progress in initiatives aimed at encouraging clean energy sources.</li> </ul>
<p><b>GHG Emissions Compensation Plan</b></p> <p>4,349,6 t CO<sub>2</sub>e have been compensated since 2011 by the OHL Group. In 2014, 2,645 tons of CO<sub>2</sub>e were compensated in the following certified projects: CER Su Pan 2 Hydro Power Project in Lao Cai province - Vietnam, Eurus Wind Farm in Oaxaca - Mexico and Chilatán Hydroelectric Project in Jalisco - Mexico, as well as the VCU-verified project "Preservation of the Peruvian Amazon Forest in Madre de Dios".</p>	<ul style="list-style-type: none"> <li>• To continue with OHL's Emissions Compensation Plan.</li> </ul>

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2014 Progress	2015 Targets
<p><b>Shareholders' evaluation</b></p> <p>Participation in CDP Climate Change Program 2014, where the Group was awarded a high score by analysts: 99 A- over 100 A. Presence in the Climate Disclosure Leadership Index (CDLI) 2014.</p>	<ul style="list-style-type: none"> <li>To renew its participation in the CDP Climate Change Program and maintain its high score.</li> </ul>
<b>Ecosystem conservation</b>	
<p>Review of performance indicators in biodiversity, applying GRI4 criteria.</p> <p>Commencement of work on the Environmental Footprint, incorporating issues related to ecosystem conservation and biodiversity.</p>	<ul style="list-style-type: none"> <li>To continue with technical work and to make progress in new successful case studies.</li> </ul>
<b>Complementary operating projects</b>	
<p><b>Water Footprint</b></p> <p>Developing an analysis of risks and opportunities associated to the Water Footprint and participation in the CDP Water Program questionnaire.</p>	<ul style="list-style-type: none"> <li>To approve a public commitment in Water Footprint matters with a specific protocol on the topic.</li> <li>To continue participating in the CDP Water Program.</li> </ul>
<p><b>Waste</b></p> <p>Continuing with the <b>Waste Minimization Plan</b> in all divisions.</p> <p>In 2014, OHL Construction has reduced by 25% its construction waste (earth, aggregates and debris) (2014: 14.8 million tons of RCD [Construction and Demolition Waste]; 2013: 19.6), of which 13% have been reused and 22% have been recovered. Of interest are specific targets to reduce waste in Spain, Poland, Mexico and Colombia.</p> <p>OHL Industrial provides economic value to 4,000 monthly tons of "biomass fines", in the operation and maintenance of the ENCE biomass plant in Huelva, replacing the dumpsite with energy recovery and compost manufacturing.</p>	<ul style="list-style-type: none"> <li>Continuing with projects to reduce waste, including them in its economic activity.</li> </ul>
<b>Strategic cross projects</b>	
<p><b>Review of environmental management policies and basic components</b></p> <p>Review of OHL Group's commitment in energy and climatic change, extending its scope to efficiency energy use and adaptation initiatives.</p> <p>Beginning of a review of the Internal Rule on Quality Management Environmental Management and Energy Management, incorporating other matters such as energy or other standard requirements, such as Rainforest Alliance.</p> <p>Approval of the new general procedures of the Integrated Management System (IMS).</p>	<ul style="list-style-type: none"> <li>Continuing with a review of environmental commitments and the regulatory framework.</li> <li>Approving a public commitment in Water Footprint matters and developing a Water Footprint protocol</li> </ul>

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2014 Progress	2015 Targets
<p><b>Plan to implement an Environmental Management System (EMS)</b></p> <p>Adaptation, implementation and certification in various activities and countries. The indicator of certified turnover in environmental management was 71% in 2014 and systematic environmental monitoring increased to 98%.</p> <ul style="list-style-type: none"> <li>• OHL Construction has extended its scope to Saudi Arabia, Australia, Brazil, Colombia, Ecuador, India, Kuwait, Peru, Poland, Qatar, Singapore and Uruguay.</li> <li>• OHL Industrial has extended its scope to Chile, Colombia, United Arab Emirates, Peru, Oman and the activity of chemical product and fertilizer plants.</li> <li>• Ingesan (OHL Services-Spain). Environmental Declaration validated by an external verifier to obtain an EMAS registration.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing with the adaptation, implementation and certification of an Environmental Management System (EMS) in various activities and countries.</li> <li>• OHL Services - Ingesan (Spain): obtaining the EMAS registration.</li> </ul>
<p><b>Environmental training</b></p> <p>Continuation with a training plan. 2,670 hours of training were taught to 118 persons.</p> <p>Reinforced qualifications of technicians by providing 948 hours of training in LEED and bioclimatic architecture matters (2,808 hours since 2013) and 2,065 hours in project management (6,389 hours accumulated since 2013).</p>	<ul style="list-style-type: none"> <li>• To teach awareness in climatic change matters throughout the OHL Group.</li> <li>• To continue with training on sustainable construction, LEED certifications and project management.</li> </ul>
<p><b>External communication project</b></p> <p>Participation in the CDP initiative (Climate Change, Supply Chain and Water programs).</p> <p>Active participation in:</p> <ul style="list-style-type: none"> <li>• WBCSD Conference held in Warsaw (Poland)</li> <li>• Events sponsored by CDP in Madrid (Spain), Lima (Peru) and Warsaw (Poland)</li> <li>• CDP Iberia 125 report, Climatic Change and CDP CEE 100 Climate Change</li> <li>• Seventh annual event and catalog of environmental initiatives at Foro Pro Clima in Madrid (Spain)</li> <li>• XII National Environmental Congress (CONAMA 2014) in Madrid (Spain).</li> </ul> <p>Review of environmental contents in the new corporate website.</p>	<ul style="list-style-type: none"> <li>• To continue participating in the CDP initiative (Climate Change, Supply Chain and Water programs).</li> <li>• To continue to communicate environmental awareness of the OHL Group to other interested parties.</li> <li>• To maintain improvement work on the website's environmental contents</li> </ul>

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2014 Progress	2015 Targets
<b>Complementary cross projects</b>	
<p><b>Monitoring of mandatory external requirements</b></p> <p>Review, updating and periodic incorporation into the corporate toll of any changes in legal environmental requirements applicable to the Group in Spain.</p> <p>Active participation, with the SEOPAN business association, in:</p> <ul style="list-style-type: none"> <li>Monitoring activities on the issue of observations and allegations related to new requirements in Spanish regulations associated to waste, earth and RCDs [Construction and Demolition Waste].</li> <li>Sector project to create a database of environmental legal requirements applicable worldwide, covering more than 15 countries.</li> </ul>	<ul style="list-style-type: none"> <li>To continue collaborating with legislators in the passing environmental laws.</li> <li>To continue extending available information on legal environmental requirements in its international activity.</li> <li>To collaborate with the Risks and Regulatory Compliance Managements in relation to Environmental Responsibility (Spain) and the Equator Principles throughout the Group.</li> </ul>
<p><b>Monitoring of environmental legal requirements. Identification, environmental responsibility and environmental risks</b></p> <p>Review of the risk analyses associated to water and carbon footprints.</p>	<ul style="list-style-type: none"> <li>Follow-up on risk analyses associated to water and carbon footprints.</li> </ul>
<p><b>Management of the supply chain</b></p> <p>The green purchases project of the Organization and General Service Management is fully operating. In 2014, the Management provided a catalog of 269 environmentally-friendly products (39.5% of the general catalog). Green purchases in 2014 increased up to 74.2% of the purchasing volume in Spain (nearly 33 million euros).</p>	<ul style="list-style-type: none"> <li>To continue and consolidate the Group's green purchases.</li> <li>GHG Scope 3 emissions project with strategic suppliers.</li> </ul>
<p><b>Management of knowledge</b></p> <p>Continuing with the OHL Link project, including a platform to exchange information, solutions and good environmental practices.</p>	<ul style="list-style-type: none"> <li>Generalized use of the platform.</li> </ul>
<p><b>Alliances with institutions</b></p> <p>OHL has adhered to the Spanish Green Growth Group, under the auspices of the Ministry of Agriculture, Food and the Environment, based on the European Green Growth Group model.</p> <p>Maintenance of a collaboration agreement with CDP, the City Council of Madrid through Foro Pro Clima, the ENCORD platform, business association SEOPAN, the Spanish Quality Association (AEC) and the Conama Foundation..</p>	<ul style="list-style-type: none"> <li>To continue extending its collaboration with other international organizations in environmental protection matters.</li> </ul>
<p><b>Incentives</b></p> <p>2014 Edition of the Environmental Prize of the OHL Group, focusing on a reduction in energy consumption as the preferential theme.</p>	<ul style="list-style-type: none"> <li>Delivery of prizes to the winners.</li> <li>A new edition scheduled for 2015.</li> </ul>



For more information:

Corporate policies of the OHL Group

2011-2015 Environment and Energy Master Plan

Sustainable construction in OHL USA. LEED accreditation

The OHL Group is still committed to sustainable construction and meets certain standard, such as LEED (Leadership in Energy & Environmental Design), BREEAM (Building Research Establishment Environmental Assessment Methodology) or GSAS (Global Sustainability Assessment System).

OHL USA, belonging to the OHL Construction division, has significantly improved its position in the prestigious ranking of the TOP 100 Green Building Contractors 2014, Engineering News-Record (ENR), where it has gone up almost fifty points with respect to the earlier edition, until reaching place 44. This classification includes leading international companies in the construction and edification sector, turning sustainability into one of the cornerstones of its business model.

Compliance with this type of sustainable construction standards has been geographically extended in USA, Spain and Qatar. Arellano and Stride are outstanding companies due to their commitment to LEED methodology and certification, obtaining 22 certificates and 7 registrations. In Spain, there are currently 5 LEED certifications and the Msheireb Station project in Qatar enjoys a double GSAS and LEED certification.

In turn, the Group has selected LEED or BREEAM accredited buildings to host some of its central offices, such as Torre Espacio in Madrid, Spain, and the Deloitte Building in Santiago de Chile. In November 2014 a project began to relocate OHL Construction in Bogotá (Colombia), to its current corporate offices in the Ecotower 93 Building, which is in the process of obtaining a LEED BD+C: Core and Shell certification.

For more information:

Chapter A6: Innovation and excellence/Quality management



Left, B-Green Deloitte Building in Santiago, Chile. LEED Certificate. Right, Ecotower 93 Building in Bogotá, Colombia. Future central office of OHL, with LEED. certification.



## ► Environmental management

Relevant environmental issues in the OHL Group	
<b>OHL CONCESSIONS</b> <ul style="list-style-type: none"> <li>• Energy consumption</li> <li>• Generation of plant and non-hazardous waste</li> <li>• Emissions of noise into the air</li> <li>• Generation of urban waste: indirect consequence of infrastructure users</li> <li>• Emissions of greenhouse gas (GHG): indirect consequence of infrastructure users</li> </ul>	<b>OHL CONSTRUCTION</b> <ul style="list-style-type: none"> <li>• Emissions of greenhouse gas (GHG)</li> <li>• Energy consumption</li> <li>• Generation of inert and hazardous waste</li> <li>• Emission of dust and particles into the air</li> <li>• Emission of noise and vibrations into the air</li> </ul>
<b>OHL INDUSTRIAL</b> <ul style="list-style-type: none"> <li>• Emissions of greenhouse gas (GHG)</li> <li>• Generation of hazardous waste</li> <li>• Generation of plant waste</li> <li>• Emission of noise and vibrations into the air</li> </ul>	<b>OHL DEVELOPMENTS</b> <ul style="list-style-type: none"> <li>• Effects on flora and fauna</li> <li>• Effects on biodiversity and ecosystems: beaches, mangrove swamps and tundra</li> <li>• Water consumption</li> <li>• Generation of urban waste</li> </ul>
<b>OHL SERVICES</b> <ul style="list-style-type: none"> <li>• Generation of hazardous waste: cleaning products, batteries</li> <li>• Production of waste equivalent to urban waste (plastic)</li> <li>• Energy consumption</li> </ul>	<b>CORPORATE MANAGEMENT</b> <ul style="list-style-type: none"> <li>• Emissions of greenhouse gas (GHG)</li> <li>• Energy consumption</li> <li>• Consumption of water and forest products (paper)</li> <li>• Generation of non-hazardous waste (paper)</li> </ul>

In 2014 the Group assigned 7 million euros to **environmental expense** (environmental protection based on daily operations), a similar figure to 2013. This figure includes 4.4 million euros (62.7%) assigned to the prevention of pollution and environmental management and 2.6 million euros (37.3%), to waste management and decontamination.

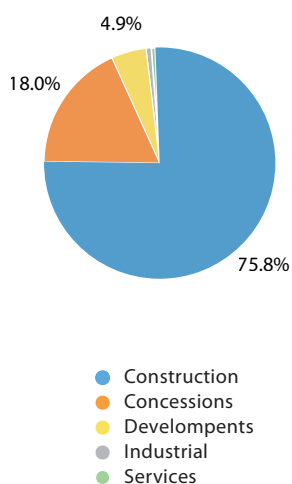
The expense, particularly incurred in OHL Construction, has been used in the Division's projects in USA, Qatar and Colombia, for the external collaboration of environmental specialists.

OHL Group's **environmental investment** in 2014 totaled 4.8 million euros (2013: 3.9); OHL Concessions is the division with highest investment: 3.8 million euros.

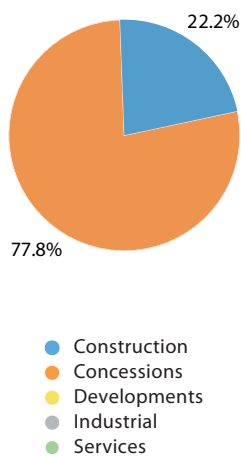
OHL Concessions in Mexico has invested more than 3.5 million euros in 2014 to improve waste water treatment in the Amozoc-Perote Toll Road.

These resources were used to activate the environmental measures contained in the 2011-2015 Environment and Energy Master Plan. As part of internal environmental management in 2014, of interest are the measures taken in **low-carbon economy and energy efficiency matters**.

**Distribution of environmental costs by division-2014**



**Environmental investment by division-2014**



OHL has worked intensely in 2014 to analyze environmental risks and opportunities, further to the work carried out in previous years. All risks associated to climatic change and the water footprint have been reviewed.

### Main risks identified, associated to climatic change

#### Regulatory risks:

- Regulatory scenarios associated to GHG emissions (emission allowances) and limits on atmospheric pollution.
- Obligation to report on emissions.
- Taxes and regulation of fossil fuels.
- Standardization and regulation of product energy efficiency and labelling.

Physical risks: Hurricanes, typhoons and changes in rainfall patterns.

Reputational risks.

### Main risks identified, associated to the water footprint

Physical risks: Decrease in water quality, floods, water shortage, change in rainfall patterns.

Regulatory risks: Water restrictions imposed by the government.

Reputational risks.

Compliance with legal environmental requirements is one of the Group's commitments in all those countries where it operates, as well as application of best practices in underdeveloped countries under the regulatory framework of environmental protection. In 2014, the OHL Group has worked with SEOPAN, an association of large construction companies in Spain, to create a sector



► More than **26,000** persons have participated over 2014 in environmental training actions arranged by the Group, with nearly **3,000** hours of class.

base of legal environmental requirements applicable internationally, covering more than 15 countries. For those markets where new business is being developed, OHL has technological surveillance reports to locate the main environmental risks.

In relation to **communication** of environmental performance in 2014, the Group has participated in the CDP Climate Change Investor, Supply Chain and Water programs and in FTSE4GOOD and Madrid Excelente, where it has reported the various environmental data requested.

It has also actively participated in various events related to a low-carbon economy, associated to the launching of 2014 CDP reports, held in Madrid (Spain), Lima (Peru) and Warsaw (Poland), including the conference on sustainable investment sponsored by WBCSD and held in Warsaw (Poland). It has also completed two interviews related to climatic change in the CDP "Iberia 125" Climatic Change and CDP "CEE 100 Climate Change" reports.

### The OHL Group at the XII National Environment Conference (Conama 2014) Held in Madrid (Spain)

Under the claim "A low-carbon economy", Conama was also used as a setting to hold the Latin American Meeting on Sustainable Development (EIMA).

The National Environment Conference, of which Juan-Miguel Villar Mir, chairman of OHL, is an honorary member, has been arranged, as is customary since it was created in 1992, by the CONAMA Foundation, an independent non-profit organization that is supported by the Ministry of Agriculture, Food and the Environment, various state bodies and companies from various sectors, to include OHL.

As in previous editions, the Group has had its own stand, providing visitors with first-hand information about the company's commitment, for almost ten years now, to reduce its carbon footprint; and its adhesion to various national and international platforms that sponsor initiatives aimed at implementing and consolidating a low-carbon economy.

OHL has played a prominent role in developing various initiatives, such as the round table entitled "Challenges and opportunities for Carbon Footprint leadership", which it has arranged. This forum was attended by Luis García-Linares, General Corporate Manager of the OHL Group; Susana Magro, Head of the Spanish Office for Climatic Change, dependent on the Ministry of Agriculture and the Environment; Manuel Niño, General Secretary for Infrastructures, Ministry of Public Works; Francesc Way, Co-Manager of the Operating Officer Chief Programs for CDP; Mark Bennett, Green Business Officer of the Dublin City Council; Arnoldo Matus Kramer, Resilience Manager of Mexico city; as well as representatives of other companies present in the Group's supply chain. Discussions were moderated by M<sup>a</sup> Luz Castilla, Sustainability and Climatic Change partner, PwC.

The round table participants discussed the role of Spanish companies in the fight against climatic change, the importance of calculating the carbon footprint when carrying out an activity, or the role of cities such as Dublin or Mexico City- the latter included in the Network of 100 Resilient Cities- in ensuring that urban space becomes a comfortable and sustainable place for its inhabitants, through the rational use of energy, of natural resources, encouraging the use of public transport and establishing a common culture in favor of progress whilst also preserving natural surroundings.

Other communication activities carried under as part of Conama include the participation of OHL's representatives, as speakers, in relation to GT-02 "Towards the 2015 COP in Paris" and GT-03 "Mobility plans to travel to work", or the four successful case studies contributed by technical panel communications: "50 MW biomass energy generation plant. Huelva. The largest in Southern Europe. OHL Industrial"; "Sustainable facility management, energy efficiency and healthcare services. OHL Services"; "Cooperation with CDP towards sustainable development. OHL Group" and "System to control the brightness of platform lighting through SAE tracking location and tunnel signaling. Metro Ligero Oeste".



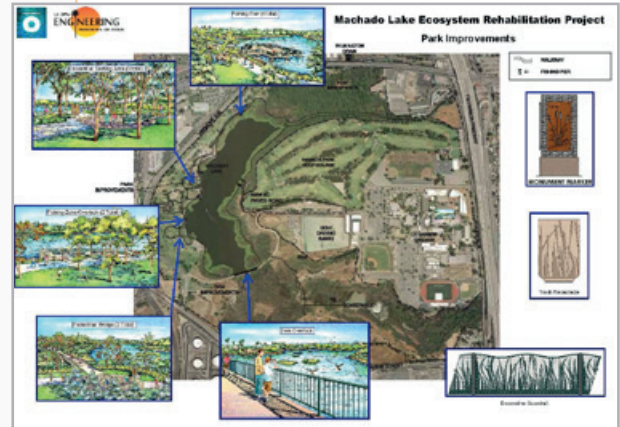
## Measures to protect biodiversity and environmental restoration and recovery projects in 2014

Environmental protection, restoration and recovery are traditional activities of the OHL Group. Particularly care is taken in those operating facilities and contracts that are located or that adjoin protected natural areas and areas that are unprotected but highly valuable in terms of biodiversity. The most usual impact consists of effects on water, preexisting fauna and flora, surrounding rivers and coasts, and ecosystems; these are always controlled with protection and restoration plans, to even include compensation, gathered in environmental impact evaluations and studies. For more information, please refer to the biodiversity information provided in the annex.

In turn, OHL Construction has a highly specialized team to fight erosion and to ensure reforestation in any environmental restoration and recovery contracts.

In 2014, projects have continued such as the Machado Lake Ecosystem Rehabilitation in California (USA), the exploitation, conservation and maintenance of various dams in Madrid (Spain) or damage repair in the Ésera and Garona river basins (Spain). Furthermore, during 2014, new awards have been incorporated, such as the Hydraulic and Landscape Restoration Project of Arroyo Valdebebas (Spain).

The Machado Lake rehabilitation project in the USA is essentially aimed at improving its water quality. It covers 18.2 hectares and is located in the Ken Malloy Harbor Regional Park (117.4 hectares). The lake activity foreseen includes dredging and the extraction of contaminated sediments, treatment of the bottom of the lake against sedimentation, removal of invasive riverside vegetation and the construction of oxygenation and phosphorus removal systems, as well as new facilities to remove rainwater pollutants that reach the lake, guaranteeing that water quality is maintained.



### OHL, member of the prestigious spanish green growth group

OHL, along with another thirty Spanish companies, belongs to the Spanish Green Growth Group, sponsored by the Ministry of Agriculture, Food and the Environment in 2014. Through an adhesion declaration, synergies are pursued between the Administration and business sector to fight against climatic change. The idea is to increase company participation, share information, locate opportunities and support Spain's presence in international forums.

Through this initiative, based on the European Green Growth Group model, OHL will collaborate in public-private ventures to encourage environmental preservation. Furthermore, with this commitment, the Group has acknowledged "the importance of considering any risks and opportunities linked to climatic change as part of its business strategy, evaluating its own carbon footprint in this context, establishing objectives to reduce emissions and providing public information about its achievements".

Of interest is the fact that the Declaration of Adhesion to the Spanish Green Growth Group is focusing on Spain's "relevant and proactive role" in negotiations on the EU Energy and Climate regulatory package for 2030. Furthermore, a roadmap has been conceived towards a low-carbon economy, gathering the following measures at the latest European Council: "To reduce by at least 40% all emissions of greenhouse gas by the year 2030, with respect to 1990 levels"; "To increase the contribution of renewable energy sources until covering 27% of the final energy consumed in Europe by 2030"; "To improve energy efficiency by 27% in 2030, with respect to the tendency scenario".





### Internal strengthening of environment commitment: OHL Group's Environment Prize

In order to internally encourage its environmental commitment, the recognition of the best environmental solutions in the business, and their communication and distribution, OHL has called the 2014 Environment Prize.

The aim of this initiative is to recognize and reward the most relevant environmental steps taken by the OHL Group, to boost internal communication in order to be replicated, and to facilitate distribution amongst the stakeholders.

Although all types of environmental initiatives will be taken into account, each competition will particularly reward a specific environmental aspect. In the 2014 edition, the preferential them has been a reduction in energy consumption.

A total of seven candidatures have been presented, proposing relevant activities in Chile, USA, Qatar, Spain and Poland.

Prizes will be awarded during the first quarter of 2015, once a new competition is called.

### Implementation and certification of the Environmental Management System

The divisions of OHL Concessions, OHL Construction, OHL Industrial and OHL Services (Ingesan) have worked intensely over 2014 to improve their management system, in order to control processes and documentation and integration with occupational risk prevention management.

Environmental certifications of the OHL Group in 2014	
ISO 14001	92
ISO 14064-1 – GHG Emissions	1*
EMAS Registrations	1
ISO 50001 – Energy Management	1
LEED	22
RainForest Alliance	3
Eco Check	1
Audubon Internacional	1
Madrid Excelente	1*

\* The scope for the whole OHL Group

### External environmental certification in OHL

Progress made in 2014	Targets for 2015
<b>OHL Group</b>	
2013 GHG Emissions Report of the OHL Group, verified according to ISO 14064-1 and ISAE 3000.	• Verification of the 2014 Emissions Report of the OHL Group, according to ISO 14064-1 and ISAE 3410.
Completion of the “Madrid Excelente” Audit throughout the OHL Group.	• Renovation of the “Madrid Excelente” brand.

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Progress made in 2014	Targets for 2015
<b>OHL Concessions</b>	
Development of an Integrated Management System (IMS) adapted to each type of concessionaire, with a pilot implantation of the new System and preparation of the processes required by the rules and operations covered by the study, investment and exploitation stages in the toll road, port, railway, airport and system development sectors.	<ul style="list-style-type: none"> <li>To continue with IMS work: progressive implantation in all other subsidiaries in order to achieve an integrated and multisite system along the path to excellence in management.</li> <li>OPCOM and Concesionaria Mexiquense certifications (2014 Target) will be rescheduled according to new IMS implantation.</li> </ul>
<b>OHL Construction</b>	
At present, more than 40 centers in 18 countries have been included in the multisite and trirule global certification process: Saudi Arabia, Algeria, Argentina, Brazil, Canada, Qatar, Chile, Colombia, Ecuador, Spain, India, Kuwait, Mexico, Poland, Peru, Singapore, Turkey and Uruguay. In addition to these countries, Australia, Bulgaria, USA, the Czech Republic and Slovak Republic also hold independent certification, for technical reasons.	<ul style="list-style-type: none"> <li>To maintain the volume of certified business between 80 and 90%.</li> <li>To respond to any request for new system implantation and certification or extension of the scope in less than 6 months in recently opened centers.</li> </ul>
<b>OHL Industrial</b>	
OHL Industrial keeps its entire activity under a certified system based on the multisite and trirule model, in all locations where OHL Industrial is present (more than 40 centers in 9 countries); the scope was extended in 2014 to cover Chile and Peru and chemical/fertilizer plants.	<ul style="list-style-type: none"> <li>Maintenance of the certification.</li> </ul>
<b>OHL Services</b>	
<p>Ingesan also has a certified multisite and trirule system, and has maintained its ISO 50001 certificate with an accredited company, verifying its EMAS report in 4 of its permanent centers.</p> <p>Novaire applies environmental control by monitoring performance indicators and through improvement targets.</p>	<ul style="list-style-type: none"> <li>Procurement of the EMAS certificate for Ingesan.</li> </ul>
<b>OHL Developments</b>	
<p>Rain Forest Alliance certificates for the Banyan Tree Mayakoba, Rosewood Mayakoba and Fairmont Mayakoba Hotels in Mexico. Eco Check acknowledgement for the RoseWood MayaKoba Hotel and Audubon Internacional recognition for El Camaleón Golf Club Mayakoba.</p> <p>Recertification in Environmental Tourist Quality, granted by PROFEPA.</p>	<ul style="list-style-type: none"> <li>New certification process with Rainforest Alliance, continuing with the work that enabled procurement of Rainforest Alliance qualifications in the Verification category.</li> </ul>
<b>Organization and General Services Management</b>	
Certification of corporate control and the provision of mobility services, communications, logistics and the management of permanent offices of the OHL Group in Spain.	<ul style="list-style-type: none"> <li>Maintenance of the certification.</li> </ul>

The volume of business with certified environmental management in the OHL Group has increased from 45% in 2013 to 71% in 2014. The Group's total sales with environmental supervision have increased by 5% (from 93% to 98%), as a result of the effort made in the divisions to systematize environmental control.



## OHL's business volume with certified environmental management

	OHL Concessions		OHL Construction		OHL Industrial		OHL Services		OHL Developments		Total OHL Group	
	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014
Business volume with certified environmental management (% over the total)	37%	35%	42%	75%	89%	89%	77%	80%	91%	95%	45%	71%
Business volume with systematic environmental supervision (% of the total)	100%	97%	93%	98%	91%	95%	77%	100%	96%	96%	93%	98%

For more information:

[Annex A6-I – List of certified companies of the OHL Group](#)

[GRI Indicators](#)

### Beginning of the recertification process in Environmental Tourist Quality granted by PROFEPA in Mayakoba (OHL Developments)



In 2014, Mayakoba (OHL Developments) began the process to obtain the Environmental Tourist Quality Recertification granted by PROFEPA (Procuraduría Federal de Protección al Ambiente del Gobierno de México).

The Environmental Tourist Quality certificate was obtained in March 2013 and will remain valid for two years. Recertification is expected in April 2015.

For 2015, Mayakoba also expects to begin a new certification process with Rainforest Alliance, continuing with the work that enabled it to obtain Rainforest Alliance qualifications, Verification category.

In July 2014, a course began for company qualifications with the Environmental Leadership Program for Competitiveness [Programa de Liderazgo Ambiental para la Competitividad] (PLAC), implemented by the Secretariat of the Environment through PROFEPA. The idea is for organizations to become the leaders of their collaborating companies and to obtain qualifications in eco-efficiency and business management terms in order to achieve higher operating performance.

The PLAC was taught by an external supplier on the Mayakoba premises, in order for each company to develop three eco-efficiency projects through the tools provided in the course. OHL Developments-Huaribe, the leading company, got another 20 companies involved to collaborate in improving sustainable practices in the complex.

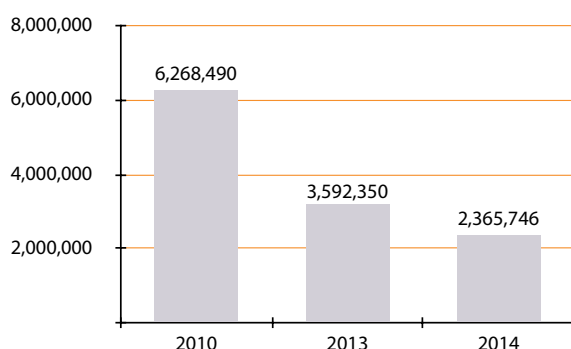
## ► Environmental performance in 2014

For 2014, direct energy consumption has remained low whereas indirect energy (electricity) consumption has increased. There is a clear tendency towards less polluting energy sources and a fall in the consumption of fossil fuels, basically since approval of the 2011-2015 Environment and Energy Master Plan for the OHL Group. Furthermore, thanks to the effort invested in new technologies, the amount of self-generated solar energy continues to increase.

### Energy consumption \*

The total amount of **direct energy** consumed has significantly decreased in 2014, and is now 34% less than last year despite a higher turnover figure. A general downward trend is continuing since 2010: the base year established for performance comparison purposes. By divisions, OHL Construction has experienced the greatest decrease followed by the Industrial division, whereas the Concessions, Services and Developments divisions have similar consumption rates to last year's.

#### Direct energy consumption (GJ)

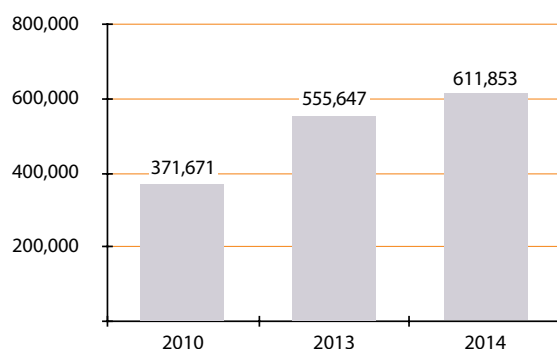


\* In order to supervise energy consumption and emissions a financial consolidation method is used. The data related to the "Aeropuerto Internacional de Toluca" and "Vía Rápida Poetas" companies are beyond the scope (and are consolidated through the participation method).

The figures included in previous years have been recalculated for the same organizational limits, applying OHL Group's Carbon Emissions Protocol criteria.

In turn, consumption of **indirect energy** (electricity) has increased 10% with respect to 2013 to compensate a reduction in the use of fossil fuels. However, energy efficiency has clearly improved, as this increase is less than the reduction registered in direct consumption. By division, an increase in electricity consumption with respect to the previous year has taken place particularly in OHL Construction, whereas a slight increase has been registered in OHL Services and OHL Developments divisions (linked to an increase in production) and there is a fall in consumption in OHL Concessions and OHL Industrial (base year: 2010).

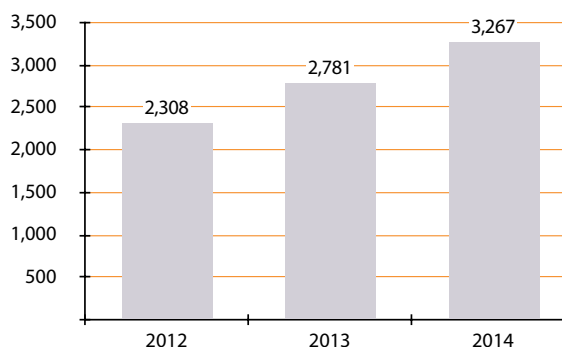
#### Indirect energy consumption (GJ)





Solar energy self-generated and consumed, has continued to increase. The 2014 figure was 17.5% higher than that of 2013, reflecting OHL Group's effort to promote clean energy sources, in particular, especially on the part of the OHL Concessions and OHL Services divisions.

#### Solar energy self-generated and consumed (GJ)

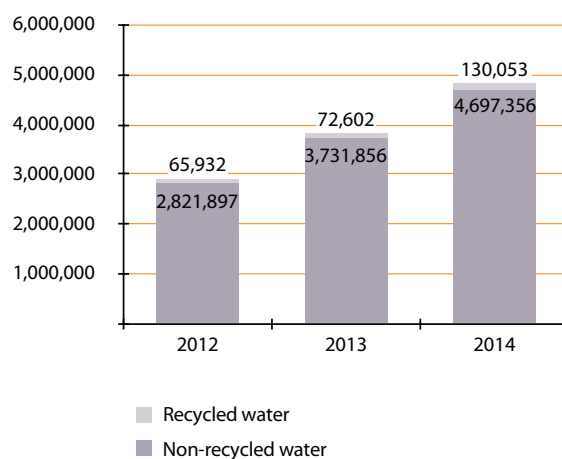


#### Water consumption

Water consumption has increased 27% over 2014 with respect to 2013, basically due to OHL Construction's activity.

All other divisions have maintained their water consumption with minor changes. Of interest is the increase in recycled water consumed, which nearly doubles the 2013 figure.

#### Water consumption (m<sup>3</sup>)



## Environmental and treatments improvements of waste water in tunneling works

Study, design and implantation of an innovating wastewater treatment system when executing the Zumárraga tunnel.

The Zumárraga tunnel (Eastern section) is part of the platform construction works for the new railway network in the Basque Country. For execution of the work, two purifying plants have been installed with primary settling pools, a cylindrical settling tank, sludge thickener, filter-press and pH regulating equipment.

### Objetives:

- To fulfil environmental laws.
- To avoid any other type of pollution in river flows, fields and crops.
- To evidence social and environmental responsibility.
- To adapt the facilities to the needs involved in integrating the treatment process into the production process, achieving the highest possible profitability.

The cost of this initiative exceeds 450,000 € and enable the recycling of 70,000 cubic meters of treated water.



GDANSK IV: Environmental advantages in the use of tunneling machines with a hydroshield in Poland, applying an advanced water recycling system.

OHL is the first company in Spain to be undertaking a tunnel using a large-scale hydroshield tunneling machine. This technology provides an innovating, effective and more environmentally friendly solution which has been rewarded, in addition to obtaining good production performance levels with safe working procedures.

### Environmental advantages:

- Less waste generated by tunnel perforation: 187,000 m<sup>3</sup> of excavated land used (68%).
- Less suspended dust during the work.
- A natural product is used for excavation works (bentonite), obtaining an inert and non-reactive material that is able to be stored in any dumpsite.
- Recycling of perforation water, thereby reducing its consumption: 29,497 m<sup>3</sup> of water reused (84%).



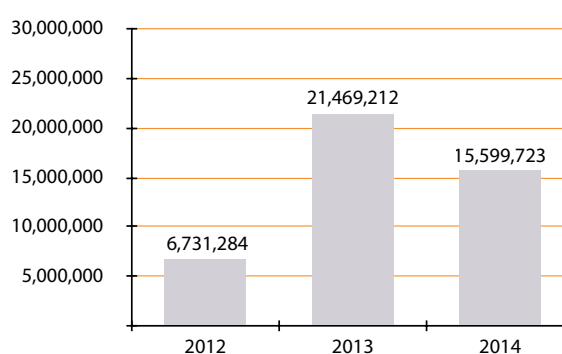


## Waste management

Global waste management has registered a relevant decrease due to less construction and demolition waste (earth and debris) in the OHL Construction division, representing 95% of OHL Group's waste in 2014.

This is a result of progress made in constructive projects and completion of the earth movement stage (main waste-generating activity).

### Waste management (t)



For more information:

**GRI Indicators**

### Alternative use when managing waste in ENCE's biomass plant

Since 2012, OHL Industrial has been in charge of the Operation & Maintenance (O&M) of ENCE's Biomass Plant (Huelva). The industrial waste generated by the activity includes a huge production of "biomass fines" derived from the filtering and processing of oversized eucalyptus. The process has a system that gathers small-size forest material from the extraction turnoff point in the carrier belt, in order to remove the risk of fire. The amount produced ranges between 3,000 and 4,000 tons/month.

At the beginning, this waste was sent to the dumpsite; however, due to its nature, proceedings were taken with authorized local companies to give it an alternative use. Finally, it was recovered as a fuel in biomass boilers and as a manufacturing component of agricultural compost.

This task increased client satisfaction, and recognized OHL's effort to reduce the impact of generated waste, creating a commercial opportunity which, in the long term, would be financially profitable.

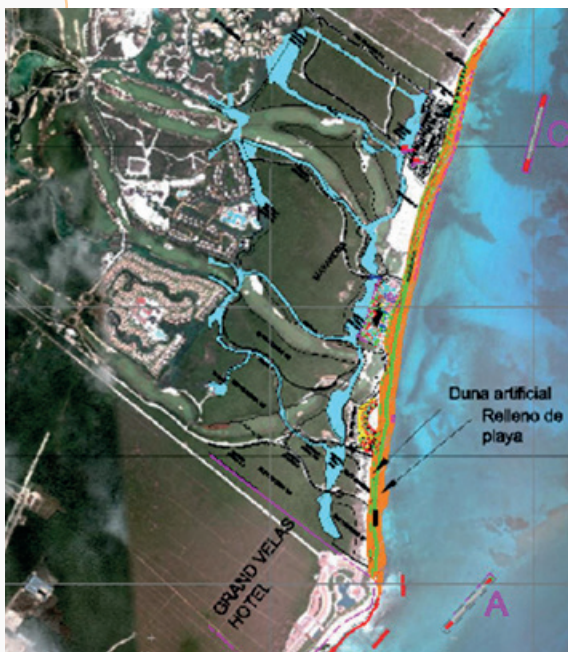


## Project to recover beaches in Mayakoba (OHL Developments)

In 2014, Mayakoba has executed a beach recovery project that expects to receive a favorable environmental impact evaluation in 2015.

The project was included in a regional scenario to ensure the absence of any impact on neighboring tenements, summarized in four points below:

- Construction of an artificial dune on the beach, simulating a native dune, in order to buffer the action of incident waves, helps protect the facilities of the Mayakoba complex and maintain the beach profile through reforestation.
- Construction of three artificial barrier reefs to help protect the hotel's beachfront; these artificial barrier reefs will dissipate the energy of wave action in ordinary conditions and in seasonal storms.
- Beach filling with the sand of marine banks, in order to recover the coastline and beach line, recovering the width that has been dramatically cut back over the last 8 years.
- Construction of five provisional artificial barrier reefs, to protect the beach and dune during the constructive process of the final structures, withdrawn as progress is gradually made in the works.



## ► A low-carbon economy

Aware of the importance of fighting against climatic change, the OHL Group holds a **climatic change commitment since 2007**, which it updated in early 2015, continuing with its premise to reduce emissions and incorporating room for improvement in energy management and adaptation to climatic change.

OHL Group's 2011-2015 Environment and Energy Master Plan foresees the development of this specific commitment in its "Low-carbon economy" section. A reduction in three carbon footprint is also associated to greater energy efficiency and lower consumption of resources and costs. In 2014, relevant progress was made in project development: 100% of all low-carbon economy projects were under development and 80% are deemed as completed or mature in performance terms.

Some of the most outstanding projects associated to this relevant environmental matter for the OHL Group are: the Report on Greenhouse Gas (GHG) Emissions and its verification, the Reduction Plan, the Compensation Plan, certification of the Energy Management System according to ISO 50001, facility management based on sustainability criteria and collaboration with CDP, amongst others.

► In low-carbon economy matters, the OHL Group has subscribed a commitment to climatic change since 2007, which it updated in early 2015, maintaining a premise for reduced emissions and including improvement for energy management.





► In line with its 2011-2015 Environment and Energy Master Plan, OHL formalized in 2014 the **2011-2015 Emissions Reduction Plan** which, through various goals, has as its objective a global reduction in GHG emissions of 5% with respect to the base year (2010).

This document includes partial objectives of all divisions and managements, as well as all the projects under development. The approach responds to new regulatory requirements established in Spain and the CDP initiative, both identified as relevant stakeholders.

Improved supervision and reporting of GHG Emissions is one of the Group's priorities. Consequently, during 2014, tasks were executed to update the **Carbon Emissions Protocol of the OHL Group**, which establishes the governance, management and communication methodologies for GHG emissions generated by the Group's activities.

The new protocol has been based on accounting and reporting requirements foreseen in internationally renowned standards, such as the GHG Protocol, rules PAS 2050, ISO 14064-1, ISO 14069 and ENCORD Construction CO<sub>2</sub> Measurement Protocol. Furthermore, the protocol takes into account the corporate governance guidelines defined in CDSB's Climate Change Reporting Framework.

As a result of reviewing the Carbon Protocol, the Group has been able to adapt to current verification needs and to extend the management of indirect emissions in scope 3 (supply chain).

This Carbon Protocol is complemented with new calculation tools that have enabled the Group to reduce exclusions, to simplify data consolidation, to improve comparability with respect to a base year and to consider all scope 3 categories established by the GHG Protocol. Furthermore, it includes emissions for the purchase of goods and services, capital goods, losses in production, transportation and distribution of consumed electricity, waste, business trips, employee mobility, transport and distribution, product use (toll road concessions) and investments.

During 2014, a new **GHG emissions report for the OHL Group** was also drawn up, verifying 100% of these emissions, in accordance with international standards ISAE 3000 and ISO 14064-3 and for the Carbon Footprints applicable to 2013 and the base year set at 2010.

In 2015, the Group intends to improve its calculations in scope 3, increasing the information available on employee mobility through a pilot project to estimate mobility emissions (which already began in 2014), analyzing the purchase of certain capital goods or establishing collaboration agreements with strategic suppliers for emission calculation and communication, in order to obtain first-hand information.

As added value, work will continue to maintain an emission verification with ISAE 3000 and ISO 14064-3 and to obtain an additional verification under standard ISAE 3410.

According to its low-carbon strategy, the OHL Group is still developing various reduction projects and measures in its divisions and managements.

The Elsan conglomerate plant in Velilla de San Antonio (Madrid) has a GHG emission source where annual emission allowances are supervised through verification. In 2014, a total of 1,416 tCO<sub>2</sub> issued were verified as opposed to the 2,497 tCO<sub>2</sub> granted, representing 56.7% of all emission allowances and a nearly 30% reduction with respect to 2010 emissions. In this context, the environmental management system has targets to improve energy efficiency and adapt to any new regulatory frameworks that may apply.

### Efficient solutions on the site: use of renewable energy for environmental operating control

- Self-generation of solar energy in the *Embalse Chacrillas* project (Chile) for weather and air quality monitoring stations.
- Use of photovoltaic panels to control acoustic and atmospheric contamination in the *Major Stations* project (Qatar).



OHL Concessions is also extending its initiatives to improve the energy efficiency of its facilities and services. In 2014, of interest are the activities conducted by the concessionaire companies Terminales Marítimas del Sureste, Metro Liger Oeste and Autopista del Norte.

Terminales Marítimas del Sureste (TMS) proceeded to replace conventional lights with other LED lights, both inside the passenger terminal and in the concessionaire company's offices, investing more than 50,000 euros. This initiative is part of the good environmental practices agreement signed with the Port Authority of Alicante, which was verified by an external independent auditor in February 2014.

Metro Liger Oeste has implanted a "System to control the lighting brightness of railway platforms using SAE tracking", which has generated large savings in energy consumption, has reduced greenhouse gas emissions and has decreased light pollution and the generation of hazardous waste. The system combines implementation of LED technology with lighting control, backed up by the Exploitation Assistance System [Sistema de Ayuda a la Explotación] (SAE), which tracks trains in real time and coordinates, through energy remote control, delivery of a control signal to each point of light depending on optimum platform and tunnel lighting needs.

Autopista del Norte, the concessionaire of Road Network No. 4, in Peru, has designed and installed a new lighting system that uses micro LED technology, on an outside surface area of 9,600 m<sup>2</sup> and a building of 342 m<sup>2</sup> for the new Huarmey toll road. The system, producing better quality light than conventional technologies, is able to achieve an annual savings of 56%.

In order to commence port operations in January 2014, Terminal Cerros de Valparaíso (TCVAL) acquired a cutting-edge mobile crane of the *Green Range Gottwald* category. In its purchase, a priority was compliance with strict environmental parameters in order to reduce operating impact. The Gottwald crane is equipped to achieve high energy and acoustic efficiency standards, has an electric earth connection to reduce GHG emissions derived from the burning of fossil fuels and operating noise.



- In Salto (Uruguay), OHL Industrial has been awarded a contract for a **65 mW** photovoltaic plant.

It consists of an EPC (Engineering, Procurement and Construction) project that covers plant operation and maintenance over a 24-month term, extendable to 36 months.

The plant will be fitted with **216,000** photovoltaic panels and will occupy a surface area of **140** hectares. It will supply the electricity needs of approximately **35,000** homes in the area and will avoid CO<sub>2</sub> emissions of approximately **74,142** tons/year.

In turn, the highly innovating capacity of OHL Industrial has enabled various reduction initiatives to continue, as well as the development of new technologies.

Innovations in the 50 mW electricity generation plant located in the ENCE industrial complex (Huelva) have successfully integrated biomass combustion and high-efficiency technologies. Net production has increased by 17% and the net capacity factor has grown by 4% with respect to what was initially estimated. Furthermore, the implementation of these technologies has reduced the formation of conglomerates and slags and decreased NO<sub>x</sub> and CO<sub>2</sub> emissions. This has avoided the emission of over 300,000 tons of CO<sub>2</sub> each year when compared to coal plants.

In thermosolar energy matters, the *Futuro Solar* project has developed Fresnel linear-type concentrators, allowing gas to be used as a heating device and avoiding risks and auxiliary systems that were necessary in conventional technology based on cylinder-parabolic mirrors (with thermal oil). With this project, OHL Industrial is strengthening its experience in this field, where important projects have already been undertaken. Of interest is the Arenales Plant in Morón de la Frontera (Seville) which, with nominal capacity of 50 mW, is avoiding the emission of 113,000 annual tons of CO<sub>2</sub> from fossil fuels, or the Puerto Errado 2 Plant in Calasparra (Murcia), of 30 mW.

Another example is the R&D “Semi-continuous piling system” project, developed for the copper mineral treatment plant in Calama (Chile), which uses advanced machinery to reduce emissions by reducing energy consumption. Specifically, for a three-year operating term, energy savings are achieved of 1,900 GJ (527 MWh), avoiding the issue of 248.7 tons of CO<sub>2</sub>.

### Environmentally-friendly fire fighting

CHEMTROL Proyectos y Sistemas (CHEPRO), a company that provides fire-fighting equipment to large industrial plants, is using modern and sustainable technology based on the new Novec™ fire retardant.

Novec™ is an advanced fire-fighting fluid with an excellent environmental profile, which offers an alternative to traditional compounds of halons and hydrofluorocarbons (HFC). Its use as a fire retardant does not damage the ozone layer and significantly reduces greenhouse gas emissions by providing a low global warming potential (GWP=1) and short atmospheric life (just 5 days).

Properties	Novec 1230 Fluid	Halon 1211	Halon 1301	HFC-125ea	HFC-227ea	HFC-23
Ozone Depletion Potential (ODP) <sup>1</sup>	0.0	5.1	12.0	0.0	0.0	0.0
Global Warming Potential-IPCC <sup>2</sup>	1	1300	6900	3400	3500	12000
Atmospheric Lifetime (years)	0.014	11	65	29	33	260
SNAP (Yes/No)	Yes	N/A	N/A	Yes	Yes	Yes

<sup>1</sup> World Meteorological Organization (WMO) 1998, Model-Derived Method  
<sup>2</sup> Intergovernmental Panel on Climate Change (IPCC) 2001 Method, 100 Year 1TH

In the OHL Services division, Ingesan, its facility management subsidiary, renewed its external certification in 2014 for its Energy Management System ISO 50001 with a certified company. Ingesan was the first company in the OHL Group to obtain this certification.

The Group's subsidiary is also relevant due to its business area for energy services, where it leads various energy management activities and incorporates the latest technology into its management model to offer highly efficient solutions. The main ones include the maintenance of energy facilities; start-up of studies to improve energy efficiency; audits to analyze lighting, heating and air conditioning systems; implementation of energy management systems based on UNE rules; monitoring of facility consumption; drafting of reports and proposal of corrective measures; and the design and installation of renewable energy sources.

Mayakoba (OHL Developments) is also committed to energy efficiency and reduced emissions. Amongst the initiatives started up are the use of 17 electrical boats to transfer guests and ecotours, thanks to which GHG emissions are reduced, derived from travelling activity, whilst also reducing other impact on the ecosystem, producing energy savings derived from LED technology investment.



Maintenance work provided by Ingesan in the energy management field (left) and picture of the Mayakoba tourist complex, promoted by OHL Developments.

The General Services and Organization Management has continued with its **Mobility Plan, Efficient Cooling/Heating Systems and Sustainable Offices**. These three relevant projects are handling the huge difficulties arising from diffuse emissions, and are currently at a very mature stage.

The **Mobility Plan**, approved in 2014, intends to improve energy efficiency and reduce GHG emissions derived from OHL Group's mobility (business trips and staff transfers). In 2014 the following goals were achieved, involving various activities:

- First pilot project for a mobility survey for employees at the Madrid and Barcelona central offices. The aim is to analyze *en route* transfers between these offices, calculate associated GHG emissions and apply measures to ensure sustainable mobility. If this is extrapolated to the total employees in Spain, indirect emissions in the employee mobility category in Spain totaled 32.5 t CO<sub>2</sub>e/year in 2014, a material figure representing 1.62% of Spain's total emissions.



- The average number of renting fleet vehicles in 2014 was 784 (2013: 801). This decrease has led to a 3% fall in the t CO<sub>2</sub>/km emissions indicator of the renting vehicle fleet in Spain, which in 2014 continued at 0.091 t CO<sub>2</sub>/km traveled, a similar figure to that of 2013.
- With respect to 2013, in Spain the number of kilometers travelled has fallen 52%, enabling a savings in emissions of 76% (1,833 tons of CO<sub>2</sub>).

In turn, the **Efficient Cooling/Heating Systems** project has reduced energy consumption in Spain's central offices by 1.3%/m<sup>2</sup> occupied with respect to 2013 (2014: 0.341 GJ/m<sup>2</sup>; 2013: 0.345 GJ/m<sup>2</sup>) and 33.91% since the 2010 base year (2010: 0.515 GJ/m<sup>2</sup>).

The **Sustainable Offices** project is focused on selecting offices according to sustainability standards. Some examples of the criteria used are closeness to collective means of transport, seniority of electrical facilities and energy efficiency, type of insulation, water consumption reduction device, etc. In 2014, this measure was applied to the international offices in Colombia.



Solar energy generation equipment at a Novaire center, subsidiary of OHL Services.

The foregoing initiatives are in addition to the savings derived from the **self-generation of solar energy**, with energy production of 766,112 kWh in OHL Concessions and of 141,143 kWh in various residential centers of the OHL Services division (Novaire).

Finally, in addition to the effort made for mitigation purposes (compensation and reduction in emissions), the OHL Group also considers it necessary to **adapt to climatic change**. Some examples of this line of work are the construction of resilient infrastructures or the Safety and Contingency Assistance Program [Programa de Seguridad y Atención a Contingencias] (PSAC) of Operadora Hotelera del Corredor Mayakoba (OHL Developments).

Resilient infrastructures reduce their vulnerability to the effects of climatic change. In 2015, Judlau (OHL USA) will begin to reconstruct the South Ferry station in the New York subway, which was devastated in 2012 by Hurricane Sandy just four years after it was constructed. The new project covers permanent protective measures in extreme weather conditions, to include the installation of protective retractable doors to prevent floods at all station entrances and the protection of other incoming water points, such as vents, access mouths and conducts.



In turn, the Safety and Contingency Assistance Program [Programa de Seguridad y Atención a Contingencias] (PSAC) in Mayakoba is assigned the role of preventing and handling environmental contingencies derived from extreme weather conditions. As an adaptation measure, it keeps a preventive information channel to protect physical integrity in the event of a hurricane or storm projected towards the Mexican Caribbean.

### The OHL Group voluntarily registers its carbon footprint in 2014

In 2014, the OHL Group was included in the new Carbon Footprint Registry of the Spanish Office for Climatic Change [Oficina Española de Cambio Climático] (OECC), dependent on the Ministry of Agriculture, Food and the Environment. This registry includes all emissions for 2013 and the base year, which the Group set at 2010.



At its meeting of 14 March 2014, the Council of Ministers approved Royal Decree 163/2014, creating the Carbon Footprint Registry, compensation and projects to absorb carbon dioxide.

This voluntary registration was borne with the idea of encouraging the calculation and reduction of the carbon footprint by Spanish organizations, and to promote projects to improve the drainage capacity of greenhouse gas (GHG) in Spain; consequently, it has become a horizontal means to fight against climatic change.

Furthermore, Article 10 of the RD refers to the Carbon Footprint in relation to public procurement. Consequently, procurement bodies may require, amongst other environmental considerations, that the carbon footprint be taken into account in the procurement procedure. This requirement may be confirmed with equivalent certificates or other similar means of evidence in environmental management matters.

The requirements established include the issue of a carbon footprint (or GHG emissions) report and its external auditing. Currently, the OHL Group meets both requirements, in anticipation of this request. Furthermore, the Group has a global Emissions Reduction Plan, with monitoring actions involving all of its divisions and managements.

The registration obtained covers all companies in Spain, included in the audited Carbon Footprint Report, enabling:

- To dispose immediately of a registration number, assigned to all companies in Spain.
- To meet a voluntary requirement, demonstrating OHL Group's commitment to environmental sustainability.
- To be differentiated due to official registration certificates and accreditation seals.
- To avoid the inconveniences arising from the need for individual external audits, thanks to registering the total footprint of all companies.



## OHL Group's environmental performance

### 2014 GHG emissions in equivalent CO<sub>2</sub> \*

Direct emissions of GHG have continued with a downward trend in 2014, whereas indirect emissions have slightly increased with respect to last year. These changes reflect less use of fossil fuels as opposed to an increase in less polluting energy sources, such as electricity. Furthermore, the global sum of emissions for scopes 1 and 2 has substantially decreased with respect to the base year- 2010- and evidences the success of the Group's low-carbon strategy.

#### Scope 1:

- Emissions derived from the consumption of fossil fuels and leaks of cooling gas or insulators.

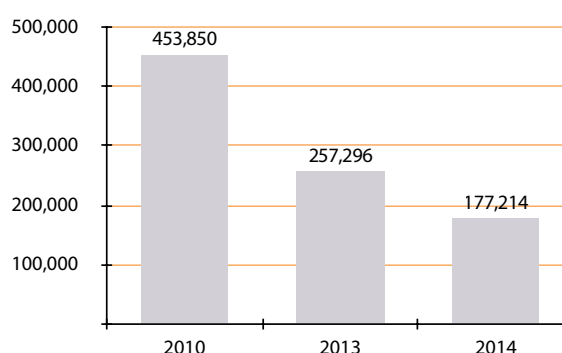
#### Scope 2:

- Indirect emissions derived from the consumption of electricity and other sources of energy (heat, steam, etc.).

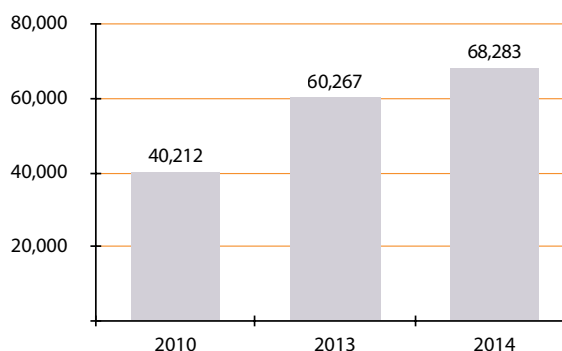
#### Scope 3:

- Other indirect emissions.

#### Direct emissions of CO<sub>2</sub>e (t). Scope 1



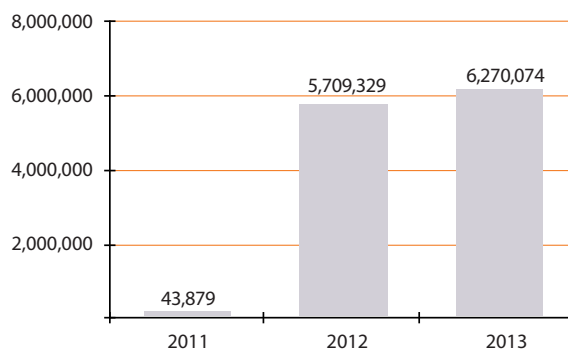
#### Indirect emissions of CO<sub>2</sub>e (t). Scope 2



\* In order to supervise energy consumption and emissions a financial consolidation method is used. The data related to the "Aeropuerto Internacional de Toluca" and "Vía Rápida Poetas" companies are beyond the scope (and are consolidated through the participation method).

The figures included in previous years have been recalculated for the same organizational limits, applying OHL Group's Carbon Emissions Protocol criteria.

#### Indirect emissions of CO<sub>2</sub>e (t) Scope 3







Also of interest are the steps made to estimate other indirect emissions in scope 3; year after year, the categories included for calculation purposes are increased:

- **2010:** Included: business trips (transport) and losses in transportation, distribution and electricity generation.
- **2013:** Included: all the categories established by the GHG Protocol; emissions derived from the purchase of materials, services and capital goods, losses in transport, distribution and electricity generation, waste, business trips (transport and overnight stays), employee mobility, other emissions for transport and distribution, use of products (toll road concessions) and investments.
- **2014:** Included: the same categories as in 2013, and some exclusions reduced.

