



SUSTAINABILITY REPORT  
**2017**







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THE CEO

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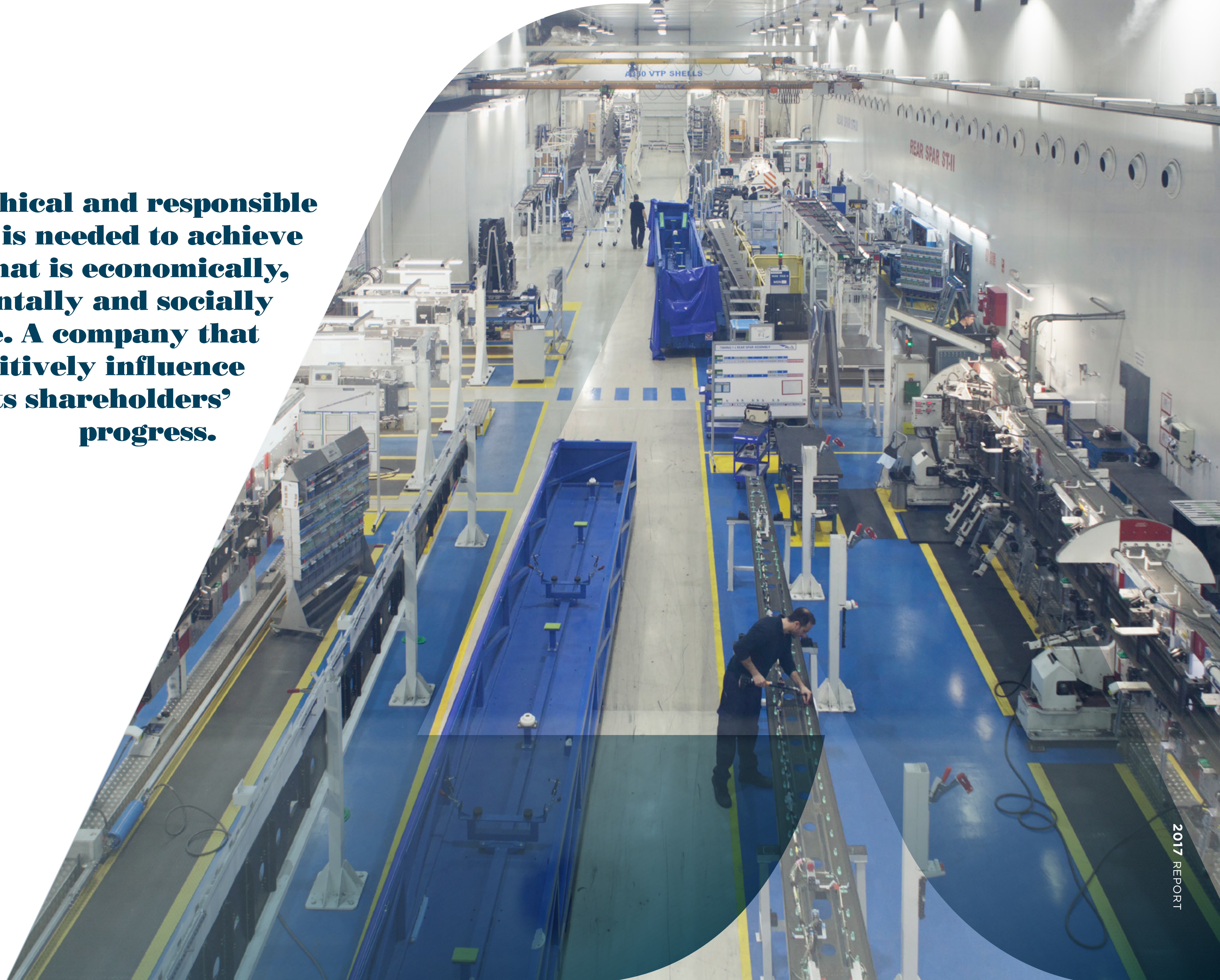
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**Ethical and responsible  
management is needed to achieve  
a company that is economically,  
environmentally and socially  
sustainable. A company that  
can positively influence  
society and its shareholders’  
progress.**







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## Letter from the Chief Executive Officer



**Retaining the  
industrial essence and a  
vocation for long-term  
sustainability have been  
key to the evolution of  
our business project.**

Dear friends,

It is my pleasure to present Aciturri's first sustainability report. It covers the year 2017, year in which we renewed our commitments as a signatory of the United Nations Global Compact.

For the first time we have prepared our report following the Global Reporting Initiative's (GRI) standards guidelines so that we can share with our stakeholders information about the social, economic and environmental impact of our activities.

This year we celebrated Aciturri's 40th anniversary. In 1977 with great excitement, few resources and the unconditional support of my family, we opened the doors to the first facilities in Miranda de Ebro (Burgos). On this journey we have had the good fortune to be able to count on the collaboration and commitment of more than 1500 people, the trust of our customers, and the support of a solid supply chain.

Over the last year we have worked on the development of our Ethics and Compliance model. We have also up-dated our Code of Conduct and developed of an online confidential complaints portal that will be launched in 2018 and will allow us to address any type of non-compliance.