As part of the mitigation measures adopted, along with emission reduction initiatives, the OHL Group has continued with its **Greenhouse Gas Emissions Compensation Plan** in developing countries, where it is possible to undertake a two-fold objective: to fight both against climatic change and against poverty.

► With its Compensation Plan, the OHL Group has neutralized a total of **2,645 tons** of CO<sub>2</sub> in 2014.

In December 2014, 2,645 tons of CO<sub>2</sub>e were compensated through the purchase of emission allowances generated in the following projects: “Su Pan 2 Hydro Power Project” in the province of Lao Cai (Vietnam), “Eurus Wind Farm” in Oaxaca (Mexico), “Chilatán Hydroelectric Project” in Jalisco (Mexico) and “Conservation of the Peruvian Amazon Forest” in Madre de Dios (Peru). All emission allowances purchased are certified or audited by internationally renowned entities: UNFCCC (United Nations Framework Convention on Climatic Change) for CER (Certified Emission Reductions) units, and VCS (Verified Carbon Standard) and CCBS (Climate Community and Biodiversity Standard) for VCU (Verified Carbon Units), thereby providing a designation of origin.

This compensation is in addition to the one carried out in previous years, totaling 4,349.6 t of CO<sub>2</sub>e compensated since 2011 by the OHL Group. In 2011, the Group took part in the “Madrid Compensa” initiative of Foro Pro Clima, with its first voluntary compensation of emissions: 116 tons of CO<sub>2</sub>e. In 2013, 1,588.6 tons of CO<sub>2</sub>e were compensated with two internationally verified projects: “Conservation of the Peruvian Amazon Forest in Madre de Dios” and “Scolel-te: Reforestation in Chiapas, Mexico”.

OHL’s Emissions Compensation Plan, for the purchase of emission allowances, takes into account both Certified Emission Reductions (CERs) and Voluntary Emission Reductions (VERs), presuming that the price of a ton of carbon doubles under VERs by contributing additional social value. Furthermore, with the support of voluntary market projects, OHL not only intends to help mitigate climatic change, but also to contribute to social/economic development and a better quality of life in the local communities where it operates, in addition to generating additional environmental benefits, such as the protection of biodiversity or water resources.

The Emissions Compensation Plan takes into account the division’s needs and looks for synergies amongst production areas.

Specifically, the “Su Pan 2 Hydro Power” project is a hydraulic generation initiative executed in the province of Lao Cai, Vietnam, which will generate each year 130,000 MWh in renewable energy and will reduce more than 82,000 tCO<sub>2</sub>/year. “Eurus Wind Farm” is a wind energy project located in the State of Oaxaca (Mexico), which will generate annually 989,500 MWh in renewable energy and will reduce more than 603,183 tCO<sub>2</sub>/year. In turn, the



“Chilatán Hydroelectric” project consists of a hydraulic generation project between the States of Michoacán and Jalisco in Mexico, which will generate each year 61,500 MWh in renewable energy. In these projects, the Group has carried out its compensation in CER units.

In turn, the “Amazon Conservation” project in Madre de Dios (Peru) is aimed at reducing to a large extent deforestation in the Amazon jungle, as a result of farming and cattle activities and the removal of wood. This project is particularly concerned about increasing surveillance of the jungle and providing services to the local community. This project will be able to reduce 660,000 tCO<sub>2</sub>/year. In this case, the units removed are VCUs (Verified Carbon Units), given that it is a voluntary emission compensation.

### OHL' emission compensation in 2014: Project Highlights



#### Su Pan 2 Hydro Power Project (Vietnam)

- **Regional development:** development is encouraged thanks to continuous access to electricity. Furthermore, during the construction and exploitation phases many jobs are created. New roads are constructed and existing ones are improved. A large amount of local purchases are made.
- **Reduction in GHG emissions:** during the first seven years of operation more than 575,000 tCO<sub>2</sub> will be reduced.
- **Reduced use of fossil fuels:** in addition to a decrease in GHG emissions, the project improves the quality of air thanks to lower SO<sub>2</sub> and NO<sub>x</sub> emissions associated to fossil fuels.



#### Eurus Wind Farm (Mexico)

- **Local employment** to construct and maintain the farm.
- **Reduction in GHG emissions:** thanks to the farm, more than 603,000 tCO<sub>2</sub> are reduced each year.
- **Reduced use of fossil fuels:** in addition to a decrease in GHG emissions, the project improves the quality of air thanks to lower SO<sub>2</sub> and NO<sub>x</sub> emissions associated to fossil fuels.
- **Increase in local electricity supply:** in Mexico, many regions are unable to grow financially and improve the quality of life of their inhabitants due to a lack of quality energy supply. Thanks to this project, regional development is supported in a sustainable manner.
- **Attraction of foreign capital** to support regional development.



### Chilatán Hydroelectric Project (Mexico)

- **Sustainable rural development:** providing electricity supply to rural towns in the State of Michoacán, as well as improved irrigation in agricultural areas in surrounding communities.
- **Reduction in GHG emissions:** the project will try and reduce more than 32,500 tCO<sub>2</sub> each year.
- **Reduced use of fossil fuels:** in addition to a decrease in GHG emissions, the project improves the quality of air thanks to lower SO<sub>2</sub> and NO<sub>x</sub> emissions associated to fossil fuels.



### Conservation of the Amazon Forest in Madre de Dios (Peru)

- The jungle where the project is located is very valuable in terms of **biodiversity conservation**, given that it constitutes the habitat of four endangered species of trees and eleven animal species.
- The project will contribute to the **sustainable development of rural producers and indigenous communities** (Yine and Mashco Piro tribes) who live in the area, financing ecological production projects.



In 2014, OHL also made progress in complying with the Group's commitments as a member of the **Foro Pro Clima**, sponsored by the City Council of Madrid (Spain) and aimed at fighting against atmospheric pollution through an exchange of experience, dissemination of innovating actions and promoting new initiatives in the matter.

Specifically, OHL has been able to move forward in the three lines of work shared with the Forum: procurement of sustainable forest products, energy efficiency and sustainable mobility.

The voluntary agreement on the sustainable procurement of forest products, when referring to the consumption of office paper in Spain, led by the Organization and General Services Management, has been fulfilled by far, with 100% use of paper enjoying the Programme for Endorsement of Forest Certification (PEFC) or endorsed by the Forest Stewardship Council (FSC). Other measures taken are campaigns to provide information and generate awareness on the purchase of equipment with greater energy efficiency in all operating divisions.

In sustainable mobility, the review and improvement of OHL's Mobility Plan stand out. As a complement, the pilot project "Mobility survey to estimate GHG emissions in en route travels" enables employees to report relevant information on the matter, and to propose improvements in the company's mobility (linked to a reduction in emissions or greater efficiency).



Other steps taken during 2014 in low-carbon economy matters include efforts to communicate and distribute initiatives already executed by the Group further to the last National Environment Conference (CONAMA) and through a collaboration agreement between OHL and CDP.

With the agreement signed with CDP, OHL intends to promote its commitment to a low-carbon economy, backing up the entity, sharing best practices and innovating ideas with sector experts and providing technical support to improve its own performance in the fight against Climatic Change.

The OHL Group has voluntarily and publicly participated in the CDP Climatic Change program since 2009, in the Supply Chain program since 2011, and in the Water program since 2012.

OHL has obtained a high score in the Climatic Change program since appraisals began (84B in 2011, 94B in 2012, 90B in 2013 and 99A- in 2014 over a maximum of 100A). On three occasions, OHL has been positioned in the "Climate Disclosure Leadership Index - CDLI" (2011, 2012 and 2014), demonstrating the extent to which it is committed to the organization's objectives.

### CDP Iberia 125 Climate Change Report 2014

#### OHL holds third place amongst the Ibex 35 construction companies

On 28 October 2014, the results of the CDP Iberia 125 Climate Change Report 2014 were published, which analyze climatic change strategies in 1256 leading listed companies on the stock exchange of Spain and Portugal. Of these, 85 are Spanish and they all belong to the IBEX 35 index.

In this edition, OHL has obtained a **score of 99A-**, its best since appraisals began.

In Disclosure, the amount of detail and clarity of the report are taken into account. OHL's score (99 on a scale of 0 to 100) indicates, amongst other issues, that a priority for the company is the integration of climatic change in its business strategy. This result has placed the Group amongst leading companies in transparency matters- **Climate Disclosure Leadership Index - CDLI**- thanks to reaching a score falling within 8% of the highest in the Iberia 125 sample.

In Performance, steps taken in relation to climatic change are appraised on a scale of E to A (top). Consequently, OHL's score (A-) has also improved with respect to previous years. As a result, CDP has acknowledged that there is evidence of success in OHL's objectives and reduction measures, as well as emissions information that is verified and contrasted, providing a detailed response with examples and case studies. At the same time, it is encouraging CDP to continue making progress in its low-carbon strategy.

With these results, OHL is **ranked third in disclosure and performance terms for the industrial sector in Spain**. Furthermore, within the entire Spanish sample, the Group also comes three in disclosure matters.

In the **global ranking of Engineering and Construction companies**, the OHL Group shares position **four** in disclosure and comes **twelfth** in performance, for a total of 57 companies in the sector that replied to the CDP in 2014.



# GRI Indicators Environment

**Annex**





ENVIRONMENTAL PERFORMANCE INDICATORS				CONSTRUCTION	CON
EN1	Materials used by weight or volume				
		Earth and outer rock (t)	t	4,385,591	
		Earth and rock byproducts of other activities (t)	t	5,443,939	
		Aggregate byproducts of other activities (t)	t	347,970	
		Normal aggregates (t)	t	987,835	
		Topsoil (t)	t	38,495	
		Topsoil byproducts of other activities (t)	t	120,648	
		Metals (t)	t	452,170	
		Concrete (t)	t	2,439,989	
		Ceramics (t)	t	39,065	
		Bituminous mixtures (t)	t	594,969	
		Industrial oils and greases (t)	t	7	
		Chemicals (reagents) (t)	t	774	
		Plastics and derivatives (t)	t	41	
		Paper (non-certified forest products) (t)	t	133	
		Cement (t)	t	140,395	
		Wood (non-certified forest products) (t)	t	2,403	
		Certified forest products (t)	t	1,281	
		Organochlorine paint (t)	t	4	
		Non-organochlorine paint (t)	t	158	
		Chemicals (dissolvent) (t)	t	506	
		Refrigerant gas consumption (t)	t	0	
		Insulating gas consumption (t)	t	0	
		Salt (t)	t	0	
		Medical supplies (t)	t	0	
		Fabric (t)	t	0	
		TOTAL (t)		14,996,373	
		DIRECTLY PURCHASED PRODUCTS (t)		14,994,953	
		NON-RENEWABLE PRODUCTS-MATERIALS (t)		14,833,413	
EN2	Percentage of materials used that are recycled input materials				
		TOTAL (t)		6,364,728	
		PERCENTAGE		42.4%	



CONCESSIONS	INDUSTRIAL	SERVICES	DEVELOPMENTS	CORPORATE	TOTAL
0	0	0	0	0	4,385,591
0	0	0	0	0	5,443,939
104	0	0	0	0	348,074
52	0	0	0	0	987,887
0	0	0	0	0	38,495
0	0	0	0	0	120,648
48	162	0	0	0	452,380
0	0	0	0	0	2,439,989
0	0	0	0	0	39,065
668	0	0	0	0	595,637
0	0	0	0	0	7
0	0	0	0	0	774
8	0	0	5	0	54
40	1	9	0	20	203
0	0	0	0	0	140,395
369	0	0	77	0	2,849
0	0	7	7	62	1,357
0	0	0	0	0	4
123	0	0	0	0	281
9	0	37	74	0	626
0	0	1	1	0	2
0	0	0	0	0	0
243	0	0	0	0	243
0	0	1,190	0	0	1,190
0	0	10	0	0	10
1,663	163	1,255	164	81	14,999,699
1,614	162	1,208	90	62	14,998,089
1,011	162	38	80	0	14,834,703
395	162	0	0	0	6,365,284
23.7%	99.3%	0.0%	0.0%	0.0%	42.4%





ENVIRONMENTAL PERFORMANCE INDICATORS			CONSTRUCTION	CONSTRUCTION
EN3	Energy consumption within the organization			
	Fuel consumption from non-renewable sources			
		Diesel (liters)	47,402,691	
		Diesel (GJ)	1,803,241	
		Gasoline (liters)	5,203,543	
		Gasoline (GJ)	171,829	
		Natural Gas (m³)	2,939,534	
		Natural gas (GJ)	114,671	
		LPG (liters)	465,794	
		LPG (GJ)	10,939	
		Lignite (kg)	385,000	
		Lignite (GJ)	10,010	
		TOTAL FUEL CONSUMPTION FROM NON-RENEWABLE SOURCES (GJ)	2,110,690	
	Fuel consumption from renewable sources			
		Biodiesel (m³)	350.64	
		Biodiesel (GJ)	11,609	
		TOTAL FUEL CONSUMPTION FROM NON-RENEWABLE SOURCES (GJ)	11,609	
	Indirect energy purchased for consumption			
		ELECTRICITY (GJ)	319,709	
	Indirect self-generated energy for consumption			
		SOLAR (GJ)	1	
		OTHER SOURCES (GJ)	0	
	Indirect energy sold			
		ELECTRICITY (GJ)	0	
		TOTAL ENERGY CONSUMPTION (GJ)	2,442,009	
		Standards, methods and assumptions applied	Financial consolidation. Data from direct measurement (meter reading and invoices).	Financial Data from measurement (meter reading and invoices). Takes into account electricity origin in indirect energy for consumption.
		Power conversion factors used in calculations	Calorific value of gas oil, gasoline, natural gas and lignite (GRI G3). Calorific value of LPG and biodiesel (DEFRA 2014).	Calorific value of gasoline, natural gas and lignite (GRI G3). Calorific value of LPG and biodiesel (DEFRA 2014).



CONCESSIONS	INDUSTRIAL	SERVICES	DEVELOPMENTS	CORPORATE	TOTAL
1,003,409	281,555	13,372	147,797	1,692,251	50,541,075
38,170	10,711	508	5,623	64,375	1,922,628
808,106	119,612	0	148,942	67,834	6,348,036
26,685	3,950	0	4,918	2,240	209,622
97,151	0	396,071	0	0	3,432,756
3,790	0	15,451	0	0	133,912
49,696	0	46,627	3,250,880	0	3,812,997
1,167	0	1,095	76,344	0	89,545
0	0	0	1,120	0	386,120
0	0	0	29	0	10,039
69,812	14,661	17,054	86,914	66,615	2,365,746
0	0	0	0	0	351
0	0	0	0	0	11,609
0	0	0	0	0	11,609
89,176	271	23,950	169,004	9,743	611,853
2,758	0	508	0	0	3,267
0	0	0	0	0	0
0	0	0	0	0	0
161,746	14,932	41,512	255,918	76,358	2,992,475
Financial consolidation. Data from direct measurement (meter reading and invoices). Takes into account electricity with guarantee of origin in the calculation of indirect energy purchased for consumption.	Financial consolidation. Data from direct measurement (meter reading and invoices). Takes into account electricity with guarantee of origin in the calculation of indirect energy purchased for consumption.	Financial consolidation. Data from direct measurement (meter reading and invoices). Takes into account electricity with guarantee of origin in the calculation of indirect energy purchased for consumption.	Financial consolidation. Data from direct measurement (meter reading and invoices). Takes into account electricity with guarantee of origin in the calculation of indirect energy purchased for consumption.	Financial consolidation. Data from direct measurement (meter reading and invoices). Takes into account electricity with guarantee of origin in the calculation of indirect energy purchased for consumption.	Financial consolidation. Data from direct measurement (meter reading and invoices). Takes into account electricity with guarantee of origin in the calculation of indirect energy purchased for consumption.
Calorific value of gas oil, gasoline, natural gas and lignite (GRI G3). Calorific value of LPG and biodiesel (DEFRA 2014).	Calorific value of gas oil, gasoline, natural gas and lignite (GRI G3). Calorific value of LPG and biodiesel (DEFRA 2014).	Calorific value of gas oil, gasoline, natural gas and lignite (GRI G3). Calorific value of LPG and biodiesel (DEFRA 2014).	Calorific value of gas oil, gasoline, natural gas and lignite (GRI G3). Calorific value of LPG and biodiesel (DEFRA 2014).	Calorific value of gas oil, gasoline, natural gas and lignite (GRI G3). Calorific value of LPG and biodiesel (DEFRA 2014).	Calorific value of gas oil, gasoline, natural gas and lignite (GRI G3). Calorific value of LPG and biodiesel (DEFRA 2014).



ENVIRONMENTAL PERFORMANCE INDICATORS			CONSTRUCTION	CON
EN4	Energy consumption outside of the organization			
		ENERGY CONSUMPTION OUTSIDE THE ORGANIZATION (GJ)		
		Standards, methods and assumptions applied		
		Power conversion factors used in calculations		
EN5	Energy intensity			
		ORGANIZATION-SPECIFIC METRIC Sales (millions of euro)	2,793.4	
		ENERGY INTENSITY OF SALES (GJ)/millions of euro	874	
EN6	Reduction of energy consumption		See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group	See the s Carbon E Sustaina OHL Grou
EN7	Reductions in the energy requirements of products and services		See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group	See the s Carbon E Sustaina OHL Grou
EN8	Total water withdrawal by source		See the following breakdown	See the f breakdow
		SURFACE WATER VOLUME (m³)	956,488	
		GROUNDWATER VOLUME (m³)	519,907	
		RAINWATER VOLUME captured and stored by the organization (m³)	0	
		WASTEWATER VOLUME of other organizations (m³)	0	
		PUBLIC WATER SUPPLY VOLUME (m³)	1,251,311	
		TOTAL (m³)	2,727,706	
		Standards, methods and assumptions applied	Proprietary methodology. Data from direct measurement (meter reading and invoices) and estimates.	Proprieta Data from measure reading a estimate



CONCESSIONS	INDUSTRIAL	SERVICES	DEVELOPMENTS	CORPORATE	TOTAL
					The most important external energy consumption occurs in the use of motorways under concession (more than 80% of indirect emissions Scope 3) and amounts to a total of 21,322,349 GJ.
					The energy data in gigajoules (GJ) stems from the volume of fuel consumed by users of the motorway concessions, using the average calorific value for gasoline and diesel. The volume of fuel is obtained using average power values of vehicles on traffic intensity data.
					Traffic parameters: Estimate from direct measurement with flow meters. Average values of fuel consumption: Report of the National Energy Commission (2013). Calorific level of the fuel: GRI sustainability report guidelines (2011).
465.8	234.2	144.6	97.9	N.A.	3,730.5
347	64	287	2,614	N.A.	802
See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group	See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group	See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group	See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group	See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group	See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group
See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group	See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group	See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group	See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group	See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group	See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group
See the following breakdown	See the following breakdown	See the following breakdown	See the following breakdown	See the following breakdown	See the following breakdown
31,279	6	0	0	0	987,773
44,228	5,680	0	1,695,804	0	2,265,619
1	0	0	2	0	3
0	0	0	0	0	0
71,348	6,955	110,296	0	4,051	1,443,961
146,856	12,641	110,296	1,695,806	4,051	4,697,356
Proprietary methodology. Data from direct measurement (meter reading and invoices) and estimates.	Proprietary methodology. Data from direct measurement (meter reading and invoices) and estimates.	Proprietary methodology. Data from direct measurement (meter reading and invoices) and estimates.	Proprietary methodology. Data from direct measurement (meter reading and invoices) and estimates.	Proprietary methodology. Data from direct measurement (meter reading and invoices) and estimates.	Proprietary methodology. Data from direct measurement (meter reading and invoices) and estimates.



ENVIRONMENTAL PERFORMANCE INDICATORS			CONSTRUCTION	CO
EN9	Water sources significantly affected by withdrawal of water		OHL Construcción does not withdraw water that significantly affects the biodiversity value of habitats or water bodies. All withdrawals are authorized by the government, and special measures are taken in areas of water stress to minimize the impact.	OHL Construcción does not withdraw water that significantly affects the biodiversity value of habitats or water bodies. All withdrawals are authorized by the government, and special measures are taken in areas of water stress to minimize the impact.
	Number of water sources affected by withdrawal (broken down by size, classification as a protected area, biodiversity value and importance for local communities)		Description reflected in the indicators EN11, EN12, EN13 and EN14	Description reflected in the indicators EN11, EN12, EN13 and EN14
		Standards, methods and assumptions applied	Proprietary methodology.	Proprietary methodology.
EN10	Percentage and total volume of water recycled and reused		See breakdown	See breakdown
	TOTAL VOLUME OF WATER RECYCLED OR REUSED (m³)		129,113	
	PERCENTAGE OF REUSED OR RECYCLED WATER CONSUMED AGAINST THE TOTAL (%)		4.73 %	
		Standards, methods and assumptions applied	Proprietary methodology. Estimated data based on treated water.	Proprietary methodology. Estimated data based on treated water.
EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		13 protected areas or unprotected high biodiversity areas. More information available in Appendix A5-II.	2 protected areas or unprotected high biodiversity areas. More information available in Appendix A5-II.
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas		General impact on waters, fauna and flora. The related impacts are controlled through measurement plans and compensation measures included in the Environmental Impact Assessment. More information available in Appendix A5-II.	General impact on waters, fauna and flora. The related impacts are controlled through measurement plans and compensation measures included in the Environmental Impact Assessment. More information available in Appendix A5-II.



CONCESSIONS	INDUSTRIAL	SERVICES	DEVELOPMENTS	CORPORATE	TOTAL
Concessions does not draw water that significantly affects the biodiversity value of habitats or water bodies. All deposits are authorized by the government, ensuring that the water supply does not influence the ecological flow or the consumption needs of the population.	OHL Industrial does not withdraw water that significantly affects the biodiversity value of habitats or water bodies. All deposits are authorized by the government, ensuring that the water supply does not influence the ecological flow or the consumption needs of the population.	OHL Servicios does not withdraw water that significantly affects the biodiversity value of habitats or water bodies. All deposits are authorized by the government, ensuring that the water supply does not influence the ecological flow or the consumption needs of the population.	OHL Desarrollos does not withdraw water that significantly affects the biodiversity value of habitats or water bodies. All deposits are authorized by the government, ensuring that the water supply does not influence the ecological flow or the consumption needs of the population.	The corporate area of OHL does not withdraw water that significantly affects the biodiversity value of habitats or water bodies. All deposits are authorized by the government, ensuring that the water supply does not influence the ecological flow or the consumption needs of the population.	The OHL Group does not withdraw water that significantly affects the biodiversity value of habitats or water bodies. All deposits are authorized by the government, ensuring that the water supply does not influence the ecological flow or the consumption needs of the population.
Description reflected in the indicators EN11, EN12, EN13 and EN14	Description reflected in the indicators EN11, EN12, EN13 and EN14	Description reflected in the indicators EN11, EN12, EN13 and EN14	Description reflected in the indicators EN11, EN12, EN13 and EN14	Description reflected in the indicators EN11, EN12, EN13 and EN14	Description reflected in the indicators EN11, EN12, EN13 and EN14
Proprietary methodology. Direct data obtained from the authorizations associated with deposits.	Proprietary methodology. Direct data obtained from the authorizations associated with deposits.	Proprietary methodology. Direct data obtained from the authorizations associated with deposits.	Proprietary methodology. Direct data obtained from the authorizations associated with deposits.	Proprietary methodology. Direct data obtained from the authorizations associated with deposits.	Proprietary methodology. Direct data obtained from the authorizations associated with deposits.
See breakdown	See breakdown	See breakdown	See breakdown	See breakdown	See breakdown
940	0	0	0	0	130,053
0.64 %	0.00 %	0.00 %	0.00 %	0.00 %	2.77 %
Proprietary methodology. Estimated data based on treated water.	Proprietary methodology. Estimated data based on treated water.	Proprietary methodology. Estimated data based on treated water.	Proprietary methodology. Estimated data based on treated water.	Proprietary methodology. Estimated data based on treated water.	Proprietary methodology. Estimated data based on treated water.
2 protected areas or unprotected high biodiversity areas. More information available in Appendix A5-II.	The activities of OHL Industrial are not adjacent to or located in protected areas or unprotected areas of high biodiversity value.	OHL Servicios' activities are not adjacent to or located in protected areas or unprotected areas of high biodiversity value.	2 protected areas or unprotected high biodiversity areas. More information available in Appendix A5-II.	The activities of the corporate departments are not adjacent to or located in protected areas or unprotected areas of high biodiversity value.	17 protected areas or unprotected areas of high biodiversity value. See more information in Appendix A5-II.
General impact on ecosystems, fauna and flora. The related impacts are controlled through measurement plans and compensation measures included in the Environmental Impact Assessment. More information available in Appendix A5-II.	There has been no impact to protected areas or unprotected high biodiversity areas.	There has been no impact to protected areas or unprotected high biodiversity areas.	General impact on waters, the coasts system and ecosystems and pre-existing fauna and flora. The related impacts are controlled through measurement plans and compensation measures included in the Environmental Impact Assessment. More information available in Appendix A5-II.	There has been no impact to protected areas or unprotected high biodiversity areas.	General impact on waters, the coasts system and ecosystems and pre-existing fauna and flora. The related impacts are controlled through measurement plans and compensation measures included in the Environmental Impact Assessment. More information available in Appendix A5-II.



ENVIRONMENTAL PERFORMANCE INDICATORS			CONSTRUCTION	CO
EN13	Protected or restored habitats		See the following breakdown.	See the f breakdov
	AREAS PROTECTED DURING OPERATIONS (Ha)		9	
	RESTORED AREAS (Ha)		850	
	Location, external verification and state at the end of the reporting period		More information available in Appendix A5-II.	More info in Appen
	EXTERNAL VERIFICATION AND STATE AT THE END OF THE REPORTING PERIOD		Performed by government agencies or by independent external verifiers	Performe agencies external
		Standards, methods and assumptions applied	All actions are included in Environmental Impact Assessment procedures and its success is verified by the Contracting Authority of the work. No other actions have been performed. Direct data obtained from project documentation and environmental impact assessments.	Proprieta Direct da project d and envi assessm
EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk		See the following breakdown.	See the f breakdov
	NUMBER OF CRITICALLY ENDANGERED SPECIES		1	
	NUMBER OF ENDANGERED SPECIES		0	
	NUMBER OF VULNERABLE SPECIES		2	
	NUMBER OF NEAR THREATENED SPECIES		1	
	NUMBER OF SPECIES OF LEAST CONCERN		0	
	OTHER SPECIES WITH INSUFFICIENT DATA		1	
	OTHER SPECIES WITHOUT DEFINED VULNERABILITY		22	





CONCESSIONS	INDUSTRIAL	SERVICES	DEVELOPMENTS	CORPORATE	TOTAL
See the following breakdown.	There has been no impact on protected habitats and no restoration of habitats has been performed.	There has been no impact on protected habitats and no restoration of habitats has been performed.	See the following breakdown.	There has been no impact on protected habitats and no restoration of habitats has been performed.	See the following breakdown.
33,556	0	0	85	0	33,650
30,730	0	0	0	0	31,580
More information available in Appendix A5-II.	N/A	N/A	More information available in Appendix A5-II.	N/A	More information available in Appendix A5-II.
Verified by government or by independent verifiers	N/A	N/A	External verification is performed by the environmental authority Profepa and other voluntary environmental certificates of the Rain Forest Alliance and Crystal Ecocheck. The status of protected and restored areas at the end of the reporting period is correct and in line with that planned.	N/A	See breakdowns in each of the divisions.
Primary methodology. Data obtained from project documentation and environmental impact assessments.	N/A	N/A	All actions are included in Environmental Impact Assessment procedures and its success is verified by the Contracting Authority of the work. No other actions have been performed. Direct data obtained from project documentation and environmental impact assessments.	N/A	See breakdowns in each of the divisions.
See the following breakdown.	See the following breakdown.	See the following breakdown.	See the following breakdown.	See the following breakdown.	See the following breakdown.
0	0	0	0	0	1
0	0	0	0	0	0
0	0	0	0	0	2
0	0	0	0	0	1
0	0	0	0	0	0
0	0	0	0	0	1
0	0	0	0	69	91



ENVIRONMENTAL PERFORMANCE INDICATORS			CONSTRUCTION	CO
EN15	Direct greenhouse gas (GHG) emissions (Scope 1)			
		DIRECT EMISSIONS SCOPE 1 (t CO <sub>2</sub> eq)	155,946.07	
		GHG INCLUDED IN THE CALCULATION	CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub>	CO <sub>2</sub> , CH <sub>4</sub> , SF <sub>6</sub> , NF <sub>3</sub>
		OTHER DIRECT BIOGENIC EMISSIONS - OUTSIDE OF THE SCOPE (t CO <sub>2</sub> eq)	873.82	
		BASE YEAR, which is why it was selected, base year emissions and significant changes which led to the recalculation of the base year	Selected base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 1): 422,539.40 tCO <sub>2</sub> eq Base year adjustments of the reporting period: None have occurred.	Selected Reason: year of the Environment Master Plan. 2015 Em Plan. 2010 em 3,982.15 Base year the repor have oco
		Standards, methods and assumptions applied	Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).	Calculati according Carbon E (includes GHG Prot 1, and En CDSB Gu
		Sources used for Emission Factors and Potential Global Warming	Emission factors: IPCC Guidelines for National Greenhouse Gas Inventories 2006; DEFRA UK Department for Environment, Food & Rural Affairs 2014. Potential global warming: IPCC Fifth Assessment Report 2013.	Emission IPCC Gui National Gas Inve DEFRA U Environm Affairs 2 Potential IPCC Fift Report 2
		Consolidation approach	Financial control.	Financial
EN16	Indirect greenhouse gas (GHG) emissions (Scope 2)			
		INDIRECT GHG EMISSIONS (SCOPE 2) (t CO <sub>2</sub> eq)	38,008.90	
		GHG INCLUDED IN THE CALCULATION (IF ANY)	CO <sub>2</sub>	
		BASE YEAR, which is why it was selected, base year emissions and significant changes which led to the recalculation of the base year	Selected base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 2): 19,854.52 tCO <sub>2</sub> eq Base year adjustments of the reporting period: None have occurred.	Selected Reason: year of the Environm Master P 2015 Em Plan. 2010 em 5,042.52 Base year the repor have oco
		Standards, methods and assumptions applied	Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).	Calculati according Carbon E (includes GHG Prot 1, and En CDSB Gu
		Sources used for Emission Factors and Potential Global Warming	Emission factors: IEA International Energy Agency 2011.	Emission IEA Inter Agency 2
		Consolidation approach	Financial control.	Financial



CONCESSIONS	INDUSTRIAL	SERVICES	DEVELOPMENTS	CORPORATE	TOTAL
5,059.54	1,076.72	2,417.86	7,866.23	4,847.80	177,214.22
CO <sub>2</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub>	CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub>	CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub>	CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub>	CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub>	CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub>
0.00	0.00	0.00	0.00	0.00	873.82
Selected base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 1): 93.85 tCO <sub>2</sub> eq Base year adjustments of the reporting period: None have occurred.	Selected base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 1): 93.85 tCO <sub>2</sub> eq Base year adjustments of the reporting period: None have occurred.	Selected base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 1): 1,553.27 tCO <sub>2</sub> eq Base year adjustments of the reporting period: None have occurred.	Selected base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 1): 3,440.27 tCO <sub>2</sub> eq Base year adjustments of the reporting period: None have occurred.	Selected base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 1): 22,258.53 tCO <sub>2</sub> eq Base year adjustments of the reporting period: None have occurred.	Selected base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 1): 453,850.39 tCO <sub>2</sub> eq Base year adjustments of the reporting period: None have occurred.
Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).	Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).	Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).	Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).	Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).	Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).
Emission factors: IPCC Guidelines for National Greenhouse Gas Inventories 2006; DEFRA UK Department for Environment, Food & Rural Affairs 2014. Potential global warming: IPCC Fifth Assessment Report 2013.	Emission factors: IPCC Guidelines for National Greenhouse Gas Inventories 2006; DEFRA UK Department for Environment, Food & Rural Affairs 2014. Potential global warming: IPCC Fifth Assessment Report 2013.	Emission factors: IPCC Guidelines for National Greenhouse Gas Inventories 2006; DEFRA UK Department for Environment, Food & Rural Affairs 2014. Potential global warming: IPCC Fifth Assessment Report 2013.	Emission factors: IPCC Guidelines for National Greenhouse Gas Inventories 2006; DEFRA UK Department for Environment, Food & Rural Affairs 2014. Potential global warming: IPCC Fifth Assessment Report 2013.	Emission factors: IPCC Guidelines for National Greenhouse Gas Inventories 2006; DEFRA UK Department for Environment, Food & Rural Affairs 2014. Potential global warming: IPCC Fifth Assessment Report 2013.	Emission factors: IPCC Guidelines for National Greenhouse Gas Inventories 2006; DEFRA UK Department for Environment, Food & Rural Affairs 2014. Potential global warming: IPCC Fifth Assessment Report 2013.
Financial control.	Financial control.	Financial control.	Financial control.	Financial control.	Financial control.
6,587.27	22.77	1,935.93	21,125.47	602.59	68,282.93
CO <sub>2</sub>	CO <sub>2</sub>	CO <sub>2</sub>	CO <sub>2</sub>	CO <sub>2</sub>	CO <sub>2</sub>
Selected base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 2): 77.16 tCO <sub>2</sub> eq Base year adjustments of the reporting period: None have occurred.	Selected base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 2): 77.16 tCO <sub>2</sub> eq Base year adjustments of the reporting period: None have occurred.	Selected base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 2): 1,028.73 tCO <sub>2</sub> eq Base year adjustments of the reporting period: None have occurred.	Selected base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 2): 13,310.78 tCO <sub>2</sub> eq Base year adjustments of the reporting period: None have occurred.	Selected base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 2): 882.10 tCO <sub>2</sub> eq Base year adjustments of the reporting period: None have occurred.	Selected base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 2): 40,202.81 tCO <sub>2</sub> eq Base year adjustments of the reporting period: None have occurred.
Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).	Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).	Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).	Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).	Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).	Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).
Emission factors: IEA International Energy Agency 2011.	Emission factors: IEA International Energy Agency 2011.	Emission factors: IEA International Energy Agency 2011.	Emission factors: IEA International Energy Agency 2011.	Emission factors: IEA International Energy Agency 2011.	Emission factors: IEA International Energy Agency 2011.
Financial control.	Financial control.	Financial control.	Financial control.	Financial control.	Financial control.



ENVIRONMENTAL PERFORMANCE INDICATORS			CONSTRUCTION	CO
EN17	Other indirect emissions of greenhouse gases (Scope 3)			
	INDIRECT GHG EMISSIONS (SCOPE 3) (t CO <sub>2</sub> eq)		992,100.59	5,
	GHG INCLUDED IN THE CALCULATION (IF ANY)		CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFC <sub>s</sub> , PFC <sub>s</sub> , SF <sub>6</sub> , NF <sub>3</sub>	CO <sub>2</sub> , CH <sub>4</sub> , SF <sub>6</sub> , NF <sub>3</sub>
	OTHER INDIRECT BIOGENIC EMISSIONS - OUTSIDE OF THE SCOPE (t CO <sub>2</sub> eq)		N/A	
	CATEGORIES OF INDIRECT EMISSIONS (Scope 3) and activities included in the calculation		All categories established by the GHG Protocol are considered. Included emissions from the purchase of materials, services and equipment, losses in transmission, distribution and generation of electricity, waste, business travel (transport and accommodation), mobility of employees, other emissions from transport and distribution, product usage (motorway concessions) and investments.	All categories established by the GHG Protocol are considered. Included emissions from the purchase of materials, services and equipment, losses in transmission, distribution and generation of electricity, waste, business travel (transport and accommodation), mobility of employees, other emissions from transport and distribution, product usage (motorway concessions) and investments.
	BASE YEAR, which is why it was selected, base year emissions and significant changes which led to the recalculation of the base year		Selected base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 3): 38.857,07 tCO <sub>2</sub> eq NOTE: The emissions figure for 2010 includes business travel (transportation) and losses in transmission, distribution and generation of electricity. Base year adjustments of the reporting period: None have occurred.	Selected base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 3): 38.857,07 tCO <sub>2</sub> eq NOTE: The emissions figure for 2010 includes business travel (transportation) and losses in transmission, distribution and generation of electricity. Base year adjustments of the reporting period: None have occurred.
	Standards, methods and assumptions applied		Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).	Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).
	Sources used for Emission Factors and Potential Global Warming		Emission factors: IPCC Guidelines for National Greenhouse Gas Inventories 2006; IEA International Energy Agency 2011; DEFRA UK Department for Environment, Food & Rural Affairs 2014; ITEC Instituto de Tecnología de la Construcción de Cataluña 2015; GHG Protocol Mobile guide 2012; NH Hoteles 2013 (Overnight stays); CENSA Centre for Sustainability Accounting 2011 (capital goods). Potential global warming: IPCC Fifth Assessment Report 2013.	Emission factors: IPCC Guidelines for National Greenhouse Gas Inventories 2006; IEA International Energy Agency 2011; DEFRA UK Department for Environment, Food & Rural Affairs 2014; ITEC Instituto de Tecnología de la Construcción de Cataluña 2015; GHG Protocol Mobile guide 2012; NH Hoteles 2013 (Overnight stays); CENSA Centre for Sustainability Accounting 2011 (capital goods). Potential global warming: IPCC Fifth Assessment Report 2013.



CONCESSIONS	INDUSTRIAL	SERVICES	DEVELOPMENTS	CORPORATE	TOTAL
112,886.30	11,258.08	1,133.22	49,046.07	103,649.58	6,270,073.84
CO <sub>2</sub> , N <sub>2</sub> O, HFC <sub>s</sub> , PFC <sub>s</sub> , SF <sub>6</sub> , NF <sub>3</sub>	CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFC <sub>s</sub> , PFC <sub>s</sub> , SF <sub>6</sub> , NF <sub>3</sub>	CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFC <sub>s</sub> , PFC <sub>s</sub> , SF <sub>6</sub> , NF <sub>3</sub>	CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFC <sub>s</sub> , PFC <sub>s</sub> , SF <sub>6</sub> , NF <sub>3</sub>	CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFC <sub>s</sub> , PFC <sub>s</sub> , SF <sub>6</sub> , NF <sub>3</sub>	CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFC <sub>s</sub> , PFC <sub>s</sub> , SF <sub>6</sub> , NF <sub>3</sub>
N/A	N/A	N/A	N/A	N/A	N/A
Categories established by the GHG Protocol are considered. Included emissions from the purchase of materials, services and equipment, losses in transmission, distribution and generation of electricity, waste, business travel (transport and accommodation), mobility of employees, other emissions from transport and distribution, product usage (motorway concessions) and investments.	All categories established by the GHG Protocol are considered. Included emissions from the purchase of materials, services and equipment, losses in transmission, distribution and generation of electricity, waste, business travel (transport and accommodation), mobility of employees, other emissions from transport and distribution, product usage (motorway concessions) and investments.	All categories established by the GHG Protocol are considered. Included emissions from the purchase of materials, services and equipment, losses in transmission, distribution and generation of electricity, waste, business travel (transport and accommodation), mobility of employees, other emissions from transport and distribution, product usage (motorway concessions) and investments.	All categories established by the GHG Protocol are considered. Included emissions from the purchase of materials, services and equipment, losses in transmission, distribution and generation of electricity, waste, business travel (transport and accommodation), mobility of employees, other emissions from transport and distribution, product usage (motorway concessions) and investments.	All categories established by the GHG Protocol are considered. Included emissions from the purchase of materials, services and equipment, losses in transmission, distribution and generation of electricity, waste, business travel (transport and accommodation), mobility of employees, other emissions from transport and distribution, product usage (motorway concessions) and investments.	All categories established by the GHG Protocol are considered. Included emissions from the purchase of materials, services and equipment, losses in transmission, distribution and generation of electricity, waste, business travel (transport and accommodation), mobility of employees, other emissions from transport and distribution, product usage (motorway concessions) and investments.
Base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 3): 108,32 tCO <sub>2</sub> eq. NOTE: The emissions figure for 2010 includes business travel (transportation) and losses in transmission, distribution and generation of electricity. Base year adjustments of the reporting period: None have occurred.	Selected base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 3): 108,32 tCO <sub>2</sub> eq. NOTE: The emissions figure for 2010 includes business travel (transportation) and losses in transmission, distribution and generation of electricity. Base year adjustments of the reporting period: None have occurred.	Selected base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 3): 167,79 tCO <sub>2</sub> eq. NOTE: The emissions figure for 2010 includes business travel (transportation) and losses in transmission, distribution and generation of electricity. Base year adjustments of the reporting period: None have occurred.	Selected base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 3): 3,085,44 tCO <sub>2</sub> eq. NOTE: The emissions figure for 2010 includes business travel (transportation) and losses in transmission, distribution and generation of electricity. Base year adjustments of the reporting period: None have occurred.	Selected base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 3): 693,28 tCO <sub>2</sub> eq. NOTE: The emissions figure for 2010 includes business travel (transportation) and losses in transmission, distribution and generation of electricity. Base year adjustments of the reporting period: None have occurred.	Selected base year: 2010. Reason: Reference year of the 2011-2015 Environment and Energy Master Plan and 2011-2015 Emissions Reduction Plan. 2010 emissions (Scope 3): 693,28 tCO <sub>2</sub> eq. NOTE: The emissions figure for 2010 includes business travel (transportation) and losses in transmission, distribution and generation of electricity. Base year adjustments of the reporting period: None have occurred.
Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).	Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).	Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).	Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).	Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).	Calculations made according to the OHL Carbon Emission Protocol (includes guidelines of GHG Protocol, ISO 14064-1, and Encord Protocol and CDSB Guidelines).
Emission factors: IPCC Guidelines for National Greenhouse Gas Inventories 2006; IEA International Energy Agency 2011; DEFRA UK Department for Environment, Food & Rural Affairs 2014; ITEC Instituto de Tecnología de la Construcción de Cataluña 2015; GHG Protocol Mobile guide 2012; NH Hoteles 2013 (Overnight stays); CENSA Centre for Sustainability Accounting 2011 (capital goods). Potential global warming: IPCC Fifth Assessment Report 2013.	Emission factors: IPCC Guidelines for National Greenhouse Gas Inventories 2006; IEA International Energy Agency 2011; DEFRA UK Department for Environment, Food & Rural Affairs 2014; ITEC Instituto de Tecnología de la Construcción de Cataluña 2015; GHG Protocol Mobile guide 2012; NH Hoteles 2013 (Overnight stays); CENSA Centre for Sustainability Accounting 2011 (capital goods). Potential global warming: IPCC Fifth Assessment Report 2013.	Emission factors: IPCC Guidelines for National Greenhouse Gas Inventories 2006; IEA International Energy Agency 2011; DEFRA UK Department for Environment, Food & Rural Affairs 2014; ITEC Instituto de Tecnología de la Construcción de Cataluña 2015; GHG Protocol Mobile guide 2012; NH Hoteles 2013 (Overnight stays); CENSA Centre for Sustainability Accounting 2011 (capital goods). Potential global warming: IPCC Fifth Assessment Report 2013.	Emission factors: IPCC Guidelines for National Greenhouse Gas Inventories 2006; IEA International Energy Agency 2011; DEFRA UK Department for Environment, Food & Rural Affairs 2014; ITEC Instituto de Tecnología de la Construcción de Cataluña 2015; GHG Protocol Mobile guide 2012; NH Hoteles 2013 (Overnight stays); CENSA Centre for Sustainability Accounting 2011 (capital goods). Potential global warming: IPCC Fifth Assessment Report 2013.	Emission factors: IPCC Guidelines for National Greenhouse Gas Inventories 2006; IEA International Energy Agency 2011; DEFRA UK Department for Environment, Food & Rural Affairs 2014; ITEC Instituto de Tecnología de la Construcción de Cataluña 2015; GHG Protocol Mobile guide 2012; NH Hoteles 2013 (Overnight stays); CENSA Centre for Sustainability Accounting 2011 (capital goods). Potential global warming: IPCC Fifth Assessment Report 2013.	Emission factors: IPCC Guidelines for National Greenhouse Gas Inventories 2006; IEA International Energy Agency 2011; DEFRA UK Department for Environment, Food & Rural Affairs 2014; ITEC Instituto de Tecnología de la Construcción de Cataluña 2015; GHG Protocol Mobile guide 2012; NH Hoteles 2013 (Overnight stays); CENSA Centre for Sustainability Accounting 2011 (capital goods). Potential global warming: IPCC Fifth Assessment Report 2013.



ENVIRONMENTAL PERFORMANCE INDICATORS			CONSTRUCTION	CONSTRUCTION
EN18	Greenhouse gas (GHG) emissions intensity		69.43	
		INFORMATION ON THE CALCULATION OF THE FIGURE OF INTENSITY: Measurement used in the ratio (denominator of the fraction), considered as GHG emissions (scope) and gases included in the calculation	Denominator: Sales (millions of euro) Numerator: Scope 1 + 2 (tCO <sub>2</sub> eq) Gases included: CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFC <sub>s</sub> , PFC <sub>s</sub> , SF <sub>6</sub> , NF <sub>3</sub> .	Denominator: Sales (millions of euro) Numerator: Scope 1 + 2 (tCO <sub>2</sub> eq) Gases included: CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFC <sub>s</sub> , PFC <sub>s</sub> , SF <sub>6</sub> , NF <sub>3</sub> .
EN19	Reduction of greenhouse gas (GHG) emissions		See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group.	See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group.
EN20	Emissions of ozone-depleting substances (tonnes equivalent CFC-11)		0.000	
		SUBSTANCES INCLUDED IN THE CALCULATION	The activity of OHL Construcción does not emit ozone-depleting substances.	The activity of OHL Construcción does not emit ozone-depleting substances.
		Standards, methods and assumptions applied to the calculation	N/A	
		Sources used for Emission Factors:	N/A	
EN21	NOx, SOx and other significant air emissions by type and weight		See the following breakdown.	See the following breakdown.
		NOx emissions (t)	206.30	
		SOx EMISSIONS (t)	276.58	
		COV Emissions (t)	20.13	
		Emissions of particulate matter (t)	42.47	
		Standards, methods and assumptions applied	Direct emissions from the use of fossil fuels (diesel, gasoline, natural gas and LPG) in fixed and mobile fuel combustion.	Direct emissions from the use of fossil fuels (diesel, gasoline, natural gas and LPG) in fixed and mobile fuel combustion.
		Sources used for Emission Factors:	IPCC	



CONCESSIONS	INDUSTRIAL	SERVICES	DEVELOPMENTS	CORPORATE	TOTAL
25.00	4.69	30.11	296.14	N.A.	65.81
Denominator: Sales (millions of euro) Numerator: Scope 1 + 2 (tCO <sub>2</sub> eq) Gases included: CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFC <sub>s</sub> , PFC <sub>s</sub> , SF <sub>6</sub> , NF <sub>3</sub> .	Denominator: Sales (millions of euro) Numerator: Scope 1 + 2 (tCO <sub>2</sub> eq) Gases included: CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFC <sub>s</sub> , PFC <sub>s</sub> , SF <sub>6</sub> , NF <sub>3</sub> .	Denominator: Sales (millions of euro) Numerator: Scope 1 + 2 (tCO <sub>2</sub> eq) Gases included: CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFC <sub>s</sub> , PFC <sub>s</sub> , SF <sub>6</sub> , NF <sub>3</sub> .	Denominator: Sales (millions of euro) Numerator: Scope 1 + 2 (tCO <sub>2</sub> eq) Gases included: CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFC <sub>s</sub> , PFC <sub>s</sub> , SF <sub>6</sub> , NF <sub>3</sub> .	Denominator: Sales (millions of euro) Numerator: Scope 1 + 2 (tCO <sub>2</sub> eq) Gases included: CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFC <sub>s</sub> , PFC <sub>s</sub> , SF <sub>6</sub> , NF <sub>3</sub> .	Denominator: Sales (millions of euro) Numerator: Scope 1 + 2 (tCO <sub>2</sub> eq) Gases included: CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFC <sub>s</sub> , PFC <sub>s</sub> , SF <sub>6</sub> , NF <sub>3</sub> .
See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group.	See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group.	See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group.	See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group.	See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group.	See the section on a Low Carbon Economy in the Sustainability Report of the OHL Group.
0.000	0.000	0.023	0.000	0.000	0.023
The activity of OHL Industrial does not emit ozone-depleting substances.	The activity of OHL Industrial does not emit ozone-depleting substances.	Emissions of ozone-depleting substances arising from the use of type R22 refrigerant regenerated or recycled.	The activity of OHL Desarrollos does not emit ozone-depleting substances.	The corporate departments do not emit ozone-depleting substances (ODS).	See description in each of the divisions.
N/A	N/A	The amount of emissions is estimated from the consumption of regenerated or recycled R22 refrigerant gas.	N/A	N/A	See description in each of the divisions.
N/A	N/A	The Montreal Protocol on Substances that Deplete the Ozone Layer. Ozone Depleting Potential CFC-11=1,0. Ozone Depleting Potential HCFC-22=0,055.	N/A	N/A	See description in each of the divisions.
See the following breakdown.	See the following breakdown.	See the following breakdown.	See the following breakdown.	See the following breakdown.	See the following breakdown.
6.83	1.46	1.21	6.40	6.66	228.87
9.08	2.05	0.08	1.51	9.32	298.63
0.66	0.15	0.05	0.33	0.67	21.99
1.39	0.32	0.01	0.23	1.43	45.84
Direct emissions from the use of fossil fuels (diesel, gasoline, natural gas and LPG) in fixed and mobile fuel combustion.	Direct emissions from the use of fossil fuels (diesel, gasoline, natural gas and LPG) in fixed and mobile fuel combustion.	Direct emissions from the use of fossil fuels (diesel, gasoline, natural gas and LPG) in fixed and mobile fuel combustion.	Direct emissions from the use of fossil fuels (diesel, gasoline, natural gas and LPG) in fixed and mobile fuel combustion.	Direct emissions from the use of fossil fuels (diesel, gasoline, natural gas and LPG) in fixed and mobile fuel combustion.	Direct emissions from the use of fossil fuels (diesel, gasoline, natural gas and LPG) in fixed and mobile fuel combustion.
IPCC	IPCC	IPCC	IPCC	IPCC	IPCC





ENVIRONMENTAL PERFORMANCE INDICATORS			CONSTRUCTION	CONSTRUCTION
EN22	Total water discharge by quality and destination		See the following breakdown.	See the following breakdown.
		TO GROUND (m³)	80,727.48	
		TO SEWER SYSTEM (m³)	301,673.96	
		TO SURFACE WATER (m³)	252,607.20	
		TO THE SEA (m³)	0.00	
		TO THE UNDERGROUND (m³)	0.00	
		REUSED BY 3RD PARTIES (m³)	90,799.14	
		TREATMENT	Discharge to general sewer system for subsequent treatment (at least physico-chemical and biological) in WWTP.	Discharge to general sewer system for subsequent treatment (at least physico-chemical and biological) in WWTP.
		PARAMETERS	Pursuant to authorization and regulations of the country.	Pursuant to authorization and regulations of the country.
		Standards, methods and assumptions applied	Proprietary methodology. Direct data obtained from own measurements and discharge authorizations.	Proprietary methodology. Direct data obtained from own measurements and discharge authorizations.
EN23	Total weight of waste by type and disposal method		See the following breakdown.	See the following breakdown.
		CONSTRUCTION AND DEMOLITION NON-HAZARDOUS WASTE (t)	14,803,444	
		Reused (%)	13.00%	
		Recovered (%)	22.00%	
		Landfill (%)	65.00%	
		OTHER NON-HAZARDOUS WASTE (t)	694,428	
		Composting (%)	0.00%	
		Reuse (%)	9.00%	
		Recycling (%)	8.00%	
		Recovery (%)	0.00%	
		Agriculture (%)	0.00%	
		Discharges or deposits (%)	82.00%	
		Other destinations (%)	1.00%	
		HAZARDOUS WASTE (t) (authorized managers)	10,979	
		Reuse (%)	51.00%	
		Recycling (%)	1.00%	
		Recovery (%)	33.00%	
		Discharges or deposits (%)	14.00%	
		Other destinations (%)	1.00%	
		Information on the method of waste disposal	Internal waste management and destination information provided by the waste manager.	Internal waste management and destination information provided by the waste manager.



DISCHARGES	INDUSTRIAL	SERVICES	DEVELOPMENTS	CORPORATE	TOTAL
See the following breakdown.	See the following breakdown.	See the following breakdown.	See the following breakdown.	See the following breakdown.	See the following breakdown.
1,408.00	0.00	0.00	0.00	0.00	82,135.48
37,216.50	30,858.00	109,193	437,230.00	4,010.49	920,181.99
0.00	0.00	0.00	0.00	0.00	252,607.20
0.00	0.00	0.00	0.00	0.00	0.00
750.00	0.00	0.00	9,547.00	0.00	10,297.00
0.00	0.00	0.00	0.00	0.00	90,799.14
Discharge to general sewer or subsequent treatment (at least physico-chemical and biological)	Authorized manager. Final treatment in authorized WWTP.	Discharge into public sewage network.	Biological treatment and discharge into sewer system.	Discharge into public sewage network.	See description in each of the divisions.
Pursuant to authorization and regulations of the country.	Pursuant to authorization and regulations of the country.	Pursuant to authorization and regulations of the country.	Pursuant to authorization and regulations of the country.	Pursuant to authorization and regulations of the country.	Pursuant to authorization and regulations of the country.
Proprietary methodology. Direct data obtained from own measurements and discharge authorizations.	Proprietary methodology. Direct data obtained from own measurements and discharge authorizations.	Proprietary methodology. Direct data obtained from own measurements and discharge authorizations. Discharges to the sewer system is set to 99% of network consumption.	Proprietary methodology. Direct data obtained from own measurements and discharge authorizations.	Proprietary methodology. Direct data obtained from own measurements and discharge authorizations. Discharges to the sewer system is set to 99% of network consumption.	See description in each of the divisions.
See the following breakdown.	See the following breakdown.	See the following breakdown.	See the following breakdown.	See the following breakdown.	See the following breakdown.
3,410	0	0	450	0	14,807,304
0.00%	0.00%	0.00%	100.00%	0.00%	37.67%
54.00%	0.00%	0.00%	0.00%	0.00%	25.33%
46.00%	0.00%	0.00%	0.00%	0.00%	37.00%
1,168	5,826	8	74,723	56	776,209
0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
0.00%	98.00%	0.00%	0.00%	0.00%	17.83%
36.00%	1.00%	100.00%	0.00%	100.00%	40.83%
1.00%	0.00%	0.00%	1.00%	0.00%	0.33%
0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
32.00%	1.00%	0.00%	98.00%	0.00%	35.50%
31.00%	0.00%	0.00%	1.00%	0.00%	5.50%
1,705	3,507	6	13	1	16,211
0.00%	0.00%	0.00%	2.00%	0.00%	8.83%
0.00%	0.00%	0.00%	41.00%	0.00%	7.00%
54.00%	0.00%	100.00%	48.00%	100.00%	55.83%
28.00%	100.00%	0.00%	2.00%	0.00%	24.00%
18.00%	0.00%	0.00%	7.00%	0.00%	4.33%
Waste management information provided by the waste manager.	Internal waste management and destination information provided by the waste manager.	Information on destination provided by the waste manager.	Internal waste management and destination information provided by the waste manager.	Information on destination provided by the waste manager.	See description in each of the divisions



ENVIRONMENTAL PERFORMANCE INDICATORS				CONSTRUCTION	CON
EN24	Total number and volume of significant spills			There have been no significant spills of hazardous substances.	There hav significant hazardous
EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention (2) Annex I, II, III, and VIII, and percentage of transported waste shipped internationally			OHL Construcción does not transport waste outside the domestic sphere of its activities.	OHL Con transport the dome activities
EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff			OHL Construcción does not discharge water and runoff that significantly affect the biodiversity value of habitats or water bodies.	OHL Cono discharge that signi the biodi habitats
EN27	Extent of impact mitigation of environmental impacts of products and services			See: Environmental objectives, environmental training, implementation of environmental management systems, environmental control of R&D activities and measurement of environmental performance of activities in the OHL Group Sustainability Report.	See: Envi objective training, of environ managen environm of R&D ac and meas environm of activiti Group Su Report.
EN28	Percentage of products sold and their packaging materials that are reclaimed by category			The activity of OHL Construcción does not include the production of goods with packaging intended for sale.	The activ Concesio include th of goods intended
EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations			See the following breakdown.	See the fo breakdow
	SIGNIFICANT FINES (Euros)		75,170.67		
	NUMBER OF SIGNIFICANT NON-MONETARY SANCTIONS		0		
	"NUMBER OF CASES RESOLVED BY OTHER MECHANISMS		0		



CONCESSIONS	INDUSTRIAL	SERVICES	DEVELOPMENTS	CORPORATE	TOTAL
There have been no significant spills of hazardous substances.	There have been no significant spills of hazardous substances.	There have been no significant spills of hazardous substances.	There have been no significant spills of hazardous substances.	There have been no significant spills of hazardous substances.	See description in each of the divisions.
OHL Industrial does not transport waste outside the domestic sphere of its activities.	OHL Industrial does not transport waste outside the domestic sphere of its activities.	OHL Servicios does not transport waste outside the domestic sphere of its activities.	OHL Desarrollos does not transport waste outside the domestic sphere of its activities.	The corporate departments do not transport waste outside the domestic sphere of their activities.	The corporate departments do not transport waste outside the domestic sphere of their activities.
OHL Industrial does not discharge water and runoff that significantly affect the biodiversity value of habitats or water bodies.	OHL Industrial does not discharge water and runoff that significantly affect the biodiversity value of habitats or water bodies.	OHL Servicios does not discharge water and runoff that significantly affect the biodiversity value of habitats or water bodies.	OHL Desarrollos does not discharge water and runoff that significantly affect the biodiversity value of habitats or water bodies.	The corporate departments do not discharge water and runoff that significantly affect the biodiversity value of habitats or water bodies.	The corporate departments do not discharge water and runoff that significantly affect the biodiversity value of habitats or water bodies.
See: Environmental objectives, environmental training, implementation of environmental management systems, environmental control of R&D activities and measurement of environmental performance of activities in the OHL Group Sustainability Report.	See: Environmental objectives, environmental training, implementation of environmental management systems, environmental control of R&D activities and measurement of environmental performance of activities in the OHL Group Sustainability Report.	See: Environmental objectives, environmental training, implementation of environmental management systems, environmental control of R&D activities and measurement of environmental performance of activities in the OHL Group Sustainability Report.	See: Environmental objectives, environmental training, implementation of environmental management systems, environmental control of R&D activities and measurement of environmental performance of activities in the OHL Group Sustainability Report.	See: Environmental objectives, environmental training, implementation of environmental management systems, environmental control of R&D activities and measurement of environmental performance of activities in the OHL Group Sustainability Report.	See: Environmental objectives, environmental training, implementation of environmental management systems, environmental control of R&D activities and measurement of environmental performance of activities in the OHL Group Sustainability Report.
The activity of OHL Industrial does not include the production of goods with packaging intended for sale.	The activity of OHL Industrial does not include the production of goods with packaging intended for sale.	The activity of OHL Servicios does not include the production of goods with packaging intended for sale.	The activity of OHL Desarrollos does not include the production of goods with packaging intended for sale.	The corporate departments do not include the production of goods with packaging intended for sale.	The corporate departments do not include the production of goods with packaging intended for sale.
See the following breakdown.	See the following breakdown.	See the following breakdown.	See the following breakdown.	See the following breakdown.	See the following breakdown.
0.00	6,000.00	0.00	0.00	0.00	81,170.67
0	0	0	0	0	None
0	0	0	0	0	None



ENVIRONMENTAL PERFORMANCE INDICATORS			CONSTRUCTION	CON
EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce		The activity of OHL Construcción is not considered to cause significant impacts through transportation. We do not engage in the transportation of products or goods. Purchases of materials are made according to customer requirements, preferably from local suppliers. The transport of materials and personnel is performed by previously approved subcontractors over which we have no direct operational control.	The activ Concesio to cause impacts t transport for the m infrastruc (energy c emission gases). W in the tra of produc Purchase are made customer preferabl suppliers of materi by previo subcontr which we operation
		IMPACTS OF TRANSPORTATION OF GOODS AND SERVICES	OHL Construcción does not engage in the transportation of products or goods.	OHL Conco not enga transport or goods.
		IMPACT OF TRANSPORTATION OF MEMBERS OF THE WORKFORCE	The impacts identified in the transportation of members of the workforce are: Energy consumption and the emission of greenhouse gases. Both impacts are identified, measured and evaluated annually. The indicators of energy and emissions used are EN-3, EN-4, EN-5, EN-6, EN15, EN16, EN-17, EN-18, EN-19, and EN-21.	The impac in the tra members are: Ener and the e greenhou are consi because of person related to and main infrastruc Both imp identified evaluated indicator emission EN-4, EN- EN16, EN 19, and E



CONCESSIONS	INDUSTRIAL	SERVICES	DEVELOPMENTS	CORPORATE	TOTAL
The activity of OHL Concesiones is considered significant through the transportation of personnel under the management of personnel under the associated contracts (energy consumption and emission of greenhouse gases). We do not engage in the transportation of products or goods. Purchases of materials are made according to customer requirements, preferably from local suppliers. The transport of materials and personnel is performed by previously approved subcontractors over which we have no direct operational control.	The activity of OHL Industrial is not considered to cause significant impacts through transportation. We do not engage in the transportation of products or goods. Purchases of materials are made according to customer requirements, preferably from local suppliers. The transport of materials and personnel is performed by previously approved subcontractors over which we have no direct operational control.	The activity of OHL Servicios is considered to cause significant impacts through the transportation of personnel under the associated contracts (energy consumption and emission of greenhouse gases). We do not engage in the transportation of products or goods. Purchases of materials are made according to customer requirements, preferably from local suppliers. The transport of materials and personnel (travel not related to contracts) is performed by previously approved subcontractors over which we have no direct operational control.	The activity of OHL Desarrollos is not considered to cause significant impacts through transportation. The transportation of goods and services is performed, but is not considered significant. Materials are purchased through local suppliers and the transportation of material and personnel is performed by previously approved subcontractors over which we have no direct operational control.	The activity of the corporate bodies is considered to cause significant impacts through the transportation of personnel under the associated contracts (energy consumption and emission of greenhouse gases). We do not engage in the transportation of products or goods. Purchases of materials are made according to customer requirements, preferably from local suppliers. The transport of materials and personnel (travel not related to contracts) is performed by previously approved subcontractors over which we have no direct operational control.	Overall, the OHL Group considers the impacts associated with transportation of personnel (energy consumption and emissions of GHG) due to transport needs worldwide and the policies and commitments as significant. The transportation of goods and services is performed by the Desarrollos division, but is not considered significant. Transportation of personnel linked to the activity of OHL Concesiones and OHL Servicios (16.4% activity) is performed. Purchases of materials are made according to customer requirements, preferably from local suppliers. The transport of materials and personnel is performed by previously approved subcontractors over which we have no direct operational control.
OHL Concesiones does not engage in the transportation of products or goods.	OHL Industrial does not engage in the transportation of products or goods.	OHL Servicios does not engage in the transportation of products or goods.	OHL Desarrollos does not engage in the transportation of products or services. It is not considered significant, since it is the movement of users on site by sustainable means (electric boats).	The corporate departments do not engage in the transportation of products or goods.	The transportation of goods and services is performed by the Desarrollos division, but is not considered significant.
The impacts identified in the transportation of members of the workforce are: Energy consumption and the emission of greenhouse gases. They are not considered significant. The transportation of personnel is directly related to control activities and maintenance of the infrastructure managed. Both impacts are identified, measured and evaluated annually. The indicators of energy and emissions used are EN-3, EN-4, EN-5, EN-6, EN15, EN16, EN-17, EN-18, EN-19, and EN-21.	The impacts identified in the transportation of members of the workforce are: Energy consumption and the emission of greenhouse gases. Not considered significant. Both impacts are identified, measured and evaluated annually. The indicators of energy and emissions used are EN-3, EN-4, EN-5, EN-6, EN15, EN16, EN-17, EN-18, EN-19, and EN-21.	The impacts identified in the transportation of members of the workforce are: Energy consumption and the emission of greenhouse gases. The activity of Ingesan is considered significant (ISO 50001 certified) because the transportation of personnel is directly related to control activities of the service contracts. Both impacts are identified, measured and evaluated annually. The indicators of energy and emissions used are EN-3, EN-4, EN-5, EN-6, EN15, EN16, EN-17, EN-18, EN-19, and EN-21.	The impacts identified in the transportation of members of the workforce are: Energy consumption and the emission of greenhouse gases. Not considered significant. Both impacts are identified, measured and evaluated annually. The indicators of energy and emissions used are EN-3, EN-4, EN-5, EN-6, EN15, EN16, EN-17, EN-18, EN-19, and EN-21.	The impacts identified in the transportation of members of the workforce are: Energy consumption and the emission of greenhouse gases. Not considered significant. Both impacts are identified, measured and evaluated annually. The indicators of energy and emissions used are EN-3, EN-4, EN-5, EN-6, EN15, EN16, EN-17, EN-18, EN-19, and EN-21.	Transportation of personnel linked to the activity of OHL Concesiones and OHL Servicios (16.4% activity) is performed. Purchases of materials are made according to customer requirements, preferably from local suppliers. The transport of materials and personnel is performed by previously approved subcontractors over which we have no direct operational control."



ENVIRONMENTAL PERFORMANCE INDICATORS			CONSTRUCTION	CONSTRUCTION
		Criteria and methodology for determining significant impacts	For the assessment of the significance of the impacts of the transportation of members of the workforce is performed in accordance with a methodology that applies the criteria of ISO 14001: magnitude and sensitivity of the danger of the energy source used, as most relevant; as well as the policies and commitments of the OHL Group. The evaluation is carried out in every workplace included in the scope, at least annually.	For the assessment of the significance of the impacts of the transportation of members of the workforce is performed in accordance with a methodology that applies the criteria of ISO 14001: magnitude and sensitivity of the danger of the energy source used, as most relevant; as well as the policies and commitments of the OHL Group. The evaluation is carried out in every workplace included in the scope, at least annually.
EN31	Total environmental expenses and investments broken down by type		See the following breakdown	See the following breakdown
	Expenditure on treatment of waste, emissions and decontamination (Euros)		3,393,687	
	Expenditure on environmental prevention and management (Euros)		1,975,960	
	TOTAL ENVIRONMENTAL COSTS (Euros)		5,369,647	
	TOTAL ENVIRONMENTAL INVESTMENT (Euros)		1,074,569.39	3,393,687
EN32	Percentage of new suppliers that were screened using environmental criteria		All suppliers are subject to Responsible Procurement Policy includes environmental and whose violation is grounds for termination. To complement this, the system of certified environmental management establishes specific environmental requirements for approval, recruitment and evaluation, so that 100% of suppliers that serve 75% (percentage of certified management) OHL Construction, are examined in accordance to environmental criteria.	All suppliers are subject to Responsible Procurement Policy includes environmental and whose violation is grounds for termination. To complement this, the system of certified environmental management establishes specific environmental requirements for approval, recruitment and evaluation, so that 100% of suppliers that serve 75% (percentage of certified management) OHL Construction, are examined in accordance to environmental criteria.





CONCESSIONS	INDUSTRIAL	SERVICES	DEVELOPMENTS	CORPORATE	TOTAL
For the assessment of the significance of the impacts of the transportation of members of the workforce is performed in accordance with a methodology that applies the criteria of ISO 14001: magnitude and sensitivity of the danger of the energy source used, as most relevant; as well as the policies and commitments of the OHL Group. The evaluation is carried out in every workplace included in the scope, at least annually.	For the assessment of the significance of the impacts of the transportation of members of the workforce is performed in accordance with a methodology that applies the criteria of ISO 14001: magnitude and sensitivity of the danger of the energy source used, as most relevant; as well as the policies and commitments of the OHL Group. The evaluation is carried out in every workplace included in the scope, at least annually.	For the assessment of the significance of the impacts of the transportation of members of the workforce is performed in accordance with a methodology that applies the criteria of ISO 14001: magnitude and sensitivity of the danger of the energy source used, as most relevant; as well as the policies and commitments of the OHL Group. The evaluation is carried out in every workplace included in the scope, at least annually.	For the assessment of the significance of the impacts of the transportation of members of the workforce is performed in accordance with a methodology that applies the criteria of ISO 14001: magnitude and sensitivity of the danger of the energy source used, as most relevant; as well as the policies and commitments of the OHL Group. The evaluation is carried out in every workplace included in the scope, at least annually.	For the assessment of the significance of the impacts of the transportation of members of the workforce is performed in accordance with a methodology that applies the criteria of ISO 14001: magnitude and sensitivity of the danger of the energy source used, as most relevant; as well as the policies and commitments of the OHL Group. The evaluation is carried out in every workplace included in the scope, at least annually.	For the assessment of the significance of the impacts of the transportation of members of the workforce is performed in accordance with a methodology that applies the criteria of ISO 14001: magnitude and sensitivity of the danger of the energy source used, as most relevant; as well as the policies and commitments of the OHL Group. The evaluation is carried out in every workplace included in the scope, at least annually.
See the following breakdown	See the following breakdown	See the following breakdown	See the following breakdown	See the following breakdown	See the following breakdown
938,866	46,298	34,090	32,579	N,A,	4,445,520
336,095	0	14,125	313,320	N,A,	2,639,499
1,274,961	46,298	48,215	345,899	N,A,	7,085,020
756,259.37	5,123.38	0.00	0.00	0.00	4,835,952.14
Suppliers are subject to Responsible Procurement Policy includes environmental and whose violation is grounds for termination.To complement this, the system of certified environmental management establishes specific environmental requirements for approval, recruitment and evaluation, so that 100% of suppliers that serve 89% (percentage of certified management) of OHL Industrial, are examined in according to environmental criteria.	All suppliers are subject to Responsible Procurement Policy includes environmental and whose violation is grounds for termination.To complement this, the system of certified environmental management establishes specific environmental requirements for approval, recruitment and evaluation, so that 100% of suppliers that serve 89% (percentage of certified management) of OHL Industrial, are examined in according to environmental criteria.	All suppliers are subject to Responsible Procurement Policy includes environmental and whose violation is grounds for termination.To complement this, the system of certified environmental management establishes specific environmental requirements for approval, recruitment and evaluation, so that 100% of suppliers that serve 80 % (percentage of certified management)of OHL Services, are examined in according to environmental criteria.	All suppliers are subject to Responsible Procurement Policy includes environmental and whose violation is grounds for termination.To complement this, the system of certified environmental management establishes specific environmental requirements for approval, recruitment and evaluation, so that 100% of suppliers that serve 95% (percentage of certified management) of OHL Developments, are examined in according to environmental criteria.	All suppliers are subject to Responsible Procurement Policy includes environmental and whose violation is grounds for termination.To complement this, the system of certified environmental management establishes specific environmental requirements for approval, recruitment and evaluation, so that 100% of suppliers that serve 100% (percentage of certified management) of Organization and General Services Management (OGSM), are examined in according to environmental criteria.	All suppliers are subject to Responsible Procurement Policy includes environmental and whose violation is grounds for termination.To complement this, the system of certified environmental management establishes specific environmental requirements for approval, recruitment and evaluation, so that 100% of suppliers that serve 71% (percentage of certified management)of OHL Group, are examined in according to environmental criteria.



## GRI G4 INDICATORS

ANNEX A5-I

ENVIRONMENTAL PERFORMANCE INDICATORS			CONSTRUCTION	CONSTRUCTION
EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken			
EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms		The OHL Construction division has not been subject to any grievances about environmental impacts filed or addressed in the reporting year or in previous years through formal grievance mechanisms.	The OHL Construction division has not been subject to any grievances about environmental impacts filed or addressed in the reporting year or in previous years through formal grievance mechanisms.



CONCESSIONS	INDUSTRIAL	SERVICES	DEVELOPMENTS	CORPORATE	TOTAL
					<p>Significant negative environmental impacts in the supply chain: Emissions of greenhouse gases, consumption and discharges of waste and water.</p> <p>Suppliers whose environmental impact has been screened: OHL has assessed the materiality of the GHG emissions of the suppliers in their supply chain based on the indirect estimation model based on "multi-regional input-output (MRIO)" tables developed according to the "Global Trade Analysis Project (GTAP)".</p> <p>Suppliers that have a real impact: The model has estimated that 70% of GHG emissions are caused by 2.62% of the supply chain.</p> <p>Suppliers with which improvements have been agreed or the relationship has been terminated as a result of the assessment: 0% We are currently laying the foundations for a direct involvement with suppliers of the supply chain.</p>
<p>Concessions has not been subject to any grievances about environmental impacts filed or addressed in the reporting year or in previous years through formal grievance mechanisms.</p>	<p>The OHL Industrial division has not been subject to any grievances about environmental impacts filed or addressed in the reporting year or in previous years through formal grievance mechanisms.</p>	<p>The OHL Services division has not been subject to any grievances about environmental impacts filed or addressed in the reporting year or in previous years through formal grievance mechanisms.</p>	<p>The OHL Development division has not been subject to any grievances about environmental impacts filed or addressed in the reporting year or in previous years through formal grievance mechanisms.</p>	<p>The OHL corporate area has not been subject to any grievances about environmental impacts filed or addressed in the reporting year or in previous years through formal grievance mechanisms.</p>	<p>The OHL Group has not been subject to any grievances about environmental impacts filed or addressed in the reporting year or in previous years through formal grievance mechanisms.</p>

## Annex A5-II

### Measures to Protect Biodiversity 2014

The OHL Group executes its operations by applying a set of guidelines to protect, preserve and improve the environment and natural assets.

This preventive approach is able to minimize any negative impact and reduce any effects on ecosystems, by planning and implementing conservation and ecological restoration practices, ultimately to increase or, otherwise, reduce, any net loss on ecosystemic services and biodiversity.

## EUROPE

### Parque Regional del Sureste. Madrid, Spain



**Biodiversity value:** Protected space. Regional Park

**Location with respect to the area:** Inside

**Type of operation:** Manufacturing. Creation of hot and cold bituminous mixtures

**Superficie:** 0.09 km<sup>2</sup>

**Subsoil under management:** Company-owned land

**Possible impact and protective measures:** No impact on the protected area

### Parque Natural de Corralejo. Fuerteventura, Spain



**Biodiversity value:** Protected space. Natural Park

**Location with respect to the area:** Adjacent. Outside the protected area

**Type of operation:** Construction

**Superficie:** No surface area affected

**Subsoil under management:** N/A

**Possible impact and protective measures:** Although no work is performed in the Natural Park, supervision is conducted for species that may be affected in the surroundings of the site, such as vultures (*guirre*)

### Parque Natural de Jandía. Fuerteventura, Spain



**Biodiversity value:** Protected space. Natural Park

**Location with respect to the area:** Adjacent. Outside the protected area

**Type of operation:** Construction

**Superficie:** No surface area affected

**Subsoil under management:** N/A

**Possible impact and protective measures:** No impact caused on the Natural Park

### ***Chamaerops humilis* Areas.** Tarragona, Spain



**Biodiversity value:** *Chamaerops humilis* areas

**Location with respect to the area:** Adjacent

**Type of operation:** Construction

**Superficie:** 70 m<sup>2</sup>

**Subsoil under management:** N/A

**Possible impact and protective measures:** During execution of the new path to the Salou Lighthouse, *Chamaerops humilis* plants were protected from damage

### **Kars Moravský.** Moravia, Czech Republic



**Biodiversity value:** Protected space

**Location with respect to the area:** Adjacent

**Type of operation:** Construction

**Superficie:** 5 km<sup>2</sup>

**Subsoil under management:** N/A

**Possible impact and protective measures:** During execution of the work, environmental monitoring tasks were conducted

## **ASIA**

### **North-South Expressway Project.** Da Nang, Vietnam



**Biodiversity value:** Areas with high biodiversity value

**Location with respect to the area:** Adjacent

**Type of operation:** Construction

**Superficie:** 30 ha

**Subsoil under management:** N/A

**Possible impact and protective measures:** Restoration to their original state of the areas used to execute the project

### **CW2A Lot2 Project.** Hai Phong, Vietnam



**Biodiversity value:** Areas with high biodiversity value

**Location with respect to the area:** Adjacent

**Type of operation:** Construction

**Superficie:** 15 ha

**Subsoil under management:** N/A

**Possible impact and protective measures:** Restoration to their original state of the areas used to execute the project



## AMERICA

### Guadalupito Wetland. La Libertad, Peru



**Biodiversity value:** Wetland

**Location with respect to the area:** Work has yet not commenced

**Type of operation:** Construction

**Surface area:** Work is not currently underway

**Subsoil under management:** Work is not currently underway

**Possible impact and protective measures:** Work is not currently underway. No significant impact to date

### Native Forest Excluded Area. Chacrillas Dam, Chile



**Biodiversity value:** Native forest with vulnerable species (*Prosopis Chilensis*). Space protected by Native Forest Act No. 20283

**Location with respect to the area:** Adjacent

**Type of operation:** Construction

**Surface area:** 0.083 km<sup>2</sup>

**Subsoil under management:** N/A

**Possible impact and protective measures:** Habitat transformed during the work: extraction of arbor species. Restoration of 5.75 ha of wooded areas, with sclerophyllus and prosopis Chilensis species, through the CONAF Corrective Plan (Corporación Nacional Forestal [National Forestry Corporation]) and preservation of the Putaendo River channeling

### El Quimbo hydroelectrical project. Huila, Colombia



**Biodiversity value:** Area of high biological or biodiversity value. Not defined as protected space

**Location with respect to the area:** Inside

**Type of operation:** Construction.

**Surface area:** 0.36 km<sup>2</sup>

**Subsoil under management:** Soil used to execute the dam

**Possible impact and protective measures:** With no significant impact on biodiversity

### ANP La Loma / AVA Barranca Tarango. Mexico City



**Biodiversity value:** Local Protected Natural Area (Área Natural Protegida (ANP)) / Area of Environmental Value (Área de Valor Ambiental (AVA))

**Location with respect to the area:** Inside

**Type of operation:** concesión de infraestructura

**Surface area:** N/A

**Subsoil under management:** N/A

**Possible impact and protective measures:** With no significant impact on biodiversity

## AVA Bosque de Chapultepec. Mexico City



**Biodiversity value:** Area of Environmental Value (Área de Valor Ambiental (AVA))

**Location with respect to the area:** Adjacent

**Type of operation:** Construction

**Surface area:** Variable

**Subsoil under management:** N/A

**Possible impact and protective measures:** Temporary impact due to occupation of the land. After completion of the works, the area should be cleared, the soil decompacted and the affected area reforested. If trees have been removed, this should be set off with forestry work in urban parks in Mexico City

## Mangrove swamp in Mayakoba. Playa Del Carmen, Quintana Roo, Mexico.



**Biodiversity value:** An area of high biological value

**Location with respect to the area:** Inside

**Type of operation:** Tourist complex

**Surface area:** 85 ha

**Subsoil under management:** N/A

**Possible impact and protective measures:** Annual supervision of water quality and level of performance in flora and fauna

## Coastal dunes in Mayakoba. Playa Del Carmen, Quintana Roo, Mexico



**Biodiversity value:** An area of high biological value

**Location with respect to the area:** Adjacent

**Type of operation:** Tourist complex

**Surface area:** 85 ha

**Subsoil under management:** N/A

**Possible impact and protective measures:** Restoration and monitoring of the state of coastal dunes

## Playa Tortuguera. Mayakoba. Playa Del Carmen, Quintana Roo, Mexico



**Biodiversity value:** An area of high biological value

**Location with respect to the area:** Adjacent

**Type of operation:** Tourist complex

**Surface area:** 85 ha

**Subsoil under management:** N/A

**Possible impact and protective measures:** Control measures established in accordance with the Environmental Impact Evaluation.



**Lake Belt Area. Miami-Dade County, Florida, USA**

**Biodiversity value:** Area protected under the US Department Of Army - Corp of Engineers and Miami-Dade County Lake Belt Area

**Location with respect to the area:** Inside

**Type of operation:** Construction

**Surface area:** 40 ha

**Subsoil under management:** Some of the soil is managed by the organization

**Possible impact and protective measures:** Berms constructed to protect the surroundings of the lake and control measures imposed by local environmental authorities

**Black Creek. Ontario, Canada**

**Biodiversity value:** Protected natural space

**Location with respect to the area:** Inside

**Type of operation:** Construction

**Surface area:** Approximately 0.13 ha

**Subsoil under management:** N/A

**Possible impact and protective measures:** 75% of Black Creek restored



## General measures to protect the biodiversity of ecosystems

In order to avoid and reduce any impact as much as possible on the environment and biodiversity, the project is adjusted to existing conditions, auxiliary facilities are adequately located, vulnerable areas are defined and preventive/corrective measures are designed and implemented, and awareness encouraged. Furthermore, the following specific measures and protection principles are applied:

### Specific measures for vegetation:

- To adequately handle vegetation and control any protected species, to avoid the spreading of invasive species.
- Ecological restoration of species damaged by sowing, transplants and hydroseeding.

### Specific measures for fauna:

- To avoid fauna appearing in areas of risk, alerting any workers or users of its presence.
- To reduce the barrier effect generated by infrastructures.
- To avoid the spreading of invasive fauna species.

### Protection principles to fight erosion and sedimentation:

- To limit the duration of activity, such as the movement of earth, and extension of the affected land. To stabilize any altered surface area.
- To protect any surface area exposed to torrential rain and to keep a low run-off rate.
- To retain all sediments inside the facility, to avoid being dragged along.

### Principles to protect water and marine surroundings and coastlines:

- To design and maintain drainage works to avoid the hydrological network/basin being affected.
- To control the effects of water collection, to minimize water consumption and activities directly interacting with water flows.
- To adequately manage waste and protect against the effects of leaching.
- To avoid the effects of dumping, controlling water quality and aquatic fauna.



# Innovation and Excellence

The OHL Group encourages the development of innovating solutions aimed at efficiency, process improvement and the procurement of new products and services to help generate value for clients and society.

# A6

The OHL Group has invested **7,4 million euros** in R&D&I in 2014, partly cofinanced with public aid. It has developed **34 projects** and has collaborated with **43 universities and research centers in 15 countries.**



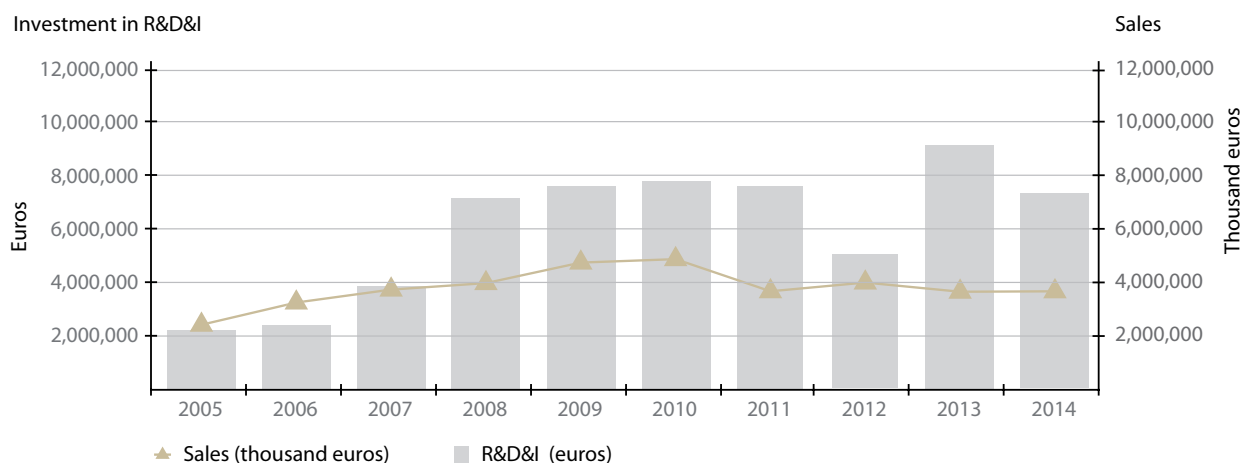
OHL is the only Spanish construction company participating in the European NeTTUN project to develop new tunneling work technologies. In the picture, works executed in the tunnel under the mouth of the Vistula River, in Gdansk, Poland. Picture of participant in the I Photography Competition held by the OHL Group (Focus) amongst employees.



## ► Innovation

OHL is one of the most outstanding companies in the construction sector for its R&D&I management. It has achieved this position thanks to strategy based on innovating culture and a constant investment effort in research, development and innovation: this has resulted in exceeding 75 million euros over the period 2000-2014.

### Investment in R&D&I and sales of the OHL Group



## Strategy and management

The R&D&I Master Plan 2010-2015 is the main strategic tool that gathers and outlines the R&D&I policy of the OHL Group and establishes its organizational structure and working methodology, prioritizing its activity in six lines of high-impact research for the Group's business: transportation infrastructures, unique edification, maritime works, energy and Information and Communications Technology (ICT), as well as improving processes and operations.

The Corporate R&D&I Service, dependent on the Innovation & Sustainability Management, is in charge of controlling and promoting the implementation of the Guiding Plan, at the same time as managing and creating innovating culture.

In turn, the development of priority lines of research, through R&D and innovation projects, is carried out by the R&D&I services in the OHL Concessions, OHL Construction and OHL Industrial divisions, which have their own structure for these matters.

In order to create a homogenous, systematic and single process for all business units, OHL has structured its R&D&I management system based on a global and implemented model, certified under standard UNE 166002:2006 since 2008.

In 2014, the Group has six certified companies: Obrascón Huarte Lain, OHL Concessions, OHL Industrial, Asfaltos y Construcciones ELSAN, Sociedad Anónima Trabajos y Obras (SATO) and Agrupación Guinovart Obras y Servicios Hispania (G&O).

► **7.4 million euros of R&D&I investment in 2014.**

## R&D&I management in OHL Group's divisions

OHL Concessions develops its R&D&I activity as one of the cornerstones of its strategic development, in order to improve management and operation systems, encouraging innovating culture, reducing costs and increasing its competitive capacity on the concession transport infrastructures sector.





The division operates all possibilities under the concession transport infrastructures sector- toll roads, ports, railways and airports- and has established the following main objectives for development and innovation:

- Improving the company's current position as a reference in R&D&I in infrastructure concessions, in an advanced technological scenario, unifying best management practices and providing new services to clients in infrastructure O & M.
- Increasing the awareness of R&D&I inside the company, promoting the participation of a greater number of employees in this strategy.
- Enhancing of the R&D&I initiatives, optimizing financing terms: taxation and public announcements.

In terms of thematic areas, these are its **specific objectives**:

- Toll control system.
- Improvement in infrastructure mobility and safety.
- New intelligent transport systems (ITS), with special emphasis on developing cooperative services between the infrastructure and its users.
- Developing solutions to control and manage an infrastructures network.
- Management of investments and constructive processes and the maintenance of civil works.
- Minimized environmental impact.

► OHL Concessions bases its development and innovation activities on the needs of its lines of business, starting up new projects and encouraging innovation in various countries and areas of activity.

The Exploitation Management has made a huge effort to encourage and consolidate development and innovation activities in OHL Concessions, by locating any needs in its lines of business, starting up new projects and promoting innovation in various countries and areas of activity. Furthermore, it leads huge international projects, such as the large European consortium for the FOTsis project, and is present on multi-task platforms in order to keep up to date in technological progress and market needs.



Innovating Ro-Ro ramp designed and installed by Terminal de Contenedores de Tenerife, a subsidiary of OHL Concessions, in the Santa Cruz de Tenerife port terminal.



One of the most important sources of innovation is the technological subsidiary of OHL Concessions, **Tráfico y Transporte Sistemas**, which, during 2014, has developed and improved a set of systems that complement its broad product portfolio, aimed at controlling and managing resources for the O & M of transport infrastructures. In 2014, in addition to continuing with projects underway, three new initiatives have been launched in innovation matters in ITS, which are expected to be implemented in various Group companies during 2015, and potentially sold to external clients.

As regards **OHL Construction**, investment in R&D&I projects during 2014 has reached 2.8 million euros, 8% more than in 2013. These have involved 80 company technicians and specialists, 33% more than in 2013, from five different countries, working in more than 20 projects in conjunction with 22 universities and 9 technological and research centers, of 10 nationalities.

As part of the process to continuously improve the management of the division's R&D&I, the initiatives launched in 2014 include the **Catalogue of Innovating Technologies** (gathering more than 70 company innovations available for immediate use in worksites), new tools to manage the R&D&I project portfolio (in order to select and manage projects according to type and risk), systematization of industrial property management and plans to exploit the company's own technologies.

A relevant milestone, in October 2014, was approval of the new **2015-2020 Framework Plan for Technological Innovation in OHL Construction**, allowing the division to gain efficiency in its integrated R&D&I process, guaranteeing its alignment with the company's strategy, optimizing its effort, adequately managing any uncertainties, encouraging flexibility and taking advantage of opportunities. This Plan establishes the actions foreseen by OHL Construction in order to become a sector reference in innovation matters by 2020.

R&D and innovation activities in OHL Construction have continued expanding during 2014 by geographical area where it is present. During the year, part of these relevant actions have included work in various projects to improve processes in Latin America and North America, making progress in the development of company technologies in order to reduce the impact of extreme climate on the infrastructures constructed by OHL in desert areas of the Middle East, and commencing a study of innovating constructive solutions for a project in the Asia-Pacific area.

Furthermore, in America, during 2014, innovations generated have been recovered, for subsequent use in future projects, in the U.S. (advanced use of BIM solutions and fleet monitoring system) and Peru (innovations in soil mixing plants).

This increasingly international nature of R&D&I activity in OHL Construction is also reflected in its participation in large European consortiums. Consequently, at the beginning of the year, work began in the **RESSEEPE project** ([www.resseepe-project.eu](http://www.resseepe-project.eu)), directed at applying new techniques and technologies for the energy-friendly rehabilitation of public buildings. OHL plays a relevant role in this consortium as coordinator of demonstration tasks, involving the rehabilitation of public buildings in Spain, the U.K. and Sweden. At the end of the year, the European Commission approved the **Built2Spec project**, in the first announcement of the new **H2020 program**. OHL Construction is participating in this project, aimed at developing and using new technologies for inspection, connection and communication throughout the construction process, which began in early 2015. During 2014 OHL Construction also continued its activity in the **NeTTUN project** ([www.nettun.org](http://www.nettun.org)), an international reference in new technologies used in tunneling work.

► OHL Construction's investments in R&D&I projects in 2014 has increased by 2.8 million euros, 8% more than in 2013. This activity has involved 80 technicians and specialists from five different countries.



As a distinctive sign in environmental innovation matters, OHL Construction's Technical Management has a specialized team for the **ecological restoration** of areas affected by its works; this pioneer team is the only one existing internationally in the construction sector. With accumulated wealth of 10 years' research and development in advanced environmental techniques, which have continued over 2014, the team has allowed OHL to offer its clients broader and more efficient environmental integration in civil engineering works, construction and mining activities. Thanks to the ecological restoration techniques developed, new and more effective environmental objectives may be reached, with less uncertainty than under traditional techniques.



Through its Sogedron project, OHL has developed its own technology for the use of unmanned aerial vehicles (drones) in order to obtain digital land models with high-quality image texture.

OHL Industrial is still committed to using cutting-edge technology as a differentiation strategy. This allows it to access the development of unique projects, particularly through the use of environmentally-friendly techniques, either by improving energy efficiency or recycling waste.

In turn, as part of its commitment to sustainability and process optimization, it has been executing the **Futuro Solar project** for several years now, a R&D program specializing in thermosolar technology that reduces installation and exploitation costs and renders solar plants safer and more adaptable. The project will provide practical experience gathered in years of prior research, thereby obtaining relevant information for industrialization and commercial enhancement. OHL Industrial has already triggered the interest of a set of cutting-edge European companies, in the technology value chain, in order to accelerate its marketing.

In addition, the growing business performance in EPC projects in relation to industrial engineering, and its internationalization, have generated the need for a platform that is able to withstand all specific processes for this activity. In order to find a solution for this relevant change, OHL Industrial has started up the **CORE project**, with which it intends to respond to the specific business and needs of the Industrial division.





## Outstanding R&D&I projects in 2014

- Concessions
- Construction
- Industrial

Transport infrastructures			
Project	Description	Positive impact in CSR terms	
Reducing the effects of extreme climate on high-performing railway infrastructures located in dry areas (ARIDLAP)	Analysis and minimization of the impact of meteorological phenomena in dry climate on railway infrastructures. Development and implementation of new supervision and control systems and the development of new specific operating procedures. OHL Construction.	<ul style="list-style-type: none"> <li>• Biodiversity</li> <li>• Greater safety</li> </ul>	●
Stabilization of wind sands (EOPLEN)	Development of procedures to construct stable and efficient embankments using size 0/2 wind sands (desert sand). OHL Construction.	<ul style="list-style-type: none"> <li>• Greater safety</li> <li>• Less consumption of materials</li> <li>• Less waste. Recycling</li> </ul>	●
Connection of ecological flows using linear infrastructures (ECONNECT)	Line of research conducted by OHL Construction in the ecological restoration of areas affected by its works, for the optimum management of earth movements, in economic and environmental terms. The aim is to undertake the large-scale conduct of vegetation in the surroundings of linear infrastructures, completing the results obtained in previous years.	<ul style="list-style-type: none"> <li>• Biodiversity</li> <li>• Less consumption of energy</li> <li>• Less consumption of materials</li> </ul>	●
European Field Operational Test on Safe, Intelligent and Sustainable Highways Operation (FOTsis)	<p>Deployment in various European toll roads of cooperative services between vehicles and the infrastructure, to improve road safety, mobility and sustainability. Led by OHL Concessions, it is financed by the EU's VII Framework Program, with the participation of 25 countries.</p> <p>Over the year, real-scale tests have been conducted on FOTsis cooperative services, covering areas such as emergency and incident management, intelligent control of congested traffic, dynamic planning of routes, monitoring of special vehicles, advanced enforcement systems or analysis of transport infrastructure safety. Two of the areas tested in Spain where the services have been deployed are the Autopista Eje Aeropuerto and the first section of Autovía de Aragón, both toll roads belonging to OHL Concessions.</p> <p>During 2014, progress has been made in the evaluation and development of business models for FOTsis cooperative services. This project marks the beginning of a new form of communication between drivers, vehicle and infrastructures, applicable to all users in the near future and enabling a better management of mobility and, furthermore, greater road safety.</p>	<ul style="list-style-type: none"> <li>• Less consumption of energy</li> <li>• Greater safety</li> </ul>	●
Instrumentation of seismic activity in a viaduct	<p>The project will be executed on the Northern Urban Toll Road, in Mexico City, with a viaduct more than 10 km. long. The project seeks to design and implement a system based on sensors placed in the infrastructure, a system to collect, store and process data to measure the effects of local seismic activity on the structure.</p> <p>A criterion will be drawn up in order to evaluate structure safety and functionality, and to what extent parameters may have been affected. OHL Concessions.</p>	<ul style="list-style-type: none"> <li>• Greater safety</li> <li>• Less seismic risk</li> </ul>	●



Public procurement of innovation FOR cooperative ITS (P4ITS) project	Creating a thematic network, financed by the European Commission, establishing the grounds for public procurement innovation (PPI) in cooperative intelligent transport systems (C-ITS). The project involves 17 entities from all over Europe. OHL Concessions.	<ul style="list-style-type: none"> <li>• Stimulated innovation</li> </ul>	●
Environmentally-sustainable surfacing (Pavisost)	Defining the scope of physical and mechanical features of two coarse asphalt concretes, with a maximum size of 45 (PA 45) and 32, with uneven granulometrics and great draining capacity, endowed with high stability and resistance to plastic deformation, for intermediate and/or track layers. OHL Construction.	<ul style="list-style-type: none"> <li>• Greater safety</li> <li>• Less consumption of energy</li> <li>• Less consumption of materials</li> </ul>	●
Development of environmentally-friendly and sustainable mixes (SMA)	Use of safer and more sustainable materials, such as draining road surfaces and sustainable SMA mixes. OHL Construction.	<ul style="list-style-type: none"> <li>• Greater safety</li> <li>• Less consumption of energy</li> <li>• Less consumption of materials</li> <li>• Less waste. Recycling</li> </ul>	●
<b>Maritime works</b>			
Project	Description	Positive impact in CSR terms	
Single-layer Cubipod shelters for sloping dykes, less costly and safer (Monocapa)	Definition and demonstration of the technical characteristics of single-layer Cubipod shelters and suitable placement nets. This is necessary to market single-layer dykes, with a less costly alternative and better services than any other marketed component. SATO (OHL Construction).	<ul style="list-style-type: none"> <li>• Less consumption of energy</li> <li>• Less consumption of materials</li> </ul>	●
Floating guide system for submerged pontoons (Flotastur)	Developing its own innovating system to guide the sinking of box pontoons, in order to drastically reduce costs and commissioning time, including their installation and pilot testing on a company pontoon. SATO (OHL Construction).	<ul style="list-style-type: none"> <li>• Greater safety</li> </ul>	●
Foldable ramp over a port wharf for the loading and downloading of vessels, Ro-Ro.	This enables operation in small spaces of various types of vessels, optimizing the space available to execute civil works. Furthermore, Terminal de Contenedores de Tenerife (TCT) has designed a container crane. OHL Concessions.	<ul style="list-style-type: none"> <li>• More efficient</li> </ul>	●
<b>Edification</b>			
Project	Description	Positive impact in CSR terms	
Control of movement in GNSS technology infrastructures and buildings (DINASAT)	Development by OHL Construction of a system to determine movement dynamics on the roof of a building or infrastructure, as well as performance in real time, by reviewing Gaussian algorithms and the application of new GNSS methodologies and techniques.	<ul style="list-style-type: none"> <li>• Greater safety</li> </ul>	●
Retrofitting solutions and services for the enhancement of energy efficiency in the public edification (RESSEEPE)	Design, validation and integration of tools and technologies for energy rehabilitation. OHL Construction.	<ul style="list-style-type: none"> <li>• Less consumption of energy</li> <li>• Less consumption of materials</li> </ul>	●



Energy			
Project	Description	Positive impact in CSR terms	
Semi-continuous piling system	Design and implementation of a grasshopper system for a self-propelled bridge, in order to improve the plant's automation capacity. Designing the machinery to pile copper mineral in a semi-continuous process. OHL Industrial.	<ul style="list-style-type: none"> <li>• Less consumption of energy</li> </ul>	●
Futuro Solar	High-pressure thermosolar system with Fresnel concentrators and a multi-tube recipient. OHL Industrial	<ul style="list-style-type: none"> <li>• Greater safety</li> <li>• Improved energy efficiency</li> <li>• Lower consumption</li> </ul>	●
ENCE Biomass	Integration of biomass and highly efficient combustion technologies in O & M. OHL Industrial	<ul style="list-style-type: none"> <li>• Reduced emission of NO<sub>x</sub> and CO<sub>2</sub></li> <li>• Less generated waste</li> </ul>	●
Information and Communication Technologies			
Project	Description	Positive impact in CSR terms	
Incident management (GIN)	Computer application for the daily monitoring and control of any type of traffic accident or incident with a relevant effect on the infrastructure's exploitation. Executed by the specialized subsidiary TTS (OHL Concessions).	<ul style="list-style-type: none"> <li>• Greater safety</li> </ul>	●
Geomatic solutions with unmanned aerial vehicles (Sogedron)	Development of the necessary technology to use unmanned aerial microvehicles to obtain digital land models with high-resolution images, reduced use of photometric flights and traditional topographic methods. OHL Construction.	<ul style="list-style-type: none"> <li>• Less materials</li> <li>• Less consumption of energy</li> <li>• Greater safety</li> <li>• Biodiversity</li> </ul>	●
Platform for the optimization of management systems (CORE)	Strategic initiative to resolve and improve management systems, in order for all project information to always be available on demand. Guaranteeing the adequate management of highly complex and large projects involving various business processes and departments. OHL Industrial	<ul style="list-style-type: none"> <li>• Improved project management</li> <li>• Greater accessibility</li> </ul>	●
Dynamic management of finishing works and installations on the site	Development of OHL's own computer application with intensive tablet use for on-line control and management in real time, as well as on-site and remotely, of site activities that require a large number of interactions between company and outsourced agents, such as in the case of final finishing works and installations in large edification works. OHL Construction.	<ul style="list-style-type: none"> <li>• Improved project management</li> <li>• Greater safety</li> </ul>	●
SMARTSIT Project	International project, financed under the Iberoeka collaboration program between Spain and Mexico. The main aim is to develop sensor systems based on the unique magnetic characteristics of each vehicle, improving current procedures to obtain traffic parameters and to characterize road vehicles. In 2014 various sensor technologies were analyzed, as well as areas to implement magnetic sensors where real tests will be carried out on free traffic with light and heavy vehicles. OHL Concessions.	<ul style="list-style-type: none"> <li>• Greater safety</li> </ul>	●



Commercial Back Office for multi-concession remote toll systems (BOC)	To cover the management needs of a remote toll operators. These system needs may be summarized as CRM (Customer Relationship Management), for the management of clients, contacts, debt, etc., external interfaces, management of dispatches and payments on line with credit centers, management of transit and interoperability, and the generation of invoices and interfaces with ERP (Enterprise Resources Planning). OHL Concessions.	<ul style="list-style-type: none"> <li>Improved operation management</li> </ul>	●
Business Intelligence (BI)	Developing a tool to consult operating and client data in all concessionaires, providing a view of the main management indicators. This project provides OHL Concessions with a common database, with filtered information on traffic, clients, revenues, macro data, demographic data, etc., allowing technicians to use their business knowledge to the maximum and enabling them to make more sophisticated and complex consultations.	<ul style="list-style-type: none"> <li>Improved management</li> <li>Improved accessibility</li> </ul>	●
Integrated Control Center (CCI)	Control and management of geo-referenced information, linked to conservation, maintenance, traffic management and incidents. To do this, the platform includes a set of modules, of which have been developed or improved throughout 2014, such as Dynamic Traffic Characterization, for accurate traffic control, both in real time and based on track record information. In 2014, the system was implemented in Autovía de Aragón Section 1 (Spain), to be extended in 2015. Furthermore, a prototype of the system was developed in the Bicentennial Viaduct and Mexiquense Beltway (Mexico); during 2015, its final implantation will be completed. Finally, as regards provisional traffic studies, the Dynamic Traffic Characterization toll has been used in 2014 for two traffic studies used to analyze new concessions in Mexico: the Northern Puebla Bypass and Atizapán-Atlacomulco. OHL Concessions.	<ul style="list-style-type: none"> <li>Lower accident rate</li> <li>Resolution of incidents</li> <li>Greater safety</li> </ul>	●
Image capturing system (REV360)	Generation of virtual tours with a 360° angle, providing a record of the road to follow up on works or for inventory management. This innovation has been implemented in the Northern Toll Road, in Peru. It is an essential part of inventory management. OHL Concessions.	<ul style="list-style-type: none"> <li>Improved site management</li> </ul>	●
<b>Improvement in processes and operations</b>			
Project	Description	Positive impact in CSR terms	
New Technologies for Tunneling and Underground works (NeTTUN)	Development of new technologies to construct tunnels and for underground work. European consortium financed as part of the EU's VII Framework Program, consisting of 21 members from nine different countries. OHL Construction is the only Spanish member.	<ul style="list-style-type: none"> <li>Greater safety</li> <li>Less energy consumed</li> <li>Lower consumption of materials</li> </ul>	●
New radio-based security system to alert on railway works traffic (SAVI)	Development of a security system for road works and railway traffic to detect traffic direction using various detection and alert systems. G&O (OHL Construction).	<ul style="list-style-type: none"> <li>Greater safety of workers and users</li> </ul>	●
Risk evaluation system (COSO)	Creating an automated system to evaluate project risks, using multiple-choice risk matrixes and COSO methodology. OHL Construction.	<ul style="list-style-type: none"> <li>Lower environmental impact on works and other risks</li> </ul>	●



Simulation of constructive processes	Development of company methodology, based on the latest technology available on the market, for the modelling, simulation and optimization of complex construction processes. OHL Construction.	• Lower environmental impact	●
Sulfur encapsulator	Engineering and construction of a line to transform liquid sulfur into a manageable, inert and compact solid for transportation and marketing. OHL Industrial.	• Lower pollution levels	●
Construction Industrialization Method (MIC)	Industrialization of construction using a common working system for the entire company, integrating best practices achieved in OHL Construction to reduce costs.	• Less energy consumed	●

## Innovating culture

The achievement of strategic goals and objectives in R&D&I requires the active participation of all of the Group's professionals in the entire innovation cycle, ranging from locating any needs, to generating innovating ideas, developing and implementing final solutions.

With this in mind, the Group encourages creativity to improve productivity and efficiency in its daily tasks, both on the site and construction processes, and in office functionality, through the following initiatives.

### Forum of Innovating Ideas and OHL Prize to the + Innovating Idea

In December 2014, the IV Edition was held of the OHL Prize to the + Innovating Idea, which is held each year by the Innovation and Sustainability Management for all OHL Group employees.

#### Prizes to the Best Innovating Idea 2014

Granted to Fernando Vegas Fernández, head of the Risk Management Service of OHL Construction, for his **Competitive intelligence applied to risk evaluation** project, which uses a new methodology based on unprecedented algorithms and calculation methods, for an early evaluation of risks, based on intelligent databases.

##### Second Prizes

- **System to detect rail creaking.** Presented by Gregorio Pérez Rodríguez, worker of Metro Ligero Oeste (MLO), OHL Concessions. This initiative enables MLO to incorporate into the urban landscape, with less impact on its stakeholders.
- **Geolocation devices for vehicles and machinery,** presented by Iván Navas Fonta, General Services and Organization Management. These devices provide total control of the vehicle renting park, improving their physical safety against theft, fraud, negligence or inadequate use; it also provides more personal security. These devices are also able to introduce significant improvements in terms of efficiency and productivity.
- **PIM: Fleet control and management system,** led by Carlos Alexis Sánchez Merino, Territorial Management in Catalonia, and José Luis Fernández Aullón, Management Control Directorate, both at OHL Construction. It incorporates the latest technology and develops its own methodology for the daily control of any processes involving works machinery, thereby improving the OHL brand.



The chairman of the OHL Group, Juan-Miguel Villar Mir, along with the second vice-chairman and CEO, Josep Piqué, handed over the OHL Prize to the + Innovating Idea in December.

### Innova Program

This program launched by OHL Concessions is able to identify innovating developments and ideas for new R&D&I projects in different business areas in each and every one of the division's companies.

OHL Concessions companies in Mexico has taken part in the Innova program with new technological proposals for payment management, to improve road safety in fog and greater efficiency in road maintenance tasks.

In Peru, Autopista del Norte and Operadora de Carreteras have vouched for continuous improvement and have conducted a pilot project to implement new lighting technologies in the Huarmey toll station, using LED lights, in order to analyze optimum levels of brightness and automation and remote management techniques.

### Innova Program

The Innova program launched by OHL Concessions, in its I Edition in 2014, has received **40 proposals** of great quality and technical innovation. The following are worthy of mention:

- **Terminal de Contenedores de Tenerife**, for its innovation in port design and construction and the management of container and carriers.
- **Metro Ligero Oeste**, with innovating solutions for train control, the reduction of noise and energy savings in lighting.



Juan Osuna Gómez, CEO of OHL Concessions, along with the winners and participants in the act to award the Innova prizes.



## LIDERA! Program

OHL Construction is still running and continuously improving its LIDERA! program. Under this program, 14 works innovations were recovered in 2014 (27% more than in 2013) and the II LIDERA! Event was held for the technological leadership of OHL Construction, rewarding the best innovating initiatives.

### 2014 LIDERA! Prizes

#### Innovations in works and projects

- First prize to the BIM and COBIE innovating implementation in construction projects in Florida, presented by Lorenzo Maykel Valdés and Adrienne Stockall.
- Second prize to the Semi-automatic brush for metal pipes, conceived by Casimiro Carral Llera, Florentino Alonso Roque and Rodrigo de la Chica Jardón.

#### Project idea of R&D&I

- Innovating fibers as structural concrete material, presented by the Purchases and Machinery Management, Structure Service, Territorial Management of Andalusia and Extremadura II.

#### Most innovating supplier

- DEAL, an Italian company specializing in equipment and engineering applied to bridge construction, which has collaborated with OHL Construction in various projects with huge technological challenges, including the design and construction of the Jamal Abdul Nasser Viaduct in Kuwait.

#### Most innovating area

- Technical Management, for its track record in the field of innovation.



Ignacio Botella, General Manager of OHL Construction, along with the winners and participants, at the act to award the LIDERA! Prizes in Torre Espacio, OHL's headoffice.

## Technological Surveillance and Competitive Intelligence Service

This initiative of the Corporate R&D&I Service is aimed at providing a response to internal needs for information in relation to technology, research and competitor analysis.

In 2014, the Service has extended its scope to Competitive Intelligence, adding a strategic or business perspective.





## Collaborations

The OHL Group is a reference both in Spain and in Europe in R&D&I and actively participates in initiatives to promote innovation in its sector. This presence proves its clear and strong commitment to this activity and its determining role in identifying innovation challenges in the field of construction and developing strategies and plans to achieve them.

### Sector initiatives to promote innovation with OHL's participation

International	National
<ul style="list-style-type: none"> <li>• European Construction Technology Platform (ECTP)</li> <li>• European Network of Construction Companies for Research and Development (ENCORD)</li> <li>• Research for Future Infrastructure Networks in Europe (reFINE): a European initiative to promote R&amp;D in transport infrastructures</li> <li>• International Road Research Board (Ir2b): a global collaboration platform for research and innovation in road infrastructures</li> </ul>	<ul style="list-style-type: none"> <li>• Spanish Technological Construction Platform (PTEC)</li> <li>• The R&amp;D&amp;I Committee of the Association of Construction Companies of National Scope in Spain, Seopan</li> <li>• The R&amp;D&amp;I work group of the Advisory Council for the Certification of Construction Companies of the Spanish Association of Standardization and Certification (AENOR)</li> <li>• Innovation Committee, Asociación Española de la Calidad (AEC)</li> <li>• Spanish Platform for Technological Railroads (PTFE)</li> <li>• Spanish Technological Water Platform (PTEA)</li> <li>• Technological Merger Platform (Ciemat)</li> <li>• Environmental Technology Platform (Planeta)</li> <li>• R&amp;D&amp;I Group for the Spanish Association of Manufacturers of Asphalt Mixtures (ASEFMA)</li> <li>• R&amp;D&amp;I Group of the Association of Companies for Conservation and Exploitation of Infrastructures (ACEX)</li> </ul>

Collaboration with companies, universities, technological centers, industrial organizations and public institutions through programs and agreements is essential in R&D&I. In 2014 only, the OHL Group has collaborated with **29 universities and 17 research bodies** from countries such as Germany, Spain, Estonia, Finland, France, Greece, Holland, Italy, United Kingdom or Switzerland, including the Technological University of Delft (TU Delft), in the Netherlands; the Federal Polytechnic School of Lausanne, Switzerland; the University of Nottingham, United Kingdom; and Centro de Estudios y Experimentación de Obras Públicas (CEDEX) and Universidad Politécnica de Madrid (UPM), amongst the Spanish entities.



## Outstanding collaborations of the OHL Group in 2014

OHL Construction
<ul style="list-style-type: none"> <li>• German Institute for Artificial Intelligence Research, DKFI. Development of a robotic arm able to operate inside the debris chamber of a tunneling machine, inspecting and replacing cutting parts.</li> <li>• Fluid Mechanics Group of the Universidad de Sevilla (Spain). 2D and 3D modelling using the finite component analysis method and scale trials in tunnels of wind barriers to repel sand from railway infrastructures.</li> <li>• Metallurgy Laboratory of the Technological University of Tallinn (Estonia). Generating a new alloy to manufacture tunneling cutting parts with greater resistance to wear and tear and a longer useful life.</li> <li>• Department of Cartography and Geodesics of the Higher Technical School of Architecture of Albacete (Universidad de Castilla-La Mancha, Spain). Procedure to gauge the sensors used in the picture capturing system using unmanned aerial vehicles.</li> </ul>
OHL Industrial
<ul style="list-style-type: none"> <li>• Collaboration with the Thermal Energy Research Group of Universidad Politécnica de Madrid in the Futuro Solar project.</li> </ul>
OHL Concessions
<ul style="list-style-type: none"> <li>• Member of the P4ITS (Public procurement of innovation FOR cooperative ITS) thematic network.</li> <li>• Collaboration in the Amsterdam Group, a strategic stakeholder alliance in order to enable the deployment of cooperate systems (C-ITS) in Europa. The Amsterdam Group consists of private road operators (ASECAP), road authorities (CEDR), city transport authorities (POLIS) and the Car-to-Car Communication Consortium.</li> </ul>

The OHL Group also receives financial support from the European Union, through the Horizon 2020 EU Framework Programme for Research and Innovation, and Centro para el Desarrollo Tecnológico Industrial (CDTI), to execute some of its projects.

## Communication

### R&D&I Bulletin

In 2014 we have continued publishing the R&D&I Bulletin, as an in-house information channel of the most relevant activities on research, development and innovation, directed at all Group members who are involved in the matter to a greater or lesser extent. The publication includes successful case studies of projects, relevant news, forthcoming events and technical progress, both of the company and of third parties.





## ► Excellence in management

OHL is committed to excellence in management to encourage and stimulate continuous improvement. The aim pursued is to take advantage of our strengths and use opportunities for growth. Consequently, risks are used as a support and continuous progress is promoted in terms of quality, environment, energy, health and safety and social responsibility, amongst others.

OHL ensures that its companies and production centers apply management systems that comply with international standards (ISO 9001, ISO 14001, EMAS and OHSAS 18001, amongst others), with external verification in those markets where clients view this as added value.

### Integrated quality, environment and occupational health system

In the course of 2014, an **Integrated Management System** was designed for quality, environment and occupational health further to standards ISO 9001, 14001 and OHSAS 18001. Over the year, the mandatory processes required by these rules were developed, as well as the operating processes of each Group division.

For more information:

**Management Systems:**  
A4, Occupational practices, and A5, Environment

**Annex A6-I:**  
List of certified companies of the OHL Group

## Quality management

Quality management in OHL is the key to achieve the Group's objectives and encourages surroundings where continuous improvement and client satisfaction prevail, exceeding their expectations.

The **Quality and Environment Committee** of the Group is the senior executive body in the matter and consists of the managers of all operating divisions and corporate managements involved. Its task is to determine guidelines in this field, as well as to supervise and coordinate quality management that coexists with the Group's companies.

The Group has a Corporate Quality and Environment Service, reporting to the Innovation and Sustainability Management, focusing on the Group's **quality management strategy**.

Development of priority lines and their project implementation are carried out through the Quality and Environment services in each operating division: OHL Concessions, OHL Construction, OHL Industrial, OHL Services and OHL Developments.



The Group's activities scheduled for 2015, further to the new 2015-2020 CSR Master Plan, include the formalization of the Guiding Quality Management Plan and adjusting its system to the changes foreseen in rule ISO 9001, expected to be approved in 2015 and applied starting in 2016. The amendments included cover topics such as *Working Context or Lessons Learnt*, and also reinforces the role of the Senior Management and process management, allowing the entry of risk management.

#### 2014 highlights

- Creation of integrated multisite management systems.
- 110 quality management certificates at the end of 2014, of which 99 refer to ISO 9001 and 42 were obtained during the year.
- Certified management system in 25 countries, based on specific local rules and by activity, such as Security Rule AS/NZS 4801, in Australia; UNE 13108, on Product Marking, in Spain, or the AAA Five Diamond Award, granted by the American Automobile Association, and Food Check (Cristal) in Mexico.
- OHL Construction and OHL Industrial have obtained multisite and trirule certificates (quality, environment and health & safety). Furthermore, both divisions have extended their geographical scope and activities, e.g. OHL Industrial has included fertilizer and chemical plant project activities.
- OHL Concessions has a multisite and trirule certificate, which is currently being progressively implemented in concessionaires and operating companies.

At present, OHL has 110 quality certifications, of which 99 refer to ISO 9001 (82% of all certified business), in 25 countries and practically covering all activities. The Group's certified volume of business has increased from 61% in 2013 to 82% in 2014, as a result of the effort made to implement and certify the same. The 18% not certified generally covers contracts and activities with non-certified partners outside the OHL Group, although activity is carried out under the Group's quality management guidelines in conjunction with the other partners.

In order to obtain certificates and maintain its management systems, OHL satisfactorily completed in 2014 more than 195 auditing sessions and external certification processes, and conducted more than 388 internal audits.

In 2014, the Group completed a process to audit its certification service, raising to 55% its percentage of certified business with the same supplier. The aim is to guarantee its clients that a globally standard certification is obtained, backed up by an internationally renowned entity (TÜV Rheinland). OHL Concessions also used this supplier for its concessions in Spain and Peru.

For certain activities or location with particular requirements, local suppliers are still used, which are specialized or qualified by public bodies. This is the case of OHL Developments in Mexico (Cristal), OHL Construction Australia (SGS), Central Europe (Stavcert), railways and ports in OHL Concessions (SGS) or fire-fighting and security activity in Chepro, OHL Industrial (SGS).



## Certified volume of business in quality management

(ISO 9001 and other specific activity plans. % of the total)

OHL Concessions		OHL Construction		OHL Industrial		OHL Developments		OHL Services		Total OHL Group	
2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013
63%	58%	84%	58%	95%	100%	92%	91%	100%	100%	82%	61%

### Implementation and certification of multisite and trirule integrated management systems

As part of its continuous improvement process, the OHL Group continued in 2014 with its certified and integrated multisite and trirule management system, for all those countries where OHL is present and as required by the market. The system includes quality management (ISO 9001), environment (ISO 14001) and occupational health & safety (OHSAS 18001) systems. An integrated and certified system has many advantages:

#### To improve and consolidate current systems in the divisions

- To encourage use of a single and specific management system for each division, able to adjust to the demands of a client, country or the company itself.
- To achieve a common language and similar structure with respect to the three management systems.
- To improve compliance with contractual requirements, occupational safety and environmental protection on site, by downplaying the system's formal aspects.
- To update the management system in order to be indistinctly applied in Project Management or ISO systems, according to the client's requirements.

#### To enhance the commercial and technical value of current certifications

- To endorse vis-à-vis potential clients the Group's capacity to implement and certify its systems in new markets.
- To demonstrate the ability to implement systems in any type of activity, with former experience of other offices.
- To align certification audits with the OHL Group's strategy in management and internationalization systems and obtain added value.

In addition, the Group uses specific systems adapted to each specific case in those countries where different quality standards are imposed or expected. Specific requirements are also included, both of a management and technical nature, as contractually required by the client. For instance, this is the case in activities where the *Project Management* system applies, in projects linked to sustainable construction certificates (LEED or BREEAM) or the Mayakoba Tourist Complex, to name a few.



OHL Construction encourages sustainable construction and the use of LEED building certifications, accrediting the sustainability level and quality of buildings and spaces. OHL USA companies belong to the U.S. Green Building Council (USGBC) and offer long-term experience with accredited professionals. In 2014, the qualifications of their technicians were reinforced with 948 hours' training in LEED and bioclimatic architectural matters (2,808 hours since 2013) and 2,065 hours in Project Management (6,389 hours accumulated since 2013).

### **OHL Construction, design and development of an Integrated Management Tool**

OHL Construction has continued in 2014 to design and develop a new tool for its Integrated Management. The project has the following objectives:

- To automate the management process.
- To improve the efficiency in documentation management.
- To provide to the users with a reliable alert system to improve process management.
- To manage external documentation of subcontracts.

USGBC has granted the LEED certificate (Silver category) to two projects: Ft Drum C-store Turnpike and UM Cox Neuroscience and Health Annex. The Sunset Office Center project, 1515 Sunset LLC, of the OHL USA subsidiary Arellano Construction, is in the process of being executed. Currently, 13 projects are undergoing construction (1 Platinum LEED, 8 Gold LEED, 2 Silver LEED and 1 LEED).

For more information:

**LEED Certificates, Chapter A5, Environment**

Finally, during the past year, the OHL Group renewed in Spain the "Madrid Excelente" guarantee brand, following verifications conducted by independent external auditors. This award, managed by the Government of the Autonomous Community of Madrid, recognizes and certifies quality and excellence in company management, in order to encourage the competitiveness of the business network.

For more information:

**Madrid Excelente in Chapter A2,  
Policies and Strategies with a Social and Environmental Scope**



## Quality management by divisions: objectives and achievement

2014 target	Level of achievement	2015 target
<b>OHL Concessions</b>		
To obtain certifications of trirule and multisite management systems in at least two companies.	The certification process has been postponed until development of new common and operating global processes under the SIG.	Progressive implementation of the SIG in concessions on a global scale.
<b>OHL Construction</b>		
To obtain the multisite certificate with integrated quality, environment and occupational health & safety systems.	<b>Achieved.</b> An external audit successfully completed with a new certifying entity with a worldwide scope.	To maintain and incorporate new locations and activities under the multisite certificate into integrated systems in quality, environment and occupational health & safety.
Trirule certification of OHL Canada and OHL in Australia, OHL in Peru and Centro de Justicia de Santiago de Chile.	<b>Achieved.</b> 12 new countries included in the certification: Arabia, Argentina, Australia, Brazil, Colombia, Ecuador, India, Kuwait, Peru, Qatar, Singapore, Uruguay.	To respond to any request for new implementation of the system and certification or extension of a scope within less than 6 months in recently opened centers.
To continue making progress in documentation for Project Management and the start-up of formative actions for works technicians.	<b>Achieved.</b> Documentation in the process of being reviewed and adapted.  2,065 hours' training to 57 technicians.	To complete adaptation of the documentation and implementation in 100% of all new awards.  To continue with the training of works technicians and staff.
To develop a new Integrated Management Tool in order to endow a management and control system with its processes and documentation.	<b>Under development.</b> Initial design of the general structure.	Completion of Non-Conformities-Internal Audits modules.
<b>OHL Industrial</b>		
To maintain the multisite and birule certification (9001 and 14001), to include OHSAS 18001 and extend the scope for new business areas, companies and countries.	<b>Achieved.</b> Multisite and trirule certificate (the same plan has included OHSAS 18001) in all locations where OHL Industrial is present, extending the scope to chemical and fertilizer plants and to Chile and Peru.	To maintain the multisite and trirule certification (9001, 14001 and 18001) and to extend the scope to new business areas, companies and countries, if necessary.
		To provide general training about the management systems and new processes to the entire organization, beginning with middle management and the executive team.





OHL Services		
To obtain trirule and multisite management system certifications in Ingesan.	<b>Achieved in part.</b>  Trirule and multisite certification obtained.	To complete implementation in all contracts outside Spain.
System implemented in new contracts outside Spain.	Contracts outside Spain are still being implemented.	
Certification according to UNE 158301:2007 Services to encourage self-sufficiency.	<b>Achieved.</b>  Certification of services associated to home assistance agreements.	-
Issue of leaflets of thanks, allowing opinions to be included in the global analysis of client assistance.	<b>Achieved.</b>  65 suggestions have been received and the resolution improved of any complaints/claims.	Issue of leaflets of thanks, allowing opinions to be included in the global analysis of client assistance.
OHL Developments		
To fulfil quarterly supervisory audits, with a view to recertification in 2015 by PROFEPA.	<b>Achieved.</b>  External audit completed.	Recertification in 2015.
Maintenance of the Five Diamond Award, AAA, and the Food Check HACEP.	<b>Achieved.</b>  External audits completed.	Maintenance of the Five Diamond Award, AAA, and the Food Check HACEP.
Continuation with the Rainforest-Alliance.	<b>Achieved.</b>	Continuation with the Rainforest-Marti.

For more information:

[Annex A6-1 Certified companies of the OHL Group.](#)

## Measuring client satisfaction

OHL continuously works towards improving its client services, for which it is essential to have the necessary devices to provide client assistance. In this dialog, measuring satisfaction plays a fundamental role. Each one of the divisions conducts its own studies to find out the level of satisfaction of its clients.

### OHL Concessions

The global satisfaction index in OHL Concessions, measured through the quality management system, is **7.5 over 10**, with an average of 88.2% of final users who would use the service again and 69.8% who would recommend it.



## Client satisfaction in OHL Concessions in 2014

### West Light Rail Lines (Spain):

- 890 user surveys. 97.2% of all users declares to be satisfied with the service.
- Improvement in the service quality index: 72.9 over 10 in 2012, and 7.63 in 2014.
- Service features with the best score: accessibility (8.00), safety (7.91) and comfort or convenience (7.88). Room for improvement was identified in traveling time and frequency.

### Mexiquense Beltway, Bicentennial Viaduct, Northern Urban Toll Road and Western Urban Toll Road (Mexico):

- Study of habits of use and segmentation of toll roads in Mexico City to know the user better.
- Surveys conducted on samples of 2,100 persons, 1,400 toll road users and 700 non-users.
- The results obtained will improve the client's experience and locate any risks and room for improvement.

### Toluca International Airport (Mexico):

- Surveys on services and facilities, safety control, environment and airline services.
- The level of satisfaction is rated as good-excellent by 83% of all those surveyed.

### Northern Toll Road (Peru):

- 279 direct user surveys.
- Global satisfaction index of 75.5% and 92.11% of all users was satisfied.



OHL Concessions is using LED technology in the lighting of the urban toll roads under management in Mexico. In the picture, the Northern Urban Toll Road.



## OHL Construction

The process to measure client satisfaction in OHL Construction is based on client surveys that analyze issues such as product quality and information, and the management executed.

The results obtained in the latest evaluations conducted in 2014 have been positive. The following are worthy of mention:

- **OHL ŽS and ŽPSV (Czech Rep.):** the global satisfaction index obtained has been 7.7 over 10. The items that received the highest score were level of communication and product satisfaction. 90.4% of all clients was considered satisfied and 100% would use the services again.
- **Concesionaria Centro de Justicia de Santiago de Chile:** the level of satisfaction in 2014 for this center has been of 6.9 over 7. It conducts user satisfaction appraisals about issues such as the time of response, quality of assistance or employee presentation.
- **OHL Sucursal Perú:** the global index obtained was 7.7 over 10, with a satisfaction percentage of 100%.

Finally, in the case of **Spain**, satisfaction with OHL Construction is measured through an on-line platform that guarantees data confidentiality and statistic processing. The survey is conducted on clients of works that are more than 50% executed or completed over the last 12 months.

### OHL Construction: client satisfaction in Spain in 2014

- 129 surveys.
- Rate of response: 69.77%.
- Rate of satisfaction: 79.06% (slight decrease with respect to 81.13% obtained in the earlier appraisal).
- The percentage of very satisfied and satisfied clients has remained stable, with respect to 2013.
- 84% would hire OHL again (2013: 79.11%) and 85.78% would recommend it (2013: 87.33%).

Most of the results of the Client Satisfaction Index have exceeded those obtained in surveys of prior years. The five strongest and most relevant points, with the highest score in the survey, obtaining a level of satisfaction greater than 90%, have been:

- The human resources assigned to the works (dedication, professionalism, technical level, experience and good working ambiance).
- Adequate execution and completion of the works, based on the quality of finishing tasks and facilities.
- The confidence of working for a multinational.
- Provision of personalized assistance.
- Collaboration and the speed of response in unexpected circumstances.



## OHL Industrial

In OHL Industrial, satisfaction is measured with personal interviews with the project managers and plant managers, by the client managers, according to the organization's management system, although the idea is for the client to complete a questionnaire in all cases. In these interviews and questionnaires the client's opinion is gathered in order to independently appraise the three phases of EPC (Engineering, Procurement and Construction) projects.

100% of all clients is satisfied, would hire OHL Industrial again and would recommend its services.

The global satisfaction index in 2014 reached 4.1 points over a total of 5, improving the response of the previous year (3.8). The 2014 results represent global satisfaction of almost 85%.

The issues that received the highest score from clients during 2014 have been:

- With a score of 5 (100%):
  - Attitude in unexpected circumstances or changes
  - Assistance provided by OHL Industrial staff
- With a score greater than 4 (more than 80%):
  - Quality in meeting the necessary requirements
  - Team professionalism
  - Quality of documentation provided and files
  - Resources and means used for execution
  - Global appraisal of OHL Industrial's work

The two projects with the best global score are, in both cases, in the mining and cement area: one of them in Peru (El Brocal) and the other in Honduras (Cenosa); however, in this latter project there is still a phase to be appraised (construction and start-up).



OHL Industrial has started up the CORE project to develop a platform supporting all specific processes involved in the EPC (Engineering, Procurement and Construction) project business. In the picture, co-generation plant constructed for the Mexican CYDSA group.



## OHL Services

Client satisfaction in OHL Services is measured through its two companies, Novaire and Ingesan.

**Novaire** conducts biannual surveys to evaluate the level of satisfaction of users, relatives and consultants. 2014 results were as follows:

- **Relatives:** on-line survey of 20 questions, by e-mail and Novaire's website. 91.69% of those surveyed recommends the company's centers, obtaining a global score of 7.66 over 10. The matters obtaining the highest score are user assistance (8.08), the center's management (8.03) and respect for privacy (7.92).
- **Users:** interviews have been conducted through surveys with closed questions in each one of the 11 service units. The highest score was granted by users to the assistance provided by center professionals (96.16%), facilities, equipment and furniture (95.32%) and maintenance & cleaning (92.56%).

In **Ingesan**, satisfaction surveys are structured into two units: hired services and other services (such as sales and general image).

## OHL Developments

Finally, for OHL Developments, different processes exist to measure satisfaction.

Fairmont Hotel	<p>Satisfaction is measured through an external company that contacts the guests of the Fairmont President Club loyalty program, inviting them to reply upon departure. During 2014, the results of the 51 responses obtained were:</p> <ul style="list-style-type: none"> <li>• Global satisfaction index of 9.2 over 10 (2013: 8.6).</li> <li>• 80.7% of clients were satisfied and 42% would use the service again; 58% would recommend it.</li> </ul>
Rosewood Hotel	<p>A client satisfaction questionnaire is automatically sent through Market Metrix.</p> <p>In 2014, client satisfaction was 95%. 84% would use the service again and 92% would recommend it</p>
Banyan Tree Hotel	<p>Questionnaire forms or through an electronic link based on a CMR system. Monthly reporting, to follow up on the Guest Satisfaction Index (GSI).</p> <p>In 2014, 8.9 over 10 was obtained in terms of satisfaction. 79.6% of all guests would use the service again and 83.7% would recommend it.</p>
Golf Course	<p>A survey is sent to evaluate the client's opinion on their stay and the golf service.</p>



► Assistance and medical/mechanical care for infrastructure users in OHL Concessions is provided 24 hours a day. Road safety vehicles continuously patrol the toll roads and there are SOS posts at strategic points along the route.

## Client assistance systems

All client and user claims that reach the Group are processed through the same channel of receipt (telephone, correspondence and e-mail, essentially), keeping an updated and documented record. The solution proposed and the time of response depend in each case on the type of claim and urgency of the situation.

### OHL Concessions

All infrastructure users of the OHL Concessions division are assisted through client assistance centers, call centers, Internet pages, social networks, healthcare and mechanical assistance 24 hours a day, road safety vehicles that continuously supervise the toll roads, and SOS posts located at strategic points along the route.

In relation to vehicle traffic, of interest is the small percentage of complaints and claims received each year by concessionaire companies. During 2014, 4,355 claims were received, more than in 2013, due to an invoicing incident in the concessionaire Grupo de Autopistas Nacionales, which is currently being resolved.

Furthermore, in 2014, new receipt and client assistance channels were included, as well as new collection systems (post-payment and interoperability) in Mexican electronic toll stations, which have generated a high number of complaints at the initial stage. The average rate of traffic claims in 2014 is 0.0008%, and the concessionaire with the greatest number of claims, Grupo de Autopistas Nacionales, has registered 0.021%.

### OHL Construction

The OHL Construction division examines all claims presented by clients following hand-over of the works. If necessary, the cause is analyzed and adequate measures taken: to remove the difference through repair; to leave it as is, as long as the product properties remain unchanged and there is no risk to safety; or to demolish and reconstruct the component covered by the claim.

Construction activity has a rate of 1.28 claims/million euros, basically arising from Colombia, Czech Republic and Spain. Of the total claims received, 75% were justified. The average time of response is 16 days. The scheduled time was met by 93%, which changes depending on the country and type of claim.

In Spain, all claims are registered by works project in an after-sale situation, obtaining a rate that basically depends on the type of the works. In 2014, the number of claims fell by 30% with respect to 2013. These were presented by 31 different clients, representing 1.58 claims per million euros in sales. Of the total claims received, 75% were justified. The average time of client response was 6 days. The scheduled time was met by 83%, which changes depending on the country and type of claim.

The most common claims were related to locksmith works, wood carpentry, plumbing, vertical lining, tiling and surfacing.

The average time of response was 2.95 days (2013: 1.12 days), way below the optimum limit of 10 days.



## OHL Industrial

In 2014 no claim was filed against any of the companies included in OHL Industrial. This division has a specific procedure to manage claims, which is personally attended by e-mail, correspondence or the project's own teams.

Lately, a Warranty Administration Department has been created to, amongst other matters, handle any warranty claims related to any of the projects executed by OHL Industrial

## OHL Developments

Client assistance is a maximum priority in OHL Developments, which is managed through initiatives such as incident reporting and comment cards, in Mayakoba Gold, and the Market Metrix program, in Islas de Mayakoba.

In 2014, 2,595 claims were handled in relation to the following: room quality, construction noise, Internet, restaurant quality and service, facilities and services, essentially. All claims were immediately handled.

## OHL Services

Ingesan did not receive any client claims in its maintenance, cleaning and healthcare services during 2014.

All complaints or suggestions are treated as non-conformities associated to the service in development contracts, and as claims when the contract is completed.

Novaire's old people's homes have a communication department to coordinate all matters related to client assistance.

In 2014, the number of complaints/claims handled was 84 (2013: 78); 100% was covered within the term established. The most common claims (68% of the total) are related to losses or damage to goods, care and medical assistance. Furthermore, 13 letters of thanks have been received from users and relatives.

► “A greater number of managed claims does not mean less service quality. It shows a real commitment on the part of all centers to detect and solve problems. A real record of all claims is essential to adequately view the quality perceived by our service users”.

2014 claims report, Novaire.

For more information:

[Chapter B4, OHL Services](#)





## CERTIFICATIONS OF THE OHL GROUP

DIVISION	COMPANY	COUNTRY	RULE	SUBJECT MATTER
OHL GROUP	OHL Group	All countries included in the Report	Madrid Excelente	Management of Excellence
	OHL Group	SPAIN	OHSAS 18001	Occupational Risk Prevention
	OHL Group	All countries included in the Report	ISO 14064 + ISAE 3000	Environmental Management. GHG emissions management
	OHL, S.A. - General Services Management	SPAIN	ISO 14001	Environmental Management
	OHL, S.A. - General Services Management	SPAIN	ISO 9001	Quality Management
	OHL, S.A. - General Services Management	SPAIN	OHSAS 18001	Occupational Risk Prevention
OHL CONSTRUCTION	OHL Construction division	All countries included in the Report	OHSAS 18001	Occupational Risk Prevention
	OHL Construction division	All countries included in the Report	ISO 14001	Environmental Management
	OHL Construction division	All countries included in the Report	ISO 9001	Quality Management
	OHL Arabia LLC	SAUDI ARABIA	ISO 14001	Environmental Management
	OHL Arabia LLC	SAUDI ARABIA	ISO 9001	Quality Management
	OHL Arabia LLC	SAUDI ARABIA	OHSAS 18001	Occupational Risk Prevention
	OHL S.A. Algeria Branch	ALGERIA	ISO 14001	Environmental Management
	OHL S.A. Algeria Branch	ALGERIA	ISO 9001	Quality Management
	OHL S.A. Algeria Branch	ALGERIA	OHSAS 18001	Occupational Risk Prevention
	OHL S.A. Argentina Branch	ARGENTINA	ISO 14001	Environmental Management
	OHL S.A. Argentina Branch	ARGENTINA	ISO 9001	Quality Management
	OHL S.A. Australia Branch	AUSTRALIA	ISO 14001	Environmental Management
	OHL S.A. Australia Branch	AUSTRALIA	ISO 9001	Quality Management
	OHL S.A. Australia Branch	AUSTRALIA	OHSAS 18001	Occupational Risk Prevention
	OHL S.A. Australia Branch	AUSTRALIA	AS/NZS 4801	Safety
	OHL S.A. as master and OHL Construction Pacific PTY Ltd	AUSTRALIA	ISO 14001	Environmental Management
	OHL S.A. as master and OHL Construction Pacific PTY Ltd	AUSTRALIA	ISO 9001	Quality Management
	OHL S.A. as master and OHL Construction Pacific PTY Ltd	AUSTRALIA	OHSAS 18001	Occupational Risk Prevention
	OHL S.A. as master and OHL Construction Pacific PTY Ltd	AUSTRALIA	AS/NZS 4801	Safety
	OHL Construction Pacific PTY Ltd	AUSTRALIA	ISO 14001	Environmental Management
	OHL Construction Pacific PTY Ltd	AUSTRALIA	ISO 9001	Quality Management
	OHL Construction Pacific PTY Ltd	AUSTRALIA	OHSAS 18001	Occupational Risk Prevention
	OHL Construction Pacific PTY Ltd	AUSTRALIA	AS/NZS 4801	Safety
	OHL S.A. Brazil Branch	BRAZIL	ISO 14001	Environmental Management
	OHL S.A. Brazil Branch	BRAZIL	ISO 9001	Quality Management
	OHL S.A. Brazil Branch	BRAZIL	OHSAS 18001	Occupational Risk Prevention
	ZPSV EOOD	BULGARIA	ISO 9001	Quality Management



CERTIFICATION	MULTISITE	TYPE	SCOPE
517.S.S/42/306/10	NO		Awarded to the Corporate Management of Obrascón Huarte Lain, S.A., OHL Construction Internacional, S.L., OHL Concessions, S.A., OHL Industrial, S.L., OHL Developments, S.L., and OHL Services, once compliance with the quality and excellence criteria necessary for the awarding of the Marca de Garantía has been certified.
01 113 131 8390/100	YES	MAIN	Activities of the Divisions: OHL Construction, OHL Concessions, OHL Industrial, and OHL Services.
GEI 2013 Report	NO		
01 104 1318409	NO		Corporate management and provision of services for Mobility, Communications and Logistics of the OHL Group. Corporate management and provision of office management services of the OHL Group.
01 100 1318409	NO		
01 113 1419356	NO		
01 113 1419304	YES	MAIN	Project, management, construction, conservation, maintenance, operation and renovation of all types of civil and construction works, including facilities and equipment. The provision of services such as: general cleaning, forest fire prevention; collection, transportation and treatment of urban waste. The regeneration of beaches and restoration of natural areas. The administration of lease contracts for heritage listed buildings and the maintenance of related infrastructures and services. The production of bituminous mixes, soil cement and gravel cement. Technical assistance and activities related to laboratory testing, soil characterization and quality in the materials used for the construction of roads; aggregates, bituminous mix and main materials. Supply and installation activities previous to start-up of hospital medical equipment.
01 104 1419304	YES	MAIN	
01 100 1419304	YES	MAIN	
01 104 1419304/15	YES	SECONDARY	Project, management, construction, conservation, maintenance, operation and renovation of all types of civil and building works, including facilities and equipment.
01 100 1419304/15	YES	SECONDARY	
01 113 1419304/15	YES	SECONDARY	
01 104 1419304/18	YES	SECONDARY	Project, management, construction, conservation, maintenance, operation and renovation of all types of civil and building works, including facilities and equipment.
01 100 1419304/18	YES	SECONDARY	
01 113 1419304/18	YES	SECONDARY	
01 104 1419304/19	YES	SECONDARY	Construction. Construction of hospitals. Construction of tanks and dams. Maintenance and operation of roads. Construction of roads and tracks. Road infrastructures. Transportation of oil and gas products. Movement of land and drilling. Bridges, viaducts and large structures. Tunnels. Railway infrastructures. Hydraulic works. Maritime and port works. Electrical facilities. Mechanical facilities. Special works. Special facilities. Infrastructure maintenance.
01 100 1419304/19	YES	SECONDARY	
AU 14/4449.01	YES	SECONDARY	Design, management and construction of transportation infrastructure (tracks, roads, highways, railways), hydraulic works, maritime works and buildings, including any of their activities or parts such as movement of land, drilling, tunnels, bridges, viaducts, large structures, electrical facilities, mechanical installations as well as its maintenance and conservation.
AU 14/4448.01	YES	SECONDARY	
AU 14/4451.01	YES	SECONDARY	
AU 14/4450.01	YES	SECONDARY	
AU 14/4449.00	YES	MAIN	Design, management and construction of transportation infrastructure (tracks, roads, highways, railways) hydraulic works, maritime works and buildings, including any of their activities or parts such as movement of land, drilling, tunnels, bridges, viaducts, large structures, electrical facilities, mechanical installations as well as maintenance and conservation.
AU 14/4448.00	YES	MAIN	
AU 14/44451.00	YES	SECONDARY	
AU 14/4450.00	YES	SECONDARY	
AU 14/4449.02	YES	SECONDARY	Design, management and construction of transportation infrastructure (tracks, roads, highways, railways), hydraulic works, maritime works and buildings, including any of their activities or parts such as movement of land, drilling, tunnels, bridges, viaducts, large structures, electrical facilities, mechanical installations as well as maintenance and conservation.
AU 14/4448.02	YES	SECONDARY	
AU 14/44451.02	YES	SECONDARY	
AU 14/4450.02	YES	SECONDARY	
01 104 1419304/31	YES	SECONDARY	Construction. Construction of hospitals. Construction of tanks and dams. Maintenance and operation of roads. Construction of roads and tracks. Road infrastructures. Transportation of oil and gas products. Movement of land and drilling. Bridges, viaducts and large structures. Tunnels. Railway infrastructures. Hydraulic works. Maritime and port works. Electrical facilities. Mechanical facilities. Special works. Special facilities. Infrastructure maintenance.
01 100 1419304/31	YES	SECONDARY	
	YES	SECONDARY	
91005	NO		Design, Development and Manufacturing of Railway Sleepers and Other Concrete Products.



## CERTIFICATIONS OF THE OHL GROUP

DIVISION	COMPANY	COUNTRY	RULE	SUBJECT MATTER
OHL CONSTRUCTION	OHL Construction Canada, INC	CANADA	ISO 14001	Environmental Management
	OHL Construction Canada, INC	CANADA	ISO 9001	Quality Management
	OHL Construction Canada, INC	CANADA	OHSAS 18001	Occupational Risk Prevention
	OHL Internacional (Obrascón Huarte Lain S.A.) Catar	QATAR	ISO 14001	Environmental Management
	OHL Internacional (Obrascón Huarte Lain S.A.) Catar	QATAR	ISO 9001	Quality Management
	OHL Internacional (Obrascón Huarte Lain S.A.) Catar	QATAR	OHSAS 18001	Occupational Risk Prevention
	OHL S.A. Chile Agency	CHILE	ISO 14001	Environmental Management
	OHL S.A. Chile Agency	CHILE	ISO 9001	Quality Management
	OHL Austral S.A.	CHILE	ISO 9001	Quality Management
	OHL Austral S.A.	CHILE	ISO 14001	Environmental Management
	Sociedad Concesionaria Centro de Justicia de Santiago S.A.	CHILE	ISO 14001	Environmental Management
	Sociedad Concesionaria Centro de Justicia de Santiago S.A.	CHILE	ISO 9001	Quality Management
	OHL Colombia S.A.S.	COLOMBIA	ISO 14001	Environmental Management
	OHL Colombia S.A.S.	COLOMBIA	ISO 9001	Quality Management
	G&O S.A., Colombia Branch	COLOMBIA	ISO 14001	Environmental Management
	G&O S.A., Colombia Branch	COLOMBIA	ISO 9001	Quality Management
	OHL S.A. Ecuador Branch	ECUADOR	ISO 14001	Environmental Management
	OHL S.A. Ecuador Branch	ECUADOR	ISO 9001	Quality Management
	Judlau	USA	ISO 9001	Quality Management
	Obrascón Huarte Lain, S.A.	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention

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CERTIFICATION	MULTISITE	TYPE	SCOPE
01 104 1419304/09	YES	SECONDARY	Design and/or construction management projects for important civil works and buildings.
01 100 1419304/09	YES	SECONDARY	
01 113 1419304/09	YES	SECONDARY	
01 104 1419304/14	YES	SECONDARY	Project, management, construction, conservation, maintenance, operation and renovation of all types of civil and building works, including facilities and equipment.
01 100 1419304/14	YES	SECONDARY	
01 113 1419304/14	YES	SECONDARY	
01 104 1419304/02	YES	SECONDARY	Construction. Construction of hospitals. Construction of tanks and dams. Maintenance and operation of roads. Construction of roads and tracks. Road infrastructures. Transportation of oil and gas products. Movement of land and drilling. Bridges, viaducts and large structures. Tunnels. Railway infrastructures. Hydraulic works. Maritime and port works. Electrical facilities. Mechanical facilities. Special works. Special facilities. Infrastructure maintenance.
01 100 1419304/20	YES	SECONDARY	
01 100 1419304/21	YES	SECONDARY	Project, management, construction, conservation, maintenance, operation and renovation of all types of civil and building works, including facilities and equipment.
01 104 1419304/21	YES	SECONDARY	
01 104 1419304/22	YES	SECONDARY	Project, management, construction, conservation, maintenance, operation and renovation of all types of civil and building works, including facilities and equipment.
01 100 1419304/22	YES	SECONDARY	
01 104 1419304/23	YES	SECONDARY	Project, management, construction, conservation, maintenance, operation and renovation of all types of civil and building works, including facilities and equipment.
01 100 1419304/23	YES	SECONDARY	
01 104 1419304/24	YES	SECONDARY	Project, management and construction of all kinds of works: movements of land and drilling, tunnels, tanks, galleries and quarries, demolitions and unassembly, bridges, viaducts and large structures; tunnels for the transportation of infrastructure and facilities; residential buildings, buildings listed as heritage and hospital buildings; railways (high-speed, conventional, metropolitan), airports; hydraulic; channeling and protection of river banks; pressure pipes; tanks, dams and water reservoirs; maritime, ports, protection and transmarine pipelines; highways, freeways, roads and tracks; transportation of oil and gas products; pipelines and service networks; public lighting networks; electrical, electronic, mechanical and special facilities; special foundations, test drilling, injections and pilotage; sheet pilings, shoring and consolidation, painting, metallization, ornamentation and decoration, restoration of historical-artistic goods; fire protection equipment, water treatment plants; gardens, green areas and sowing, regeneration of beaches; restoration of natural areas; other types of works. Conservation, maintenance, renovation, operation and rehabilitation of all the works mentioned above and their facilities and water supply networks, drains and sewage networks, public lighting network, urban fixtures, hills and sowing, gardens and green areas, monuments; electric and electronic equipment and facilities, plumbing facilities, water and gas pipes, climate control, heating and air conditioning pipes, security and fire protection of elevators and horizontal hospital traveling equipment. Maintenance of high-speed railway tracks and equipment; metropolitan railway tracks (subway, light railway and trams); and other railway equipment.
01 100 1419304/24	YES	SECONDARY	
01 104 1419304/25	YES	SECONDARY	Project, management, construction, conservation, maintenance, operation and renovation of all types of civil and building works, including facilities and equipment.
01 100 1419304/25	YES	SECONDARY	
FS 76091	NO		Provision of project/construction management and general contracting services in the area of heavy construction, specializing in subsurface utilities, water/sewer mains installation, road and bridge construction, design/build, mass transit stations and other facilities, track and signal systems, environmental restoration and tunneling for mass transit.
02/130036/01	NO		

**CERTIFICATIONS OF THE OHL GROUP**

DIVISION	COMPANY	COUNTRY	RULE	SUBJECT MATTER
OHL CONSTRUCTION	Obrascón Huarte Lain, S.A.	SPAIN	ISO 14001	Environmental Management
	Obrascón Huarte Lain, S.A.	SPAIN	ISO 9001	Quality Management
	Obrascón Huarte Lain, S.A.	SPAIN	OHSAS 18001	Occupational Risk Prevention
	Obrascón Huarte Lain, S.A. Parque de Maquinaria	SPAIN	ISO 14001	Environmental Management
	Obrascón Huarte Lain, S.A. Parque de Maquinaria	SPAIN	ISO 9001	Quality Management
	Asfaltos y Construcciones Elsan, S.A.	SPAIN	ISO 14001	Environmental Management
	Asfaltos y Construcciones Elsan, S.A.	SPAIN	ISO 9001	Quality Management
	Asfaltos y Construcciones Elsan, S.A.	SPAIN	UNE 13108	Quality Management. CE Product Marking
	Asfaltos y Construcciones Elsan, S.A.	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention

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CERTIFICATION	MULTISITE	TYPE	SCOPE
01 104 1419304/06	YES	SECONDARY	<p>Project, management and construction of all kinds of works: movements of land and drilling, tunnels, tanks, galleries and quarries, demolitions and unassembly, bridges, viaducts and large structures; tunnels for the transportation of infrastructure and facilities; residential buildings, buildings listed as heritage and hospital buildings; railways (high-speed, conventional, metropolitan), airports; hydraulic; channeling and protection of river banks; pressure pipes; tanks, dams and water reservoirs; maritime, ports, protections and transmarine pipelines; highways, freeways, roads and tracks; transportation of oil and gas products; pipelines and service networks; public lighting networks; electrical, electronic, mechanical and special facilities; special foundations, test drilling, injections and pilotages; sheet pilings, shoring and consolidations, painting, metallization, ornamentation and decoration, restoration of historical-artistic assets; fire protection equipment, water treatment plants; gardens, green areas and sowing; regeneration of beaches; restoration of natural areas; other types of works.</p> <p>Conservation, maintenance, renovation, operation and rehabilitation of all the types of works mentioned above and their facilities and water supply networks, drains and sewage networks, public lighting network, urban fixtures, hills and sowing, gardens and green areas, monuments; electric and electronic equipment and facilities, plumbing facilities, water and gas pipes, climate control, heating and air conditioning pipes, security and fire protection of elevators and horizontal hospital traveling equipment.</p> <p>Maintenance of high-speed railway tracks and equipment; metropolitan railway tracks (subway, light railway and trams); and other railway equipment.</p> <p>Provision of general cleaning services, forest fire prevention; collection, transportation and treatment of urban waste.</p> <p>Design, construction, closure and restoration of landfills.</p>
01 100 1419304/06	YES	SECONDARY	
01 113 1419304/06	YES	SECONDARY	
01 104 1419304/42	YES	SECONDARY	<p>Provision and installation, prior to start-up of: office furniture, furniture for clinical use, high-technology medical equipment, electro-medical equipment, rigid and flexible medical and surgical instruments.</p>
01 100 1419304/42	YES	SECONDARY	
01 104 1419304/05	YES	SECONDARY	<p>Project, management and construction of all kinds of works: movements of land and drilling, tunnels, tanks, galleries and quarries, demolitions and unassembly, bridges, viaducts and large structures; tunnels for the transportation of infrastructure and facilities; residential buildings, buildings listed as heritage and hospital buildings; railways (high-speed, conventional, metropolitan), airports; hydraulic; channeling and protection of river banks; pressure pipes; tanks, dams and water reservoirs; maritime, ports, protection and transmarine pipelines; highways, freeways, roads and tracks; transportation of oil and gas products; pipelines and service networks; public lighting networks; electrical, electronic, mechanical and special facilities; special foundations, test drilling, injections and pilotage; sheet pilings, shoring and consolidation, painting, metallization, ornamentation and decoration, restoration of historical-artistic goods; fire protection equipment, water treatment plants; gardens, green areas and sowing, regeneration of beaches; restoration of natural areas; other types of works.</p> <p>Conservation, maintenance, renovation, operation and rehabilitation of all the works mentioned above and their facilities and water supply networks, drains and sewage networks, public lighting network, urban fixtures, hills and sowing, gardens and green areas, monuments; electric and electronic equipment and facilities, plumbing facilities, water and gas pipes, climate control, heating and air conditioning pipes, security and fire protection of elevators and horizontal hospital traveling equipment.</p> <p>Maintenance of high-speed railway tracks and equipment; metropolitan railway tracks (subway, light railway and trams); and other railway equipment.</p> <p>Provision of general cleaning services, forest fire prevention; collection, transportation and treatment of urban waste.</p> <p>Design, construction, closure and restoration of landfills.</p> <p>Production of bituminous mixes, soil cement and gravel cement.</p> <p>Technical assistance for laboratory testing of soil characterization and quality in the materials used for the construction of roads; aggregates, bituminous mix and main materials.</p>
01 100 1419304/05	YES	SECONDARY	
0099/CPR/B11/0001	NO		Production of hot bituminous compounds - 53 different types of compounds.
02/130036/06	NO		





## CERTIFICATIONS OF THE OHL GROUP

DIVISION	COMPANY	COUNTRY	RULE	SUBJECT MATTER
OHL CONSTRUCTION	Asfaltos y Construcciones Elsan, S.A.	SPAIN	OHSAS 18001	Occupational Risk Prevention
	Asfaltos y Construcciones Elsan, S.A. Planta de Aglomerado (Arganda)	SPAIN	ISO 14001	Environmental Management
	Asfaltos y Construcciones Elsan, S.A. Planta de Aglomerado (Arganda)	SPAIN	ISO 9001	Quality Management
	Asfaltos y Construcciones Elsan, S.A. Planta de Aglomerado (Arganda)	SPAIN	OHSAS 18001	Occupational Risk Prevention
	Asfaltos y Construcciones Elsan, S.A. Laboratorio de ensayos	SPAIN	ISO 14001	Environmental Management
	Asfaltos y Construcciones Elsan, S.A. Laboratorio de ensayos	SPAIN	ISO 9001	Quality Management
	Asfaltos y Construcciones Elsan, S.A. Laboratorio de ensayos	SPAIN	OHSAS 18001	Occupational Risk Prevention
	Asfaltos Elsan-Pacsa-Torrescámara, A.I.E.	SPAIN	ISO 9001	Quality Management
	Asfaltos Elsan-Pacsa-Torrescámara, A.I.E.	SPAIN	UNE 13108	Quality Management. CE Product Marking
	Agrupación Guinovart Obras y Servicios Hispania, S.A.	SPAIN	ISO 14001	Environmental Management
	Agrupación Guinovart Obras y Servicios Hispania, S.A.	SPAIN	ISO 9001	Quality Management
	Agrupación Guinovart Obras y Servicios Hispania, S.A.	SPAIN	OHSAS 18001	Occupational Risk Prevention
	Agrupación Guinovart Obras y Servicios Hispania, S.A.	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention

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CERTIFICATION	MULTISITE	TYPE	SCOPE
01 113 1419304/05	YES	SECONDARY	<p>Project, management and construction of all kinds of works: movements of land and drilling, tunnels, tanks, galleries and quarries, demolitions and unassemblys; bridges, viaducts and large structures; tunnels for the transportation infrastructure and facilities; residential buildings, buildings listed as heritage and hospital buildings; railways (high-speed, conventional, metropolitan), airports; hydraulic; channeling and protection of river banks; pressure pipes; tanks, dams and water reservoirs; maritime, ports, protections and transmarine pipelines; highways, freeways, roads and tracks; transportation of oil and gas products; pipelines and services networks; public lighting networks; electrical, electronic, mechanical and special facilities; special foundations, test drilling, injections and pilotages; sheet pilings, shoring and consolidations, painting, metallization, ornamentation and decoration, restoration of historical-artistic goods; fire protection equipment, water treatment plants; gardens, green areas and sowing; regeneration of beaches; restoration of natural areas; other types of works.</p> <p>Conservation, maintenance, renovation, operation and rehabilitation of all the types of works mentioned above and their facilities and water supply networks, drains and sewage networks, public lighting network, urban fixtures, hills and sowing, gardens and green areas, monuments; electric and electronic equipment and facilities, plumbing facilities, water and gas pipes, climate control, heating and air conditioning pipes, security and fire protection of elevators and horizontal hospital traveling equipment.</p> <p>Maintenance of high-speed railway tracks and equipment; metropolitan railway tracks (subway, light railway and trams); and other railway equipment.</p> <p>Provision of services of general cleaning, forest fire prevention; collection, transportation and treatment of urban waste.</p> <p>Design, construction, closure and restoration of landfills.</p> <p>Production of bituminous mixes, soil cement and gravel cement.</p> <p>Technical assistance for laboratories testing the characterization of soils and the quality in the materials used for the construction of roads; aggregates, bituminous mix and main materials.</p>
01 104 1419304/33	YES	SECONDARY	The production of bituminous compounds, soil cement and gravel cement.
01 100 1419304/33	YES	SECONDARY	
01 113 1419304/33	YES	SECONDARY	
01 104 1419304/34	YES	SECONDARY	Technical assistance and laboratory activities related to testing the characterization and quality of the materials used for the construction of roads: aggregates, bituminous mix and constituent materials.
01 100 1419304/34	YES	SECONDARY	
01 113 1419304/34	YES	SECONDARY	
01 100 1419304/04	YES	SECONDARY	Production and spreading of bituminous mixes.
0099/CPR/B11/0054	NO		Production of hot bituminous mix - 19 different types of mixes
01 104 1419304/03	YES	SECONDARY	<p>Project, management and construction of all kinds of works: movement of land and drilling, tunnels, tanks, galleries and quarries, demolitions and unassembly, bridges, viaducts and large structures; tunnels for the transportation of infrastructure and facilities; residential buildings, buildings listed as heritage and hospital buildings; railways (high-speed, conventional, metropolitan), airports; hydraulic; channeling and protection of river banks; pressure pipes; tanks, dams and water reservoirs; maritime, ports, protections and transmarine pipelines; highways, freeways, roads and tracks; transportation of oil and gas products; pipelines and services networks; public lighting networks; electrical, electronic, mechanical and special facilities; special foundations, test drilling, injections and pilotage; sheet pilings, shoring and consolidation, painting, metallization, ornamentation and decoration, restoration of historical-artistic assets; fire protection equipment, water treatment plants; gardens, green areas and sowing, regeneration of beaches; restoration of natural areas; other types of works.</p> <p>Conservation, maintenance, renovation, operation and rehabilitation of all the works mentioned above and their facilities and water supply networks, drains and sewage networks, public lighting network, urban fixtures, hills and sowing, gardens and green areas, monuments; electric and electronic equipment and facilities, plumbing facilities, water and gas pipes, climate control, heating and air conditioning pipes, security and fire protection of elevators and horizontal hospital traveling equipment.</p> <p>Maintenance of high-speed railway tracks and equipment; metropolitan railway tracks (subway, light railway and trams); and other railway equipment.</p>
01 100 1419304/03	YES	SECONDARY	
01 113 1419304/03	YES	SECONDARY	
02/130036/03	NO		



## CERTIFICATIONS OF THE OHL GROUP

DIVISION	COMPANY	COUNTRY	RULE	SUBJECT MATTER
OHL CONSTRUCTION	Construcciones Adolfo Sobrino, S.A.	SPAIN	ISO 14001	Environmental Management
	Construcciones Adolfo Sobrino, S.A.	SPAIN	ISO 9001	Quality Management
	Construcciones Adolfo Sobrino, S.A.	SPAIN	OHSAS 18001	Occupational Risk Prevention
	Construcciones Adolfo Sobrino, S.A.	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention
	EYM Instalaciones, S.A.	SPAIN	ISO 14001	Environmental Management
	EYM Instalaciones, S.A.	SPAIN	ISO 9001	Quality Management
	EYM Instalaciones, S.A.	SPAIN	OHSAS 18001	Occupational Risk Prevention
	EYM Instalaciones, S.A.	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention
	Sociedad Anónima de Trabajos y Obras (SATO)	SPAIN	ISO 14001	Environmental Management
	Sociedad Anónima de Trabajos y Obras (SATO)	SPAIN	ISO 9001	Quality Management
	Sociedad Anónima de Trabajos y Obras (SATO)	SPAIN	OHSAS 18001	Occupational Risk Prevention
	Sociedad Anónima de Trabajos y Obras (SATO)	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention
	OHL Constrution India Private Limited	INDIA	ISO 14001	Environmental Management
	OHL Constrution India Private Limited	INDIA	ISO 9001	Quality Management
	OHL Constrution India Private Limited	INDIA	OHSAS 18001	Occupational Risk Prevention
	OHL S.A. Kuwait	KUWAIT	ISO 14001	Environmental Management
	OHL S.A. Kuwait	KUWAIT	ISO 9001	Quality Management
	OHL S.A. Kuwait	KUWAIT	OHSAS 18001	Occupational Risk Prevention
	Constructora de Proyectos Viales de México S.A. de CV	MEXICO	ISO 14001	Environmental Management
	Constructora de Proyectos Viales de México S.A. de CV	MEXICO	ISO 9001	Quality Management
	Constructora de Proyectos Viales de México S.A. de CV	MEXICO	OHSAS 18001	Occupational Risk Prevention





CERTIFICATION	MULTISITE	TYPE	SCOPE
01 104 1419304/01	YES	SECONDARY	<p>Project, management and construction of all kinds of works: movements of land and drilling, tunnels, tanks, galleries and quarries, demolitions and unassemblies; bridges, viaducts and large structures; tunnels for the transportation infrastructure and facilities; residential buildings, buildings listed as heritage and hospital buildings; railways (high-speed, conventional, metropolitan), airports; hydraulic; channeling and protection of river banks; pressure pipes; tanks, dams and water reservoirs; maritime, ports, protections and transmarine pipelines; highways, freeways, roads and tracks; transportation of oil and gas products; pipelines and services networks; public lighting networks; electrical, electronic, mechanical and special facilities; special foundations, test drilling, injections and pilotages; sheet pilings, shoring and consolidations, painting, metallization, ornamentation and decoration, restoration of historical-artistic goods; fire protection equipment, water treatment plants; gardens, green areas and sowing; regeneration of beaches; restoration of natural areas; other types of works.</p> <p>Conservation, maintenance, renovation, operation and rehabilitation of all the types of works mentioned above and their facilities and water supply networks, drains and sewage networks, public lighting network, urban fixtures, hills and sowing, gardens and green areas, monuments; electric and electronic equipment and facilities, plumbing facilities, water and gas pipes, climate control, heating and air conditioning pipes, security and fire protection of elevators and horizontal hospital traveling equipment.</p>
01 100 1419304/01	YES	SECONDARY	
01 113 1419304/01	YES	SECONDARY	
02/130036/04	NO		
01 104 1419304/02	YES	SECONDARY	<p>The construction works of: railways and electrical installations (lighting, illumination and beacons; transformation and distribution centers for high-voltage system; telecommunications and radio electrical installations; other electrical and electronic installations).</p>
01 100 1419304/02	YES	SECONDARY	
01 113 1419304/02	YES	SECONDARY	
02/130036/05	NO		
01 104 1419304/08	YES	SECONDARY	<p>Project, management and construction of all kinds of works: movements of land and drilling, tunnels, tanks, galleries and quarries, demolitions and unassemblies; bridges, viaducts and large structures; tunnels for the transportation infrastructure and facilities; residential buildings, buildings listed as heritage and hospital buildings; railways (high-speed, conventional, metropolitan), airports; hydraulic; channeling and protection of river banks; pressure pipes; tanks, dams and water reservoirs; maritime, ports, protections and transmarine pipelines; highways, freeways, roads and tracks; transportation of oil and gas products; pipelines and services networks; public lighting networks; electrical, electronic, mechanical and special facilities; special foundations, test drilling, injections and pilotages; sheet pilings, shoring and consolidations, painting, metallization, ornamentation and decoration, restoration of historical-artistic goods; fire protection equipment, water treatment plants; gardens, green areas and sowing; regeneration of beaches; restoration of natural areas; other types of works.</p>
01 100 1419304/08	YES	SECONDARY	
01 113 1419304/08	YES	SECONDARY	
02/130036/02	NO		
01 104 1419304/17	YES	SECONDARY	<p>Project, management, construction, conservation, maintenance, operation and renovation of all types of civil and building works, including facilities and equipment.</p>
01 100 1419304/17	YES	SECONDARY	
01 113 1419304/17	YES	SECONDARY	
01 104 1419304/13	YES	SECONDARY	<p>Project, management, construction, conservation, maintenance, operation and renovation of all types of civil and building works, including facilities and equipment.</p>
01 100 1419304/13	YES	SECONDARY	
01 113 1419304/13	YES	SECONDARY	
01 104 1419304/11	YES	SECONDARY	<p>Project, management and construction of all kinds of works: movements of land and drilling, tunnels, tanks, galleries and quarries, demolitions and unassemblies; bridges, viaducts and large structures; tunnels for the transportation infrastructure and facilities; residential buildings, buildings listed as heritage and hospital buildings; railways (high-speed, conventional, metropolitan), airports; hydraulic; channeling and protection of river banks; pressure pipes; tanks, dams and water reservoirs; maritime, ports, protections and transmarine pipelines; highways, freeways, roads and tracks; transportation of oil and gas products; pipelines and services networks; public lighting networks; electrical, electronic, mechanical and special facilities; special foundations, test drilling, injections and pilotages; sheet pilings, shoring and consolidations, painting, metallization, ornamentation and decoration, restoration of historical-artistic goods; fire protection equipment, water treatment plants; gardens, green areas and sowing; regeneration of beaches; restoration of natural areas; other types of works.</p>
01 100 1419304/11	YES	SECONDARY	
01 113 1419304/11	YES	SECONDARY	



## CERTIFICATIONS OF THE OHL GROUP

DIVISION	COMPANY	COUNTRY	RULE	SUBJECT MATTER
OHL CONSTRUCTION	OHL S.A. Mexico and Central America	MEXICO	ISO 14001	Environmental Management
	OHL S.A. Mexico and Central America	MEXICO	ISO 9001	Quality Management
	OHL S.A. Mexico and Central America	MEXICO	OHSAS 18001	Occupational Risk Prevention
	OHL S.A. Peru Branch	PERU	ISO 14001	Environmental Management
	OHL S.A. Peru Branch	PERU	ISO 9001	Quality Management
	Constructora TP S.A.C. Grupo OHL	PERU	ISO 14001	Environmental Management
	Constructora TP S.A.C. Grupo OHL	PERU	ISO 9001	Quality Management
	OHL S.A. Poland Branch	POLAND	ISO 14001	Environmental Management
	OHL S.A. Poland Branch	POLAND	ISO 9001	Quality Management
	OHL S.A. Poland Branch	POLAND	OHSAS 18001	Occupational Risk Prevention
	OHL S.A. Czech Republic Branch	CZECH REP.	ISO 14001	Environmental Management
	OHL S.A. Czech Republic Branch	CZECH REP.	ISO 9001	Quality Management
	OHL ZS A.S.	CZECH REP.	EMAS	Environmental Management
	OHL ZS A.S.	CZECH REP.	ISO 9001 - ISO 14001 - OHSAS 18001	Integrated Management
	ZPSV A.S.	CZECH REP.	ISO 14001	Environmental Management

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CERTIFICATION	MULTISITE	TYPE	SCOPE
01 104 1419304/10	YES	SECONDARY	Project, management and construction of all kinds of works: movements of land and drilling, tunnels, tanks, galleries and quarries, demolitions and unassemblys; bridges, viaducts and large structures; tunnels for the transportation infrastructure and facilities; residential buildings, buildings listed as heritage and hospital buildings; railways (high-speed, conventional, metropolitan), airports; hydraulic; channeling and protection of river banks; pressure pipes; tanks, dams and water reservoirs; maritime, ports, protections and transmarine pipelines; highways, freeways, roads and tracks; transportation of oil and gas products; pipelines and services networks; public lighting networks; electrical, electronic, mechanical and special facilities; special foundations, test drilling, injections and pilotages; sheet pilings, shoring and consolidations, painting, metallization, ornamentation and decoration, restoration of historical-artistic goods; fire protection equipment, water treatment plants; gardens, green areas and sowing; regeneration of beaches; restoration of natural areas; other types of works.
01 100 1419304/10	YES	SECONDARY	
01 113 1419304/10	YES	SECONDARY	
01 104 1419304/26	YES	SECONDARY	Construction. Construction of hospitals. Construction of tanks and dams. Maintenance and operation of roads. Construction of roads and tracks. Road infrastructures. Transportation of oil and gas products. Movement of lands and drilling. Bridges, viaducts and large structures. Tunnels, Railway infrastructures. Hydraulic works. Maritime and port works. Electrical facilities. Mechanical facilities. Special works. Special facilities. Infrastructure maintenance.
01 100 1419304/26	YES	SECONDARY	
01 104 1419304/27	YES	SECONDARY	Construction. Construction of hospitals. Construction of tanks and dams. Maintenance and operation of roads. Construction of roads and tracks. Road infrastructures. Transportation of oil and gas products. Movement of lands and drilling. Bridges, viaducts and large structures. Tunnels, Railway infrastructures. Hydraulic works. Maritime and port works. Electrical facilities. Mechanical facilities. Special works. Special facilities. Infrastructure maintenance.
01 100 1419304/27	YES	SECONDARY	
01 104 1419304/12	YES	SECONDARY	Project, management, construction, conservation, maintenance, operation and renovation of all types of civil and building works, including facilities and equipment.
01 100 1419304/12	YES	SECONDARY	
01 113 1419304/12	YES	SECONDARY	
EMS-917/2013	NO		Managing contractor's services.
QMS-3422/2013	NO		Construction and reconstruction of buildings. Construction of bridges, civil engineering works and water management constructions. Installation of pipelines, telecommunication and electrical wiring. Construction of railway lines and sidings. Construction of roads.
CZ-000014	NO		
ISR-001/2011	NO		Managing contractor's and development services, construction assembling works of buildings including renewal of monuments, execution of railways a railway spur tracks, execution of tramlines, construction of bridges, engineering structures and water constructional works, construction of tunnels and underground structures, welding of reinforcement, high-current and low-voltage distributing network, optical distributing network, wiring electrical installations, instrumentation and control, engine control systems, research, production and realization of technologies, supply and assemblage of high-current, very high-current and low-voltage distribution station and feeding stations, manufacturing and services of services of high-current and low-voltage distributors, rehabilitation of concrete structures, lease, maintenance and repair of mechanical installations and lorries, 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.
EMS-849/2012	NO		Design, development, production and supply of prestressed concrete and reinforced concrete sleepers. - Production and supply of concrete, reinforced concrete and prestressed concrete precast elements. - Production and supply of the fresh concrete- products made from reinforcement bars fresh concrete - Production and supply of products made from reinforcement bars - Performing the constructions including their changes and demolition. - Projection services for construction.



## CERTIFICATIONS OF THE OHL GROUP

DIVISION	COMPANY	COUNTRY	RULE	SUBJECT MATTER
OHL CONSTRUCTION	ZPSV A.S.	CZECH REP.	ISO 9001	Quality Management
	Železničné Stavebníctvo Bratislava	SLOVENIA	ISO 14001	Environmental Management
	Železničné Stavebníctvo Bratislava	SLOVENIA	ISO 9001	Quality Management
	OHL ZS SK	SLOVENIA	ISO 14001	Environmental Management
	OHL ZS SK	SLOVENIA	ISO 9001	Quality Management
	ZPSV A.S. Caña	SLOVENIA	ISO 14001	Environmental Management
	ZPSV A.S. Caña	SLOVENIA	ISO 9001	Quality Management
	OHL (Singapore Branch)	SINGAPORE	ISO 14001	Environmental Management
	OHL (Singapore Branch)	SINGAPORE	ISO 9001	Quality Management
	OHL S.A. Turkey Branch	TURKEY	ISO 14001	Environmental Management
	OHL S.A. Turkey Branch	TURKEY	ISO 9001	Quality Management
	OHL S.A. Turkey Branch	TURKEY	OHSAS 18001	Occupational Risk Prevention
	OHL Uruguay S.A.	URUGUAY	ISO 14001	Environmental Management
	OHL Uruguay S.A.	URUGUAY	ISO 9001	Quality Management
	OHL S.A. Uruguay Branch	URUGUAY	ISO 14001	Environmental Management
	OHL S.A. Uruguay Branch	URUGUAY	ISO 9001	Quality Management
OHL CONCESSIONS	OHL Concesiones, S.A.	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention
	OHL Concesiones, S.A.	SPAIN	OHSAS 18001	Occupational Risk Prevention
	OHL Concesiones, S.A.	SPAIN	ISO 14001	Environmental Management
	OHL Concesiones, S.A.	SPAIN	ISO 9001	Quality Management
	Autopista Eje Aeropuerto	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention
	Autopista Eje Aeropuerto	SPAIN	OHSAS 18001	Occupational Risk Prevention
	Autovía de Aragón	SPAIN	ISO 14001	Environmental Management
	Autovía de Aragón	SPAIN	ISO 9001	Quality Management
	Autovía de Aragón	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention
	Autovía de Aragón	SPAIN	OHSAS 18001	Occupational Risk Prevention
	Euroglosa 45	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention





CERTIFICATION	MULTISITE	TYPE	SCOPE
QMS-3282/2012	NO		Design, development, production and supply of prestressed concrete and reinforced concrete sleepers. - Production and supply of concrete, reinforced concrete and prestressed concrete precast elements. - Production and supply of the fresh concrete- products made from reinforcement bars fresh concrete - Production and supply of products made from reinforcement bars - Performing the constructions including their changes and demolition. - Projection services for construction.- mining processing and supply of aggregates. - production and supply of the fresh concrete - production and supply of products made from reinforcement bars.
38/2010	NO		Performance of construction works and activities for railway, ground and other transport supplies related
37/2010	NO		
EMS0720314/2	NO		Construction of civil engineering structures, residential and non-residential buildings, water-management structures, engineering structures and transportation facilities, refurbishments of properties listed as heritage.
CM4630314/2	NO		
EMS0600912/1	NO		Manufacturing, sale and supply of concrete and precast products.
CM4130912/1	NO		
01 104 1419304/46	YES	SECONDARY	Construction. Construction of hospitals. Construction of tanks and dams. Maintenance and operation of roads. Construction of roads and tracks. Road infrastructures. Transportation of oil and gas products. Movement of lands and drilling. Bridges, viaducts and large structures. Tunnels, Railway infrastructures. Hydraulic works. Maritime and port works. Electrical facilities. Mechanical facilities. Special works. Special facilities. Infrastructure maintenance.
01 100 1419304/46	YES	SECONDARY	
01 104 1419304/16	YES	SECONDARY	Project, management, construction, conservation, maintenance, operation and renovation of all types of civil and building works, including facilities and equipment.
01 100 1419304/16	YES	SECONDARY	
01 113 1419304/16	YES	SECONDARY	
01 104 1419304/28	YES	SECONDARY	Construction. Construction of hospitals. Construction of tanks and dams. Maintenance and operation of roads. Construction of roads and tracks. Road infrastructures. Transportation of oil and gas products. Movement of lands and drilling. Bridges, viaducts and large structures. Tunnels. Railway infrastructures. Hydraulic works. Maritime and port works. Electrical facilities. Mechanical facilities. Special works. Special facilities. Infrastructure maintenance.
01 100 1419304/28	YES	SECONDARY	
01 104 1419304/29	YES	SECONDARY	Construction. Construction of hospitals. Construction of tanks and dams. Maintenance and operation of roads. Construction of roads and tracks. Road infrastructures. Transportation of oil and gas products. Movement of lands and drilling. Bridges, viaducts and large structures. Tunnels. Railway infrastructures. Hydraulic works. Maritime and port works. Electrical facilities. Mechanical facilities. Special works. Special facilities. Infrastructure maintenance.
01 100 1419304/29	YES	SECONDARY	
02/130036/13	NO		
01 113 1318390/11	YES	SECONDARY	All companies within the Group.
GA-2008/0690	NO		Performance of internal follow-up and controlling services for the companies which have been granted a concession for infrastructures by OHL CONCESSIONS for the management of the design, the construction and of the companies granted the concession and for the management of operation contracts. Preparation and presentation of bids for infrastructures concessions.
ER-1592/2008	NO		
02/130036/15	NO		
01 113 1318390/13	YES	SECONDARY	Performance of internal follow-up and controlling services for the companies which have been granted a concession for infrastructures by OHL CONCESSIONS for the management of the design, the construction and of the companies granted the concession and for the management of operation contracts. Preparation and presentation of bids for infrastructures concessions.
01 104 1318439	NO		Preservation, maintenance and operation of A-2 highway (from km 5+900 to km 62+000).
01 100 1318439	NO		
02/130036/23	NO		
01 113 1318390/14	YES	SECONDARY	Preservation, maintenance and operation of A-2 highway (from km 5+900 to km 62+000).
02/130036/14	NO		





## CERTIFICATIONS OF THE OHL GROUP

DIVISION	COMPANY	COUNTRY	RULE	SUBJECT MATTER
OHL CONCESSIONS	Euroglosa 45	SPAIN	OHSAS 18001	Occupational Risk Prevention
	Marina Urola S.A. (Puerto Deportivo de Zumaia)	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention
	Marina Urola S.A. (Puerto Deportivo de Zumaia)	SPAIN	OHSAS 18001	Occupational Risk Prevention
	Metro Ligero Oeste, S.A.	SPAIN	ISO 14001	Environmental Management
	Metro Ligero Oeste, S.A.	SPAIN	ISO 9001	Quality Management
	Metro Ligero Oeste, S.A.	SPAIN	OHSAS 18001	Occupational Risk Prevention
	Metro Ligero Oeste, S.A.	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention
	Nueva Dársena Sportiva de Bara S.A. (Puerto Roda de Bara)	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention
	Nueva Dársena Sportiva de Bara S.A. (Puerto Roda de Bara)	SPAIN	OHSAS 18001	Occupational Risk Prevention
	Terminales de Contenedores de Tenerife S.A.	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention
	Terminales de Contenedores de Tenerife S.A.	SPAIN	OHSAS 18001	Occupational Risk Prevention
	Terminales Marítimas del Sureste, S.A.	SPAIN	ISO 14001	Environmental Management
	Terminales Marítimas del Sureste, S.A.	SPAIN	ISO 9001	Quality Management
	Terminales Marítimas del Sureste, S.A.	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention
	Terminales Marítimas del Sureste, S.A.	SPAIN	OHSAS 18001	Occupational Risk Prevention
	Toluca International Airport	MEXICO	ISO 9001	Quality Management
	Operadora Concesionaria Mexiquense S.A. de C.V.	MEXICO	ISO 9001	Quality Management
	Operadora de Carreteras S.A.C	PERU	ISO 14001	Environmental Management
	Operadora de Carreteras S.A.C	PERU	ISO 9001	Quality Management
	Operadora de Carreteras S.A.C	PERU	OHSAS 18001	Occupational Risk Prevention
OHL INDUSTRIAL	OHL Industrial Division	All countries included in the Report	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Division	All countries included in the Report	ISO 14001	Environmental Management
	OHL Industrial Division	All countries included in the Report	ISO 9001	Quality Management
	OHL Industrial Brazil, Ltda.	BRAZIL	ISO 14001	Environmental Management
	OHL Industrial Brazil, Ltda.	BRAZIL	ISO 9001	Quality Management
	OHL Industrial Brazil, Ltda.	BRAZIL	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial, S.L. (Brazil Site)	BRAZIL	ISO 14001	Environmental Management
	OHL Industrial, S.L. (Brazil Site)	BRAZIL	ISO 9001	Quality Management
	OHL Industrial, S.L. (Brazil Site)	BRAZIL	OHSAS 18001	Occupational Risk Prevention



CERTIFICATION	MULTISITE	TYPE	SCOPE
01 113 1318390/12	YES	SECONDARY	Performance of internal follow-up and controlling services for the companies which have been granted a concession for infrastructures by OHL CONCESSIONS for the management of the design, the construction and of the companies granted the concession and for the management of operation contracts. Preparation and presentation of bids for infrastructures concessions.
02/130036/16	NO		
01 113 1318390/15	YES	SECONDARY	Performance of internal follow-up and controlling services for the companies which have been granted a concession for infrastructures by OHL CONCESSIONS for the management of the design, the construction and of the companies granted the concession and for the management of operation contracts. Preparation and presentation of bids for infrastructures concessions.
ES057679-1	NO		Operation and maintenance of the ML2 and ML3 light railway lines .
ES057676-1	NO		
01 113 1318390/18	YES	SECONDARY	
02/130036/18	NO		
02/130036/17	NO		
01 113 1318390/16	YES	SECONDARY	Performance of internal follow-up and controlling services for the companies which have been granted a concession for infrastructures by OHL CONCESSIONS for the management of the design, the construction and of the companies granted the concession and for the management of operation contracts. Preparation and presentation of bids for infrastructures concessions.
02/130036/22	NO		
01 113 1318390/28	YES	SECONDARY	Adaptation to actual activities, from the general certification.
ES12/11212	NO		Loading and Unloading works in the Port of Alicante and operation of the Administrative Concession in the Regime of indirect Operation of the multi-purposes terminal, the Passengers Terminal and the Bulk Terminal.
ES12/11213	NO		
02/130036/21	NO		
01 113 1318390/17	YES	SECONDARY	Adaptation to actual activities, from the general certification.
MQA 4001081	NO		The administration of airport, commercial and complementary services.
FS 581495	NO		The operation and maintenance of toll highways, bridges, roadways and road assistance.
01 104 1318413	NO		Transit and Collection processes in the Toll Units of Vesique, Fortaleza, Huarney and Virú.
01 100 1318413	NO		
01 113 1318413	NO		
01 113 1318394	YES	MAIN	Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
01 104 1318394	YES	MAIN	
01 100 1318394	YES	MAIN	
01 104 1318394/08	YES	SECONDARY	Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
01 100 1318394/08	YES	SECONDARY	
01 113 1318394/08	YES	SECONDARY	
01 104 1318394/01	YES	SECONDARY	Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
01 100 1318394/01	YES	SECONDARY	
01 113 1318394/01	YES	SECONDARY	



## CERTIFICATIONS OF THE OHL GROUP

DIVISION	COMPANY	COUNTRY	RULE	SUBJECT MATTER
OHL INDUSTRIAL	OHL Industrial Mining and Cement, S.A. (Brazil Site)	BRAZIL	ISO 14001	Environmental Management
	OHL Industrial Mining and Cement, S.A. (Brazil Site)	BRAZIL	ISO 9001	Quality Management
	OHL Industrial Mining and Cement, S.A. (Brazil Site)	BRAZIL	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Oil & Gas, S.L.U. (Brazil Site)	BRAZIL	ISO 14001	Environmental Management
	OHL Industrial Oil & Gas, S.L.U. (Brazil Site)	BRAZIL	ISO 9001	Quality Management
	OHL Industrial Oil & Gas, S.L.U. (Brazil Site)	BRAZIL	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Power, S.A.U. (Brazil Site)	BRAZIL	ISO 14001	Environmental Management
	OHL Industrial Power, S.A.U. (Brazil Site)	BRAZIL	ISO 9001	Quality Management
	OHL Industrial Power, S.A.U. (Brazil Site)	BRAZIL	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Chile, S.A.	CHILE	ISO 14001	Environmental Management
	OHL Industrial Chile, S.A.	CHILE	ISO 9001	Quality Management
	OHL Industrial Chile, S.A.	CHILE	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial, S.L. (Chile Agency)	CHILE	ISO 14001	Environmental Management
	OHL Industrial, S.L. (Chile Agency)	CHILE	ISO 9001	Quality Management
	OHL Industrial, S.L. (Chile Agency)	CHILE	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Mining and Cement, S.A. (Chile Agency)	CHILE	ISO 14001	Environmental Management
	OHL Industrial Mining and Cement, S.A. (Chile Agency)	CHILE	ISO 9001	Quality Management
	OHL Industrial Mining and Cement, S.A. (Chile Agency)	CHILE	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Oil & Gas, S.L.U. (Chile Agency)	CHILE	ISO 14001	Environmental Management
	OHL Industrial Oil & Gas, S.L.U. (Chile Agency)	CHILE	ISO 9001	Quality Management
	OHL Industrial Oil & Gas, S.L.U. (Chile Agency)	CHILE	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Power, S.A.U. (Chile Agency)	CHILE	ISO 14001	Environmental Management
	OHL Industrial Power, S.A.U. (Chile Agency)	CHILE	ISO 9001	Quality Management
	OHL Industrial Power, S.A.U. (Chile Agency)	CHILE	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial, S.L. (Colombia Site)	COLOMBIA	ISO 14001	Environmental Management
	OHL Industrial, S.L. (Colombia Site)	COLOMBIA	ISO 9001	Quality Management
	OHL Industrial, S.L. (Colombia Site)	COLOMBIA	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Mining and Cement, S.A. (Colombia Site)	COLOMBIA	ISO 14001	Environmental Management
	OHL Industrial Mining and Cement, S.A. (Colombia Site)	COLOMBIA	ISO 9001	Quality Management
	OHL Industrial Mining and Cement, S.A. (Colombia Site)	COLOMBIA	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Oil & Gas, S.L.U. (Colombia Site)	COLOMBIA	ISO 14001	Environmental Management
	OHL Industrial Oil & Gas, S.L.U. (Colombia Site)	COLOMBIA	ISO 9001	Quality Management
	OHL Industrial Oil & Gas, S.L.U. (Colombia Site)	COLOMBIA	OHSAS 18001	Occupational Risk Prevention

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## CERTIFICATIONS OF THE OHL GROUP

DIVISION	COMPANY	COUNTRY	RULE	SUBJECT MATTER
OHL INDUSTRIAL	OHL Industrial Power, S.A.U. ( Colombia Site)	COLOMBIA	ISO 14001	Environmental Management
	OHL Industrial Power, S.A.U. ( Colombia Site)	COLOMBIA	ISO 9001	Quality Management
	OHL Industrial Power, S.A.U. ( Colombia Site)	COLOMBIA	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial USA, Inc.	USA	ISO 14001	Environmental Management
	OHL Industrial USA, Inc.	USA	ISO 9001	Quality Management
	OHL Industrial USA, Inc.	USA	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial, S.L. (USA Site)	USA	ISO 14001	Environmental Management
	OHL Industrial, S.L. (USA Site)	USA	ISO 9001	Quality Management
	OHL Industrial, S.L. (USA Site)	USA	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Mining and Cement, S.A. (USA Site)	USA	ISO 14001	Environmental Management
	OHL Industrial Mining and Cement, S.A. (USA Site)	USA	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Mining and Cement, S.A. (USA Site)	USA	ISO 9001	Quality Management
	OHL Industrial Oil & Gas, S.L.U. (USA Site)	USA	ISO 14001	Environmental Management
	OHL Industrial Oil & Gas, S.L.U. (USA Site)	USA	ISO 9001	Quality Management
	OHL Industrial Oil & Gas, S.L.U. (USA Site)	USA	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Power, S.A.U. (USA Site)	USA	ISO 14001	Environmental Management
	OHL Industrial Power, S.A.U. (USA Site)	USA	ISO 9001	Quality Management
	OHL Industrial Power, S.A.U. (USA Site)	USA	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial, S.L. ( United Arab Emirates Site)	UNITED ARAB EMIRATES	ISO 14001	Environmental Management
	OHL Industrial, S.L. ( United Arab Emirates Site)	UNITED ARAB EMIRATES	ISO 9001	Quality Management
	OHL Industrial, S.L. ( United Arab Emirates Site)	UNITED ARAB EMIRATES	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Mining and Cement, S.A. ( United Arab Emirates Site)	UNITED ARAB EMIRATES	ISO 14001	Environmental Management
	OHL Industrial Mining and Cement, S.A. ( United Arab Emirates Site)	UNITED ARAB EMIRATES	ISO 9001	Quality Management
	OHL Industrial Mining and Cement, S.A. ( United Arab Emirates Site)	UNITED ARAB EMIRATES	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Oil & Gas, S.L.U. ( United Arab Emirates Site)	UNITED ARAB EMIRATES	ISO 14001	Environmental Management
	OHL Industrial Oil & Gas, S.L.U. ( United Arab Emirates Site)	UNITED ARAB EMIRATES	ISO 9001	Quality Management
	OHL Industrial Oil & Gas, S.L.U. ( United Arab Emirates Site)	UNITED ARAB EMIRATES	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Power, S.A.U. ( United Arab Emirates Site)	UNITED ARAB EMIRATES	ISO 14001	Environmental Management
	OHL Industrial Power, S.A.U. ( United Arab Emirates Site)	UNITED ARAB EMIRATES	ISO 9001	Quality Management
	OHL Industrial Power, S.A.U. ( United Arab Emirates Site)	UNITED ARAB EMIRATES	OHSAS 18001	Occupational Risk Prevention





CERTIFICATION	MULTISITE	TYPE	SCOPE
01 104 1318394/04	YES	SECONDARY	Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
01 100 1318394/04	YES	SECONDARY	
01 113 1318394/04	YES	SECONDARY	
01 104 1318394/05 y 01 104 1318394/06	YES	SECONDARY	Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
01 100 1318394/05 y 01 100 1318394/06	YES	SECONDARY	
01 113 1318394/05 y 01 113 1318394/06	YES	SECONDARY	
01 104 1318394/01	YES	SECONDARY	Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
01 100 1318394/01	YES	SECONDARY	
01 113 1318394/01	YES	SECONDARY	
01 104 1318394/03	YES	SECONDARY	Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
01 113 1318394/03	YES	SECONDARY	
01 100 1318394/03	YES	SECONDARY	
01 104 1318394/03	YES	SECONDARY	Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
01 100 1318394/02	YES	SECONDARY	
01 113 1318394/02	YES	SECONDARY	
01 104 1318394/04	YES	SECONDARY	Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
01 100 1318394/04	YES	SECONDARY	
01 113 1318394/04	YES	SECONDARY	
01 104 1318394/01	YES	SECONDARY	Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
01 100 1318394/01	YES	SECONDARY	
01 113 1318394/01	YES	SECONDARY	
01 104 1318394/03	YES	SECONDARY	Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
01 100 1318394/03	YES	SECONDARY	
01 113 1318394/03	YES	SECONDARY	
01 104 1318394/03	YES	SECONDARY	Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
01 100 1318394/02	YES	SECONDARY	
01 113 1318394/02	YES	SECONDARY	
01 104 1318394/04	YES	SECONDARY	Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
01 100 1318394/04	YES	SECONDARY	
01 113 1318394/04	YES	SECONDARY	



## CERTIFICATIONS OF THE OHL GROUP

DIVISION	COMPANY	COUNTRY	RULE	SUBJECT MATTER
OHL INDUSTRIAL	OHL Industrial, S.L.	SPAIN	ISO 14001	Environmental Management
	OHL Industrial, S.L.	SPAIN	ISO 9001	Quality Management
	OHL Industrial, S.L.	SPAIN	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial, S.L.	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention
	OHL Industrial Mining and Cement, S.A.	SPAIN	ISO 14001	Environmental Management
	OHL Industrial Mining and Cement, S.A.	SPAIN	ISO 9001	Quality Management
	OHL Industrial Mining and Cement, S.A.	SPAIN	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Mining and Cement, S.A.	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention
	OHL Industrial Power, S.A.U.	SPAIN	ISO 14001	Environmental Management
	OHL Industrial Power, S.A.U.	SPAIN	ISO 9001	Quality Management
	OHL Industrial Power, S.A.U.	SPAIN	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Power, S.A.U.	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention
	OHL Industrial Oil & Gas, S.L.U.	SPAIN	ISO 14001	Environmental Management
	OHL Industrial Oil & Gas, S.L.U.	SPAIN	ISO 9001	Quality Management
	OHL Industrial Oil & Gas, S.L.U.	SPAIN	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Oil & Gas, S.L.U.	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention
	Catalana de Seguretat i Comunicacions, S.L.	SPAIN	ISO 9001	Quality Management
	Catalana de Seguretat i Comunicacions, S.L.	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention
	Catalana de Seguretat i Comunicacions, S.L.	SPAIN	OHSAS 18001	Occupational Risk Prevention
	Comin S.L.	SPAIN	ISO 14001	Environmental Management
	Comin S.L.	SPAIN	ISO 9001	Quality Management
	Comin S.L.	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention
	Comin S.L.	SPAIN	OHSAS 18001	Occupational Risk Prevention
	Chemptrol Proyectos y Sistemas S.L. (Chepro)	SPAIN	ISO 9001	Quality Management
	Chemptrol Proyectos y Sistemas S.L. (Chepro)	SPAIN	OHSAS 18001	Occupational Risk Prevention
	Chemptrol Proyectos y Sistemas S.L. (Chepro)	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention
	IEPI Mexico, S.A. de C.V.	MEXICO	ISO 14001	Environmental Management
	IEPI Mexico, S.A. de C.V.	MEXICO	ISO 9001	Quality Management
	IEPI Mexico, S.A. de C.V.	MEXICO	OHSAS 18001	Occupational Risk Prevention







CERTIFICATION	MULTISITE	TYPE	SCOPE
01 104 1318394/01	YES	SECONDARY	Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
01 100 1318394/01	YES	SECONDARY	
01 113 1318394/01	YES	SECONDARY	
02/130036/08	YES	SECONDARY	
01 104 1318394/03	YES	SECONDARY	Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
01 100 1318394/03	YES	SECONDARY	
01 113 1318394/03	YES	SECONDARY	
02/130036/11	YES	SECONDARY	
01 104 1318394/04	YES	SECONDARY	Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
01 100 1318394/04	YES	SECONDARY	
01 113 1318394/04	YES	SECONDARY	
02/130036/20	YES	SECONDARY	
01 104 1318394/02	YES	SECONDARY	Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
01 100 1318394/02	YES	SECONDARY	
01 113 1318394/02	YES	SECONDARY	
02/130036/10	YES	SECONDARY	
EC-1280/03	NO		Project design and execution, and marketing of services and products for the security and the systems lines.
02/130036/12	NO		
01 113 1318390/25	YES	SECONDARY	Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
ES055286-1	NO		Engineering, installation and maintenance of fire protection facilities and sale of fire protection equipment and materials.
ES055284-1	NO		
02/130036/19	NO		
01 113 1318390/29	NO		Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
ES04/0422	NO		Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
01 113 1318390/21	YES	SECONDARY	
02/130036/09	NO		
01 104 1318394/07	YES	SECONDARY	Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
01 100 1318394/07	YES	SECONDARY	
01 113 1318394/07	YES	SECONDARY	



## CERTIFICATIONS OF THE OHL GROUP

DIVISION	COMPANY	COUNTRY	RULE	SUBJECT MATTER
OHL INDUSTRIAL	OHL Industrial, S.L. (Mexico Site)	MEXICO	ISO 14001	Environmental Management
	OHL Industrial, S.L. (Mexico Site)	MEXICO	ISO 9001	Quality Management
	OHL Industrial, S.L. (Mexico Site)	MEXICO	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Mining and Cement, S.A. (Mexico Site)	MEXICO	ISO 14001	Environmental Management
	OHL Industrial Mining and Cement, S.A. (Mexico Site)	MEXICO	ISO 9001	Quality Management
	OHL Industrial Mining and Cement, S.A. (Mexico Site)	MEXICO	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Oil & Gas, S.L.U. (Mexico Site)	MEXICO	ISO 14001	Environmental Management
	OHL Industrial Oil & Gas, S.L.U. (Mexico Site)	MEXICO	ISO 9001	Quality Management
	OHL Industrial Oil & Gas, S.L.U. (Mexico Site)	MEXICO	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Power, S.A.U. (Mexico Site)	MEXICO	ISO 14001	Environmental Management
	OHL Industrial Power, S.A.U. (Mexico Site)	MEXICO	ISO 9001	Quality Management
	OHL Industrial Power, S.A.U. (Mexico Site)	MEXICO	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial, S.L. (Oman)	OMAN	ISO 14001	Environmental Management
	OHL Industrial, S.L. (Oman)	OMAN	ISO 9001	Quality Management
	OHL Industrial, S.L. (Oman)	OMAN	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Mining and Cement, S.A. (Oman)	OMAN	ISO 14001	Environmental Management
	OHL Industrial Mining and Cement, S.A. (Oman)	OMAN	ISO 9001	Quality Management
	OHL Industrial Mining and Cement, S.A. (Oman)	OMAN	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Oil & Gas, S.L.U. (Oman)	OMAN	ISO 14001	Environmental Management
	OHL Industrial Oil & Gas, S.L.U. (Oman)	OMAN	ISO 9001	Quality Management
	OHL Industrial Oil & Gas, S.L.U. (Oman)	OMAN	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Power, S.A.U. (Oman Site)	OMAN	ISO 14001	Environmental Management
	OHL Industrial Power, S.A.U. (Oman Site)	OMAN	ISO 9001	Quality Management
	OHL Industrial Power, S.A.U. (Oman Site)	OMAN	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Perú, S.A.C.	PERU	ISO 14001	Environmental Management
	OHL Industrial Perú, S.A.C.	PERU	ISO 9001	Quality Management
	OHL Industrial Perú, S.A.C.	PERU	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial, S.L. (Peru Site)	PERU	ISO 14001	Environmental Management
	OHL Industrial, S.L. (Peru Site)	PERU	ISO 9001	Quality Management
	OHL Industrial, S.L. (Peru Site)	PERU	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Mining and Cement, S.A. (Peru Site)	PERU	ISO 14001	Environmental Management
	OHL Industrial Mining and Cement, S.A. (Peru Site)	PERU	ISO 9001	Quality Management
	OHL Industrial Mining and Cement, S.A. (Peru Site)	PERU	OHSAS 18001	Occupational Risk Prevention

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## CERTIFICATIONS OF THE OHL GROUP

DIVISION	COMPANY	COUNTRY	RULE	SUBJECT MATTER
OHL INDUSTRIAL	OHL Industrial Oil & Gas, S.L.U. (Peru Site)	PERU	ISO 14001	Environmental Management
	OHL Industrial Oil & Gas, S.L.U. (Peru Site)	PERU	ISO 9001	Quality Management
	OHL Industrial Oil & Gas, S.L.U. (Peru Site)	PERU	OHSAS 18001	Occupational Risk Prevention
	OHL Industrial Power, S.A.U. (Peru Site)	PERU	ISO 14001	Environmental Management
	OHL Industrial Power, S.A.U. (Peru Site)	PERU	ISO 9001	Quality Management
	OHL Industrial Power, S.A.U. (Peru Site)	PERU	OHSAS 18001	Occupational Risk Prevention
OHL SERVICES	Instituto de Gestión Sanitaria, S.A.U.	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention
	Instituto de Gestión Sanitaria, S.A.U.	SPAIN	OHSAS 18001	Occupational Risk Prevention
	Instituto de Gestión Sanitaria, S.A.U.	SPAIN	ISO 14001	Environmental Management
	Instituto de Gestión Sanitaria, S.A.U.	SPAIN	ISO 9001	Quality Management
	Instituto de Gestión Sanitaria, S.A.U.	SPAIN	ISO 50001	Energy Management
	Instituto de Gestión Sanitaria, S.A.U.	SPAIN	SA 8000	Social Responsibility
	Instituto de Gestión Sanitaria, S.A.U.	SPAIN	UNE 158301:2007	Quality Management. Home Help Services
	Instituto de Gestión Sanitaria, S.A.U. A Coruña	SPAIN	UNE 158301:2007	Quality Management. Home Help Services
	Instituto de Gestión Sanitaria, S.A.U. Arteixo	SPAIN	UNE 158301:2007	Quality Management. Home Help Services
	Instituto de Gestión Sanitaria, S.A.U. Jerez de la Frontera	SPAIN	UNE 158301:2007	Quality Management. Home Help Services
	Sacova Centros Residenciales, S.L. (Novaire)	SPAIN	ISO 9001	Quality Management
	Sacova Centros Residenciales, S.L. (Novaire)	SPAIN	Spanish Legal Auditing Rules	Occupational Risk Prevention
OHL DEVELOPMENTS	Hotel RoseWood MayaKoba	MEXICO	Eco Check	Environmental Management
	Hotel Rosewood Mayakoba	MEXICO	Rain Forest Alliance	Environmental Management
	Hotel Rosewood Mayakoba	MEXICO	Diamonds Program AAA	Quality Management. Hotel Management
	Hotel Rosewood Mayakoba	MEXICO	Food Check	HACEP Food Safety Risk Management Systems
	Banyan Tree Mayakoba	MEXICO	Rain Forest Alliance	Environmental Management
	Hotel Fairmont Mayakoba	MEXICO	Rain Forest Alliance	Environmental Management
	Hotel Fairmont Mayakoba	MEXICO	Diamonds Program AAA	Quality Management. Hotel Management
	El Camaleón Golf Club Mayakoba	MEXICO	Audubon Internacional	Environmental Management



CERTIFICATION	MULTISITE	TYPE	SCOPE
01 104 1318394/03	YES	SECONDARY	Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
01 100 1318394/02	YES	SECONDARY	
01 113 1318394/02	YES	SECONDARY	
01 104 1318394/04	YES	SECONDARY	Performance of basic and detailed engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as operation and maintenance in the following activity fields: industrial, chemical, petrochemical, fertilizing, oil & gas plants, storage terminals, energy generation and cogeneration plants, mining facilities and concrete and elevation and conveyor belt industrial facilities.
01 100 1318394/04	YES	SECONDARY	
01 113 1318394/04	YES	SECONDARY	Provision of basic and detail engineering, procurement, construction and start-up services for the execution and management of projects, including turnkey, as well as their operation and maintenance in the following activity fields: industrial energy generation and cogeneration plants.
02/1300036/07	NO		
01 113 1318390/27	YES	SECONDARY	Maintenance and integral cleaning services for buildings and facilities and social services.
3.00.13215	NO		Cleaning services of shops, facilities, buildings and hospitals. Maintenance and preservation services of buildings and hospitals and of their technical facilities, such as: electricity, plumbing, water and gas pipes, heating and air conditioning and fire protection security systems. Social and Health care service. Home care service. Management of assisted housing service.
0.04.13461	NO		
01 407 1419351	NO		
01 114 1419355	NO		Cleaning services of facilities, buildings and hospitals. Maintenance service of buildings, hospitals and their technical facilities, as well as power fires protection systems, plumbing, water and gas, heating, and air conditioning. Social and Health Care. Initiation of the care service process. Management of assisted housing. Management of the energy system.
00/140030	YES	MAIN	Home help service: senior citizens, disabled individuals and minors.
00/140030/02/01	YES	SECONDARY	Home help service: senior citizens, disabled individuals and minors.
00/140030/02/02	YES	SECONDARY	Home help service: senior citizens, disabled individuals and minors.
00/140030/04/01	YES	SECONDARY	Home help service: senior citizens, disabled individuals and minors.
ES11/10062	NO		Provision of residential and care services for senior citizens with different levels of dependency in permanent residential condition and day care patients. Multi-site certification.
	NO		
N/A	NO		
N/A	NO		The purpose of this partnership will result in the declaration of the Mayakoba touristic resort and its hotels as the first hotel chain to implement the Global Sustainable Tourism Council (GSTC) criteria which are the current standard. Their worldwide launch will take place sometime in the next few months of this international year of biodiversity.
N/A	NO		
N/A	NO		
N/A	NO		The purpose of this partnership will result in the declaration of the Mayakoba touristic resort and its hotels as the first hotel chain to implement the Global Sustainable Tourism Council (GSTC) criteria which are the current standard. Their worldwide launch will take place sometime in the next few months of this international year of biodiversity.
N/A	NO		The purpose of this partnership will result in the declaration of the Mayakoba touristic resort and its hotels as the first hotel chain to implement the Global Sustainable Tourism Council (GSTC) criteria which are the current standard. Their worldwide launch will take place sometime in the next few months of this international year of biodiversity.
N/A	NO		
N/A	NO		Awarded six International Audubon Certifications: cooperative sanctuary, habitat and wildlife management, water quality, water preservation, environmental awareness and education, and reduction of and safety in the use of chemical products.

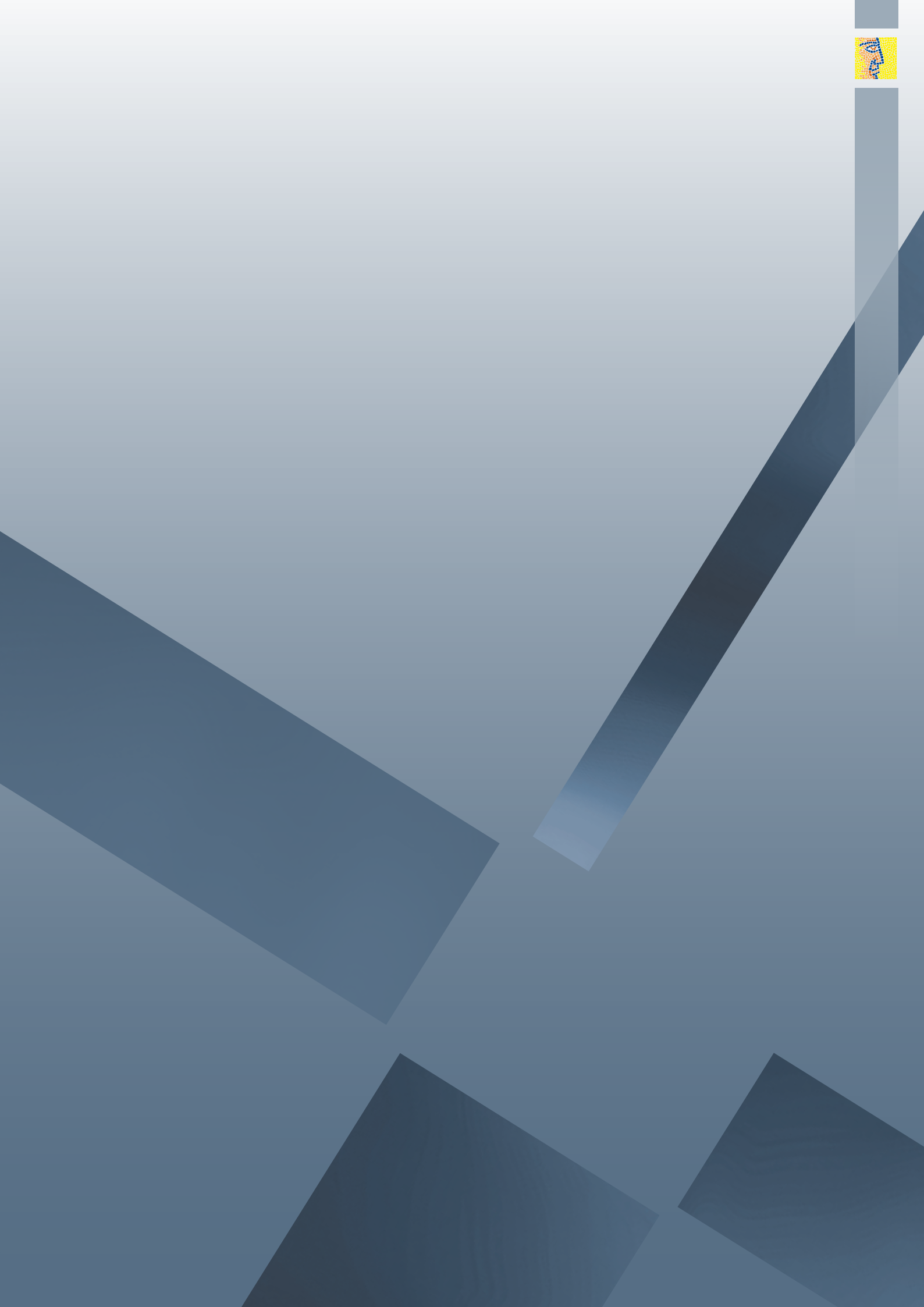


## Annex A6-II

### SUSTAINABLE CONSTRUCTION AT OHL GROUP. LEED ACCREDITATION

(Leadership in Energy & Environmental Design)

Projects	Type of Construction	Accreditation	Status	Country
Basketball Practice Facility	New	Gold LEED®	Certified	USA
Clinical Research Building	Interior Renovation	LEED®	Certified	USA
Cox Neuroscience and Health Annex	New	Silver LEED®	Certified	USA
East Ridge Retirement Village	New	Silver LEED®	Construction Ongoing	USA
Florida International University MANGO	New	Gold LEED®	Construction Ongoing	USA
Florida Turnpike Convenience Store at Canoe Creek	New	Silver LEED®	Certified	USA
Florida Turnpike Convenience Store at Ft Pierce	New	Silver LEED®	Certified	USA
Florida Turnpike Convenience Store at Ft Drum	New	Silver LEED®	Certified	USA
Florida Turnpike Convenience Store at Pompano Beach	New	Silver LEED®	Certified	USA
Florida Turnpike Convenience Store at Turkey Lake	New	Silver LEED®	Certified	USA
Florida Turnpike Convenience Store at West Palm	New	Silver LEED®	Certified	USA
Florida Turnpike Restaurant Building at Canoe Creek	New	Silver LEED®	Certified	USA
Florida Turnpike Restaurant Building at Ft Drum	New	Silver LEED®	Certified	USA
Florida Turnpike Restaurant Building at Ft Pierce	New	Silver LEED®	Certified	USA
Florida Turnpike Restaurant Building at Turkey Lake	New	Silver LEED®	Certified	USA
Florida Turnpike Restaurant Building at West Palm	New	Silver LEED®	Certified	USA
Miami Green Office Building	New	Silver LEED®	Certified	USA
Pompano Beach Library	New	Gold LEED®	Construction Ongoing	USA
Robert & Judy Prokop Newman Alumni Center	New	Gold LEED®	Certified	USA
South Miami Hospital Clinical Expansion	New	Gold LEED®	Certified	USA
Sunset Office Center- 1515 Sunset, LLC	New	Platinum LEED®	Construction Ongoing	USA
Urgent Care/Diagnostic Center at 55 Merrick	Interior Renovation	LEED®	Certified	USA
Urgent Care/Diagnostic Center at Brickell	New	Silver LEED®	Certified	USA
Urgent Care/Diagnostic Center at Davie	Interior Renovation	Silver LEED®	Certified	USA
Urgent Care/Diagnostic Center at Pincrest	Interior Renovation	Silver LEED®	Construction Ongoing	USA
Urgent Care/Diagnostic Center at Westfork Plaza	Interior Renovation	LEED®	Certified	USA
Baptist Cardio Vascular Institute	Interior Renovation	Silver LEED®	Construction Ongoing	USA
YYY-1 Terra Environmental Research Institute	New	Gold LEED®	Certified	USA
Art Center "Fundación Botín"	New	Silver LEED®	Construction Ongoing	SPAIN
Health Cardio Vascular Institute University of Miami Ambulatory Facility	New	Gold LEED®	Construction Ongoing	USA
Msheireb Station	New	Gold LEED®	Construction Ongoing	QATAR
Canalejas Project	Demolition and new construction	Gold LEED®	Construction Ongoing	SPAIN
Interior renovation for ICEX headquarters	Interior Renovation	Gold LEED®	Construction Ongoing	SPAIN
Interior renovation for COFIDES headquarters	Interior Renovation	Gold LEED®	Construction Ongoing	SPAIN
Remodeling of the facade, street Eloy Gonzalo 10	Remodeling	LEED®	Construction Ongoing	SPAIN







# Supply Chain

OHL's supply chain is determined by the business activities of the various divisions making up the Group. A long value chain not only requires a modern purchasing management but also a firm social commitment, based on responsible business relations with suppliers and subcontractors.

# A7

Since it was approved in 2011, OHL's Responsible Purchasing Policy, based on its Code of Ethics, establishes common criteria for the responsible management of all purchases made by the OHL Group.



OHL Construction is the Group's division with the greatest weight in supplier and subcontractor relations. Picture of participant in the L Photography Competition held by the OHL Group (Focus) amongst employees.



## ► Profile of OHL Group suppliers

OHL Construction	OHL Concessions
<p>Our construction activity involves the purchase of <b>products</b> such as steel, concrete, aggregates, reinforcement, cement, fuels, explosives, metal plate, wood, pre-stressing wire, asphalt, scaffolding, protection and signaling equipment, surveillance, material for road electrification, road electrification installations, bituminous binders, additives for projected concrete and mortar, hardware, amongst many others.</p> <p>As for the <b>procurement of services</b>, our activities include demolition works, movement of earth, concrete structures, drainage works, surveillance and security services, assembly of aluminum carpentry work, bricklaying work, installation of cooling/heating systems, lights and electrical conductors, pilings, assembly of metal structures, horizontal drilling through rammed pipes, or road electrification facilities.</p>	<p>All products and services hired are related to concession construction, management and maintenance.</p> <p>Consequently, our <b>products</b> include fluxes, roadbeds, beacons, signaling, auscultation, railway material and many other types of material related to the use and maintenance of roads, railways, ports and airports, and other more standard products such as office supplies.</p> <p>In addition to infrastructure construction, our <b>services</b> include the lease of office space and vehicles, professional services, electricity supply, security or maintenance services.</p>
OHL Industrial	OHL Developments
<p>OHL Industrial suppliers may be catalogued in general terms into suppliers of goods and equipment, and into subcontractors of services for facility construction, assembly and commissioning.</p> <p>OHL Industrial's suppliers of goods and equipment supply all mechanical and electrical equipment, instruments, pipes, etc. included in various Oil &amp; Gas, energy, mining and cement and fire-fighting facilities.</p> <p>Likewise, service subcontractors are in charge of civil engineering, assembly and commissioning works for all of these activities.</p>	<p>Our hotel activity requires the purchase of food and drink, cleaning supplies, items related to facility maintenance, stationery and office material, and the hiring of administrative, consultancy and maintenance services.</p>
OHL Services	General Services & Organization Management
<p>The main <b>services</b> hired are counselling, car renting, lease of office space, IT services, medical check-ups, food and catering. The <b>products</b> include cleaning materials, assistance equipment and healthcare material, fuel and computer equipment.</p>	<p>Suppliers basically provide their services for general filing, office operations, vehicle fleets, office material and supplies, trips, telephone services, web developments and messenger services.</p>

In 2014, this supply chain consisted of over 27,000 suppliers and subcontractors, who covered the broad demand for products and services generated by the Group's five divisions, plus the General Services and Organization Management, belonging to OHL's corporate structure.

The OHL Construction division bears the greatest weight in purchases and stockpiling. Its suppliers represent nearly 74% of the Group's total supply chain and its purchase volume represented 80% of the total in 2014.

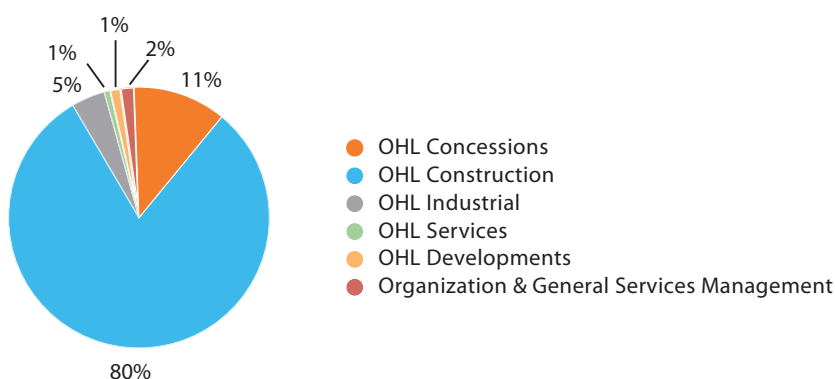
The next one in importance is OHL Concessions, which in 2014 represented approximately 11% by number of suppliers and purchase volume.



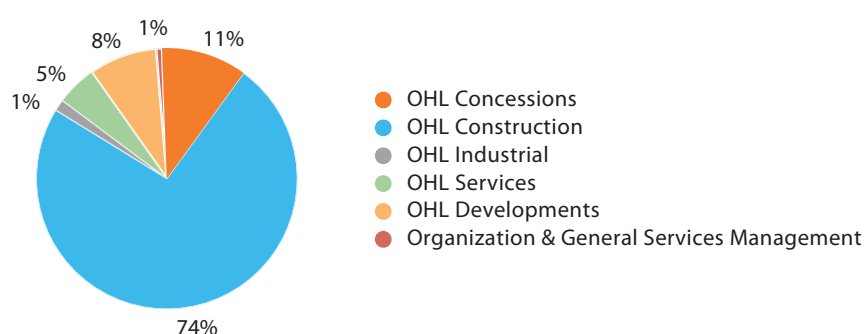
## Distribution of the purchase volume and number of suppliers by purchase center

	OHL Construction	OHL Industrial	OHL Concessions	OHL Developments	OHL Services	Organization & General Services Management	Total
Number of hired suppliers and subcontractors	20,149	388	2,895	2,316	1,366	200	27,314
Volume of purchases from suppliers and subcontractors (thousand euros)	2,093,918	134,642	298,641	32,498	18,384	44,000	2,622,083
% of purchases from local suppliers or subcontractors	85%	18%	98%	87%	100%	100%	84%

## Distribution of purchase volume (suppliers and subcontractors) by purchase center



## Distribution of number of suppliers and subcontractors by purchase center



All of OHL's divisions and corporate areas independently manage their purchases and configure their supply chain according to their specific needs. However, the OHL Group is developing a series of internal tools to provide a purchase management system with shared principles and guidelines.

Our **Responsible Purchasing Policy**, since it was approved in 2011, constitutes the cornerstone of this objective. The Policy will be standardized and implemented in 2015 through a series of measures.



## 2015 Targets of the OHL Group for its supply chain management

- To draw up a **global purchasing rule**, with minimum requirements governing the management of purchases throughout the OHL Group, in order to complement purchasing rules and the management specifications of each division.
- To establish **shared certification requirements** with CSR, risk prevention and environmental criteria, amongst others, in order to certify suppliers throughout the Group. These will include minimum mandatory requirements, on which entry will depend into the database of certified suppliers, and other additional requirements assigned a score.
- To have access to a **global suppliers registry** enabling identification and certification, and the application of reliability, solvency, quality, price and social/environmental performance criteria imposed by the Group, thereby reducing supply chain risks.
- To analyze the viability of extending the scope of the **CPS purchase management tool** in OHL Construction to other divisions and managements involved in purchases.
- To review and adjust **standard contractual forms** in order to ensure that basic requirements are included, which the Group imposes on its entire supply chain.

## ► Responsible Purchasing Policy

The starting point of our **Responsible Purchasing Policy** is the Code of Ethics of the OHL Group. It develops its principles and establishes common criteria to ensure responsible purchase management throughout the Group.

Through this Policy, the Group informs its suppliers and contractors of the conduct it expects from them as members of its value chain. In general terms, this conduct must be ethical and based on integrity and professional ethics, in the absence of conflicts of interest, extortion, bribery or any other form of corruption, as well as unfair competition. In turn, **respect for basic human and labor rights**, work in **occupational health and safety** conditions for all employees, **protection of the environment** and **ethical conduct** are all essential aspects that the Group intends to promote in its supply chain.

The Responsible Purchasing Policy represents the Group's guidelines for all of the Group's purchase managers, on how to move forward in supplier and subcontractor relations, whilst also encouraging mutual business success. The aim is to avoid social, economic and environmental risks, building up a relationship on the grounds of mutual respect and trust. Dialog, an effective exchange of information and innovation are essential in this regard.

The Purchasing Policy was distributed throughout 2012 in all of the Group's companies and during 2013 and 2014 we have worked on its distribution amongst all employees in purchase management, guaranteeing its understanding and application. As a result of this internal distribution process, a large number of Group companies already include this policy in their certification and procurement processes, and also inform their suppliers of this action guideline in OHL's purchase management.

► OHL's Responsible Purchasing Policy establishes the company's commitments to its suppliers, and its expectations with respect to their ethical, social and environmental conduct.



## ► Responsible management in the supply chain

To date, the Purchasing Policy has been applied in the daily management of purchases made by each division, in order to execute this task according to its business activity.

The common objective of all divisions is to establish mutual relations of trust and commitment with their collaborating companies, expecting them to act **diligently in order to handle the social and environmental impact** of their activity. Consequently, **promoting responsible behavior in the supply chain** is OHL's main line of work in this field.

A critical issue in order to reach this objective is the **selection process** of suppliers and subcontractors. This is why the Group's companies, amongst other criteria, include an appraisal of their commitment to human and labor rights and environmental behavior. In 2014 we already began to register any suppliers entailing an actual or potential breach of any of the voluntary principles subscribed by the OHL Group. The 2015 target set for the entire Group will clearly allow us to bring together internal and external synergies, by sharing a suppliers registry with other companies.

Furthermore, when establishing commercial relations with its suppliers, OHL has been including a clause for several years now, in all contracts executed in Spain, referring to awareness and fulfilment of the **10 Principles of the United Nations Global Compact**. Abroad, this practice is being extended to all our divisions, which is why it is currently consolidated in OHL Industrial, in most OHL Construction companies and is being implemented in OHL Concessions. Of interest is the fact that this initiative is being promoted by the highest executive level in the Group in CSR matters: the Sustainability Committee.

In turn, contracts with service suppliers or subcontractors, in practically all Group companies, include a commitment to act further to its **quality, environment and occupational risk prevention plans**.

Another field of work used by OHL to encourage responsible behavior is **training**. The Group arranges courses in quality, environment and occupational risk prevention matters for its suppliers and subcontractors. In this regard, of interest are the occupational risk information and awareness courses held on site (*Tool Box Meetings*), which in 2014 involved more than 265,000 participants from subcontracted companies, over 38,034 courses with a total of 25,861 hours (for more information, see [Chapter A-4, Labor Practices. Occupational Health and Safety](#)).

Furthermore, the OHL Group likes to contribute to the economy of those countries and communities where it is executing its projects, by encouraging the hiring of local suppliers and subcontractors. All divisions apply this premise and promote **local purchases**, which in 2014 represented approximately 84% of total purchases.

Also worthy of mention is the effort made in **responsible purchasing** by the General Services and Organization Management, which still works towards the 2015 target of 11% sustainable products in its purchases.





Finally, also of interest is OHL's interest in establishing and maintaining **fluent and fair communications** with its suppliers and subcontractors, enabling them to participate in **equal terms** in the Group's procurement processes, and to report on their interests and demands as a relevant stakeholder. Of importance here is the Computerized Purchasing System (CPS) in OHL Construction, which is used as a basic tool to communicate with suppliers and subcontractors.

Below is a description of how these and other matters of interest for the responsible management of OHL's supply chain are promoted and managed by each Group division.

## OHL Construction

Highlighted practices in 2014	Steps foreseen for 2015
<ul style="list-style-type: none"> <li>• Taking advantage of synergies between purchasing processes, both national and international.</li> <li>• Permanently searching for new suppliers in global terms.</li> <li>• Integrating OHL Construction's subsidiaries into all projects.</li> <li>• Technical assistance in strategic contracts.</li> <li>• Help in purchasing strategies, establishing direct relations with manufacturers without intermediaries.</li> <li>• Collaboration with works projects under study.</li> <li>• Analysis and supervision of performance in the main raw materials included in production processes, applying for and distributing reference indexes.</li> <li>• Preferential commercial agreements with strategic suppliers.</li> <li>• Logistic Risk Matrixes for national and international tenders.</li> <li>• Participating in the drafting of contracts with global suppliers and subcontractors.</li> <li>• To manage international logistics.</li> <li>• To improve contractual guarantees in the supply chain, particularly in strategic processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of standard contracts for each country involving the Purchases and Machinery Management (PMM).</li> <li>• New Purchasing and Subcontracting Rule, Capital Goods Investment Rule, Certifications Rule, Logistics Rule and Amortizations Rule.</li> <li>• To continue increasing the PMM's presence in strategic procurement.</li> <li>• To increase our participation in those countries where the CPS does not exist, acting alongside its implementation.</li> <li>• To encourage our relationship with strategic suppliers, signing commercial agreements with them to also improve the company's cash flow.</li> <li>• To continue contributing, with the PMM's know-how, to reducing OHL's procurement risks.</li> <li>• To increase the number of suppliers in OHL Construction's base and to evaluate and follow up on the same.</li> <li>• Implementation of a global Machinery Management System. This will provide control over machinery, its use, rates and amortization.</li> <li>• Implementation of the CPS both in any purchases made through corporate services and in those countries where it is still not implemented: <ul style="list-style-type: none"> <li>- Central Procurement Management</li> <li>- General Services Spain</li> <li>- General Services International</li> <li>- Central Machinery Park</li> <li>- Central Human Resources</li> <li>- Texas-OHL USA Inc.</li> <li>- Canada-OHL Canada</li> <li>- Australia- Joint Ventures (UTES) Australia</li> <li>- Australia- OHL Australia</li> <li>- Vietnam- OHL Vietnam</li> <li>- Qatar-Doha</li> <li>- OHL USA Inc.-California</li> <li>- Judlau</li> <li>- Community-Florida</li> <li>- Arellano</li> <li>- OHL ZS</li> <li>- Uruguay-OHL Branch Office</li> <li>- Colombia OHL Branch Office</li> <li>- OHL Building</li> </ul> </li> </ul>



## Projects and tools promoted by the Purchases Management

### Computerized Purchasing System (CPS)

In OHL Construction, the Computerized Purchasing System (CPS) guarantees transparency in the purchasing process and equal opportunities for all division suppliers. The phases of this purchasing process, provided by this corporate tool, range from drawing up a timetable for purchase forecasts in a specific works project, to a request for bids, award and generation of the necessary contractual documents.

In turn, the CPS **communication window** is an application that enables fluent communication between the Purchases and Machinery Management, heads of purchasing and works managers. The division's supplier database also enables the identification of certified suppliers, included in the OHL census.

► The Computerized Purchasing System (CPS) guarantees transparency in the purchasing process and equal opportunities for all suppliers of the OHL Construction division.

Over 2014, various improvements were made in the tool in order to make it more user-friendly for all OHL Construction staff, to include:

- **Suppliers website.** Improved help menu to enable suppliers to include their bids through the portal.
- **Communication window.** New functionality to allow any peculiarities to be included, detected during approval of the contract.
- **Charging the cost for the financing of payments** to the bid prices, providing a real view of the purchasing process.
- **Improved tool operability.** Functions are now possible that were not automated (changing the object purchased, accessing the estimate from the comparative summary).
- Possibility of obtaining **automatic documentation** in various languages.
- **Scorecard.** A panel that allows all relevant data to be supervised, related to the contracts executed for various works, managements or geographical areas.
- **Technical comparative.** A comparative provided to include the technical characteristics offered by suppliers.
- **Certification module.** Implantation of the initial version of the certification module.

In 2014, the purchase management tools of OHL Construction, the CPS and Enterprise Resource Planning (ERP) extended their scope of implementation to the following countries: Poland, Colombia and Mexico.

### Distribution and application of the new Purchasing Rule

The Purchasing Rule has been published since 2012 and is applicable throughout OHL Construction. In late 2014 an instruction was published, specifying certain issues of the Rule, particularly the checks made by the Purchases and Machinery Management.

At present, weekly meetings are being held with various territorial managers and the Auditing Management in order to ensure that the CPS is more operative and that the new Purchasing Rule that is currently underway include all the improvements and checks required by OHL Construction.





## Common supplier certification system

Negotiations have been held with various collaborators to externalize the supplier certification process with CSR requirements. This certification will include the requirements established by the various OHL Group services and, consequently, all suppliers will be expected to meet different financial, labor, prevention, environment and reputational requirements.

Furthermore, with this application integrated into corporate systems, real-time information will be provided on:

- The supplier's economic/financial situation, in order to adopt the best possible decision as regards procurement risks.
- Whether all the necessary documentation has been provided; otherwise no contract may be signed with OHL until this documentation is complete.
- If, at any time during execution of the contract, certification or mandatory documentation requirements are no longer met to execute the works, in which case the contract will stop until the problem is resolved.

We are currently working along with OHL's Legal Department to draw up **standard contracts** that may be used as common ground for all of OHL Construction, specified according to the law applicable in each country and the guidelines of any Managements and Corporate Services, whose activity is affected by the contractual clauses. At present, standard contracts approved by the Purchases and Machinery Management only exist for Spain.

Any contracts involving the Purchases and Machinery Management will include a **clause on compliance with the 10 Principles of the Global Compact**. All standard forms that are being created, which will be mandatory in each country, will include the clause agreed with CSR on the Global Compact.

### Suppliers of the purchasing application of OHL Construction's DCM (CPS)

	Total
CPS suppliers	233,259
Certified suppliers	38,166
Hired suppliers actively operating in 2014	9,315

## OHL Industrial

### Highlighted practices in 2014

- Development of purchasing and procurement processes, specifically involving the Management of OHL Industrial.
- Centralization of all purchasing and procurement processes in the General Operations Management, establishing two purchasing process centers, one in Spain and the other in Mexico.



- Certification process based on common criteria, with the particularities inherent to each activity (equipment/procurement), and a subsequent inter-departmental evaluation of the experience acquired during collaboration with the supplier and contractor. One of the necessary certification requirements is the company's adhesion to the Responsible Purchasing Policy.
- Development of the Smart Plan tool and SAP connection, to guarantee the traceability and filing of all documentation exchanged with suppliers and contractors; the database will register all certified suppliers and subcontractors of OHL Industrial.
- Equipment and contracts are awarded through Award Committees, consisting of the company's various managements. The Executive Committee is involved in cases exceeding one million euros.
- Equipment is awarded according to an optimization between technical and economic issues, including their source. For outsourcing, the local variable is more relevant.
- All contracts and orders are mainly governed by purchasing and procurement conditions that are based on OHL's general terms, individualized for each country, in order to comply with local law. Invoicing and payment conditions are designed in such a way as to enable all suppliers and contractors to be able to fulfil their commitments without endangering the project's development.

## Other aspects of purchase management in OHL Industrial

- Request for a quality and environmental management plan and, in the absence of an individual plan, adhesion to OHL Industrial's plan by signing a document of acknowledgement.
- Training in quality, environment and occupational safety provided to all workers of subcontractor companies on site. Furthermore, another indispensable condition to be able to hire the division's companies is for all subcontractor companies to adequately train their workers in ORP matters.
- Supervision through specific inspections and/or audits on compliance with requirements in quality, environment, ORP and HR matters, if this is deemed necessary for the transaction's risks.
- At the end of the contractual relationship, each supplier or subcontractor is appraised, in order to continue, extend or withdraw its certification as an OHL Industrial supplier.

## OHL Concessions

### Highlighted practices in 2014

- Consolidation of computer applications to supervise investments, at the works and exploitation phases, in order to guarantee adequate planning, procurement and execution.



- Delivery of a **practical environmental guide for suppliers and subcontractors**; in 2014 it was distributed amongst companies involved in the auscultation and measurement of road surfaces, road signs and vertical signs.
- The beginning of operations in Terminal Cerros de Valparaíso has entailed an occupational risk prevention policy and investment in the training of its staff in order to provide the necessary qualifications to add value to their career in the port sector and their professional performance.
- Progressive incorporation, in concessionaire, holding and services companies, of contractual clauses on the policy of adhesion to the Global Compact and subcontractors' commitment to Human Rights of the OHL Group.
- Request for three or more bids to guarantee **free competition in procurement processes** held by the company for major maintenance activities, as well as any processes deemed critical or strategic by the structural managements of the central offices.
- **Supervising the management** of all suppliers in quality, environment and ORP matters, including compliance with contractual terms in all certified concessionaire companies.
- Various division companies actively survey the supply chain to **avoid child labor**.

► **Progressive incorporation, in concessionaire, holding and services companies, of contractual clauses on the policy of adhesion to the Global Compact and commitment to Human Rights of the OHL Group.**

## OHL Services

### Highlighted practices in 2014

- All contracts executed by Ingesan, a company belonging to OHL Services, include a commitment to fulfil the initiative of the United Nations Global Compact, by implementing its ten principles; it is also committed to put into practice the SA 8000 Social Responsibility Rule, under which Ingesan is certified, facilitating and actively participating in compliance and supervision of its requirements.
- The criteria used to select Ingesan suppliers include, amongst others, compliance with the **Group's Code of Ethics and Responsible Purchasing Policy**, and the holding of ISO 9001, ISO 14001 and SA 8000 certificates.
- In **occupational risk prevention** matters, Ingesan informs all suppliers of the risk evaluation and emergency plan foreseen for the client's facility. Novaire provides information on emergency plans to all workers in the restoration service supplier company.
- In order to establish **stable and long-lasting collaboration** with its suppliers and subcontractors, Ingesan continuously communicates with its suppliers/subcontractors and evaluates their conduct once a year.
- **Supplier supervision in environmental management, occupational risk prevention, quality, SA8000 and energy efficiency matters.** Specifically, Ingesan visits the facilities of its suppliers/subcontractors, requesting the TC forms of all workers entrusted with tasks on behalf of Ingesan, and also requires that they subscribe in writing to compliance with the SA8000 Rule.



► The purchases catalog of the General Services and Organization Management included 269 ecological products by the end of 2014. This type of product represented 74% of all the Management's purchases over the year.

## OHL Developments

### Highlighted practices in 2014

- Through the Environmental Leadership Program for Competitiveness [Programa de Liderazgo Ambiental para la Competitividad] (PLAC) of the Federal Attorney General's Office for Environmental Protection [Procuraduría Federal de Protección al Ambiente] (PROFEPA), all suppliers were invited to participate and detect opportunities for the maximum application of resources, reducing the impact of their operations on the environment and promoting their CSR.
- Audits conducted on suppliers, with environmental and sociocultural indicators, generating a classification and final appraisal report, based on which a date is scheduled to return and review any improvements. Furthermore, supplier premises are visited and inspected to guarantee product hygiene and quality conditions, avoiding child labor and guaranteeing that the legal working schedule is upheld.
- In Mayakoba Thai, an OHL Developments company, all supplier contracts include clauses on sustainable practices, requesting that the company fulfil the following:
  1. To fulfil all applicable laws and regulations in security, labor, social and environmental matters, and to present the necessary justifying receipts upon request.
  2. To undertake to develop their operations by reducing the level of pollutants into the air as much as possible, be they emissions, spillage or solid and hazardous waste.
  3. To promote the use of materials from certified and sustainable sources.
  4. To handle any waste generated during their work within the hotel, guaranteeing adequate management in line with applicable law.
  5. To participate as much as possible in social support and development programs, in conjunction with the hotel management, in order to promote synergies to the benefit of the local community.
  6. To prevent all forms of discrimination, whether on the grounds of gender, religion, nationality or amongst their collaborators and operations.
  7. To prevent the sexual exploitation of minors by training their employees and refraining from doing business with companies that carry out or support these practices.
  8. To protect and preserve the ecosystems and cultural heritage of any regions where it operates.
  9. To provide its employees with the necessary information and training to be able to fulfil each one of the actions indicated herein.



## General Services and Organization Management

The supply chain of the General Services and Organization Management in Spain consisted of 200 suppliers in 2014 and registered a turnover of more than 44 million euros. In general, all purchases and services were hired from Spanish suppliers.

### Projects and tools promoted by the Purchases department

#### Sustainable purchasing

The General Services and Organization Management (GSOM) of the Group encourages purchases from product suppliers or the hiring of services that provide extra ecological or social advantages. The target for 2011-2015 was to ensure that 11% of all products or services purchased by the Management meet either of these requirements (i.e. that they be ecological or social).

#### Types or families of products and services purchased

- Surveillance and Security Services
- Energy and Fuel Suppliers
- Suppliers of Office Material and Furniture
- Energy Efficiency in Offices
- Vehicles

In this regard, a product or service is considered **social** if its purchase helps to employ disabled persons, encouraging the hiring of companies that stand out in the matter. Furthermore, a product or service will be **ecological** if, when purchased, the consumption of environmentally-friendly products and equipment is encouraged amongst OHL Group staff. These products bear some kind of ecological label or consist of forest products (paper and others) generated by sustainable forest management activity.

In 2014, our purchase catalogue included **269 products** identified as ecological, i.e. 40% of the total.

The purchase of ecological products represented in 2014 **74% of all the purchases made** by the GSOM. Paper is one of the products covered by the Management's sustainable purchasing initiative. During 2014, 76% of all **white paper** used in the Spanish offices held an ecological label and the remaining 24% had a less hazardous composition (chlorine-free).

In turn, the GSOM is helping users when deciding to purchase office material, in order to encourage more sustainable purchases. In order to improve the information provided to PCNE purchase platform users, it is highlighted in green and a CE image is included. This simplifies access to information and encourages users to value these matters in their purchases.

In relation to electricity, a renewable energy source that is certified by the National Energy Commission (CNE) is available. Consequently, our supply mix contains a percentage of renewable energy that far exceeds the national electricity system. Furthermore, at **7 supply points** we have hired 100% renewable energy.



► In order to distribute our Responsible Purchasing Policy, we have adjusted our supplier management and certification tool to the basic guidelines established in the OHL Group policy.

Finally, with respect to the **vehicle fleet** of the GSOM, a hybrid vehicle was included in 2014 which, in addition to the 13 already available vehicles, total 14 units. For 2015, the idea is to include 3 new vehicles, 100% electricity-powered.

### Responsible Purchasing Policy

In order to distribute our **Responsible Purchasing Policy**, we have adjusted our supplier management and certification tool to the basic guidelines established in the OHL Group policy. Requirements are included on ethical conduct, human and labor rights, occupational health and safety and respect for the environment, for all new suppliers of the General Services and Organization Management.

Furthermore, our suppliers are being gradually informed of the new procurement requirements taken into account, gathering documentation to confirm that these are met. If necessary, informative documentation is distributed to the supplier in order to begin an adaptation process of its internal management to these requirements.

### Mobility

The Management has also started up a Vehicle Geolocation Device (VGD) system.

This system will provide full control over the renting and leased vehicle part. Based on vehicle visibility, we expect to improve their physical safety against theft, fraud, negligence or inadequate use, as well as to improve personal safety and significantly improve efficiency and productivity.

Controlled by a computer application, the system is configured with alerts established for any registered parameter, by sending an e-mail or message to the fleet manager. By using these geolocation devices, **significant advantages** are achieved in renting and leased vehicle management.

In this context, the Management has appointed a person in charge of mobility, who has successfully completed a course to qualify as a European Mobility Coordinator for the Company and Corporate Areas.







# OHL Concessions

The business track record of OHL Concessions since its incorporation in the year 2000 has evidenced its capacity both for successfully developing new markets as well as for materializing the value generated through stock market flotation, the direct sale of concessions and asset swaps.

# B1

The company's consolidated experience in the development of new concessions, as well as in the operation of toll roads, ports, railways and airports, has placed OHL Concessions among the international leaders in the sector of transportation infrastructures under concession.



Northern Urban Toll Road, Mexico.

## ► Business performance in 2014

The development strategy designed has enabled the company to obtain positive results in 2014, a financial year in which the backlog of concessions has increased, the capital structure has improved and new, internationally recognized partners have been added.

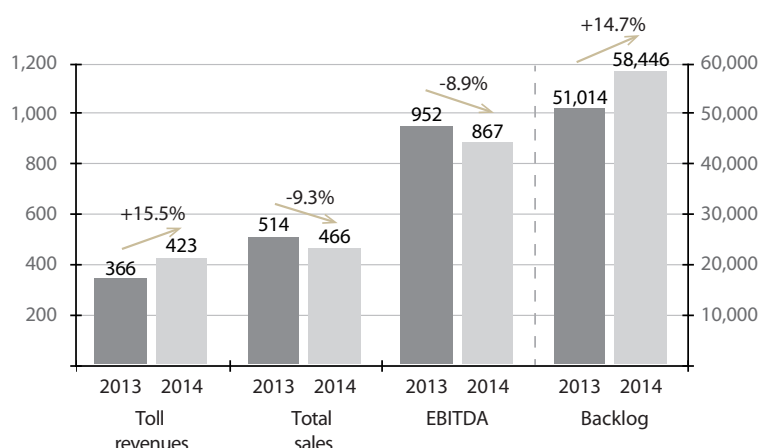
The company has expanded its backlog by adding five new toll roads under concession: two in Mexico, two in Chile and one in Colombia, and has renewed its position yet another year, as the main driving force behind the growth of the OHL Group, within which it has strengthened its financial autonomy.

The turnover obtained by OHL Concessions totaled 465.8 million euros in 2014, with 15.5% growth in terms of income from traffic with respect to the previous year. However, the reflection in the accounts of the decline in construction activity (both the company's own as well as the work subcontracted to third parties under IFRIC-12), derived from the completion and start-up of its concessions, has translated into a 9.3% reduction in sales.

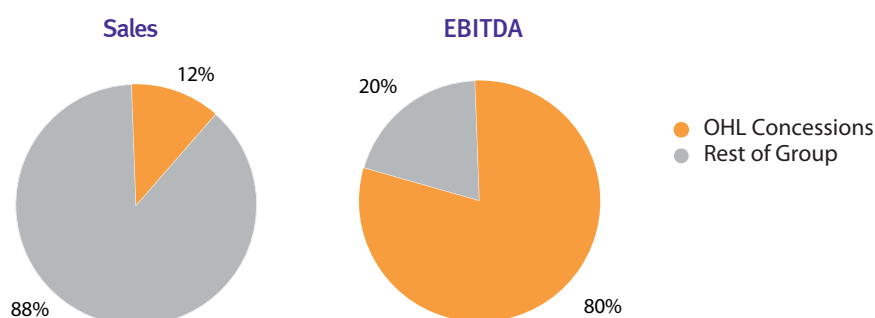
The gross operating profit (EBITDA) totaled 866.6 million euros, 8.9% below the figure for 2013, due to the 3.3% devaluation of the Mexican peso against the euro.

The toll road sector is the company's main asset, with 13 major projects under concession (949.9 km), accounting for 61.4% of its turnover.

### Performance of sales, EBITDA and backlog of OHL Concessions (M€)



### OHL Concessions in the OHL Group in 2014





### OHL Concessions-Position

- 18 main concessions: 13 toll roads, 3 commercial ports, 1 railway and 1 airport.
- Young backlog: 27 years of average residual life of the concessions.
- Very low performance risk: 12 concessions in operation, 1 in operation-construction and 5 under construction.
- Activity in: Mexico: 7 toll roads and 1 airport; Spain: 2 toll roads, 2 commercial ports and 1 railway concession; Peru: 1 toll road; Colombia: 1 toll road; Chile: 2 toll roads and 1 commercial port.
- Prequalified for projects in Canada and Colombia.

### Management criteria

- Financially independent from OHL.
- Expert in the development and operation of newly created concessions, *greenfield* projects.
- Concessions financed through non-recourse borrowing and in local currency.
- Preference for majority stakes.
- Materialization of the value generated in its concessions (stock market flotation, sale of mature concessions or asset swaps).
- Reference shareholder of Abertis, with a 13.925% stake (18.925%, Villar Mir Group).

## ► Milestones of the year

### New awards

The analysis of fresh business opportunities by OHL Concessions has enabled the company to reinforce its presence in Mexico and Chile and add Colombia as a new investment destination during 2014.

### Mexico

- **Atizapán-Atlacomulco Toll Road:** awarded to OHL México by the Secretariat of Communications and Transportation of the Mexican Federal Government, with a concession period of 30 years and an estimated investment of 497.7 million euros. The length of the road will be 74 km.
- **Puebla Elevated Bypass:** OHL México, in a consortium with Pinfra, signed the concession contract for this 13.3 km long toll road, with a concession period of 30 years and an investment of 473.6 million euros.

### Colombia

- **Magdalena River Toll Road:** in the month of October, OHL Concessions was awarded its first toll road in Colombia. The length of the road will be 144 km, and the concession period is for 25 years with an investment of 674 million euros.

### Chile

- **Eastern Américo Vespucio:** 9.3 km long toll expressway in Santiago de Chile, awarded in January 2014. The performance of the project will be shared equally between the company and Sacyr Concessions, with an estimated investment of 804.4 million euros.



- **Industrial Bridge Toll Road:** awarded in December 2014, the concession period for this 6.5 km toll road is 38 years, with a planned investment of 141.4 million euros.

## Financial transactions

- **Sale of 5% of Abertis to Inmobiliaria Espacio:** this transaction was carried out in October 2014. OHL's stakes in Abertis was reduced to 13.925%, while the direct or indirect stake of the Villar Mir Group, was maintained at 18.925%.
- **Sale of 7.5% of OHL México:** carried out in November 2014, OHL retains ownership of 56.14% of the company. The transaction strengthened and diversified the shareholder composition of OHL México with the entry of international investors, and also increased the liquidity of the share.
- **Sale of 24.99% of Concesionaria Mexiquense:** in January 2015, OHL México reached an agreement with IFM Global Infrastructure Fund for the sale of 24.99% of Concesionaria Mexiquense (Conmex), at a price of 8,777 million Mexican pesos.

## Start of operations

### Mexico

- **Bicentennial Viaduct:** a section of close to 5 km of the second unit of the Bicentennial Viaduct, between the former Cuatro Caminos Bull Ring and Lomas Verdes, was completed and opened to traffic.

### Peru

- **Northern Toll Road:** on December 5, 2014, the President of Peru, Ollanta Humala, inaugurated the 76 km long section IV, Pativilca-Huarmey, of the Northern Toll Road.

### Chile

- **Terminal Cerros de Valparaíso (TCVAL):** the first year of operation of the TCVAL cargo terminal increased the transfer of tons by 28% with respect to 2013, moving a total of 1,483,022. Likewise, TCVAL performed the Environmental Impact Study necessary for the Terminal 2 expansion project in the Port of Valparaíso.



President of Peru, Ollanta Humalá, in the inauguration of the fourth stretch of Pativilca-Huarmey Toll Road.



## Studies and prequalification

### Canada

- **New bridge over the Saint Lawrence River:** the consortium, St. Lawrence New Bridge Partnership, led by OHL Concesiones, with Acciona, Samsung and the DIF investment fund as partners, was prequalified for participating in the call for tenders of this concession. This prequalification is added to the prequalification achieved in 2013, together with Fengate, Strabag, Bechtel and Obayash, for the **Eglinton Crosstown Light Rail Transit** project, the light rail line that will cross through the city of Toronto.

### Colombia

- Prequalification in six projects within the second phase of the fourth generation toll road program promoted by the Government of Colombia. The estimated investment involved in the six projects is in excess of 3,000 million euros.

## Other significant events

- **OHL México.** Included in the IPC Sustentable index of the Mexican Stock Exchange (BMV): on January 30, 2015, the BMV published the new composition of the IPC Sustentable index, to which OHL México now belongs.



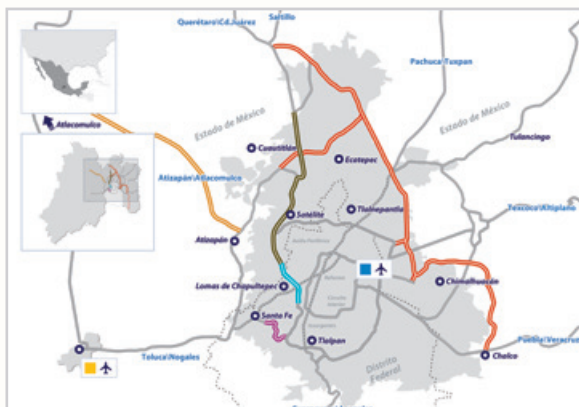
Headquarters of the Mexican Stock Exchange.

## Noted CSR practices

### OHL MÉXICO

#### Apadrina un niño indígena

Company	OHL México
Concessions	<ul style="list-style-type: none"> <li>Mexiquense Beltway</li> <li>Atizapán-Atlacomulco Toll Road</li> <li>Bicentennial Viaduct</li> <li>Northern Urban Toll Road</li> <li>Western Urban Toll Road</li> <li>Toluca International Airport</li> </ul>
Investment	4,553 million €
Area of influence of the program	State of Mexico
Interest held by OHL Concesiones	56%
Km operated	277
Annual average traffic	444,005 (vehicle equivalents)



The project called *Apadrina un niño indígena* was created as the result of a proposal by the Secretariat of Social Development of the Government of the State of Mexico in 2007, as a formula of public-private collaboration for reducing the conditions of inequality prevalent in the indigenous populations in the State of Mexico. OHL México joined this initiative one year later for the purpose of initiating social development activities and of underpinning its commitment to the nutrition and schooling of the child population in the area of influence of the road infrastructures managed by the company.

The goal of the program is to reduce the conditions of inequality in the indigenous population included between the ages of 5 and 15 and to contribute towards improving their quality of life by means of a balanced diet that will prevent children and adolescents from dropping out of school and offer better opportunities for development. The children and families benefited by this program receive a family food basket each month and a special basket at Christmas, with warm clothing and toys. Together with the nutritional assistance, a package of school materials is provided at the beginning of the school year and, twice each year, support is provided for uniforms and footwear through an electronic wallet card.



► A fundamental part of the program is the ongoing contact between the child sponsored and his or her sponsor, who constantly observes the child's school performance, spends time on a regular basis with the child and is familiar with the child's customs and traditions and his or her most pressing needs.

OHL México sponsors 300 indigenous children in the Mazahua ethnic group resident in the towns of Temascalcingo, Villa Victoria and San José del Rincón, in the State of Mexico. In 2006, one out of every eight Mazahua children, that is 12.5%, dropped out of school before completing the basic educational cycle. Eight years after the introduction of the program, the dropout rate has been reduced to the current rate of 2%. The ongoing accompaniment of the children sponsored and the success observed have made this initiative one of the main programs carried out by the company.

### Objectives of *Apadrina un niño indígena*

#### General

To reduce the conditions of inequality in the Mexican indigenous population between 5 and 15 years of age, by means of different kinds of support that improve their quality of life and nutrition and facilitate their permanence at school, contributing to reduce the school dropout rate and offering opportunities of development to improve their lives.

#### Specific

1. Spending time on a regular basis with the children, parents and teachers belonging to the program.
2. Continuous monitoring of the performance of the children sponsored at school.
3. Knowledge of and immersion in the culture of the children sponsored.

### Key indicators 2014

- 300 children sponsored
- Reduction of the school dropout rate from 12% to 2%
- 3,600 food baskets distributed among Mazahua families
- 45 children graduated from primary school
- 41 students graduated from secondary school

### Collaboration of OHL México in 2014

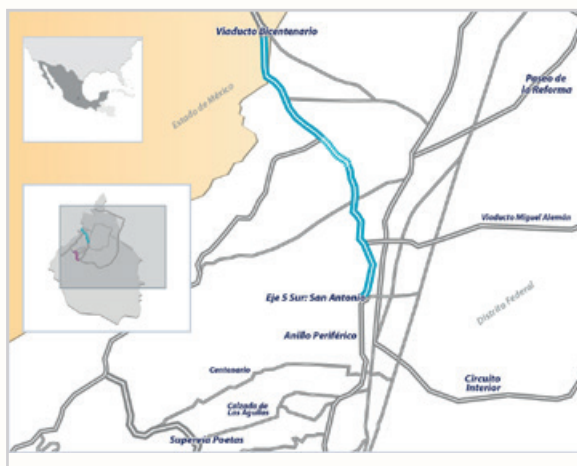
Collaborating partners	Type of collaboration
Secretariat of Social Development, State of Mexico	<ul style="list-style-type: none"> <li>• Promoter of public-private collaboration.</li> <li>• Logistic support.</li> </ul>
State Council for the Integral Development of the Indigenous Peoples of the State of Mexico (CEDIPIEM)	<ul style="list-style-type: none"> <li>• Financial contribution equivalent to the amount contributed by the company according to the <i>peso for peso</i> principle.</li> <li>• Selection of children given grants.</li> </ul>



## AUTOPISTA URBANA NORTE. MEXICO DF

### Seismic monitoring

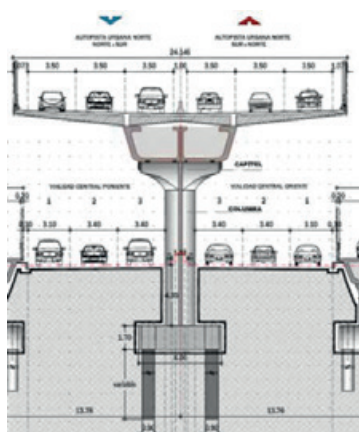
Start year	2010
Residual operation time (at 12/31/2014)	28 years
Company	Autopista Urbana Norte
Customer	Federal District Government
Investment	662.3 million €
Location	México DF
Interest held by OHL Concesiones	56%
Km operated	9
Average daily traffic (ADT)	44,091 vehicles



The Northern Urban Toll Road concession, a project called *Seismic Instrumentation of the Northern Urban Toll Road Viaduct* was initiated in 2013 through a technological cooperation arrangement between Spain and Mexico, coordinated by OHL Concessions. The purpose of the project is to **obtain the knowledge and technology necessary** for the sensorization of structures and thereby optimize their competitiveness. Likewise, an expected outcome is to **improve the safety standards** of this concession.

The installation of the pilot project was a highlight among the most significant actions undertaken in 2014, making it possible to validate the instrumentation technology (accelerometers), the operation of that technology (calibration), the adjusted cost of its installation, the focus of the FEM modeling and the processing algorithms of the data gathered or the actual dynamic behavior of the structure. A basic structural monitoring system was also implemented and consisted of the sensors, the data acquisition equipment, together with the associated software and firmware, as well as the necessary data, feed and communications cabling.

- The monitoring system proposed includes the development of mathematical-structural models that represent the dynamic behavior of the structure in real time.



## Development objectives

### General

To improve knowledge of the behavior of an infrastructure, from the point of view of the safety and functionality of the construction, in the event of the action of seismic movements.

### Specific

1. Design and test the prototype for the sensorization of structures.
2. Improve the technical knowledge of the behavior of the structure in the face of earthquakes.
3. Define protocols of action for the operating phase.

## Profile of the research

Location	Spain and Mexico
OHL Group companies	OHL Concesiones Autopista Urbana Norte
Collaborating partners	Instituto Torroja
Estimated budget	Total project: 4 Million €
Start year	2013
Status	In progress
Beneficiaries	Road users Infrastructure operators



Long-section of Northern Urban Toll Road.

## AUTOPISTA DEL NORTE. PERU

### Ciudad ando and the educating of responsible citizens

Start year	2009
Residual operation time (at 12/31/2014)	19 years
Company	Autopista del Norte
Customer	Ministry of Transportation and Communications of Peru
Investment	373.7 million €
Location	Departments of Lima, La Libertad, and Department of Ancash (Peru)
Interest held by OHL Concesiones	100%
Km operated	356
Annual Average Daily Traffic	34,105 (vehicle equivalents)



The educational project *Ciudad ando*, an initiative carried out by OHL Concesiones through its company Autopista del Norte (Aunor) in Peru, seeks to contribute to educating responsible citizens in their cultural heritage, road safety and the environment, as well as to improving the wellbeing of the community in the infrastructure's immediate surroundings. In each of the areas of action (archaeological heritage, traffic education and the environment) the program offers knowledge and planned activities with the aim of providing to primary and secondary school teaching staff a horizontal learning proposal that contributes tools for curricular innovation as a supplement to the basic areas of knowledge.

With this purpose in mind, a set of teaching guides has been developed for teachers both on the primary school level as well as up to the fifth year of secondary education. Each guide is made up by a brief introduction to the subjects to be taught, class plans and activity sheets for working with the students.

During 2013, five teaching guides were produced and published, recovering the history of the main archeological sites located along the route of the Network No. 4 toll road: Pañamarca, Punkuri, Paramonga, Cerro Sechín and Chankillo, with each guide grouping together two school grades. Five traffic education teaching guides were published in 2014 concerning traffic signs and signals, regulations, accident prevention, responsibility and road safety and control mechanisms.

The plans and class activity sheets incorporated into these guides propose activities that address the areas of the official curriculum on the basis of contents associated both with the local heritage as well as with responsible practices, integrating skills and knowledge on the level of the formal education of the students. The content for the environmental guides was prepared during 2014, and publication is scheduled for 2015. A pilot plan was also carried out in 2014 in two schools within the area of influence of the toll road, starting from the initial training provided to the teaching staff and following through to the application of the activities in the classroom.

### Objetives of *Ciudad ando*

#### General

Strengthen the development of the areas defined as priority areas within the CSR Framework Plan, educating responsible citizens in terms of their cultural legacy, the community and their immediate environment.

#### Specific

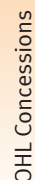
1. Reduce the mistreatment and theft of local archeological heritage elements and contribute to their revitalization.
2. Reduce the number of accidents on the toll road operated and in the surrounding community environment.
3. Promote spaces for reflection and community action for the protection of the environment with the goal of achieving clean highways and streets.
4. Provide the teachers along Network No. 4 with appropriate teaching materials, developed according to the highest pedagogical standards.

► In 2014 the educational support project *Ciudad ando* received recognition by the Ministry of Education of the Republic of Peru for the furtherance of the education of children and adolescents in its area of influence.



Students participating in *Ciudad Ando* project.





- 780 students benefited
- 35 teachers trained
- 5 teaching guides on archeological heritage
- 5 teaching guides on traffic education
- 10,654 euros invested in 2014

Collaborating partners 2014	Type of collaboration
Experimental School of the Universidad del Santa, Chimbote	<ul style="list-style-type: none"> <li>• Provision of teaching hours for the implementation of the educational program</li> <li>• Provision of physical spaces</li> <li>• Evaluation and incorporation of improvements</li> </ul>
San Juan Bosco School, Huarney	<ul style="list-style-type: none"> <li>• Provision of teaching hours for the implementation of the educational program</li> <li>• Provision of physical spaces</li> <li>• Evaluation and incorporation of improvements</li> </ul>



## TERMINAL CERROS DE VALPARAÍSO. CHILE

### Port-City Alliance

Start year	2013
Residual operation time (at 12/31/2014)	29 years
Company	Terminal Cerros de Valparaíso
Customer	Empresa Portuaria de Valparaíso (Chile)
Investment	476.2 million €
Location	Valparaíso (Chile)
Interest held by OHL Concesiones	100%
Surface	18.9 ha surface area and 1,275 m berthing line
General cargo	116,262 tons



The concession company Terminal Cerros de Valparaíso (TCVAL) commenced operation of the general cargo terminal in December 2013 and culminated in 2014 one full year of work characterized by integrated management committed to the community, close public-private collaboration and an ongoing effort of reporting and communication with respect to all of its stakeholder groups.

Prior to the start of the formal processing of the environmental impact study, TCVAL carried out a **process of Early Approach to the Community**, on a voluntary basis, with a view to providing the community in its immediate environment with information on the project for the expansion of the terminal. For this purpose, a number of information workshops were organized with community and business leaders, universities and opinion leaders, who learned about the characteristics of the work to be undertaken and expressed their concerns and expectations.

Apart from this process, an **economic impact and productive chaining study** of the TCVAL project was undertaken in conjunction with the Universidad Adolfo Ibáñez. The main conclusion reached in the study was that the global stimulating effect of the investment in this project will facilitate an added increase in the regional GDP of 0.5%, together with the generation of close to 3,000 direct and indirect employment.

The establishment of the **Port-City Alliance** project, a tripartite body made up by TCVAL, the City and Empresa Portuaria de Valparaíso, is one of the most significant initiatives in the financial year. This space of corporate social responsibility has been created with the aim of promoting projects and initiatives that will make it possible to stimulate the growth of Valparaíso starting from its port, the principal engine driving the productive development and identity of the city. From this perspective, **training in skills and employability, the strengthening of the local identity and cultural heritage and the raising of environmental awareness** have been adopted as the main lines of action.

### Objectives of the Port – City Alliance

#### General

To promote projects and initiatives that will make it possible to stimulate the growth of Valparaíso through its main engine of productive development and identity.

#### Specific

1. Training in skills and employability.
2. Strengthening of identity and cultural heritage.
3. Environmental awareness raising.



TCVAL - Prat Dock Boatmen, working together.

### Key indicators 2014

- 175,940 euros invested (includes management)
- 9 projects and initiatives developed
- 59 schools benefited
- 5 social and cultural organizations supported





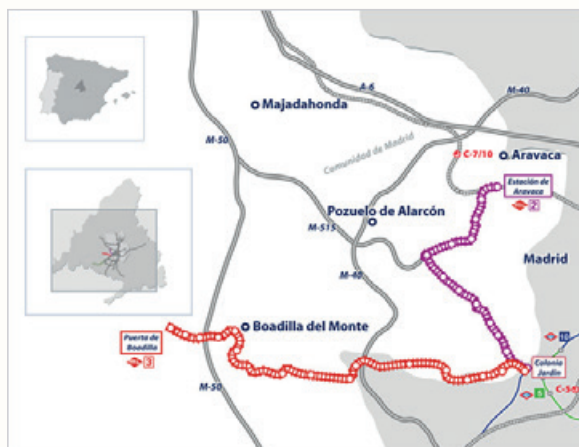
## Projects financed in 2014

Projects	Description
Concierto de Aranjuez	<i>Music in the classroom</i> is an initiative for the live performance of the Concierto de Aranjuez by the local teacher and highly reputed guitarist Jaime Valenzuela at 20 educational centers in low income neighborhoods.
Prat Dock Boatmen's Union	Project for the integration and improvement of working skills of 72 members of the union. The initiative includes training in English and tourism, as well as a text explaining the history and present situation of the port for use in boat tours.
Los Cerros Festivity	Support to this traditional local festivity, in which 43 of the cerros or hills surrounding the port participate, grouping together different sectors of the port city's population, during which a variety of cultural events take place throughout an entire month.
<i>Escuela de Dirigentes UNCO</i> Project	This project is for training in the design and formulation of projects, productive entrepreneurship and leadership, targeting 100 social leaders from the Unión Comunal de Juntas de Vecinos, a formal organization of community leaders of major institutional significance in Valparaíso and with a multiplying effect calculated at approximately 110,000 people.
Ecological Patrols	90 students from three local schools carried out activities for recycling at their schools and for cleaning the beach during international beach cleanup day.
Instituto Marítimo	Cooperation Agreement with the Instituto Marítimo, a marine institution with an outstanding reputation in technical vocational education, winner of awards for teaching excellence and dedicated to working with young people in extremely vulnerable situations between 17 and 18 years of age, for the development of working practices for 13 students at the TCVAL facilities and the provision of personal protective equipment and daily allowances.
School Year Calendar 2015	School painting contest on the theme of <i>The Port of Valparaíso</i> with the participation of 35 schools. Calendars and greeting cards were produced as an outcome of the contest.
Valparatango	Massive summer cultural event, with significant tourist impact. The event lasts 10 days and features the participation of outstanding tango schools from Chile, Argentina and Colombia.
Victims of the Valparaíso fire	Economic contribution to victims during the most critical days of the fire for the purchase of food. Company volunteers and machinery assisted during three days in the removal of debris.

## METRO LIGERO OESTE. SPAIN

### Efficient and environmentally friendly lighting system

Start year	2007
Residual operation time (at 12/31/2014)	22 years
Company	Metro Ligero Oeste
Customer	Autonomous Community of Madrid (Spain)
Investment	595.5 million €
Location	Madrid (Spain)
Interest held by OHL Concesiones	51%
Km operated	22
Average daily number of passengers	13,415



The project promoted by the concession company Metro Ligero Oeste (MLO) in Madrid (Spain), called *System for the control of the intensity of the track bed lighting by AVL and tunnels by beacons*, has as its fundamental objective the adaptation of the track bed lighting in relation to the presence or absence of vehicles.

Lighting accounts for close to half of the total expenditure on low-voltage energy, and the track bed lighting, 20% of the total. Consequently, the energy saving that can be obtained is significant. The system developed combines the implementation of LED technology and the control of the lighting with the support of MLO's Automatic Vehicle Location System (AVL). The AVL locates the trains in real time and coordinates the sending of a control signal to each light point, through the energy remote control, in relation to the optimum lighting needs of the track bed.

The implementation of this control and location system in the tunnels of the MLO network began during 2014, increasing the energy saving achieved on the track bed.

To achieve this objective, an area is defined between two stops and, depending on the presence or absence of vehicles on the stretch of track, a power instruction is sent to the LED panels, through the control of the feed source, in order to obtain the lighting necessary at each point. The AVL publishes

the location of the trains by means of web services that are consulted by the Supervisory Control And Data Acquisition (SCADA), which sends a command signal to the automaton of the stop and to the emitter via PCL (Power Line Communication), which sends a control signal to each light point.

### Objectives of the lighting control system

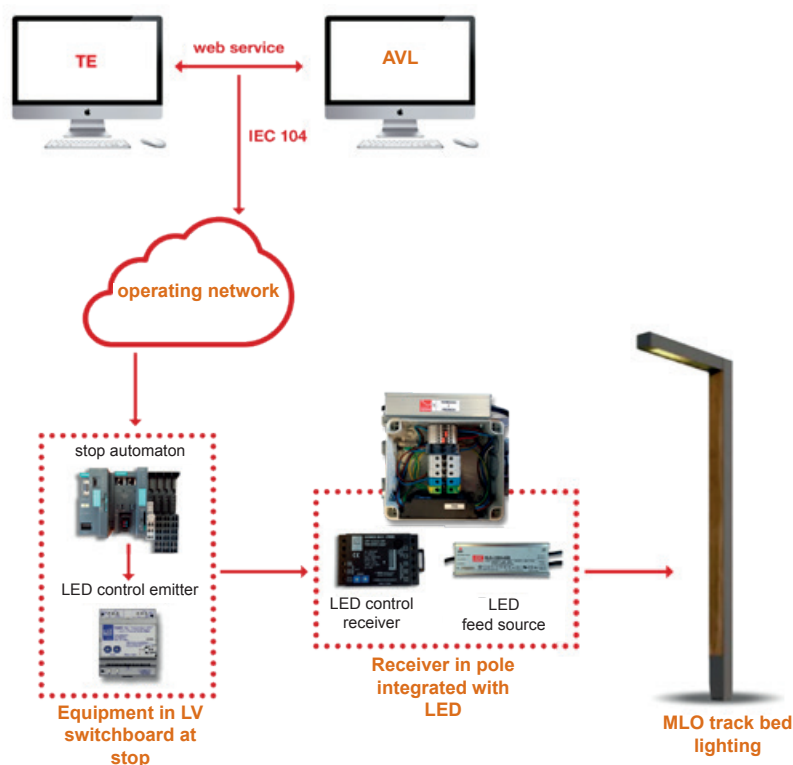
#### General

To contribute to the energy efficiency and environmental improvement of Metro Liger Oeste by acting on the lighting of the track bed and tunnels.

#### Specific

1. Implementation of LED technology with levels of lighting equivalent to the discharge lamp levels, easy to install and enabling the use of existing columns and housings.
2. Control of the lighting by means of the definition of an adequate level with the presence and with the absence of a train.
3. Savings in low-voltage energy consumption and improvement in the environmental outcomes.

### Track bed lighting control diagram



### Installation of the lighting control system

The emitters are connected parallel to the feed phases of the lighting line, in such a way that an emitter controls all of the receivers connected within its network phase (R/S/T). In order to obtain differentiated zones, the emitters and receivers have specific control groups designed and configured prior to installation.

The receiver and feed sources are placed in watertight fuse boxes for installation in the base, inside the poles, preventing visual impact. In addition, the panels are checked at the MLO facilities to verify their proper operation prior to installation on the track bed.



Metro Ligero Oeste.

### Key indicators

- 80% saving by replacing discharge lamps with LED.
- Amortization of the investment in less than three years.
- Improvement in the quality of the lighting.
- Greater flexibility in the control of the lighting.
- Reduction of GHG emissions.
- Reduction of light pollution by limiting the light beam.
- Reduction of hazardous waste by eliminating light bulbs with metal halides.

► Metro Ligero Oeste placed third in the Third European Tram Drivers Championship held in 2014, after successfully completing a number of tests based on skill, precision and safety.



## TERMINAL DE CONTENEDORES DE TENERIFE. SPAIN

### Reference logistics platform on the Atlantic

Start year	2012
Residual operation time (at 12/31/2014)	27 years
Company	Terminal de Contenedores de Tenerife
Customer	Santa Cruz de Tenerife Port Authority
Investment	72.4 Million €
Location	Santa Cruz de Tenerife, Autonomous Community of the Canary Islands (Spain)
Interest held by OHL Concesiones	65%
Surface	15.3 ha surface area and 690 m berthing line
Number of accrued TEU movements	43,643



The Roll-On/Roll-Off (Ro-Ro) traffic for the loading and unloading of vehicles has undergone significant growth in the port sector traffic over the last few years. To provide a response to this growing market demand and to enhance the competitiveness of their operations, port terminals have been adding this service. An example of this trend is the Port of Santa Cruz de Tenerife container terminal in which OHL Concessions holds an interest through the company Terminal de Contenedores de Tenerife (TCT).

To be able to accommodate ships carrying Ro-Ro cargo, which in the case of this terminal consists of containers mounted on a semi-trailer and tractor, OHL planned the construction of a Ro-Ro ramp on the north end of the East Dock, which would serve simultaneously for the performance of these operations as well as for others of the Ro-Lo type, a hybrid between a Ro-Ro ship and a container ship.

The physical limitations of the surrounding area prevented the installation of conventional models that occupy water surface area or reduce available berthing space on other alignments of the port. To overcome this obstacle, an innovative ramp for Ro-Ro traffic was designed and built with larger dimensions in comparison to those produced up to that time (20x25 m), with a hinged connection to the dock, completely foldable, weighing 100 tons and with a service load of 180 tons.



The solution developed, which imitates the stern ramp of a ship, has made it possible to **optimize costs** in comparison to other solutions available on the market, such as floating ramps, and to **reduce the time for the deployment and removal of the ramp** to 15 minutes.

### Technical data

1. Secured to the wharf by means of two steel plate portals, reducing the bending moments and replacing them with a system of forces. On the south portal, the rear footer acts as a counterweight to withstand the upward vertical force of 4,980 kilonewtons (kN). Moreover, it is also subjected to a horizontal load directed towards the wharf of 2,540 kN, which is absorbed by a bracing beam 4 m wide and 0.25 m thick.
2. The overall result of horizontal forces is zero: the capping beam is subjected to horizontal loads that are transmitted by the hinges (thrust towards the wharf) and the portals (pulling towards the dock).
3. An imbalance of approximately 300 kN directed towards the back wall is generated in the south hinge-south portal combination. At the north portal, the foundation was laid by demolishing part of the underwater concrete block and part of the first reinforced concrete caisson in the alignment.

### Unique features

- 20x25 m foldable Ro-Ro ramp
- 100 tons in weight
- 180 tons of service load
- 15 minutes deployment and removal time



Innovative 20x25 m foldable ramp for Ro-Ro traffic with a service load of 180 tons.



## OHL CONCESIONES

### P4ITS, European R&D&I project

Location	Europe
OHL Group companies	OHL Concesiones
Collaborating partners	17 entities in 10 European countries
Budget	Total project: 442,500 € OHL Concesiones: 20,000 €
Start year	2013
Status	In progress
Website	<a href="http://p4its.eu/">http://p4its.eu/</a>



*I+D+i para la compra pública innovadora de sistemas C-ITS*

OHL Concesiones commenced its participation in the European R&D&I project P4ITS (Public procurement of innovation for cooperative ITS) at the end of 2013, as a member of the thematic network for establishing the bases for the public procurement of innovation (PPI) for C-ITS.

The project's activities began officially with the kick-off meeting held in Copenhagen on the 10th and 11th of March 2014. During the subsequent network meetings, which took place in Verona (June 11-12, 2014) and Bordeaux (October 20-21, 2014), the main lines of action were established, and the most relevant issues associated with C-ITS were discussed.

P4ITS is made up by a network of organizations whose specific objectives are to:

- Build a European thematic network dedicated to PPI for C-ITS.
- Create the conditions for mutual learning and exchange of knowledge among different European countries.
- Raise awareness about PPI for C-ITS.
- Propose recommendations for PPI in C-ITS on the European level.
- Improve the market launch of innovative transportation systems through public procurement.

► The P4ITS initiative consists of a thematic network funded by the European Commission under the Competitiveness and Innovation program, with the main objective of establishing the bases innovative public procurement (PPI) of cooperative intelligent transportation systems (C-ITS).

The organizations included in the project have in common the expectation of embarking soon on the deployment of C-ITS, for which purpose they have formed a network for exploring problems shared with their counterparts in other countries, with the vision of undertaking joint action in Europe and, up to a certain point, of identifying how to overcome the barriers to the development of C-ITS.

The project, with a planned duration of two and one-half years, is expected to contribute towards an environment that will assume and stimulate innovation. The project is coordinated by ERTICO-ITS Europe and at the present time has 17 participating entities in 10 European countries, including national or federal governments, regional authorities, cities, research centers and road operators, like OHL Concesiones.







# OHL Construction

The OHL Construction division has focused its activity on transportation infrastructures and unique building construction projects with high technological value.

# B2

The OHL Group's Strategic Plan predicts organic growth for OHL Construction, based on stepped-up activity in the Home Markets (USA, Canada, Mexico, Colombia, Peru and Chile, Spain and Central Europe), particularly in the countries on the American continent.



Erection of a pillar on the Northern Urban Toll Road, in Mexico.

## ▶ Business performance in 2014

OHL Construction ended 2014 in a position that guarantees the organic growth of the division, as evidenced by the following situation of its order backlog at the end of the year:

- New contracts in the financial year worth 3,876 million euros.
- The backlog has grown 26.3% and is placed at 7,615 million euros, equivalent to 2.7 years of turnover.

Sales have performed well, increasing 11.6%, to 2,793.4 million euros. International operations –particularly in the U.S., Europe and the Middle East– have grown 13.7% and account for 82.3% of turnover. In Spain, sales rose 2.8%.

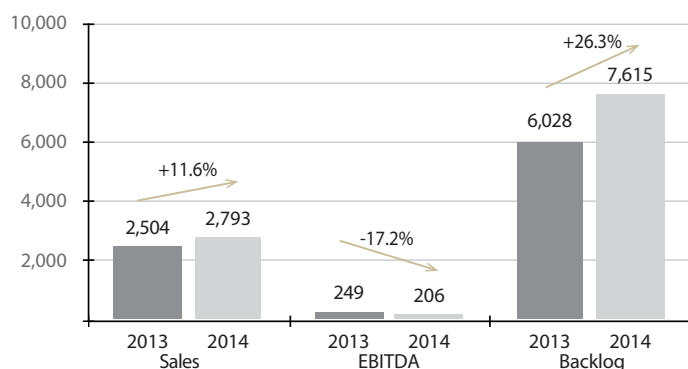
In terms of EBITDA, the division's figure has declined 17.2%, to 206.2 million euros, due mainly to the completion of contracts with particularly high profit margins in 2013, as well as to the lesser margins involved in the new projects in progress, in which the Home Markets play a greater role, with projects on a smaller scale and with narrower profits margins.

The existing backlog has a clear international component (79.0% of the total) and is made up by contracts involving a high degree of technical quality, connected in most cases to niches of specialisation in which OHL is particularly strong (railways, hospitals and roads).

The following stand out amount the awards obtained during 2014:

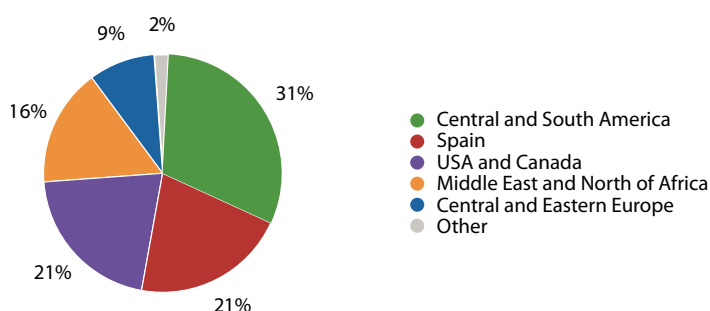
- Atizapán-Atlacomulco and Puebla Elevated Viaduct toll roads in Mexico, worth 337 and 100 million euros, respectively.
- Three railway projects in Mexico – México-Toluca inter-city train, Zapopán-Guadalajara-Tlaquepaque light rail and the Guadalajara light rail–, totaling 457 million euros.
- Eastern Américo Vespucio expressway and the Industrial Bridge over the Biobío River, in Chile, worth 284 and 100 million euros, respectively.
- Magdalena River toll road, en Colombia, worth 399 million euros.
- Express lanes on State roads SR-826 and SR-93 and I-75, in Florida (USA), totaling 286 million euros.

### Trend in sales, EBITDA and backlog of OHL Construction (M€)



### 2014 backlog by market

Total: 7,615 million €



### OHL Construction-Position

- More than 100 years of experience, leading complex projects on a world scale.
- Competitive advantages derived from its geographical positioning and specialization in segments of high technological value.

Management criteria	Markets served
<ul style="list-style-type: none"> <li>• Focus on transportation infrastructures and non-residential building construction.</li> <li>• Specialization in segments of high technological value: railways, hospitals and unique buildings.</li> <li>• Global management of the excellent human capital through the Central Technical Office.</li> <li>• Preference for design and construction projects.</li> <li>• Identification and furtherance of partnering opportunities with the rest of the divisions of the OHL Group, particularly OHL Concesiones.</li> <li>• Support on the sound financial balance of the Group and its capacity for structuring financing.</li> </ul>	<p><i>Home markets</i></p> <ul style="list-style-type: none"> <li>• Spain, Central and Eastern Europe, USA and Canada, Mexico, Colombia, Peru and Chile.</li> <li>• A local structure of its own, OHL positioned as a local company.</li> <li>• Recurrence and greater “capillarity” of projects.</li> </ul> <p><i>Markets by project</i></p> <ul style="list-style-type: none"> <li>• Two kinds of markets: with reduced local structure (active intervention) and satellites (reactive intervention, with support provided from a country with a structure of its own).</li> <li>• Selective intervention in unique and large-scale projects.</li> <li>• Occasional support by local partners.</li> </ul>



## ► Milestones of 2014

### NORTH AMERICA

#### United States and Canada

OHL has become consolidated as a reference in the United States, a country where it commenced its business activity in 2006, in Florida, and where it now has a presence also in New York, Washington DC, California, Texas, Illinois, Connecticut, Maryland and Virginia.

- OHL's New York subsidiary, Judlau Contracting, ended the financial year with a significant backlog, in which the contracts obtained for work in the **New York City subway** stand out. The project for the rehabilitation of the South Ferry subway station was a highlight among the contracts obtained by Judlau in 2014, totaling 193 million euros overall.
- Commencement of activities in **Illinois, Connecticut, Maryland and Virginia**.
- In **Florida**, where OHL USA ranks among the sector leaders, Community Asphalt was awarded several highway design and construction contracts worth more than 100 million euros. In addition, OHL Arellano finalized the expansion of the South Miami Hospital, which obtained LEED Gold environmental certification, and was awarded three major hospital projects totaling 151 million euros.
- In **California**, OHL USA obtained contracts worth more than 193 million euros, in addition to the reconstruction of two highway sections in **Texas**.
- In **Canada**, construction work continued on the Toronto subway and the Montreal University Hospital Center (CHUM).

### LATIN AMERICA

#### Mexico

In relation to the toll roads operated under concession by the OHL Group, construction work continued on the Bicentennial Viaduct (second unit) and has started on the 74 km long Atizapán-Atlacomulco toll road and the 13.3 km long Puebla Elevated Bypass projects.

In addition, OHL has won three railway contracts: the Mexico-Toluca inter-city train, the Zapopán-Guadalajara-Tlaquepaque light rail and the Guadalajara light rail, for a total of 457 million euros.

#### Colombia

The work for the construction of the Medellín tramway and the El Quimbo hydroelectric power plant project is progressing satisfactorily in Colombia where, in January 2015, OHL was awarded the first phase of the Medellín River Parks project, worth 58.6 million euros. The division is also set to undertake the construction of the 144 km long Magdalena River toll road, for 399 million euros, awarded under concession to OHL Concessions.

#### Peru

The 75 km long section 4 between Huarmey and Pativilca of the Road Network No. 4 project was completed in the month of December. Likewise, work finalized on the 76.5 km long Section VII of the Ayacucho-Abancay road, which is a part of the Longitudinal Highland Road, with a budget of 147 million euros.



In the context of mining activities, the contract awarded by the company, Glencore Xstrata, in the framework of the Las Bambas project was completed, as was also the case with the Chuspíri dam. In addition, contracts have been secured with the Compañía Minera Antamina worth 37 million euros.

## Chile

In Chile, OHL continued work on several projects, such as Terminal 2 in the Port of Valparaíso, Route 60 CH, the Gustavo Fricke Hospital in Viña del Mar and Line 3 of the Santiago Metro, among others. Moreover, it has been successful in obtaining awards for projects as significant as the following:

- Eastern Américo Vespucio concession, for 569 million euros.
- Industrial Bridge over the Biobío River, for 100 million euros.

## SPAIN

The change in trend in public calls for tenders has been one of the key developments in the sector in Spain during 2014, a circumstance that has enabled OHL Construction to grow 2.8% in sales in this country and to maintain its order backlog. Another highlight was the granting of the *Demarcation of Madrid Award for the Best Municipal Public Works Project in 2014* by the Civil Engineers Society, for the construction of the Rey Juan Carlos Hospital in Móstoles.

The following stand out among the projects obtained in Spain:

- Expansion of the first phase of the Navarre Canal, worth 47 million euros.
- Punta de Langosteira West Breakwater, for 14.3 million euros.
- Sub-sections I and II of the Eastern sector of the SE-40 beltway around Seville, totaling 61.5 million euros.
- Upkeep of the A-1 Highway in Madrid, for 40.7 million euros.
- Maintenance of several high-speed and conventional railway lines, totaling 19.8 million euros.

## EUROPE, MIDDLE EAST AND AFRICA

### Central and Eastern Europe

The OHL Group is present in the Czech Republic, Slovakia, Bulgaria, Bosnia and Herzegovina, Poland, Slovenia, Kazakhstan, Moldavia, Serbia, Croatia and Azerbaijan through its subsidiary, OHL ŽS.

### Poland

In 2014, OHL continued work on the tunnel under the Vistula River, in Gdansk, worth 221 million euros, together with the reconstruction of the Kaponiera Roundabout, in Poznan, for 52 million euros.

The Białystok soccer stadium was inaugurated during the financial year. OHL received the *Crystal Brick Award*, granted by the Polish Housing Society Lublin in collaboration with the Marshal of the Voivodeship and the Construction Engineers Society of that city, for the performance of this project.

Moreover, OHL received yet another recognition of its commitment to occupational risk prevention through the Build Safe Award, granted by Poland's National Direction of Labour Inspection.



## Turkey

OHL works in Turkey on the performance of the Marmaray CR3 project, one of Istanbul's major transportation infrastructures, which will connect Halkalı, in Europe, and Gebze, in Asia.

## Saudi Arabia

OHL has confirmed its capacity for carrying out a project of the complexity and size of the 450 km long high-speed Mecca-Medina railway. Proof of this are the more than 80 km of single track laid on ballast and the 60 km of single slab track built to date.

## Kuwait

OHL continues work on the construction of the Jamal Abdul Nasser urban viaduct, with a budget of close to 700 million euros. The viaduct is designed for a useful life of 100 years and to absorb the traffic estimated for the next 50 years.

## Qatar

OHL is working on the Major Stations project, for the design and construction of what will be the two most emblematic stations of the Doha metro system: Msheireb and Education City.

## Algeria

The works carried out by OHL in the framework of the project for the modernization and doubling of the track of the 76.2 km-long railway line between Annaba and Ramdane Djamel were centered during 2014 on the completion of the Ras El Ma and Guessaba tunnels, the Berrajal passenger station in Annaba Province and the construction of several retaining walls, in addition to the laying of the foundations of a number of structures, land condemnation tasks and the removal of the utilities affected along the Skikda Province layout of the line.

## ASIA PACIFIC

In 2014, OHL continued its expansion in Oceania and Southeast Asia with the opening of new headquarters in the Philippines and Singapore, which are added to those already operating in Australia and Vietnam.

## Vietnam

OHL underpinned its activity in Vietnam during 2014, where it was awarded two contracts, totaling 81.5 million euros, for the construction of two highway sections.

## Australia

OHL has reinforced its presence in Australia with the opening of a new office in Sydney, which joins the existing office in Brisbane. Highlights among the most significant successes in this country include the obtaining of Federal Safety Accreditation, which capacitates the OHL Group for participating in projects financed with federal funds without the obligation of collaborating with local partners, together with the granting of the Annual Construction Quality Award 2014 by the Roads and Maritime Services of New South Wales in recognition of its excellent performance in the project for the upgrade of Schofields Road.

During the financial year, among other awards, OHL was the successful bidder for the construction of two sections of the Pacific Highway: Kundabung-Kempsey, 14 km in length and worth 113 million euros, and the 15 km long Woolgoolga-Halfway Creek section, for 184 million euros.



## ► Noted CSR practices

### OHL CANADA AND THE TORONTO SUBWAY

**Environmental and social commitment for offering added value to our customer**

Project Data	
Name of Project	Toronto-York Spadina Subway Extension
Location	Canada
Customer	Toronto Transit Commission
Start and end	February 2011- August 2015
Budget	271.5 Million €
Contractors	OHL Canadá and Fomento de Construcciones y Contratas Canadá
Value Generation	
<ul style="list-style-type: none"> <li>• Infrastructure facilitating a fast and clean transportation option</li> <li>• Stimulates the local economy</li> <li>• Collaboration with local social agents</li> <li>• Environmental management for the protection of a natural environment from erosion</li> <li>• Effective and quick communication with the customer</li> </ul>	



OHL Canadá is participating in the expansion of the Toronto Subway through the *Toronto-York Spadina Subway Extension* project. This contract involves the construction of 3.6 km of the subway line that will link the Downsview Northwest station to the Vaughan Metropolitan Centre, in addition to the creation of six stations, three emergency exit shafts and two connections between tunnels.

Once completed, this will be the first line in the subway network to cross the boundary of the city of Toronto and will provide a vital link to the neighboring region of York, which is experiencing rapid population growth. This development of the network will benefit two million subway users and will help to reduce traffic congestion by offering a fast and clean transportation option.

The construction of the 3.6 km of tunnel in both directions (a total of 7.2 km) was performed by means of two tunnel boring machines at a depth of 18 m and with a tunnel diameter of 6 m. The tunnels go from the HWY 407 up to Finch Street, and their construction under the Schulich Building on the York University campus has required special control. The excavation of the tunnels was monitored exhaustively, evidencing the quality of the execution of the work, with controls to ensure that settlement did not exceed 2 mm.

Approximately 250 companies are contributing to the performance of the project, the majority of which are local firms (95%). A number of external training courses have been provided to the company's own and its subcontractors' employees for specialization in document management, quality, safety and the environment, with the participation of local trade unions and based on project needs. A total of six training courses were given to 450 employees: 90 were direct employees while 360 belonged to the companies subcontracted.

OHL Canadá, together with its partner in the performance of this project, has also acquired environmental commitments and assumed guarantees that add to and ensure the positive impacts of the project:

- **Protection of Black Creek.** Black Creek is a protected natural environment located a scant five meters away from the construction area. OHL, its partner, the authorities of the city of Toronto and the **Toronto and Region Conservation Authority (TRCA)** are working together for the protection of the animal life, water quality, green spaces and the infrastructure from the dangers of erosion.

Specifically, OHL performs the inspection and surveillance of erosion and the works necessary for **protecting the infrastructure**. These tasks include the **control of the water quality and volume** at 15 different points, for the purpose of analyzing, reporting and immediately remedying any irregularity in the parameters evaluated.

Universities and technical schools in the region have also become involved. The project has included recent graduates to expand their on-the-job training in quality and environmental aspects. The students participate in the Black Creek biweekly surveillance program, by taking samples and analyzing the soil and water.



Stabilization of the banks of Black Creek along the area of influence of the construction work.

- **Habitat for Humanity Program.** OHL signed an agreement with the nonprofit entity, Habitat for Humanity, to facilitate the **construction of housing for low-income individuals and families** through the reuse of construction materials discarded on worksites. It is estimated that from 20 to 24 tons of material will be suitable for reuse up to the end of the project, which will make it possible to build at least two homes for people with few resources. In addition, this measure has led to savings of around 20,000 Canadian dollars in waste management.



- The project was given the **Gold Vision Award** by *Constructech* magazine in October 2014 for the implementation of the quality management and document control system. This award recognizes those companies that have understood the advantages of the application of technologies in their businesses as a method for attaining their goals.

Another highlight is the implementation in this project of an **innovative quality management and document control system** using the Aconex digital platform. The contract for the extension of the Toronto Subway included strict requirements in relation to communication with the customer. Consequently, OHL and its partners have assumed a large volume of document management, having managed and filed more than 200,000 documents up to the end of 2014.

Two objectives were achieved through the use of this system: offering our customer **quick and efficient communication**, meeting its demands and expectations, and saving resources. Added values that have materialized as:

- 8,900 kg of paper saved.
- Approximately 13,000 dollars saved in administrative costs.
- Reduction of 88-90% in the time needed for communications with third parties, with response times reduced from 25-28 days to one week.
- Improvement of efficiency by 60% in the tendering process (from 30 to 10 days).
- Acceleration of 75% of the internal transmission and revision cycles for changes in design (from 3-4 days to 1 day).
- Savings of 396,000 dollars in indirect costs per year, by requiring fewer staff for the management and transmission of all of the project documentation.

Stimulating the local economy	
Direct employment generated	124 employees
% local employees engaged (with respect to the total)	34.7% (total 43)
Indirect employment generated (subcontracting)	450 employees
No. of suppliers or subcontracted companies	250
% of local suppliers or subcontracted companies	95%
Total volume of purchases	504.8 million Canadian dollars
% of local purchases (in the country)	98% of the material used for the project is contracted from companies in the region



Ending the tunnel boring machine.

## OHL ARELLANO AND THE BAPTIST CARDIAC & VASCULAR INSTITUTE. USA

### Leader in innovation in the healthcare sector

Project Data	
Name of Project	New Baptist Cardiac & Vascular Institute (BCVI)
Location	Miami, Florida (U.S.A.)
Customer	Baptist Health South Florida
Start and end	March 2013-January 2016
Budget	30.3 million euros
Contractors	OHL Arellano
Value Generation	
<ul style="list-style-type: none"> <li>• Boosting of Local employment</li> <li>• Constructive innovation for hospital care and medical research</li> </ul>	



Baptist Health South Florida's Cardiac and Vascular Institute (BCVI) first opened in 1987 in Florida. It operated with two doctors, six staff members and two interventional procedure suites.

Today, BCVI operates with more than 100 doctors, 500 employees from different specialties, eight procedure rooms, two CT rooms, one MR room, and has 125,000 patient visits each year. That is why BCVI decided to undertake a process of expansion that would allow it to offer **new services to their patients and stay ahead of innovative cardiovascular care**. OHL Arellano, OHL Construction's company in USA, is the responsible, from then until 2016, for developing and adapting the hospital complex to accommodate and boost these objectives.

More than 20 projects that OHL Arellano has developed with BCVI, have helped to achieve this new contract for the expansion of its facilities. This is a testament to the quality of work we deliver and strong client relationships and it highlights the excellent relations to meet and satisfy the requirements and expectations of the clients.

The BCVI wants more research and advances to offer to patients cutting-edge health services for the cardiovascular diseases. In terms of construction, this implies that OHL Arellano must run and put the necessary spaces for this activity. In detail, expansion project scope includes **two new buildings, gardens, internal roads, new services and renewal of the first three floors of the existing building**. Changes and reforms that include new features like:

- Four rooms fitted out for endovascular therapy, heart surgery, exploratory laparoscopy and radiology tests.
- Six operating rooms for neurological and cardiac surgery and robotic-assisted surgery

BCVI IN FIGURES
11,184 m <sup>2</sup>
6 Operating Rooms
4 New Therapy programs
4 Advanced Endovascular Suites
2 Student Internships
2 Invasive Procedure Rooms
1st Intraoperative MRI South of Orlando



- Upgrading of installations for the use of innovative magnetic resonance imaging solutions (IMRIS) in brain and spine surgery.



BCVI display by *Building Information Modeling* solution.

### Innovative Healthcare Construction

In order to take on the challenge, OHL Arellano uses the **Lean Project Approach** project rationalization methodology, aimed at reducing the loss of resources and ensuring more efficiency throughout the project's lifecycle.

This approach is turning out to be essential in order to successfully cover the needs and specific construction requirements of nearby facilities or patients with immune deficiencies, as the hospital still operates during execution of the works.

► “The expansion will be a great gift for our community and beyond. We will be able to conduct more research, make discoveries that could transform how cardiovascular care is delivered and offer advanced services”.

Barry Katzen,  
Medical Director, BCVI

#### Positive Impacts from the *Lean Project Approach* at BCVI:

- Maximized value while minimizing waste
- Detailed, phased pricing
- Shortened construction schedule
- Significant budgeted costs-savings
- Close collaboration and integration of all project stakeholders
- Harmonious platform for quality-control
- 2014 Sunshine State Safety Recognition Award, USF Safety-Florida



The plans and strategies implemented to ensure a co-existence between the works and hospital activity with the highest healthcare guarantees including the use of provisional night time doors, the insulation of work areas, the cleaning and disinfection of common areas and the provision of space ready for surgical intervention during morning hours.

This working approach has improved with use of the visual planning tool **Building Information Modeling (BIM)**, which establishes a close collaboration between all the parties involved in the project, controlling investments and quality and consequently saving on client time and costs, due to 3D models that enable the team to visualize surrounding construction components and detect any design, construction and usage needs before actual execution begins.

These planning and collaboration applications under BIM have enabled the team in charge to particularly focus on **energy cost savings** at the design and preconstruction stage and the **selection of efficient and sustainable materials**, following the necessary steps to obtain the **LEED Silver** certification.

Construction activities have followed strict occupational safety standards. OHL Arellano's effort in this regard was recognized with the **2014 Sunshine State Safety Recognition**, awarded by USFHealth, a coalition of academic entities committed to healthcare development and improvement.

### Benefitting the Local Community

- BCVI positively impacted Miami's local workforce that had been experiencing a slow economic growth in recent years. It **provided new jobs** for the healthcare industry, as well as new **contracts for the maintenance and the purchase** of locally distributed products.
- The local construction industry benefited from the project through the opportunities to participate in innovative cost saving programs, working directly with healthcare equipment manufacturers, and engineering services needed to create a facility with the **latest technologies**.
- Additionally, the new intraoperative MRI will give **specialists at BCVI** an advanced tool to serve the needs of their patients.

► Implementation of the BIM system in Arellano's works has been rewarded with the **Best works innovation prize** in the Lidera! 2014 edition. The Arellano team was consequently rewarded for advanced use of the tool and its client data integration system.

## G&O AND THE AYACUCHO TRAMWAY, MEDELLÍN, COLOMBIA

### Public transportation as a vehicle of social change

Project Data	
Name of Project	Ayacucho Tramway
Location	Medellín, Colombia
Customer	City Council of Medellín
Start and end	February 2013- June 2015
Budget	70.4 Million €
Contractors	Agrupación Guinovart Obras y Servicios Hispania (G&O)
Value Generation	
<ul style="list-style-type: none"> <li>• Stimulus for the local economy</li> <li>• Reduction of air pollution</li> <li>• Support to civil coexistence and social cohesion</li> <li>• Improvement of the quality of life of the community</li> </ul>	



Medellín is the capital of the Department of Antioquia, in Colombia. With 2,441,123 inhabitants, it is the second most populated city in the country. After completing its 2008-2011 development plan, called *Medellín is Competitive and an Example of Solidarity*, the city continues to invest in public transportation for improving mobility, reducing the accident rate and curtailing the effects of air pollution.

That is how the Ayacucho tramway construction project came to be: an initiative of the Medellín City Council that includes the participation of Agrupación Guinovart Obras y Servicios Hispania (G&O), an OHL Construcción company.

The tramway will be operated by the public transportation enterprise, Metro de Medellín, and will provide service to close to **360,000 inhabitants** of communes 8, 9 and 10 in the eastern area of the city center. The tramway is expected to carry around 82,000 passengers daily along the **4.3 km** that connect the San Antonio station on metro Line A and the Alejandro Echavarría Neighborhood. It will have **three transfer stations** (San Antonio, Miraflores and Oriente) that will make it possible to combine the tram journey with cable car and the rest of the metro network.

The development of the tramway in this community will deliver direct environmental benefits:

- **Reduction of pollutant gases (CO<sub>2</sub>).** The tramway will use electricity for operation, avoiding the emission of close to 7,356 tons of CO<sub>2</sub> yearly.
- **More green areas.** More than 700 trees of different species will be planted near the area of influence of the project.





Stimulating the local economy	
Direct employment generated	253
% local employees contracted (with respect to the total)	11%
Indirect employment generated (subcontracting)	710
No. of suppliers or subcontracted companies	248
% of local suppliers or subcontracted companies	96%

In terms of social impact, the potential contribution of the construction work and of the tramway is also highly relevant. These are a few of the most significant aspects:

- **Stimulating the local economy**

The project generates **employment** and work for the companies located in the area. And, in addition, will bring with it a **reactivation of the local economy**. The arrival of better transportation infrastructures will change the orientation of the area, moving from residential to commercial, giving rise to investment by major commercial chains, the development of complementary projects (educational institutions, libraries and parks), the birth of family micro companies, worker self-management, the search for business strategies and land appreciation.

- **Relocation and modernization of all of the public utilities**

The construction work involves the reorganization of the subsoil to ensure that, once the tramway is operational, any damage to or upgrade in the utility networks will not affect the provision of the transportation service. This means **redistributing and relocating networks of public utility services for households** (water supply, sewage system, energy, gas, telecommunications and street lighting), with the subsequent repair and upgrading of these utilities: a modernization process that will benefit the community.

- **More public space**

Prior to the commencement of this project, the institutional control in the area where the tramway is being built was difficult (parking of vehicles on the tracks, irregular platforms, poor lighting, indiscriminate disposal of refuse, insecurity, traffic code violations, vehicle mobility over pedestrian mobility, and the like). With the implementation of the tramway, **the expectation is to interconnect the cultural and social dynamics of communes 8, 9 and 10 with the rest of the city**, and that the stations and the stops will become new points of reference, with squares, parks, green areas and platforms that will enable the enjoyment of a more people-friendly city.

- **Enhanced quality of life and security**

This project will enable the residents of outlying areas to reduce **expenditure on transportation and travel times** to the places where they work, study and spend their leisure time, leading to an improvement in their quality of life.

Also, the arrival of the tramway and the better transportation connections will bring with them more opportunities, more investment, institutional participation and more social programs. As has occurred in other sectors of the city that have experienced the effects of similar projects, it is expected that this revitalization of the area will bring **greater security** to a zone that has been one of the most violent in the city of Medellín.

G&O wants to ensure that all of these positive externalities of the tramway will materialize and, for this reason, has incorporated a **social management strategy** into the tramway construction project. The aim of this strategy is to intensify the positive effects and prevent, mitigate and offset the negative impacts derived from the construction work, on the basis of the implementation of five programs:

- Socialization and communication
- Protection of the public and private structure
- Generation of employment
- Relations with the community
- Individual resettlement

An aspect that the company has kept in mind continuously is that the project is set in the dynamics of a prior political, economic and cultural process. For this reason, it has formed a **team of social and technical professionals** who perform ongoing surveillance and accompaniment in the immediate environment of the work. The mission of the team is to ensure that the construction activities are carried out in a controlled manner and do not infringe individual, social or environmental rights, seeking at all times to maintain relations of **equality, respect, solidarity and responsibility with the communities** established in the area of influence of the project.

For the success of this objective, the **Social Management on Site Plan** builds and maintains relations with all of the players in the construction process: the community, the customer and the local authorities.



Group of workers in the tramway construction.

## OHL ŽS AND THE CEITEC PROJECT. CZECH REPUBLIC

### On the cutting edge of building at the service of innovation and technological development

Project Data	
Name of Project	CEITEC –Central European Institute of Technology for scientific research and technological laboratories
Location	Brno, Czech Republic
Customer	Brno University of Technology
Start and end	March 2013-December 2014
Budget	6.1 Million €
Contractors	OHL ŽS (34%), UNISTAV (33%) and EP Rožnov (33%)
Value Generation	
<ul style="list-style-type: none"> <li>• Construction of an infrastructure that will stimulate the technological and economic development of the area</li> <li>• Public-private partnership</li> <li>• Stimulus for the local economy</li> </ul>	



Brno is the second largest city in the Czech Republic in terms of both population and surface area. Located in the Southeast of the country, Brno is the administrative capital of the South Moravian Region. Brno aspires to be characterized as a **city oriented towards education, research and development**. For this reason, it is making significant investments in the scientific and academic sphere and, specifically, in the development of the CEITEC and its science park.

CEITEC is a center of scientific excellence in the field of the biological sciences and in the study of materials and advanced technology that seeks to be recognized for its contribution to basic and applied research. Its aim is not only to provide researchers with the best laboratory equipment and facilities available, but also to enable their dedication to high-level scientific investigation and thereby promote an innovative environment throughout the Czech Republic.

The project, approved by the European Commission in 2011, was created on the basis of a **joint initiative by the six most important universities** and research institutions in Brno, with the support of the South Moravian Region and the City of Brno. Through this project, the local authorities, institutions and companies intend to create the conditions necessary for the development of scientific research and for the practical application of the outcomes obtained, with the collaboration of the companies located in the Science and Technology Park.



OHL ŽS is participating in the development of CEITEC and its science park through two contracts. One is for the construction of one of the headquarters of the Center, while the other is for the construction of two buildings located in the science park. These projects are additions to the list of construction works associated with the academic and scientific world that reflect the extensive experience acquired by OHL ŽS in projects with this profile.

CEITEC will have two headquarters in Brno: one on the campus of Masaryk University (MU), in the town of Bohunice, and the other on the campus of the Brno University of Technology (VUT - acronym in Czech), located in Pod Palackého vrchem.

The consortium to which OHL ŽS belongs is the one responsible for the second of these headquarters. The Brno University of Technology is responsible for two highly significant programs in terms of both size and content, for which **state-of-the-art laboratories will be built and fitted out**, including clean rooms, on the grounds of the VUT university campus.

This will be a complex of **four buildings occupying a total of 14,000 m<sup>2</sup>**. This area will house all of the equipment necessary for performing research programs focused on advanced materials and nanomaterials and microtechnologies. For example, the scientists will work on the development of dental implants and of bones manufactured with polymers, nanochips, antibacterial surfaces and research robots.

The construction of CEITEC VUT is unique on account of the considerable extension of “clean spaces” to be developed: 1,050 m<sup>2</sup>. In more than 200 m<sup>2</sup>, the level of cleanliness will conform to the strictest standards set for scientific research. The movement of people in these areas will call for the use of masks, goggles, protective clothing and footwear, among other requirements. The technological fit-out of the laboratories will make it possible to produce and test invisible samples with a normal microscope, as their dimension will be one thousand times smaller than the diameter of a human hair.

The construction project used environmentally friendly technologies and materials. In selecting the technical fitting-out elements, the energy needs of such elements were taken into consideration, choosing those providing the highest energy efficiency. Moreover, the project was designed as a passive construction complying with strict criteria for energy saving during operation, as it uses renewable resources, such as solar panels.

The **second contract awarded to OHL ŽS** involved the construction of two buildings in the scientific research enclosure, including the engineering and the associated operating units. The buildings serve as rental space for research and technology companies starting out. These are known as the CPS and VTP buildings.

The South Moravian Region is the investor for the CSP project, with 6,300 m<sup>2</sup> of built-up area, approximately, while VTP Brno is the investor for the VTP project, with 6,700 m<sup>2</sup>.

Measures were taken in the construction of both buildings for the protection of safety and health and the environment.

► OHL ŽS has extensive experience in the construction of university, technological and R&D&I facilities.

Project Data	
Name of Project	CSP and VTP Buildings
Location	Brno, Czech Republic
Customer	VTP Brno and the South Moravian Region
Start and end	April 2013-August 2014
Budget	21.4 Millions €
Contractors	OHL ŽS (98%), Remostav (1%) and OHL (1%)



The CSP and VTP project applies environmentally friendly technologies, and environmentally innocuous materials were used during construction. Significant measures include, among others, the collection of rainwater and its subsequent use for watering green areas and the selection of the technical fit-out in terms of energy efficiency.

Finally, the operating phase of CSP and VTP includes plans for classified waste collection, and the consumption of resources (water, electricity and natural gas) has been developed according to rules of economy and efficiency. Recycled and recyclable materials are used as far as possible.

Stimulating the local economy	
Direct employment generated	466
Indirect employment generated (subcontracting)	650
Local suppliers or subcontractors	98.95%
Total volume of purchases	425 million Czech Krona
Local purchases (in the country)	70.8%

## OHL ARABIA AND THE MECCA-MEDINA HIGH SPEED RAILWAY

An international and multicultural team for bringing high-speed to the desert

Project Data	
Name of Project	Haramain
Location	Saudi Arabia
Customer	Saudi Railways Organization (SRO)
Start and end	2012
Budget	6,736 million €
Contractors	OHL Arabia (within a consortium of 12 Spanish and 2 Saudi companies)
Value Generation	
<ul style="list-style-type: none"> <li>• Stimulus for the local economy</li> <li>• Technological innovation at the service of the community</li> <li>• Transfer of knowledge and technology to Saudi Arabian society</li> <li>• Innovation in labor practices</li> </ul>	



During 2014, OHL continued work on the construction of the 450 km of **high-speed railway** that will link the cities of Mecca and Medina in Saudi Arabia. The project is the responsibility of the Al-Shoula Spanish-Saudi consortium, in which OHL is one of the main construction companies, responsible for 50% of the track work and assembly and 25% of the catenaries, substations and maintenance.

Due to the importance of these two cities in Saudi Arabia's society and economy, the project will significantly alleviate the congestion of the current highway connecting the cities and provide a rapid, comfortable and safe means of transportation, which will contribute to the **economic development and social cohesion** of the Saudi western corridor.

The project is unique in terms of its social and economic impact, which is evidenced by the following aspects:

- The new train will facilitate the travel of pilgrims. Medina and Mecca are the cities most venerated by the Muslim people. The two holy cities attract millions of people, particularly during the *Hajj*, the principal pilgrimage time for Muslims.
- High-speed railway technology and know-how transfer to Saudi society, thanks to the importation of the materials and systems used by the Spanish high-speed train (AVE) and through the creation of a railway school where Saudi professionals will be trained in this area of specialization.





- **Stimulus for the local economy.** With respect to the construction materials for civil works and subcontractors, Saudi suppliers meet practically the entire demand of the project. A percentage placed at 70% for track materials, including critical materials such as sleepers, ballast, steel for embedded track or cable conduits.

Stimulating the local economy	
Direct employment generated	700
Local employees engaged (with respect to the total)	7% (total 49)
Indirect employment generated (subcontracting)	470
Local suppliers or subcontracted companies	100% practically
Total volume of purchases	1,381.23 Million SAR
Local purchases(in the country)	70.8%

All of these positive impacts would not be possible without the **commitment and dedication of the company's team** who confront the imposing challenge of taking the high-speed train to the desert.

Two singularly difficult tasks were addressed on the technological plane:

- **Installation of embedded track on long sections for high speed**

The high temperatures and the sand make the production and laying of concrete especially difficult. This product cannot be poured if its temperature is above 33 degrees, for which reason, the temperature control measures applied are crucial. Ice and water coolers are used, and the aggregate is covered, protecting the plant itself and the trucks from the sun, while the plants are located as close as possible to the site of the work. In addition, the concrete pouring tasks finalize around three hours before sunrise, to limit the retractions and to be able to loosen the track with sufficient time, all of which involves working at night. Another factor is that no more than 12 hours should transpire between the topographical verification and the laying of the concrete.

Moreover, the frequent sandstorms affecting the embedded track sections, where the sand is more abundant, prevent the pouring of the concrete. Following a sandstorm, the cleaning tasks prior to laying the concrete involve eliminating a layer of sand as much 20 cm thick.

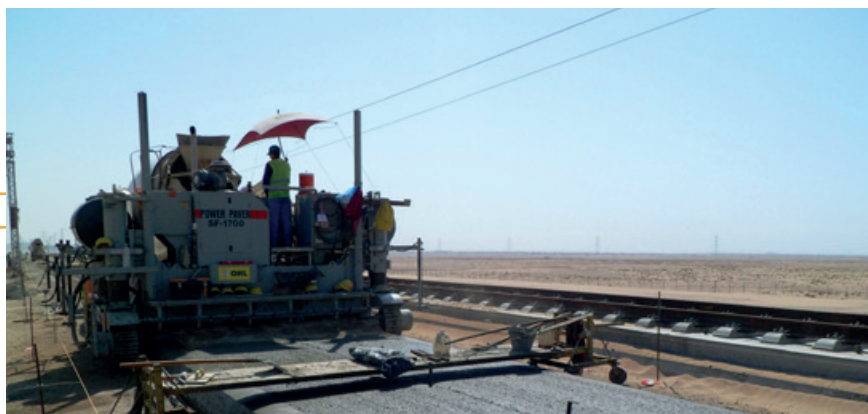
- **Mobile long-bar rail welding system**

The mobile long-bar rail welding system is the project's main technological challenge. The technological equipment necessary contains many computer and electronic components, whose operation can be affected by the high temperatures. For this reason, the normal operating time is at night, from 7 PM to 7 AM, avoiding direct sunlight.

These challenges and difficulties are faced daily by a team of more than **700 workers from 25 different countries**. The number of Saudi Arabian workers is in line with the proportions established by the local government. Their total number is placed at 49 people on all of the job levels and categories of the project. OHL complies with these requirements on the level of "Excellent" (green).



Together they are moving ahead with a unique project in terms of technical difficulty and social transcendence, under harsh working conditions, as the heat is also an obstacle confronted by them in their daily efforts.



OHL's field work in LAV, the Mecca-Medina and work for the installation of slab track.

In the context of the **outdoor work**, the following measures have been taken:

- During the seasons when the heat is most intense, the **day-time shifts are replaced by night work**, whenever possible, which means going from working under temperatures between 45 and 50 degrees to 33 degrees, in addition to complying with the legal requirement of suspending outdoor work between 12 noon and 4 PM.
- **Awnings** are set up whenever possible, and the track work is performed by taking the mandatory rest periods inside **cars, vans and buses with air-conditioning** to lower the body heat of the operators.
- There is a continuous supply of **cool water with salt tablets** for the operators, as well as **vitamin complexes** for replenishing the loss of salts and minerals.
- **Specific training** has been provided on how to work in the desert and how to protect oneself and detect heatstroke, also in the steel assembly work and the pouring of concrete.
- **Two ambulances** are available on site for the evacuation of workers if the need arises, in addition to a **medical center** located at the work base, fully equipped and with special protocols for cases of heatstroke.
- **Appropriate clothing** is provided together with protection against the wind, sand and sun.



The training and the raising of the awareness of the personnel have also required a special focus due to the linguistic diversity of the employees. Two measures stand out:

- Audiovisual training in four different languages: English, Spanish, Urdu and Arabic.
- Inclusion in the occupational risk prevention team of **people with different cultural backgrounds and ethnic origins** for the coordination and management of teams, in such a way as to cover the spectrum of languages necessary for being able to communicate with all of the workers on site.

In terms of cultural diversity:

- The **custom and practices** of other countries has been **considered** in the organization of work teams, the work camps and other accommodation and in the food provided.
- For the employees of the **Islamic religion**, all of the standards applicable to the work centers are met in order to facilitate prayer at the established times, the use of appropriate clothing, rest on the holidays included in the Muslim calendar and the arrangement of adequate places for prayer at the main work centers.

## OHL KUWAIT AND THE JAMAL ABDUL NASSER HIGHWAY

### A road for a hundred years

Project Data	
Name of Project	Jamal Abdul Nasser
Location	Kuwait City, Kuwait
Customer	The Ministry of Public Works (MPW) – Roads Engineering Department
Start and end	May 2011-June 2016
Budget	648 Million €
Contractors	OHL (48.34%), Rizzani de Eccher (48.34%), Trevi (2.32%) and Boodai (1%)
Value Generation	
<ul style="list-style-type: none"> <li>• Contribution to the development of the country through the construction of a lasting and safe infrastructure</li> <li>• Stimulus for the local economy</li> </ul>	



The Jamal Abdul Nasser project (also known as RA 167) is one of the largest infrastructure and road development works currently being carried out in Kuwait, in the framework of the strategic plans of the Ministry of Public Works for upgrading the country's highways and roads.

This project will transform and modernize Jamal Abdul Nasser Street to convert it into a highway on the level of international standards. The aim is for the new road to have a **useful life of one hundred years and to be able to accommodate the forecasts of traffic flows for the next 50 years** through a number of complex bridges and elevated expressways along the main route and at its intersections. With this purpose in mind, the project includes the construction, finishing and maintenance of roads, viaducts and storm water drainage systems, as well as other services for the infrastructure.

OHL belongs to the consortium of companies performing the project, which is committed to achieving the following main objectives:

- Increase the capacity of Jamal Abdul Nasser Street, minimizing traffic congestion and reducing accidents.
- Accommodate future traffic demands.
- Separate the traffic bypassing the city from the local traffic.
- Upgrade the road facilities and services.
- Improve the safety conditions of the road.



The construction of the drainage structures along the route of the project will require restoration works including:

- Relocation of water supply lines.
- Relocation of sewage system.
- Storm water drainage system.
- Work for the preservation and relocation of gas lines.
- Relocation of low voltage and high voltage cables.
- Relocation of telephone services.
- Landscaping and irrigation.

The upgrading of the road is designed to ensure smoother, more efficient and safer traffic, as well as to facilitate access to universities, hospitals and other main Government buildings along Jamal Abdul Nasser Street, including the Ministry of Defense. In addition, the road will be an important link in the connection of the present western settlements of Kuwait City with those whose development is planned.

As a result, the project, which has already reached its midpoint, is going to significantly enhance mobility in the city of Kuwait, providing the city with a modern infrastructure capable of keeping pace with the economic development of the region.

The road renewal project itself is already delivering results. The construction work has been a source of employment and of contracts for local companies. Up to the present time, more than 3,000 jobs have been created, and purchases worth 130 million Kuwaiti dinars have been made, the immense majority of which have benefited companies in the country.

Stimulating the local economy	
Direct employment generated since the start of the project (at 12/31/2014, in the joint venture)	2,217
Local employees engaged (with respect to the total)	31.57%
Indirect employment generated since the start of the project (subcontracting)	1,000
No. of suppliers or subcontracted companies	Close to 130
Local suppliers or subcontracted companies (in the country and Middle East)	90.82%
Total volume of purchases	129.2 million Kuwaiti dinars
Local purchases (in the country and Middle East)	87.44%

## Other project figures

### Works on the road

Total length of the main line (6 to 8 lanes of limited access highway):	10,150 km
Total length of link roads:	1,150 km
Total ramps for interchanges:	11,470 km
Number of connections:	4
Number of roundabouts:	9

### Works on the bridge

Length of divided viaduct:	8,340 km
Length of undivided viaduct:	6,547 km
Total surface area of prefabricated deck	319,632 m <sup>2</sup>
Piles in situ	120
Depressed roads	34 m width/ 550 m length
Pedestrian footbridges	8
Concrete (total)	716,000 m <sup>3</sup>
Reinforced steel	165,000 t
PT steel (total)	17,000 t

In the context of the work performed by OHL, an important aspect has been the establishment of the initiatives necessary for overseeing the **safety and health of its workers**. In this regard, the project includes a safety department that has been active since the design phase -for drawing-up the work procedures- and continuing through to the construction phase and the maintenance of the infrastructure.

Finally, and in collaboration with the human resources department, particular care has been taken to ensure that the **facilities for the accommodation** of the workers are safe, hygienic and sufficient for meeting their basic needs. Special attention is also given to **safety in the transportation** of the workers to the project sites and to their food.



Recreation of the Jamal Abdul Nasser Project.

## OHL AND THE DOHA SUBWAY

### Sustainability criteria in the Msheireb and Education City metro stations

Project Data	
Name of Project	Major Stations
Location	Doha, Qatar
Customer	Qatar Railway
Start and end	June 2013-June 2018
Budget	1,100 million euros
Contractors	OHL (30%), Samsung C&T (50%) and QBC (20%)
Value Generation	
<ul style="list-style-type: none"> <li>• Sustainable construction</li> <li>• Environmental certification</li> <li>• Stimulus for the local economy</li> </ul>	



OHL participates in the construction work for the Doha Subway in Qatar, through the Major Stations project of the **Qatar Railway Company**. With a budget of 1.1 billion euros, the project consists of the design and construction of what are destined to be the **two major stations** of that metro system: **Msheireb** and **Education City**.

The Doha Metro project involves the development of four lines, with a total length of close to 216 km and approximately 100 stations. This network will cover the metropolitan area of Doha and include connections to the city center and the most important residential and shopping areas.

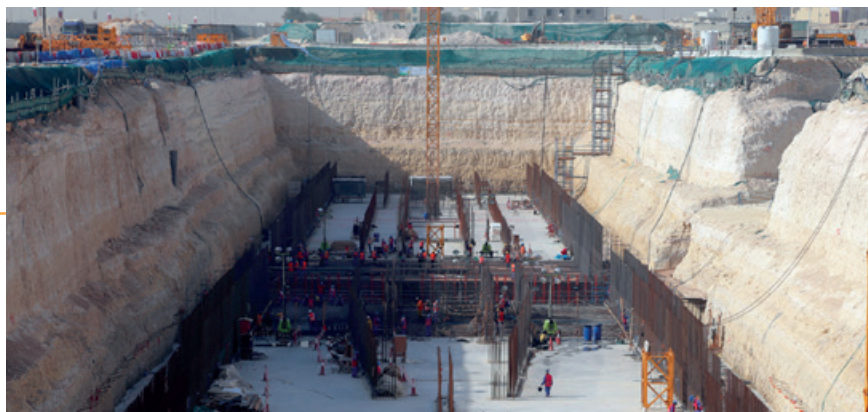
The system will be underground in downtown Doha, while in the rest of the network, the trains will run mainly on the surface. This infrastructure will serve to alleviate the levels of traffic and pollution experienced by the city at the present time.

**Msheireb** is the system's most important station, as it is located in the heart of the city, called Msheireb Downtown Doha. It will be the hub of the metro network, as the main interchange station for three lines. The station will be built at a depth of approximately 40 m, with a length of 350 m.

The **Education City** station will operate as a dual station, on connecting the Green Line of the metro network to the future high-speed train and the long-distance railway network. The depth of this station is approximately 20 m and its length, 350 m.

In the construction of both infrastructures, OHL is introducing measures aligned with the best environmental practices for projects of this kind. Accordingly, steps have been taken to obtain the **certification** of these infrastructures to the internationally recognized standards, **GSAS** and **LEED**.





Education City station entrance (up) and Msheireb.

The Global Sustainability Assessment System (GSAS) is an assessment methodology developed by the Gulf Organization for Research and Development (GORD).

#### Environmental features of the project

- Connection to the cooling system of the district
- High-performance materials in walls, roofing and glazing
- Primary chilled water pumps
- Speed changers in fans and pumps
- CO<sub>2</sub> sampling system for management of the demand
- Use of renewable energies integrated into the construction (solar/wind)
- Heat recovery in all of the air treatment systems
- Recovery of rain water, greywater and condensation product





The primary goal of **GSAS** is to promote sustainable construction projects that will minimize ecological impact, at the same time as they provide a solution to social and cultural needs, in an effort to meet the challenges inherent to the region, such as desertification, the scarcity of water or the defense of the local cultural heritage.

The system addresses six levels of certification, which are achieved according to the score obtained in eight categories of assessment. The stations being built by OHL will be **certified to level 4**, with 6 being the maximum level.

In addition, the Msheireb station will be certified to the **LEED Gold standard**. LEED is an assessment system and international standard promoted by the U.S. Green Building Council for furthering the development of buildings based on sustainable and high-efficiency criteria. LEED is characterized by providing an assessment of the sustainability of a construction by evaluating its impact in seven main areas:

- Sustainable location
- Efficiency in the use of water
- Energy efficiency, renewable energies and emissions to the atmosphere
- Materials and resources
- Quality of the interior environment
- Innovation in design
- Regional priority

In the context of the effort to obtain these distinctions for the project, OHL has been working since 2014 in order to achieve GSAS Design certification in 2016, GSAS Construction certification in 2017 and the final LEED Gold certification in 2018.



# OHL Industrial

OHL Industrial concentrates the development of its business on the performance of EPC (*Engineering, Procurement and Construction*) projects in the electricity generation, mining and Oil & Gas sectors, together with specialized support activities in the fields of operation and maintenance, engineering and the supply of mining and cement-making equipment and fire protection and security systems.

# B3

The 2014 financial year has been a year of consolidation in this division of OHL, which has obtained significant contracts in its strategic markets and has added new countries with high potential for underpinning references and for the growth of the sales backlog.



Mirror of the Arenales thermosolar plant (Spain)

## ► Business performance in 2014

The generalized contraction of investment prevailing in previous years has remained unchanged in the domestic market during 2014, although the field of engineering and supply of fire protection systems in nuclear power plants has maintained its level of activity.

In contrast, activity in the international market is again a completely different scenario, in line with the trend in previous financial years. The wager on the Latin American and Middle East markets has borne fruit, translating into a 105% increase in OHL Industrial's backlog in 2014 and its consolidation as new alternative in the international market of EPC contractors. The outlook for the international market is positive, in line with the investment expectations in priority markets for the OHL Group, such as Mexico and other Latin American countries, as well as in the Middle East, where many business opportunities exist.

OHL Industrial-Position
<ul style="list-style-type: none"> <li>• Strong international focus.</li> <li>• Integrated development of EPC (<i>Engineering, Procurement and Construction</i>) projects and provider of operation and maintenance (O&amp;M).</li> <li>• Activity centered on the electricity generation, mining and Oil &amp; Gas sectors, maintaining the transportation of solids and fire protection equipment businesses.</li> </ul>
OHL Industrial - Markets
<ul style="list-style-type: none"> <li>• America: the United States, Mexico, Guatemala, Uruguay, Peru, Chile and Honduras.</li> <li>• Europe: Spain.</li> <li>• Middle East: Jordan, Oman, United Arab Emirates and Saudi Arabia.</li> <li>• Southeast Asia: Vietnam.</li> </ul>

## ► Milestones of the year

### EPC projects awarded

OHL Industrial was awarded EPC contracts during 2014 both in new markets (Oman, Jordan, Guatemala and Uruguay) as well as in countries where it was already active (Mexico).

In **Oman**, the division obtained a contract for the modernization of two hydrocarbon plants in the country's desert region, the Saih Nihayda gas plant and the Saih Rawl processing plant, separated by a distance of 35 km and located near the city of Qarn Alam. Once modified, the plants will be able to maximize the recovery of the hydrocarbon condensates present in the natural gas extracted from underground deposits. The project owner, Petroleum Development Oman (PDO), is the largest exploration and production company in the Sultanate of Oman and a reference in the Oil & Gas sector.



Also in the Middle East, **Jordan's** Ministry of Energy has awarded a strategic petroleum reserve terminal to OHL Industrial in a consortium with the local company MID Contracting. The terminal will be built on the outskirts of Amman and will have a capacity for 340,000 tons of petroleum by-products and 10,000 tons of liquefied petroleum gas.

In **Guatemala**, the company Energía Limpia de Guatemala (ELGUA) chose OHL Industrial for the construction of the Xacbal Delta hydropower plant, designed for a capacity of 57.7 MW (net), in Chanjul, Department of Quiché.

The La Jacinta photovoltaic plant will be developed with an installed capacity of 65 MW in Salto, in the north of **Uruguay**. Equipped with 216,000 solar panels, the plant will occupy a surface area of 140 hectares. The plant is designed to meet the electricity needs of around 35,000 households in the area and will reduce CO<sub>2</sub> emissions by an amount of close to 74,142 tons/year. Once completed, the plant will become one of the largest solar projects in operation in Latin America.

Together with the preceding projects in new markets, in **Mexico**, CYDSA (Sales del Istmo) has awarded a second contract to OHL Industrial in a consortium with Sener, for the construction of a 60 MW cogeneration plant. As was the case in the first project performed for this customer, the plant will be located in Coatzacoalcos (Veracruz). It will include a Trent 60 aeroderivative gas turbine manufactured by Rolls Royce and an HRSG for producing 65 tons of steam per hour. This new award demonstrates the confidence of this customer in OHL Industrial. The first plant is currently under operation and maintenance.

Also in Mexico, Petróleos Mexicanos Internacional Norteamérica (PMI) has awarded OHL Industrial a sulfur solidification plant, with a production capacity of 360,000 tons per year, at the marine sulfur storage and distribution terminal (TMADA) in Coatzacoalcos.

In the context of the EPCs in progress, OHL Industrial has continued work in Mexico on the projects for the 35 MW cogeneration plant at the Francisco I Madero refinery, in Tamaulipas, the hydrogen plant at the Cadereyta Jiménez refinery and the Degollado re-pumping station.

In **Honduras**, construction work has continued on the raw material grinding and storage facility for CENOSA.

The EPC projects for the copper ore treatment plant in Calama (Chile) and for the mineral crushing plant in Cerro del Pasco (Peru) were also delivered to OHL Industrial's customers in 2014.

## Engineering and equipment supply contracts

### Mining and cement

OHL Industrial has obtained its first project in **Vietnam** with a contract in the mining and cement equipment sector. The project consists of an 18 km long overland conveyor line that will carry clinker from the Cong Thanh Cement production plant, located 200 km to the southeast of Hanoi, to the port for exportation.

Likewise, the division will supply conveyer belts and 16 elements of equipment for the granular diammonium phosphate (DAP) production plant, which the mining company Ma'aden is building in Ras Al Khair, **Saudi Arabia**.



The business activity in this area has also involved the supply of equipment to major customers in Spain, Chile, Peru, Brazil, Congo, Jordan and Qatar.

## Fire protection and security systems

The business activity in fire protection and security systems is focused on the domestic market, where the main awards in 2014 were obtained at the Ascó I and II and Vandellós nuclear power plants in Tarragona and the Almaraz nuclear power plant in Cáceres, together with the Fremap Hospital in Barcelona.

Work in this area of specialization has been contracted on the international market for the Suez combined cycle plant, in Egypt, in addition to awards in Guatemala, for Hidroxacbal, and in Mexico, expanding this activity to these countries.

## Service contracts

In the context of service contracts, OHL Industrial will perform the operation and maintenance of the rhyolite crushing plant located in the Atacama Desert, in Chile, for Minera Escondida, which belongs to BHP Billiton.

Likewise, the company will perform the operation and maintenance of the La Jacinta photovoltaic plant, with an installed capacity of 65 MW, located in Salto, Uruguay, during a period of 24 months, extendable to 36 months.

A contract was also awarded for the provision of project management services for the EPC 42-inch gas pipeline project, Los Ramones 2, north and south, for Pemex, a strategic project for Mexico's development. The contract includes the supervision of the detailed engineering, procurement, design control, construction, pre-commissioning, commissioning and operation and maintenance. The north section runs from Los Ramones (Nuevo León) to San Luis de Potosí, over a distance of 441 km. The south section is 287 km long and extends from the latter city to Apaseo El Alto, in the State of Guanajuato.

The activity associated with the contracts underway during 2014 was centered on the operation and maintenance of the following facilities:

- 50 MW biomass plant in San Juan del Puerto, Huelva
- 50 MW solar thermal plant in Morón de la Frontera, Seville
- Copper treatment plant in Calama, Chile
- Mineral crushing plant in Cerro del Pasco, Peru
- 20 MW photovoltaic plant in Tucson, U.S.A.

## Innovation and development

In the framework of its commitment to technological advancement, entrepreneurship and innovation (key factors for creating added value for its products and services), OHL Industrial has undertaken an R&D&I project that is a strong wager on improved solar thermal technology. The project consists of the construction of a high-performance solar thermal system based on Fresnel concentrators and a multi-tube receiver, with the objective of achieving a sufficient degree of technological maturity for the company to rank as a reference in the solar sector.

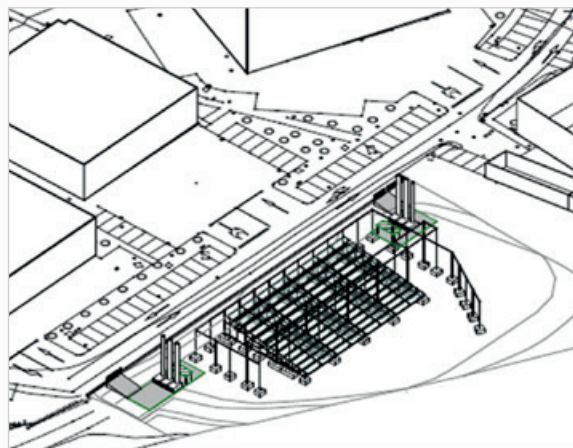


## ► Noted CSR practices

### OHL INDUSTRIAL, FUTURO SOLAR R&D&I PROJECT

#### In search of new sustainable energies

Name of project	Futuro Solar
Location	Spain
Customer	OHL Industrial
Start and end	October 2014-December 2015
Collaborating entities	Thermal Energy Research Group of the Polytechnic University of Madrid
Budget	1.6 million €
Financing	Financial Mechanism of the European Economic Area (EEA-Grants)



In the area of R&D&I, the OHL Group has initiated the Futuro Solar project through its division, OHL Industrial. The project is co-financed by the Financial Mechanism of the European Economic Area through the EEA-Grants.

Futuro Solar was conceived with the objective of identifying a dominant technology in the field of solar thermal energy. The EEA-Grants will finance an initial prototype, for the purpose of studying the behavior of a range of configurations of a collector loop unit. Afterwards, in line with the project road map, OHL Industrial will work to develop the best variation based on the prior experimentation, focused at all times on Linear Fresnel concentrator technology.

In this effort, OHL Industrial has succeeded in attracting the attention and the involvement of a number of cutting-edge European companies, comprising the full value chain of the technology. It is expected that the technology will reach the industrial level at a horizon of three years, for which the execution of a second, pre-commercial prototype is planned, with ground-breaking technological advances on a world scale.

The vision of this technology is focused on the construction of major solar thermal plants, more competitive, sturdier and more flexible in operation & maintenance (O&M).

One of the improvements being considered is the use of gas as a heat-transfer fluid, signifying a disruptive innovation in terms of the safety of the solar thermal plants and savings in auxiliary systems.

The use of gas as a heat-transfer fluid makes it possible to introduce new developments in the technology of the power block, by means of the use of new thermodynamic cycles, much better adapted to the operating conditions of the solar thermal plants.

OHL Industrial and the Thermal Energy Research Group of the Polytechnic University of Madrid (GIT-UPM), which is collaborating in the performance of Futuro Solar, have reached the conclusion that the Linear Fresnel technology is the ideal option for achieving the best cost/benefit ratio in the temperature context.

One of the major advantages of this technology is that, due to its simplicity, it is much easier to integrate its production by means of a supply chain located in the vicinity of the facility, minimizing the need for additional investments in high-tech industries and, at the same time, generating employment and reducing costs. This fact, added to the elimination of the conventional highly pollutant heat-transfer oils and to the lower material mass density per power unit, are the true levers of the **sustainability of solar thermal energy**.

Finally, it should be mentioned that the Futuro Solar project is backed by the Nobel Prize in Physics, Carlo Rubbia, the scientific director of a large part of the innovations that will become a reality with the Futuro Solar project.



Luis García-Linares, Corporate General Manager, fourth from left, with Carlo Rubbia, Nobel Prize for Physics in Torre Espacio, head office of the OHL Group.



## OHL INDUSTRIAL, PRESENT IN THE FIRST SOLAR PPA IN URUGUAY

For clean and sustainable energy

Name of Project	La Jacinta Photovoltaic Plant
Location	Salto, Uruguay
Customer	Fotowatio Renewable Ventures (FRV)
Start and end	July 2014-November 2015
Budget	68.3 Million €
Contractor	OHL Industrial (EPC)
Solar Energy	
<ul style="list-style-type: none"> <li>• An infrastructure facilitating clean and sustainable energy</li> <li>• Stimulus for the local economy</li> <li>• Collaboration with local social agents</li> </ul>	



OHL Industrial is the main contractor for the first Power Purchase Agreement (PPA) to be signed in Uruguay with the state-owned enterprise UTE (Administración Nacional de Usinas y Trasmisiones Eléctricas). The project consists of the construction, mounting, operation and maintenance of a **65 MW solar photovoltaic plant**, together with its associated installations. The facility will be built in the northern area of the country, in the vicinity of the Daymán hot springs at a distance of 6 km from Salto, Uruguay's second largest city with a population of approximately 230,000 inhabitants.

Occupying a surface area of around 168 hectares, the facility will be comprised by 216,000 solar modules, fixed to the structure with a tilt of 23° directed northwards, a total of 50 inverters with a capacity of 1,070 kVA each, a step-up substation and the associated electricity transfer infrastructure, which is being built according to UTE's technical criteria. The project will be connected to the national grid through a 150 kV transmission line connected to the SALTO substation, located at a distance of 3.3 km on the outskirts of the city of Salto.



Integration of the solar field into the pastures of La Jacinta.



Aerial view of the module mounting phase.

The construction of the facility will have a direct impact on the Doña Jacinta stock route. Consequently, to ensure that the construction work will not affect the fauna, a number of field studies were performed, without detecting conservation problems in any of the species found at the site.

The main concern is the impact generated on the **natural habitats** associated with the change in use of the soil and on the sensitive plant and animal species, in addition to the effects of the emissions of dust during the construction process and the use of water, primarily during operations. With the aim of reducing the impact generated on **water consumption**, OHL Industrial will apply high-functionality technologies for cleaning the solar panels by means of high-pressure cleaners, sufficiently efficient to enable water requirements to be reduced to a minimum.

The construction of the plant will generate a number of positive impacts, including:

- **Benefits for the neighboring communities**

The construction phase of the project will provide **direct employment** to close to 350 workers. In addition, OHL Industrial is committed to giving preference to workers in the local communities and, due to the proximity of the city of Salto, it is expected that local hiring will be sufficient for meeting the requirements of the project.

- **Use of clean and sustainable energy**

The project will be connected to Uruguay's national electricity grid, which will be able to supply the electric power needs of around 35,000 households, **reducing the country's carbon emissions** by more than 74,000 tons per year.

- **Social inclusion program**

Possible **social programs** will be identified to benefit women and children, for which OHL Industrial will coordinate with the local educational authorities to organize informative talks, school outings and guided tours for local residents, for the purpose of explaining the benefits of solar energy to the neighboring communities.

► At the present time, OHL Industrial is sponsoring two children's soccer teams, collaborating in the purchase of sports equipment and participating actively in the organization of games.

## OHL INDUSTRIAL, USE OF THE BEST TECHNOLOGIES FOR IMPROVING THE INITIAL DELIVERABLES

### Innovations applied to the largest biomass plant in southern Europe

Name of Project	50 MW biomass power plant
Location	San Juan del Puerto, Huelva (Spain)
Customer	ENCE
Start and end	June 2011- February 2013 (EPC) February 2013- Present (O&M)
Budget	125 million €
Contractor	OHL Industrial
Electricity Generation from Biomass	
<ul style="list-style-type: none"> <li>• Use of the best technologies</li> <li>• Guaranteeing clean and sustainable energy</li> <li>• Success in the Operation &amp; Maintenance of the plant</li> </ul>	



OHL Industrial, after completing the EPC project for the biomass power plant in San Juan del Puerto (Huelva), the largest of its kind in southern Europe, continues at the present time with the facility's operation & maintenance (O&M) tasks.

The project has applied the best technologies available for ensuring optimum sustainability from the environmental point of view. The **fluidized-bed boiler technology** stands out among the cutting-edge systems used, making it possible to operate at temperatures below those necessary in the case of grate boiler technology, reducing emissions of nitrogen oxides ( $\text{NO}_x$ ) and carbon dioxide ( $\text{CO}_2$ ), as well as the formation of the agglomerates and slag produced by the combustion of biomass. Likewise, the use of a **taller stack** (70 m) and of an electrostatic precipitator enables minimization of the environmental impact of the emissions generated during combustion.

The positive impacts of the project carried out by OHL Industrial include:

- Positive outcomes for nearby communities

The project has generated more than **950 jobs**, of which 40 are for the personnel responsible for the O&M of the plant. The more than 900 remaining jobs refer to indirect and induced employment, with approximately 500 of these held by workers from rural areas.

- Use of clean and sustainable energy

The fluidized-bed boiler technology applied prevents the emission of around **300,000 tons of  $\text{CO}_2$ /year** in comparison to the use of fossil fuels.

The successful integration of biomass combustion technologies and the know-how applied in the O&M have made it possible in the first year of operation to exceed the expected **output of the plant**, increasing the annual production forecast by 17%. Other significant achievements are listed below:

- Increase in the output of the boiler by means of refining the proportioning of fuel.
- Reduction of the plant's internal electricity consumption from 13 to 10% through improvements in the operating and maintenance conditions of the plant.
- Reduction in the use of additives and sand, by improving the proportioning of these materials.
- Optimization of the processing of the biomass through wetting and improvement in the availability of the shredders, making it possible to obtain 99% of availability in comparison to the 95% estimated originally.

The result, therefore, signifies revenues from electricity production for the ENCE group far superior to those expected, together with levels of generation of waste and emissions to the atmosphere much lower than those permitted in the environmental approval. Finally, consistent with its commitment to sustainability, OHL Industrial recovers the agricultural and industrial wastes generated by the activity of the plant (ash and fines, mainly), thereby contributing to the improvement of the environment.



Conveyor system of the processed biomass.





# OHL Services

During 2014 the trend in the market in which OHL Services operates continued much the same as in previous years, consistent with a context of economic crisis, although the division's new activities –energy efficiency and home help services– have evidenced better performance. The prospects for 2015 is more optimistic, in tune with the forecasts made for the domestic economy overall.

# B4

In 2015, OHL Services will take over the municipal services activities transferred by OHL Construction and is set to initiate the process of internationalization outlined for this division in the OHL Group's 2015-2020 Strategic Plan.



Comprehensive hospital maintenance, provided by Ingesan.

## ▶ Business performance in 2014

The facilities cleaning and maintenance sectors, where Ingesan traditionally operates, facilities management subsidiary, part of the Division of OHL Services, have once again reduced their size, by 0.5 and 1%, respectively, in line with the budget restrictions of both public and private customers and due to the fierce price competition, which has led to a significant reduction in profit margins.

The supplier concentration processes in the public sector have given rise to a situation where, even with the slight contraction of the market, sector leaders have obtained higher turnover figures. This includes Ingesan, whose turnover of 115.5 million euros has grown 19%, far above the 0.5% average for these leading companies and, of course, way ahead of the sector as a whole, which experienced an overall decline of 1.5%. Ingesan has maintained its EBITDA and has increased its profit after taxes by 24% with respect to the previous year, higher than the growth in sales, thanks to a better management of the Group's financial resources that has reduced these expenses by 92%, despite having increased turnover.

The economic crisis has also affected the private market of residential care facilities for the elderly, in which Novaire operates. This situation has forced all of the groups to undertake promotions or adjust prices in order to maintain the level of occupancy of the facilities. In the context of the public or subsidized market, in the Community of Valencia, Novaire's geographical area, negotiations have continued with the Department of Social Welfare with a view to consolidating the subsidized places currently arranged with the company (68% of the total), negotiations which should culminate in 2015.

Despite these difficulties, Novaire has consolidated its position thanks to a strategy of external communication and marketing of places that has enabled it to raise the annual average occupancy to 97.6%, the highest in its history. Moreover, the continuity of the strict cost containment policy has facilitated a considerable improvement in all of the ratios and key margins of the company. Through all of this, Novaire has obtained record breaking recurring economic outcomes for the company, with revenues of 29.2 million euros, an EBITDA figure of 6.8 million euros, increasing 5.8% in comparison to 2013, and with a recurring profit before taxes of 3 million euros, 10.3% over revenues.

### OHL Services-Position

- Three priority sectors: facilities management, municipal services and industrial maintenance.
- Strategy: consolidation in Spain and start of international expansion.
- Reference in Spain through its subsidiary, Ingesan, in the facilities management sector.
- Main market: Spain.
- Initiate international expansion in America. Mexico and Florida (USA).

### Management criteria

- Inclusion of the municipal services transferred by OHL Construction.



## ► Milestones of the year

The most significant awards during 2014, by business area, were as follows:

### Cleaning

- Cleaning and baggage cart management service in the airport facilities of AENA Aeropuertos. Palma de Mallorca Airport, contract worth a total of 13.18 million euros and for a three year term.
- Integrated cleaning service for the buildings, premises and offices belonging to the Central Government in the Community of Madrid, Lot no. 2, contract worth a total of 18.83 million euros for a term of 30 months.
- Provincial cleaning service and waste collection for the facilities comprising the Healthcare Area of Huelva, in the amount of 19.20 million euros and a term of two years.

### Maintenance

- Maintenance contract for the facilities of the Zamora Healthcare Complex and Primary Care Centers, in the amount of 1.07 million euros and for a term of one year.
- Upgrading of the technical premises in railway stations for Renfe-Operadora services. Stations in the Madrid Hub, Group 4, Lots 1 and 2, for an award amount of 937,750 euros and a contract duration of two years.
- In the integrated services market, integrated management of the supplementary services –cleaning, maintenance, gardening and ancillary services– for the Latina and Moncloa-Aravaca districts of the City Council of Madrid, for a total of 3.75 and 3.74 million euros, respectively, for a two year term.
- In energy efficiency, supply and energy management of the installations of municipal buildings and street lighting for the Town Council of Santa Marta de Tormes, in the amount of 8.9 million euros and a contract duration of fifteen years.
- In the home care services sector, contracts in Benalmádena (Malaga) and Corunna worth 2.13 and 1.60 million euros, respectively and for a term of two years.
- In services for residential care facilities for the elderly, Ingesan has contracted the management of the Chillón (Ciudad Real), Brenes (Seville) and Francesc Layret (Barcelona) facilities, for an overall amount of 5.36 million euros and terms of between two and ten years.



Ingesan has responsibility for the comprehensive maintenance of the Care Complex of Avila. In the picture, Hospital Ntra. Sra. de Sonsoles.

## ► Noted CSR practices

### INGESAN

#### Commitment to sustainability through the labor market inclusion of people at risk of social exclusion and environmental management

Location	Spain
Company	Ingesan
Impact	Environment



#### An ongoing commitment to people and their integration into the working world

Ingesan, a member of the OHL Services division, stands out for its human capital, working intensively and in a very special way in the scope of the labor market inclusion of people from underprivileged groups, in line with the type of business in which the company is engaged.

In 2014, Ingesan hired **162 employees** from among people in these groups, thanks to the constant and ongoing commitment maintained by its human resources areas, expanding the network of collaboration with foundations and organizations dedicated to assisting the most vulnerable members of society in accessing the labor market. This effort has led to the signature of employment contracts in the course of 2014 in Madrid, Barcelona, Seville, Valencia, Alicante, Corunna, Cadiz, Malaga and the Basque Country.

One of the groups with which the company has worked most is that of the victims of gender based violence. In June 2013, Ingesan joined the business movement “Companies for a society free from gender based violence”.

This agreement -promoted by the Ministry of Health, Social Services and Equality and to which Ingesan has acceded- established a number of measures for the purpose of integrating the victims of gender based violence into the labor market. Key measures include those designed to raise the awareness of society with respect to gender equality and respect for fundamental rights, to progress in the building of a violence free society and to promote labor market inclusion.



In terms of the program for hiring people with disabilities, Ingesan has furthered the constant and ongoing collaboration maintained with foundations and organizations. Its participation in numerous meetings and working groups stands out in this context: for example, the working group organized by Fundación Integra in 2014, in conjunction with other companies in the Services sector, with a view to increasing the hiring of people at risk of exclusion. For this purpose, the raising of the awareness of organizations, starting from the senior management level down through to the workforce, is particularly relevant for overcoming the barrier of the fear of the unknown.

#### **Ingesan, recognized for its work in the labor market integration of people at risk of exclusion**



Alfonso Navarro, Human Resources Technician at Ingesan (OHL Services) in Seville (Spain) received the **Special Mention for Human Resources March 2014**, awarded by Fundación Integra for the work performed in the labor market integration of people at risk of exclusion, his own personal involvement and his social sensitivity.

Ingesan's commitment to this social organization consists of taking into account the candidates proposed by the Foundation in recruitment processes for filling the vacancies arising in the company.

The best way to raise awareness of the situation of the individuals who belong to the most underprivileged groups of people is to bring it to the attention of all of the employees belonging to the OHL Services division. With this purpose in mind, a number of activities for raising awareness about the problems habitually faced by these groups were organized, such as volunteering days at the facilities of the San José Shelter (Jerez de la Frontera), with the participation of Ingesan employees and their families, within the framework established by the OHL Group's Volunteers program and in line with the values on which the OHL Group is based.

In this regard, during 2015 the OHL Group will participate in the preparation of the best practices book on the subject of employment, awareness raising and corporate volunteering, which Fundación Adecco plans to publish on the occasion of its 15th anniversary.

#### **Ethics and Social Responsibility Management System certified to the standard SA 8000**

In the context of making greater commitments to society, Ingesan, in coherence with its Equal Opportunities Plan, reached a decision to obtain SA 8000 international certification. This standard recognizes compliance with and respect for the Universal Declaration of Human Rights and the United Nations Convention on the Rights of the Child, together with the principal agreements on workers' rights advocated by the International Labor Organization. The standard also establishes minimum conditions to be met for achieving a safe and healthy work environment, freedom of association and collective bargaining and a business strategy for addressing the social aspects relating to work.

## Environmental management

Ingesan has achieved significant advances in terms of transparency and efficiency in the management of resources in 2014. During this period, the company prepared its Annual Environmental Report.

The report arose as the result of the efforts made in 2013 in order to compile the relevant data on energy consumption (electricity and fuel), paper, the management of the waste generated by the services managed at the delegations located in the cities of Madrid, Barcelona, Corunna and Seville; these data were used for calculating the emissions of CO<sub>2</sub>, SO<sub>2</sub>, NO<sub>x</sub> and particles in 2013.

Another step forward was taken in 2014 with the creation of a report describing Ingesan's Energy and Environmental Management System, to enable the company's stakeholder groups to become familiar with the system and to evaluate it. This system is applicable to the activities performed by Ingesan and involves the facilities, departments and people working in the company, the external collaborators contracted and the organization and performance of the services it provides.

Moreover, the report defines a number of quantifiable environmental goals, as well as the means to be used and the timetable to be met in achieving them. The measures introduced include:

- Reducing by 1% the ratio of fuel consumed by the vehicle fleet in relation to the previous year.
- Reducing by 1% the emissions of CO<sub>2</sub> by the vehicle fleet in relation to the previous year.
- Increasing the recycling of paper in offices by 2% .

Ingesan has acquired a commitment to continuous improvement and verifies its environmental and energy policy through independent audits. In this regard, the report was audited by the certification firm TÜV Rheinland Ibérica Inspection, Certification & Testing and, on February 5, 2015, the company received the approval of its Environmental Statement following the audit by this entity.



The hospital sector is one of Ingesan's main markets.



## NOVAIRE AND CUSTOMER SERVICE

### A people oriented company

Location	Valencian Community, Spain
Homes	11



Novaire is a people oriented company. This is the nature of its business, centered on the management of facilities for seniors, together with its dedication to the development of measures for improving its services and enhancing the positive social impact of its activities.

- The *Customer Service Manual* was published in 2012. The purpose of the Manual is to ensure that all of the members of Novaire receive training on conduct guidelines and Novaire's goals in its treatment of customers. The text addresses both the routine day-to-day situations of the work at the facilities as well as the more complex situations that may arise.

### Customer service

Quality and customer service are at the core of Novaire's activity. The company addresses with dedication all that has to do with this aspect of its management through consolidated tools, such as the *Customer Service Manual*, the handling of suggestions and complaints and the performance of satisfaction surveys.

In terms of the last aspect mentioned, Novaire prepares **biennial surveys** for evaluating the degree of satisfaction of the users of its services, their families and prescribers. During 2014, surveys were taken of users and members of their families, in which it was found that 91.69% of the family members surveyed recommend Novaire facilities to others.

Finally, another new development in 2014 was the **campaign for the dissemination** of the company's customer service policy through graphic materials displayed in the facilities. Specifically, twelve posters were created for conveying a message taken from the *Customer Service Manual* during each month of the year. These posters were placed at points where the personnel dedicated to the direct care of the residents often pass, with a view to spreading the message more effectively and to having this most important aspect of the company's corporate culture take root.

#### 12 months, 12 ways to advance in customer service

January	Customer Service Code
February	Customer satisfaction
March	Basic ideas for communication
April	The ability to listen
May	Face to face communication
June	Oral communication
July	Elements that hinder communication
August	Elements that facilitate communication
September	How to address situations of aggressiveness
October	Techniques of self-control
November	Concepts and basic terminology
December	Concepts and terminology to be avoided





Management of complaints and suggestions in 2014	Results of the 2014 satisfaction survey
<b>Complaints: 84</b> Resolved: 82 Unresolved: 2 Nature of the complaints: <ul style="list-style-type: none"> <li>• 37% loss and wear &amp; tear of personal effects.</li> <li>• 17% personal care.</li> <li>• 14% healthcare problems.</li> <li>• 6% combination of personal care and healthcare problems.</li> <li>• 5% food service.</li> </ul> <b>Suggestions: 62</b> Origin: <ul style="list-style-type: none"> <li>• 49% family members.</li> <li>• 39% users.</li> <li>• 6.5% employees.</li> <li>• 4.9% unidentified.</li> </ul> <b>Thanks: 13</b> Origin: family members and users.	<b>Family members</b> <ul style="list-style-type: none"> <li>• 91.69% of those surveyed recommend Novaire facilities.</li> <li>• The overall score given to Novaire is 7.66 points over 10.</li> <li>• The aspects that obtained the best scores were the treatment given to the users of the services (8.08), the management of the facility (8.03) and respect for privacy (7.92).</li> </ul> <b>Users</b> The areas rated the highest by users: <ul style="list-style-type: none"> <li>• Care provided by the staff of the facility (96.16%).</li> <li>• Installations, equipment and furnishings (95.32%)</li> <li>• Maintenance and cleanliness (92.56%).</li> </ul>

## Work practices

Novaire concentrates its social commitment in the working environment on **equal opportunities**. Gender equality, through the Equality Plan, and the measures for reconciling work and private life, together with the labor market integration of people at risk of social exclusion, are its lines of work.

Novaire has signed agreements with a number of nonprofit organizations, such as Cocemfe, Novafeina and the Red Cross, for the performance of unremunerated practice work and the integration of persons at risk of social exclusion.

Through the **practical training**, Novaire offers students the opportunity of familiarizing themselves with the working world. During 2014, **190 students** performed practice work at Novaire. In addition, the company collaborated with the Miguel Hernández University in Elche (Alicante, Spain) in the **Mentoring Program**.

In addition, the cooperation agreements entered into for collaborating with **centers for the integration of people at risk of social exclusion** facilitate the vocational and occupational training of these persons, promoting their access to social and labor market inclusion programs.

Similarly, in the case of a vacancy, Novaire informs the associations dedicated to people with disabilities about the profile required and the conditions of the position, in the event that they may have candidates who would be interested in applying. In 2014, **28 people with disabilities** were working for the company.

Another highlight consisted of the good results obtained in the **work climate survey**. The study, carried out every two years, is made at the 11 facilities and the head office of Novaire. The last survey made was performed at the end of 2013, with the participation of 933 employees. A significant result of the survey was the fact that 81.5% of Novaire's employees would recommend relatives and people they know to seek work in the organization (6.2% more than in 2011 and 8.5% more than in 2009).

► Novaire has established a **disability supplement** for those employees with an officially recognized disability of at least 13%. The amount of the supplement depends on the degree of disability increased by 30%.





Reconciliation Measures	Equality Plan Measures
<ul style="list-style-type: none"><li>• Full-time and part-time contracts depending on the needs of each person. All employees are entitled to reduce their working schedule by 1/8 to 1/2.</li><li>• Working schedules on a fixed shift in order to combine with school hours or needs of other kinds.</li><li>• Introduction of weekend contracts.</li><li>• Substitution of the one hour a day nursing period by one full month. This measure is more beneficial than the measure established in the collective agreement.</li></ul>	<ul style="list-style-type: none"><li>• In recruitment processes, preference is given to the hiring of persons of the gender less represented in the group, under equal circumstances and with equal skills.</li><li>• In cases of equal suitability for a position, persons of the gender less represented in the group concerned have preference for promotion.</li><li>• To further co-responsibility, the fact that male employees have applied for entitlements legally recognized as work/family reconciliation rights, such as paternity leave, leave without pay for caring for children or elderly relatives, among others, is taken into account for job promotion.</li><li>• Support is given to the training and professional recycling of those persons who return to work following the exercise of maternity and paternity rights or any other entitlements based on family related reasons or reconciliation needs.</li><li>• Training is provided in awareness raising with respect to equality issues to all of the company's employees.</li><li>• Transfers between work centers are facilitated for those employees who request a transfer for reasons of health or an improvement in working conditions.</li></ul>

### Community involvement

Novaire wishes to contribute towards a fairer system of social representation in consonance with the values and needs of elderly people. For this purpose, it keeps a number of initiatives active: *Miradas Cómplices*, the supplement *Los Mayores Primero* and the *Cíclos Novaire*.

*Miradas Cómplices* is a **photography contest** created in 2012 for encouraging people to look at the elderly in a different way, avoiding stereotypes. To achieve this purpose, the contest promotes the creation of these images and their dissemination through a book, an exhibit, a calendar and a video.

The theme of the 2014 contest was *Long-lived. Portraits of the furrows of time*. Participants submitted 497 photographs that were used for making a calendar distributed by the newspaper *Diario Información* in Alicante (Spain), a promotional video and for an exhibit set up on the premises of El Claustro, in that same city. A book was published on the basis of the photographic material obtained in the contest held during the previous year.

In connection with this activity, in 2014, Novaire presented *El cuaderno. Láminas de trabajo para personas mayores*. This is new material in the form of coloring sheets for working with elderly persons with cognitive impairment, in which the photograph repository of *Miradas Cómplices* was used for converting the photos into illustrations.

This is very useful material that dignifies the image of elderly people, at the same time as they can see themselves reflected on the coloring sheets, leaving behind childhood images. This material is available to all professionals in the sector through the websites [www.novaire.es](http://www.novaire.es) and [www.miradascomplices.es](http://www.miradascomplices.es).



Miradas Cómplices photography contest.

The project called *Los mayores primero* consists of the monthly publication of an **editorial supplement** focused on seniors and distributed also together with *Diario Información*, reaching more than 250,000 readers. *Los mayores primero* completes the offer of information with content of interest to seniors.

Finally, in 2014, the *Ciclos Novaire* were centered on the theme of *Innovation in times of crisis. New trends in health and social care provided to the elderly*. These meetings, dedicated to discussion and reflection on care for the elderly, featured on this occasion the presence of Santiago Ros, vice-president and head of the legal area of MTNG Experience; David Tierra Seca, Marketing & Communication Manager of Energy System; Teresa Martínez, gerontologist and expert in person centered care, and Aitor Pérez, partner-manager of Gerokon, among many other professionals in the sector.

#### Issues addressed by *Los mayores primero* in 2014

January	Summary of 2013	July	Volunteering
February	Asociación Espejo Alicante	August	Travel
March	SV GG Congress	September	Alzheimer
April	Presentation of 2014	October	Innovative therapies
May	European election	November	Sports
June	Technology	December	Miradas Cómplices

As a new development, coinciding with Novaire's tenth anniversary, one of the meetings was devoted to the most innovative projects undertaken by the company in the course of the decade. The staff of the facilities shared their experiences in relation to these projects.

The conferences concluded with the showing of the film *Nebraska*, attended by around 200 people.

Novaire collaborated in 2014 with the Instituto Gerontológico Matia and the University of Oviedo in the research project, *Person centered care in gerontological services: models and instruments of evaluation*, which involved a cross sectional study for performing a national validation of two instruments for evaluating the care provided in gerontological services. A total of 80 facilities concerned with care for the elderly participated, four of which belonged to Novaire.

Finally, Novaire promotes **volunteering** among its employees. There are plans for starting up a project in 2015 designed to encourage the collaboration of volunteers in the activities of the Novaire facilities, not with the intention of replacing those carried out by the staff but rather complementing them and adding value to the services already being provided. At the present time, 90% of the volunteering actions at Novaire are geared to work of accompaniment and participation in the activities organized by the company. The predominant profile of a volunteer at Novaire is that of a woman between 25 and 45 years of age.

#### Miradas Cómplices dissemination data

- 31,000 copies of the calendar distributed.
- Gift of 800 copies of books distributed among relevant people in the sector.
- The video has been played 805 times since November 2014 and has been viewed 15,648 times through Facebook.

\* *Miradas Cómplices* is included in the best practice handbook of the Fundación Pílares, a foundation for personal autonomy.



# OHL Developments

The OHL Developments division was created in 2001 for the purpose of identifying strategic opportunities for diversification by the OHL Group in the tourism, real estate and hotel sector.

# B5

Thanks to the experience and know-how acquired in the Mayakoba and Canalejas projects, OHL Developments has become consolidated as a global international developer of top-level projects.



Picture of the Mayakoba resort (Mexico).





## ► Business performance in 2014

OHL Developments ended the 2014 financial year with several significant milestones in relation to its activity and the three projects being carried out by this division in the tourism and hotel sector: Mayakoba and Ciudad Mayakoba, in Mexico's Riviera Maya, Centro Canalejas Madrid and the Old War Office, in London.

### The Mayakoba resort

The resort sector is one of the most significant markets in expansion on a world scale. In some regions, particularly in areas of Latin America and Asia, a considerable increase in tourism is being observed, especially luxury tourism. Accordingly, in 2014, the growth of Mexico's tourism industry has become consolidated, notably in Riviera Maya, where OHL Developments has undertaken the development of the Mayakoba tourism complex.

This resort -the seed that germinated into the OHL Developments division and one of the most exclusive in the world- has not been an exception to this positive trend in the sector. In 2014, the resort obtained a weighted average occupancy of 60.2% in its three hotels, improving upon the 57.8% figure for the 2013 financial year, and raised its average daily rate per room by 15.1%, to 458 dollars, and the ratio of revenues per available room by 19.6 %, to 275 dollars.

These ratios have enabled the Mayakoba complex to increase its recurring revenues from 98.8 to 112.3 million dollars, representing an increase of 13.7%.

At a distance of 10 km from Playa del Carmen, Mayakoba has three 5-star ultra-luxury hotels in operation: the Fairmont (401 rooms), the Rosewood (128 rooms) and the Banyan Tree (132 rooms), in addition to the El Camaleón golf course, designed by Greg Norman, which has made history by ranking as the first golf course to host an official tournament on the PGA Tour outside of the United States and Canada.

Two new hotels will complete the first phase of this complex, one of which is an Andaz hotel (Hyatt *lifestyle* brand), started at the end of 2013.

### Ciudad Mayakoba

Ciudad Mayakoba comprises the second phase of the Mayakoba project. This phase involves the development of 409 ha of land, divided into three areas for accommodating three different real estate products geared to specific market segments and their demand: the residential area, Parques de Mayakoba, with 221 ha; the Mayakoba Country Club area, 165 ha, and the Village, 23 ha.

The approvals and permits for the development of this phase were obtained during 2014, and the initial projects have already been formalized and are underway. Ciudad Mayakoba will set a precedent in the real estate development in Mexico, being planned full-premise sustainability.

### Centro Canalejas Madrid

Centro Canalejas Madrid, with an investment of close to 500 million euros, will deliver a revulsive boost to tourism in the city of Madrid. The project will recover an example of the rich historical and cultural heritage of Madrid in the city's nerve center and will enhance the value of the tourism-shopping axis extending from Plaza de Cibeles, through Puerta del Sol and on to the Royal Palace.

In line with OHL's commitment to heritage preservation, the elements of heritage value of the seven buildings included in the project have been removed, restored and classified.

Centro Canalejas Madrid will include the first Four Seasons hotel in Spain –a 5-star ultra-luxury hotel–, residences operated by the hotel and an exclusive shopping area. Plans are for the complex to be fully operational in 2017.

► Mayakoba has three 5-star ultra-luxury hotels in operation: the Fairmont, the Rosewood and the Banyan Tree. Two new hotels will complete the first phase of this complex, one of which is an Andaz hotel (Hyatt *lifestyle* brand), started at the end of 2013.



## Old War Office

In December 2014, the opportunity arose for the Old War Office project in London, in which OHL Developments, forming a consortium with the Indian group Hinduja, acquired a long-term lease on the building. Located at 57 Whitehall, this landmark building, the emblematic headquarters in its day of the British War Ministry and, therefore, of Sir Winston Churchill's offices, will be restored and renovated for accommodating a five-star hotel and residential units, and will also have a number of meeting rooms for private uses, together with a spa and a gymnasium.

### OHL Developments-Position

- Development of unique mixed use and top quality projects, operated by the foremost hotel chains worldwide.
- Expansion and business development strategy in the international market, capitalizing on the experience and the know how acquired in Mayakoba and Canalejas as a global developer of top level projects.

### Markets

- America: Mexico
- Europe: Spain and the United Kingdom

## ► Milestones of the year

- The Mayakoba project has continued its consolidation as a world reference for luxury tourism in Riviera Maya:
  - The development of the Andaz hotel (Hyatt Group) continued to advance.
  - The three hotels in operation have obtained, yet another year, the *AAA Five Diamond Award*, the maximum rating given by the American Automobile Association (AAA).
  - Three special purpose entities were formalized with co-investors and co-developers, and one of the projects has commenced in Ciudad Mayakoba.
- Centro Canalejas Madrid has moved ahead on schedule, having reached the following milestones:
  - Finalization of the planning phase.
  - Obtaining of the permit and the demolition of interiors and reinforcement of the façades of the buildings.
  - Signature of the management contracts with Four Seasons.
  - Close of the financing for the project.
- In the month of December, OHL Developments, in a consortium with the Indian group Hinduja, obtained a long-term lease on the Old War Office building, in London, the site in its day of Sir Winston Churchill's offices.

## ► Noted CSR practices

### MAYAKOBA RESORT. MEXICO

#### Economic, social and environmental balance

Project Data	
Name of project	Mayakoba Resort
Location	Riviera Maya (Mexico)
Start year	1998
Surface area	649 ha
Phase 1: Mayakoba Resort (Operation and construction)	<ul style="list-style-type: none"> <li>• Fairmont Mayakoba Hotel</li> <li>• Rosewood Mayakoba Hotel</li> <li>• Banyan Tree Mayakoba Hotel</li> <li>• “El Camaleón” Golf Course</li> </ul>
Phase 2: Ciudad Mayakoba (Design and construction)	<ul style="list-style-type: none"> <li>• Residential in low, medium and high density.</li> <li>• Shopping center</li> <li>• Parks</li> <li>• Fitting-out</li> <li>• Golf Course</li> </ul>
No. employees in 2014	1,759



#### Mayakoba, resort

The part of the Mayakoba project dedicated to the resort occupies a land surface of considerable ecological value, in which there are several ecosystems with a fragile equilibrium and a great diversity of plant and animal life. A natural heritage which the OHL Group has always striven to preserve.

The **Mayakoba Environmental Management System** was created in order to monitor compliance with the Group’s environmental obligations with respect to the resort’s immediate environment, to develop best practices that will make it possible to enhance the natural resources and to carry out community involvement actions furthering integration into the community. Eight programs and twenty four sub-programs comprise the environmental management system.

The **Sustainable Development Department** of OHL Developments coordinates the environment and social responsibility managers of the Fairmont, Banyan Tree and Rosewood hotels, who are supported by an environmental team in order to implement the management system and, in this way, to reach the compliance goals set in the relevant environmental legislation and certification requirements.

Quarterly audits are performed according to the assessment criteria of PROFEPA and the Rainforest Alliance Global Sustainability Criteria. The Tourism Environmental Quality Certification, granted in 2013 by the Federal Attorney Generalship of Environmental Protection (PROFEPA) demonstrates

► The vacation complex is a source of wealth for the area thanks to the generation of an annual average of 1,700 direct and 4,250 indirect jobs, and to the thrust of a range of initiatives that stimulate the local economy and social development.





El Camaleón golf course.

the high level of compliance with Mexico's environmental legislation, and represents the maximum recognition granted by the Mexican Government in environmental terms. The re-certification process was initiated during 2014 and will be consolidated in 2015.

Since 2006, the El Camaleón Mayakoba golf course has also qualified for **Audubon certification** in recognition of its sustainable practices, in addition to being considered a nature sanctuary. In 2011, the World Tourism Organization granted the **Ulysses Award** in the category of Innovation in Enterprises, and the Rainforest Alliance, a member of the Global Sustainable Tourism Council (GSTC), the **Sustainable Standard-Setter Award** for surpassing 75% of compliance with the standards for sustainable tourism, ranking as the first tourist destination where three hotels have achieved this level of compliance. These are the three top distinctions that are granted by these prestigious institutions.

Together with these international recognitions, the Fairmont and Rosewood hotels, and recently the Banyan Tree, renewed their **Five Diamond Award** from the American Automobile Association (AAA) in 2013 and merited a multitude of awards granted by sector specific organizations and the specialized media, recognizing the high quality and level of exclusivity offered by these establishments.

### Environmental Management System – Milestones in 2014

Integrated Fauna Management Program	Integrated Vegetation Management Program
<p>This program guarantees that the animal species inhabiting the various Mayakoba ecosystems are not affected by tourism activities. It promotes a positive interaction between people and fauna through measures such as: continuous monitoring, the control of wildlife and of fauna with significant health implications through sustainable resources, as well as the rescue and veterinary care of animals requiring this attention, the preservation of their habitats, among other actions.</p> <ul style="list-style-type: none"> <li>• 19 sea turtle nests protected.</li> <li>• 87 specimens of wildlife rescued and relocated.</li> <li>• 87 species of migratory birds present.</li> <li>• 36% of the Quintana Roo fauna represented in Mayakoba.</li> </ul>	<p>This program responds to the needs for maintaining the vegetation of the land in good condition during the different stages of the project. This is achieved by means of strategies such as: rescue and maintenance of plants, the proper use of agrochemicals, use of plants from the region or approved plants, watering with treated water, continuous monitoring, management of conservation areas and sustainable maintenance of the green and landscaped areas.</p> <ul style="list-style-type: none"> <li>• 35% of Mayakoba consists of conservation and protected areas.</li> <li>• 287,510 m<sup>3</sup> of water processed in the treatment plant, used for watering the golf course.</li> <li>• 2,500 plants used for reforestation, landscaping and maintenance of conservation areas.</li> <li>• 60 hectares of conservation of mangroves that are under continuous sustainable maintenance.</li> </ul>



<p><b>Integrated Waste Management Program</b></p> <p>The purpose of the program is to ensure that the liquid, solid and hazardous waste generated by the range of activities carried out at Mayakoba is managed properly, in accordance with current legislation. For this purpose, agreements are signed with companies approved for the collection of separated, organic and hazardous waste for proper final disposal. The program also includes alternatives for waste reduction, sorting, collection, recovery and reuse.</p> <ul style="list-style-type: none"> <li>• 118,052 Kg of recyclable solid waste generated in the hotels and sent to approved management companies.</li> <li>• 2,930 Kg of hazardous waste managed.</li> <li>• 189,726 kg of organic waste used for compost or swine farms.</li> </ul>	<p><b>Environmental Supervision Program</b></p> <p>The purpose of the program is to maintain the hydraulic functionality of the lakes and canals by means of the monitoring of the water quality, the removal of objects that hinder or block their flow, the control of aquatic vegetation, extraction of sediment deposited on the bed, preventing pollution and maintaining constant surveillance to ensure the proper use of the lake system and avoid contingencies of all kinds.</p> <ul style="list-style-type: none"> <li>• Maintenance of the Profepa certification.</li> <li>• The distinctive “S” of Mexico’s Tourism Secretariat is maintained, in coordination with Earthcheck.</li> </ul>
<p><b>Environmental Dissemination Program</b></p> <p>This program was implemented for informing, training and raising the awareness of all of the players in Mayakoba with respect to the ecological and economic value implicit in the conservation of natural resources. Through graphic and printed materials and talks, information is provided on the actions being taken in the project both for the preservation of the resources as well as for disseminating the environmental legislation applicable.</p> <ul style="list-style-type: none"> <li>• 487 employees attended talks and environmental training.</li> <li>• 19 releases of turtles (2,057 hatchlings) with the support of employees and tourists</li> <li>• 3,055 ecotours in electric boats for resort guests and stakeholders.</li> </ul>	<p><b>Integrated Lake and Canal Management Program</b></p> <p>The purpose of the program is to maintain the hydraulic functionality of the lakes and canals by means of the monitoring of the water quality, the removal of objects that hinder or block their flow, the control of aquatic vegetation, extraction of sediment deposited on the bed, preventing pollution and maintaining constant surveillance to ensure the proper use of the lake system and avoid contingencies of all kinds.</p> <ul style="list-style-type: none"> <li>• 3 water quality monitoring processes.</li> <li>• 1,825 rounds of the lake system for the control of aquatic vegetation.</li> </ul>
<p><b>Safety and Attention to Environmental Contingencies Program</b></p> <p>The role of the program is to prevent and confront the environmental contingencies derived mainly from meteorological phenomena, forest fires and hydrocarbon spills. The program maintains a preventive information channel focused on hurricanes or storms threatening the Mexican Caribbean for the protection of people and infrastructures.</p> <ul style="list-style-type: none"> <li>• Six emergency situation drills, such as for chemical spills, fires in buildings and water rescues.</li> </ul>	<p><b>Social and Cultural Responsibility Program</b></p> <p>The purpose of the program is to support underprivileged communities and vulnerable individuals, by participating in and promoting charitable and sponsorship activities with the local communities. The program also promotes small producers and artisans by marketing and distributing their products and works of art, in addition to providing training to families in a trade as a source of income.</p> <ul style="list-style-type: none"> <li>• 85,065 euros invested in a range of initiatives.</li> <li>• Three Mayan communities benefited directly.</li> </ul>



## Key projects and initiatives in 2014

### Community involvement at the Fairmont Hotel

In 2014 the Fairmont Hotel merged the Sustainability Team and the My Community Committee, entrusted with approving and implementing environmental and social best practices. The following stand out among the social initiatives undertaken during the past year by this new body:

- **Campaign to assist Mayan communities**

Participation in the campaign of the Riviera Maya Hotel Association for assisting the most vulnerable communities, benefiting 100 families in the Municipality of Felipe Carrillo Puerto.

- **Support to people affected by Hurricane Odile in Baja California (Mexico)**

Collection and donation of food for people affected by the hurricane. A total of 542 kg were collected.

- **Collection and donation of basic foodstuffs to the Yoliguani Foundation**

Collection of foodstuffs (rice and beans, mainly) and donation to the Yoliguani Foundation, which provides shelter and assistance to helpless pregnant women to facilitate the future of their children.

- **Community cleanups**

Collection of approximately 650 kg of waste, the large majority trash and plastics.

Communities benefited	Items donated by the Fairmont Maya-koba Hotel
Dzula Laguna Kan Yoactun	150 cushions 150 bath towels 30 bath mats 15 comforters 60 robes 16 bags of toilet paper 18 bags of slippers 5 bags of amenities (cream) 3 playpens



The Fairmont team with the foodstuffs collected for the people affected by Hurricane Odile.

### Ciudad Mayakoba, a sustainable residential community

Ciudad Mayakoba is comprised by infrastructures and services for a maximum of 17,000 dwellings, ensuring respect for the environment by means of the inclusion of biological corridors. It has a total surface area of 409 ha, of which 68% will be used for development and 32% for conservation, with an investment estimated at 1,000 million dollars.



Ciudad Mayakoba began in 2014 with the infrastructure construction for the first residential project, designed for middle-income housing and called “Residencial Senderos de Mayakoba”, to include a total of 2,600 dwellings. The procedures were initiated for a second project for the construction of 3,600 social housing units. With these two projects, the goal of providing the employees of the Mayakoba hotels the opportunity of accessing affordable decent housing within a sustainable environment will become a reality.

Ciudad Mayakoba has been conceived for becoming the first **sustainable residential community** in Riviera Maya. The efforts in sustainability in developing the project are set within the following guidelines:

- Alignment with Mexico’s national housing plan to overcome the **housing shortage problem** in communities with exponential growth such as Playa del Carmen.
- Integration of the fit-out necessary to ensure that services, such as **health, education, sports and culture, are available to families** and that they can access such services by walking or by bicycle in order to minimize the use of cars.
- Creation of the first municipal public park with an extension of 10 ha, to include areas for sports and social and cultural leisure activities in an environment of forest conservation.
- Minimization of the visual impact of the constructions, within a concept of tree-lined streets in vegetation conservation areas and the generation of green boulevards.
- Maintenance of the environmental quality of the development, by means of the creation of biological corridors to facilitate the permanence of the native fauna.
- Guarantee of compliance with and observance of the criteria and parameters of sustainability established in the design for the conservation of the forest ecosystem by the partners and subcontractors.
- Implementation of an environmental management system comprised by 8 programs for the care of the vegetation, fauna, waste, environmental contingencies, dissemination of environmental requirements, control of the water of the ‘cenotes’ (sinkholes) and karst structures and the social and cultural aspects of the neighboring communities.



Ciudad Mayakoba has been conceived as the first sustainable residential community in Riviera Maya.



## CANALEJAS PROJECT. SPAIN

### A project for Madrid

Project Data	
Name of project	Centro Canalejas Madrid
Location	Madrid (Spain)
Customer	Villar Mir Group
Start year	2014
Budget	500 million €
Total surface area	50,000 m <sup>2</sup>
Contractor	OHL Construction
Value Generation	
<ul style="list-style-type: none"> <li>• Rehabilitation of seven historic buildings in the center of Madrid.</li> <li>• Economic, commercial and tourism stimulus, and the creation of 4,800 jobs.</li> <li>• Reorganization of public space. More space for pedestrians and lesser noise impact.</li> <li>• Sustainable construction, with Leed Gold certification.</li> <li>• Spain's first Four Seasons hotel.</li> <li>• Reinforcement of Madrid's position as a venue for international events.</li> </ul>	



- The start-up of the Canalejas Project signifies the definitive repositioning of the city center of Madrid as a quality tourist destination.

The Canalejas Project consists of the rehabilitation of a group of seven adjacent buildings located between Alcalá Street, Sevilla Street, Plaza de Canalejas and Carrera de San Jerónimo, which had been vacant for more than ten years.

These buildings stand out for their architectural value and uniqueness, and for their privileged location in the historic center of the city, a few meters away from the Puerta del Sol plaza. A note of interest is that, during the most recent decades, the buildings served as the headquarters of financial institutions such as Banesto, Central Hispano and Zaragozano.

Reopening these buildings will give rise to a positive impact for the city and its citizens, since it will generate a significant number of direct and indirect jobs –close to 3,000 permanent positions, 1,000 direct and 2,000 indirect, once the complex is operational, and 1,800 temporary jobs- in addition to the spill-over effects, as considerable movement to invest in this part of the city is becoming apparent with the formalization of real estate transactions in the immediate area surrounding the project.

Centro Canalejas Madrid will also involve an undeniable need for reorganizing the public space, public transportation and the vehicle traffic in the area, which will translate into an improvement for local residents, as they will be able to enjoy more pedestrian space, with less noise and a much improved image of their immediate urban landscape.



With respect to the execution of the project itself, two very important challenges must be met: the removal, classification and restoration of all of the **landmark elements of the buildings** and the **effective management of the waste generated**.

In the context of the recovery work at Centro Canalejas Madrid, stained glass windows, ornate bars on windows, plaster moldings, elements in stone and the like were removed and are being restored for later use, with more than **130 references cataloged**. A large number of professionals and artisans associated with the traditional trades in the fields of construction, glass, wood, stone, among others, are contributing to the **preservation and enhancement** of the ornamental elements for subsequently incorporating them into the decoration of the building.

The management of all of the **waste** is being performed according to a plan approved by the Autonomous Community of Madrid, with specific **treatment** for the considerable amount of inert waste (plaster, brick) and the **recycling and reuse** of materials such as copper, glass, aluminum, wiring and plastics. More than 10,000 tons of waste were generated in the demolition of the parts of the building to be rebuilt, 30 of which were identified as hazardous. All of these wastes have been managed in accordance with current regulations, preventing adverse environmental impacts.

From the point of view of sustainability, the project is subject to the new Building Act and will also obtain energy efficiency certification for the entire building: **Leed Gold** (U.S. Green Building Council). Although, due to its characteristics and level of heritage protection, solar panels cannot be installed, the complex will have all of the elements that enable savings and energy efficiency: Led lighting, control of the air quality, temperature control and a maximum level of thermal insulation.

In terms of aids to mobility at Centro Canalejas Madrid, there will be charging points for electric cars in the parking garage and the possibility of parking bicycles and motorcycles.



Preliminary recreation of Centro Canalejas Madrid.







# **Verification Report**



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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 2014 Sustainability Report

### Scope of the engagement

We have reviewed the 2014 Sustainability Report (2014 SR). Our work consisted of the review of the adherence of the Report Standard Disclosures to the GRI Sustainability Reporting Guidelines version G4 on the comprehensive option (Guide G4), and the specific standard disclosures, including the Construction and Real Estate Sector Supplement, proposed in the aforementioned guidelines for 2014.

### Review standards and procedures

We conducted our review 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 review work consisted of making inquiries to management and to the Divisions of the OHL Group involved in the preparation of the 2014 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.
- Analysis of the processes used to gather and validate the data reported in the 2014 SR.
- Review of the minutes of the Sustainability Committee meeting held in 2014.
- Review of the steps taken for the identification and consideration of the stakeholders during the year and of the stakeholder's participation processes through the analysis of the internal information available.
- Checking that the content of the 2014 SR does not contradict any significant information provided by the OHL Group in the Group's Consolidated Financial Statements for 2014.
- Review of the information relating to the management approaches applied to each group of disclosures.
- Analysis of the adherence of the content of the 2014 SR to that recommended in the GRI G4 Guidelines and verification that the general and specific standard disclosures and the Sector Supplement indicators agree with those recommended by the GRI Guidelines and the Construction and the Real Estate Sector Supplement.
- Review on a sample basis of the quantitative and qualitative information relating to the GRI disclosures included in the 2014 SR, and the adequate compilation thereof based on the data provided by the OHL Group's information sources.

### Conclusions

The "GRI Tables" provides details of the disclosures reviewed, the scope limitations of the review carried out and those indicators that do not cover all aspects recommended by the Guide G4. As a result of our review, no other matters were disclosed that would lead us to believe that the 2014 SR contains material errors or that it was not prepared according to the Guide G4.

### 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 Corporate Social Responsibility management. The most significant recommendations are:

- In 2014 OHL updated its materiality analysis in order to heighten awareness of relevant sustainability matters, the most significant of which relate to compliance, risk management, health and safety and environmental management. Considering the importance of the supply chain on OHL's performance in these areas, it would be advisable to continue to analyse in depth the impacts of this chain on the various Group businesses, and to continue to standardise and extend the purchasing model.
- OHL has continued to increase the information on the organisation's carbon footprint, particularly in relation to Scope 3, which now includes, inter alia, emissions relating to purchased goods and services, business travel, employee commuting and the use of concession toll roads. The Group must persevere along this line of work in order to have information available on other significant emissions such as those associated with the work of subcontractors or the investments in capital goods made outside Spain. It must also continue to improve the processes for reporting environmental information, thereby ensuring its quality and integrity.

### Responsibilities of OHL Group management and Deloitte

- The preparation of the 2014 SR is the responsibility of the Audit, Compliance and Corporate Social Responsibility Committee who has the support 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 2014 SR and this report is not to be considered an auditors' report.

DELOITTE ADVISORY, S.L.

Helena Redondo  
Madrid, April 7<sup>th</sup>, 2015



# **GRI G4 Contents**



## GENERAL STANDARD DISCLOSURES GRI G4

STRATEGY AND ANALYSIS		Page/Omission	Review
<b>G4-1</b>	Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.	2-5	✓
<b>G4-2</b>	Provide a description of the key impacts, risks, and opportunities.	33-39	✓
ORGANIZATION PROFILE		Page/Omission	Review
<b>G4-3</b>	Report the name of the organization.	13	✓
<b>G4-4</b>	Report the primary brands, products and services.	13-14	✓
<b>G4-5</b>	Report the location of the organization's headquarters.	10	✓
<b>G4-6</b>	Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	8, 13-14, 16-17	✓
<b>G4-7</b>	Report the nature of ownership and legal form.	27-32	✓
<b>G4-8</b>	Report the markets served (including geographic breakdown, sectors involved and types of customers and beneficiaries).	13-17	✓
<b>G4-9</b>	Report the scale of the organization, including: - total number of employees; - total number of operations; - net sales or net revenues; - total capitalization broken down in terms of debt and equity (for private sector organizations); and - quantity of products or services provided.	13-17, 72, 75, 94, 95	✓
<b>G4-10</b>	a. Report the total number of employees by employment contract and gender. b. Report the total number of permanent employees by employment type and gender. c. Report the total workforce by employees and supervised workers and by gender. d. Report the total workforce by region and gender. e. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. f. Report any significant variations in employment numbers.	16-17, 96-97	✓
<b>G4-11</b>	Report the percentage of total employees covered by collective bargaining agreements.	100	✓
<b>G4-12</b>	Describe the organization's supply chain.	258-268	✓
<b>G4-13</b>	Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain.	16-17, 27, 97, 260	✓
COMMITMENTS TO EXTERNAL INITIATIVES			
<b>G4-14</b>	Report whether and how the precautionary approach or principle is addressed by the organization.	ACGR E.1 and E.2	
<b>G4-15</b>	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	47-48, 58, 90-93, 133-138	✓
<b>G4-16</b>	List memberships of associations and national or international advocacy organizations in which the organization: - holds a position on the governance body; - participates in projects or committees; - provides substantive funding beyond routine membership dues; and - views membership as strategic.	47, 48, 58-58, 68-71 Chapter 2: CSR Policies and Strategies Collaboration with sustainability and innovation organizations. Annex A2-I: Collaboration and Community Engagement.	✓



IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		Page/Omission	Review
<b>G4-17</b>	a. List all entities included in the organization's consolidated financial statements or equivalent documents. b. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	7-9	✓
<b>G4-18</b>	a. Explain the process for defining the report content and the Aspect Boundaries. b. Explain how the organization has implemented the Reporting Principles for Defining Report Content.	62-67	✓
<b>G4-19</b>	List all the material Aspects identified in the process for defining report content.	62-64	✓
<b>G4-20</b>	For each material Aspect, report the Aspect Boundary within the organization.	62-64	✓
<b>G4-21</b>	For each material Aspect, report the Aspect Boundary outside the organization.	62-64	✓
<b>G4-22</b>	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	65-67	✓
<b>G4-23</b>	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	65-67	✓

STAKEHOLDER ENGAGEMENT		Page/Omission	Review
<b>G4-24</b>	Provide a list of stakeholder groups engaged by the organization.	61	✓
<b>G4-25</b>	Report the basis for identification and selection of stakeholders with whom to engage.	62-64	✓
<b>G4-26</b>	Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	62-64	✓
<b>G4-27</b>	Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	62-64	✓

REPORT PROFILE		Page/Omission	Review
<b>G4-28</b>	Reporting period (such as fiscal or calendar year) for the information provided.	7	✓
<b>G4-29</b>	Date of most recent previous report (if any).	7	✓
<b>G4-30</b>	Reporting cycle (such as annual, biennial, etc.).	7	✓
<b>G4-31</b>	Provide the context point for questions regarding the report or its contents.	10	✓

GRI CONTENT INDEX			
<b>G4-32</b>	a. Report the "in accordance" option the organization has chosen. b. Report the GRI Content Index for the chosen option. c. Report the reference to the External Assurance Report, if the report has been externally assured.	Comprehensive monitoring level  - GRI Table - Note About the Sustainability Report - Independent Assurance Report	✓





ASSURANCE			
<b>G4-33</b>	<p>a. Report the organization's policy and current practice with regard to seeking external assurance for the report.</p> <p>b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided.</p> <p>c. Report the relationship between the organization and the assurance providers.</p> <p>d. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.</p>	OHL Group's practice is to submit the Annual Sustainability Report to an assurance by an Independent Auditor. During 2014 this review has been carried out by Deloitte Advisory S.L. See Annex About the Sustainability Report. Verification.	✓
GOVERNANCE			
		Page/Omission	Review
<b>G4-34</b>	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	27-30, 49-51	✓
<b>G4-35</b>	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	50-51	✓
<b>G4-36</b>	Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	50-51	✓
<b>G4-37</b>	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	59-64	✓
<b>G4-38</b>	Report the composition of the highest governance body and its committees.	27-30, 32-33	✓
<b>G4-39</b>	Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).	27-30, 33 ACGR C.1.22	✓
<b>G4-40</b>	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting the highest governance body members	27-30 ACGR C.1.19	✓
<b>G4-41</b>	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders.	31 ACGR D.6	✓
HIGHEST GOVERNANCE BODY'S ROLE IN SETTING PURPOSES, VALUES, AND STRATEGY			
<b>G4-42</b>	Report the highest governance body's and senior executive's roles in the development, approval, and updating of the organization's purpose, values or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	49-51	✓
HIGHEST GOVERNANCE BODY'S COMPETENCIES AND PERFORMANCE EVALUATION			
<b>G4-43</b>	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	29-30	✓



<b>G4-44</b>	<p>a. Report the processes for evaluation of the highest governance body's performance with respect to the governance of economic, environmental and social topics. Report whether such evaluation is independent or not, and its frequency. Report whether such evaluation is a self-assessment.</p> <p>b. Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organizational practice.</p>	ACGR C.1.19	✓
<b>HIGHEST GOVERNANCE BODY'S ROLE IN RISK MANAGEMENT</b>			
<b>G4-45</b>	<p>a. Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes.</p> <p>b. Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.</p>	29-30, 32-39	✓
<b>G4-46</b>	Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.	33-39, 50	✓
<b>G4-47</b>	Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks and opportunities.	29-30	✓
<b>HIGHEST GOVERNANCE BODY'S ROLE IN SUSTAINABILITY REPORTING</b>			
<b>G4-48</b>	Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.	27-30	✓
<b>HIGHEST GOVERNANCE BODY'S ROLE IN SUSTAINABILITY REPORTING</b>			
<b>G4-49</b>	Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.	59-64	✓
<b>G4-50</b>	Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	42-44	✓
<b>REMUNERATION AND INCENTIVES</b>			
<b>G4-51</b>	<p>a. Report the remuneration policies for the highest governance body and senior executives.</p> <p>b. Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.</p>	31 2014 Annual Report on the Remuneration of Directors	✓
<b>G4-52</b>	Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization.	31 2014 Annual Report on the Remuneration of Directors	✓
<b>G4-53</b>	Report how stakeholder's views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	31, 78 2014 Annual Report on the Remuneration of Directors	✓
<b>G4-54</b>	Report the ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	Not available	–
<b>G4-55</b>	Report the ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	Not available	–



ETHICS AND INTEGRITY		Page/Omission	Review
<b>G4-56</b>	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	42-44	✓
<b>G4-57</b>	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	43-44	✓
<b>G4-58</b>	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	43-44	✓

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## SPECIFIC STANDARD GRI G4 DISCLOSURES

Economic Category				
Material Aspects Identified	Indicator		Page/Omission	Review
Economic Performance				
		Management approach information.	73-78, 149-152, 155-170, 326	
- Compliance, ethical management & business transparency - Environmental assessment & management procedures - Risk management	G4-EC1	Direct economic value generated and distributed.	73-78	✓
	G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Investor CDP 2014 Information Request Obrascon Huarte Lain (OHL) 2.1a. 155-170, 149-152	✓ (1)
	G4-EC3	Coverage of the organization's defined benefit plan obligations.	The Group does not have commitments related to retirement plans or other benefits.	✓
	G4-EC4	Financial assistance received from government.	326 CCAA OHL Group Consolidated Financial Statements (note 3.21.)	✓
Market Presence				
		Management approach information.	97	
- Equal opportunities - Compliance, ethical management & business transparency	G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	The Group provides an initial compensation package which is equal to or greater than the minimum legal required in each country for their employees.	✓ (1)
	G4-EC6	Proportion of senior management hired from the local community at significant locations of operation.	97	✓
Indirect Economic Impacts				
		Management approach information.	79-85, 88-93	
- Relations with the communities	G4-EC7	Development and impact of infrastructure investments and services supported.	81-85, 88-93	✓
	G4-EC8	Significant indirect economic impacts, including the extent of impacts.	79-85, 88-91	✓
Procurement Practices				
		Management approach information.	260	
- Training, monitoring and evaluation of the supply chain - Relations with the communities	G4-EC9	Proportion of spending on local suppliers at significant locations of operation.	260	✓



Environmental Category				
Material Aspects Identified	Indicator		Page/Omission	Review
<b>Materials</b>				
		Management approach information.	172-173	
- Environmental assessment & management procedures	<b>G4-EN1</b>	Materials used by weight or volume (paper).	172-173	✓ (2)
	<b>G4-EN2</b>	Percentage of materials used that are recycled input materials (paper).	172-173	✓ (2)
<b>Energy</b>				
		Management approach information.	153, 172-173, 176-177	
- Energy efficiency and GHG emissions - Environmental assessment & management procedures	<b>G4-EN3</b>	Energy consumption within the organization.	153, 172-173	✓ (2)
	<b>G4-EN4</b>	Energy consumption outside of the organization.	176-177	✓ (3)
	<b>G4-EN5</b>	Energy intensity (per employee).	176-177	✓
	<b>CRE1</b>	Building energy intensity.	Not material due to OHL's activity.	–
	<b>G4-EN6</b>	Reduction of energy consumption.	176-177	✓
	<b>G4-EN7</b>	Reductions in energy requirements of products and services.	176-177	✓ (1)
<b>Water</b>				
		Management approach information.	156, 176-179	
- Environmental assessment & management procedures	<b>G4-EN8</b>	Total water withdrawal by source.	156, 176-177	✓ (2)
	<b>G4-EN9</b>	Water sources significantly affected by withdrawal of water.	178-179	✓ (1)
	<b>G4-EN10</b>	Percentage and total volume of water recycled and reused.	178-179	✓ (2)
	<b>CRE2</b>	Building water intensity.	Not material due to OHL's activity.	
<b>Biodiversity</b>				
		Management approach information.	178-181	
- Environmental assessment & management procedures	<b>G4-EN11</b>	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	178-179	✓ (2)
	<b>G4-EN12</b>	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	178-179	✓
	<b>G4-EN13</b>	Habitats protected or restored.	180-181	✓ (2)
	<b>G4-EN14</b>	Total number of IUCN red list species and national conservation list species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	180-181	✓ (2)



Material Aspects Identified	Indicator	Page/Omission	Review
<b>Emissions</b>			
		Management approach information.	166, 182-187
- Energy efficiency and GHG emissions - Environmental assessment & management procedures	G4-EN15	Direct greenhouse gas (GHG) emissions (scope 1).	✓ (2)
	G4-EN16	Energy indirect greenhouse gas (GHG) emissions (scope 2).	✓ (2)
	G4-EN17	Other indirect greenhouse gas (GHG) emissions (scope 3).	✓ (2) (4)
	G4-EN18	Reenhouse gas emissions intensity.	✓ (2)
	CRE3	Greenhouse gas emissions intensity from buildings.	–
	CRE4	Greenhouse gas emissions intensity from new construction and redevelopment activity.	–
	G4-EN19	Reduction of greenhouse gas (GHG) emissions.	✓
	G4-EN20	Emissions of ozone-depleting substances.	–
	G4-EN21	NO <sub>x</sub> , SO <sub>x</sub> and other significant air emissions.	✓ (2)
<b>Effluents and Waste</b>			
		Management approach information.	188-189
- Environmental assessment & management procedures	G4-EN22	Total water discharge by quality and destination.	✓ (2)
	G4-EN23	Total weight of waste by type and disposal method.	✓ (2)
	G4-EN24	Total number and volume of significant spills.	✓
	G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the basel convention annex i, ii, iii, and viii, and percentage of transported waste shipped internationally.	–
	G4-EN26	Identify, size, protectec status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff.	–
		The OHL Group doesn't generate water discharges nor runoff water that could affect biodiveristy or habitats affected by this water resources.	–
<b>Land Degradation, Contamination and Remediation</b>			
		Management approach information.	
- Environmental assessment & management procedures	CRE5	Land remediated and in need of remediation for the existing or intended land use, according to applicable legal designations.	–
<b>Products and Services</b>			
		Management approach information.	190-191
- Environmental assessment & management procedures	G4-EN27	Extent of impact mitigation of environmental impacts of products and services.	✓
	G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category.	–





Material Aspects Identified	Indicator		Page/Omission	Review
<b>Compliance</b>				
		Management approach information.	190-191	
- Environmental assessment & management procedures - Compliance, ethical management & business transparency	<b>G4-EN29</b>	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	190-191	✓
<b>Transport</b>				
		Management approach information.	192-193	
- Environmental assessment & management procedures	<b>G4-EN30</b>	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce.	192-193	✓ (1)
<b>Environmental investments and expenditures</b>				
		Management approach information.	194-195	
- Environmental assessment & management procedures	<b>G4-EN31</b>	Percentage of new suppliers that were screened using environmental criteria.	194-195	✓ (2)
<b>Supplier Environmental Assessment</b>				
		Management approach information.	194-197	
- Training, monitoring and evaluation of the supply chain - Risk management	<b>G4-EN32</b>	Percentage of new suppliers that were screened using environmental criteria.	194-195	✓ (1)
	<b>G4-EN33</b>	Significant actual and potential negative environmental impacts in the supply chain and actions taken.	196-197	✓ (1)
<b>Environment Grievance Mechanisms</b>				
		Management approach information.	196-197	
- Compliance, ethical management & business transparency - Dialog with stakeholders	<b>G4-EN34</b>	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms.	196-197	✓



Social Category				
Material Aspects Identified	Indicator		Page/Omission	Review
LABOR PRACTICES AND DECENT WORK				
Employment				
		Management approach information.	97, 103, 107-109	
- Job stability - Equal opportunities	G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region.	97, 103	✓ (5)
	G4-LA2	Benefits provided to full-time employees that are not provided to temporary or parttime employees, by significant locations of operation.	107-109	✓
	G4-LA3	Return to work and retention rates after parental leave, by gender.	Nowadays OHL Group does not have enough information to provide representative information for this indicator, and this is not a material aspect for the Group.	–
Labor/Management Relations				
		Management approach information		
- Compliance, ethical management & business transparency	G4-LA4	Minimum notice periods regarding operational changes, including whether these are 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.	✓
Occupational Health and Safety				
		Management approach information.	95, 97, 108, 113	
- Safety and health	G4-LA5	Percentage of total workforce represented in formal joint management–worker health and safety committees that help monitor and advise on occupational health and safety programs.	108	✓ (1)
	CRE6	Percentage of the organization operating in verified compliance with an internationally recognized health and safety management system.	95, 113	✓
	G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender.	97	✓ (6)
	G4-LA7	Workers with high incidence or high risk of diseases related to their occupation.	OHL Group states there is no evidence of the existence of workers whose profession has a high risk of disease.	✓
	G4-LA8	Health and safety topics covered in formal agreements with trade unions.	The formal obligations regarding health and safety of employees are covered by the different collective agreements signed by the Group. During 2014, the OHL Group has not established new formal agreements related to health and safety of their employees.	–



Material Aspects Identified	Indicator	Page/Omission	Review
<b>Training and Education</b>			
		Management approach information.	101-103, 118-122, 133-134
- Technical training	<b>G4-LA9</b>	Average hours of training per year per employee by gender, and by employee category.	✓ (7)
	<b>G4-LA10</b>	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	✓
	<b>G4-LA11</b>	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category.	✓ (1)
<b>Diversity and Equal Opportunity</b>			
		Management approach information.	103
- Equal opportunities	<b>G4-LA12</b>	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	✓
<b>Equal Remuneration for Women and Men</b>			
		Management approach information.	103
- Equal opportunities	<b>G4-LA13</b>	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	✓ (1)
<b>Supplier Assessment for Labor Practices</b>			
		Management approach information.	261-270
- Training, monitoring and evaluation of the supply chain - Risk management	<b>G4-LA14</b>	Percentage of new suppliers that were screened using labor practices criteria.	✓ (1)
	<b>G4-LA15</b>	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken.	✓ (1)
<b>Labor Practices Grievance Mechanisms</b>			
		Management approach information.	43-44
- Compliance, ethical management & business transparency - Dialog with stakeholders	<b>G4-LA16</b>	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms.	✓ (8)
<b>HUMAN RIGHTS</b>			
<b>Investment</b>			
		Management approach information.	49, 55-56
- Human Rights policy	<b>G4-HR1</b>	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening.	✓ (1)
	<b>G4-HR2</b>	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	✓



Material Aspects Identified	Indicator		Page/Omission	Review
<b>Non-discrimination</b>				
		Management approach information.	44, 103-105	
- Human Rights policy	<b>G4-HR3</b>	Total number of incidents of discrimination and corrective actions taken.	44, 103-105	✓ (8)
<b>Freedom of Association and Collective Bargaining</b>				
		Management approach information.	55-56, 259-270	
- Human Rights policy	<b>G4-HR4</b>	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights.	55-56, 259-270	✓ (1)
<b>Child Labor</b>				
		Management approach information.	55-56, 253-262	
- Human Rights policy	<b>G4-HR5</b>	Operations and suppliers identified as having significant risk for incidents of child.	55-56, 253-262	✓ (1)
<b>Forced or Compulsory Labor</b>				
		Management approach information.	55-56, 253-262	
- Human Rights policy	<b>G4-HR6</b>	Operations and 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.	55-56, 253-262	✓ (1)
<b>Security Practices</b>				
		Management approach information.		
- Human Rights policy	<b>G4-HR7</b>	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations.	The Project of self-assessment of Human Rights compliance with human rights shows that only 77.27% of companies hire private security firms. Of these ones, 80% include in their selection process the "non-violation of human rights", and also 30% demands accreditation of knowledge of human rights and their implementation.	✓
<b>Indigenous Rights</b>				
		Management approach information.		
- Human Rights policy	<b>G4-HR8</b>	Total number of incidents of violations involving rights of indigenous peoples and actions taken.	During 2014 there were no substantiated complaints related to indigenous populations.	✓
<b>Assessment</b>				
		Management approach information.	55-56	
- Human Rights policy - Risk management	<b>G4-HR9</b>	Total number and percentage of operations that have been subject to human rights reviews or impact assessments.	55-56	✓ (1)
<b>Supplier Human Rights Assessment</b>				
		Management approach information.	261-270	
- Training, monitoring and evaluation of the supply chain - Risk management	<b>G4-HR10</b>	Percentage of new suppliers that were screened using human rights criteria.	270	✓ (1)
	<b>G4-HR11</b>	Significant actual and potential negative human rights impacts in the supply chain and actions taken.	261-270	✓ (1)



Material Aspects Identified	Indicator	Page/Omission	Review
<b>Human Rights Grievance Mechanisms</b>			
		Management approach information.	
- Compliance, ethical management & business transparency - Dialog with stakeholders	<b>G4-HR12</b>	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms.	During 2014 there were no substantiated complaints related to human rights violations. ✓
<b>SOCIETY</b>			
<b>Local Communities</b>			
		Management approach information.	33-39, 55-56, 83-87, 141-147
- Relations with the communities - Dialog with stakeholders	<b>G4-SO1</b>	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	33-39, 55-56 ✓ (1)
	<b>G4-SO2</b>	Operations with significant actual and potential negative impacts on local communities.	55-56, 83-87, 141-147 ✓ (1)
	<b>CRE7</b>	Number of persons voluntarily and involuntarily displaced and/or resettled by development, broken down by project.	Not available. –
<b>Anti-corruption</b>			
		Management approach information.	33-39, 42-44
- Compliance, ethical management & business transparency - Risk management	<b>G4-SO3</b>	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified.	33-39, 42-44 ✓ (1)
	<b>G4-SO4</b>	Communication and training on anti-corruption policies and procedures.	33-39, 42-44 ✓
	<b>G4-SO5</b>	Confirmed incidents of corruption and actions taken.	42-44 ACGR Headland C.1. ✓ (8) (9)
<b>Public Policy</b>			
		Management approach information.	
- Compliance, ethical management & business transparency	<b>G4-SO6</b>	Total value of political contributions by country and recipient/beneficiary.	The Code of Ethics 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)
<b>Anti-competitive Behavior</b>			
		Management approach information.	
- Compliance, ethical management & business transparency - Risk management	<b>G4-SO7</b>	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Significant demands on unfair competition, on monopolistic practices or on restraints of free competition have not been identified. ✓
<b>Compliance</b>			
		Management approach information.	
- Compliance, ethical management & business transparency - Risk management	<b>G4-SO8</b>	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	CCAA OHL Group Consolidated Financial Statements (note 3.18. and 4.6) ✓



Material Aspects Identified	Indicator		Page/Omission	Review
<b>Supplier Assessment for Impacts on Society</b>				
		Management approach information.	262, 270	
- Training, monitoring and evaluation of the supply chain - Risk management	<b>G4-SO9</b>	Percentage of new suppliers that were screened using criteria for impacts on society.	270	✓ (1)
	<b>G4-SO10</b>	Significant actual and potential negative impacts on society in the supply chain and actions taken.	262	✓ (1)
<b>Grievance Mechanisms for Impacts on Society</b>				
		Management approach information.	43-44	
- Compliance, ethical management & business transparency - Dialog with stakeholders	<b>G4-SO11</b>	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms.	43-44	✓ (8)
<b>PRODUCT RESPONSIBILITY</b>				
<b>Customer Health and Safety</b>				
		Management approach information.	209-213	
- Safety and health - Compliance, ethical management & business transparency	<b>G4-PR1</b>	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	209-213	✓ (1)
	<b>G4-PR2</b>	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes.	Significant incidents resulting from i non-compliance with regulations or voluntary codes concerning the health and safety impacts of products and services have not been identified.	✓
<b>Product and Service Labeling</b>				
		Management approach information.	152-154, 218-228, 230-256	
- Compliance, ethical management & business transparency - Environmental assessment & management procedures	<b>G4-PR3</b>	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements.	218-228	✓ (1)
	<b>G4-PR4</b>	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Significant incidents of non-compliance with laws and regulations concerning product and service information and labeling have not been identified.	✓
	<b>G4-PR5</b>	Results of surveys measuring customer satisfaction.	223- 228	✓
	<b>CRE8</b>	Type and number of sustainability certification, rating and labeling schemes for new construction, management, occupation and redevelopment.	152-154, 230-256	✓





Material Aspects Identified	Indicator	Page/Omission	Review
<b>Marketing Communications</b>			
		Management approach information.	
- Compliance, ethical management & business transparency	<b>G4-PR6</b>	Sale of banned or disputed products.	Given the activity of OHL's Group, there has been no sale of prohibited products. However, there are litigations related to the development of certain projects. See CCAA OHL Group Consolidated Financial Statements (note 4.6). ✓
	<b>G4-PR7</b>	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes.	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. There is no significant fines for non-compliance with laws and regulations concerning marketing communications. ✓
<b>Customer Privacy</b>			
		Management approach information.	
- Compliance, ethical management & business transparency	<b>G4-PR8</b>	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	There is no significant complaints for breaches of customer privacy and losses of customer data. ✓
<b>Compliance</b>			
		Management approach information.	
- Compliance, ethical management & business transparency	<b>G4-PR9</b>	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Consolidated financial statements of the OHL Group for the year ended 31 December 2014 (Note 3.18 Provisions and 4.6 Contingent assets and contingent liabilities).  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 3.18 and 4.6). ✓

- ✓ Content reviewed according the scope described and through the procedures indicated in the Independent Assurance Report, which can be found in the page 354.
- Verification does not apply for not being material for the OHL Group.
- (1) Only qualitative or partially information is provided.
  - (2) The review of this information consisted on checking the process of compiling, consolidating and converting the data reported by the OHL Group companies and analyzing their evolution regarding to the previous fiscal year. It also consisted on a review of a sample evidence of the data from the most significant companies in relation to the G4-EN3 indicators, G4-G4-EN15 and EN16.
  - (3) Only energy consumption associated with the use of motorways that OHL has in the Concessions division is provided.
  - (4) Emissions from fuel consumption of stationary equipment and vehicles owned by subcontractors of OHL Construction outside Spain are not included.
  - (5) Employee rotation is not broken down by age, gender nor region.
  - (6) Information relating to contractors and sub-contractors is not included.
  - (7) Not broken down by gender.
  - (8) Only the complaints received through the Ethics Channel are included, without being breakdown by typology.
  - (9) Actions taken are not reported.