Our committed to the continued improvement of the health and safety of the people who work for Aciturri, together with the work done over the last few years, means

that in 2017 Aciturri was able to achieve the OHSAS 18001 certification of Occupational Health and Safety Management Systems.

Likewise, we have significantly increased our digital communication efforts. Internally we have done this through a social network exclusively for Aciturri employees whilst externally we have published a new website and created corporate profiles on all of the main social networks. These new tools mean that we can give more regular up-dates on our work. They also facilitate two-way communication with our stakeholders.

According to data from the International Air Transport Association (IATA) world passenger numbers in 2017 have increased across the sector by 7.6% since 2016. This figure is more than the average annual growth rate of the last 10 years which has been 5.5%. At the same time, forecasts from the biggest constructors expect the commercial aviation market to continue increase, indicating that the commercial fleet will need to be doubled over the next 20 years.

Against this backdrop, we have continued for another year on the path of growth. We achieved turnover of 303 million euros (+11.8%) which is lower than that of previous years. This has encouraged us to continue efforts to improve operations in order to increase our competitive edge.

In the Aerostructures division, the lack of new short-term programs has resulted in the team concentrating on those programmes





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in intense expansion (A350 XWB, A320 and B787). This has also meant adaptations in our internal industrial capacity and our supply chain to absorb increases in demand and meet our main customers' needs.

The development of a new generation of engines and the evolution of those that were already on the market were the driving factors behind Aciturri's decision to create Aciturri Aeroengines as a distinct business division. Following its launch in 2016, Aeroengines already has a production plant exclusively for the manufacture of high value added engine components. During 2017 the plant achieved an important level of performance: 100% of machining equipment went into operation, final processes were integrated and required certifications for both the management systems and client were obtained. This has made it possible to hit relevant milestones such as the satisfactory ramp up of LEAP programmes with increases of up to 100% in deliveries compared with the year before.

Retaining the industrial essence and a vocation for long-term sustainability have been key to the evolution of our business project and will continue to be so in the future. The strength of our economic results becomes even more important when it facilitates the necessary reinvestment in the business project.

In our case, with an eye on the horizon 2022, we will continue to work on our growth strategy, consolidating our position as an aerostructures Tier 1 supplier and striving to continue our already successful strategy to position us as suppliers of engine components for the main OEMs.

In this process, we will make significant efforts into achieving operational excellence and developing our technological knowledge and abilities. This is key to our ability to offer the market competitive solutions, making progress in the value chain as suppliers, reducing costs and contributing in our capacity as designers and manufacturers to reducing fuel consumption and CO<sub>2</sub> emissions in the aerospace industry.

Our vision of a sustainable business is completed with goals to increase our global presence with commercial offices in the United States, UAE and China. We also aspire to be recognised as one of the best companies to work for, whether as an employee or as part of our supply chain, one of our customers, or part of society in general.

GINÉS CLEMENTE

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# Representative bodies

Aciturri's success is closely related to social well-being.  
The company's long term objectives can only be  
reached through sustainable management  
of the environment, economics and society.





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## Executive board

FRANCISCO FERNÁNDEZ SÁINZ  
President

GINÉS CLEMENTE ORTÍZ  
CEO

RAFAEL BARBERO MARTÍN  
MARÍA EUGENIA CLEMENTE ZÁRATE  
Members

PEDRO MEJÍAS VILLATORO  
Non-board member secretary





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## Aerostructures Management Team

GINÉS CLEMENTE  
Chief Executive Officer - CEO

MARÍA EUGENIA CLEMENTE  
Chief Supply Chain Officer

JESÚS DE LA VIUDA  
Chief Corporate Officer

ÁLVARO FERNÁNDEZ  
Chief Strategy Officer

FRANCISCO MARTÍN  
Chief Operating Officer

FRANCISCA RODRÍGUEZ  
Chief Business Development Officer

MANUEL AGUILAR  
Ayuelas Plant Management

EMILIANO FENOGLIETTO  
Tres Cantos Plant Management

JAVIER JIMÉNEZ  
Seville Plant Management

PABLO LAYNEZ  
Boecillo Plant Management

RAÚL ARRANZ  
Process Engineering and Innovation Management

AGUSTÍN SALABERRÍA  
Product Definition Engineering Management

VICENTE BRISA  
Commercial Management

SERGIO CAMPS  
Supply Chain Management

JOSÉ ÁNGEL GALINDO  
Lean Manufacturing Management

SOCORRO GARCÍA  
Quality Management

JAVIER PEZZI  
Programmes Management

ISABEL VALLEJO  
Human Resources Management





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## Aeroengines Management Team

GINÉS CLEMENTE  
Chief Executive Officer - CEO

MARÍA EUGENIA CLEMENTE  
Chief Supply Chain Officer

JESÚS DE LA VIUDA  
Chief Corporate Officer

ÁLVARO FERNÁNDEZ  
Chief Strategy Officer

ITZIAR DÍEZ  
Operations Management

MANUEL GONZÁLEZ  
CoE Large Machining Management

CARLOS NAVIA  
CoE Small and Medium Machining Management

ELISA ARESO  
Quality

SERGIO CAMPS  
Supply Chain Management

JOSÉ ÁNGEL GALINDO  
Lean Manufacturing Management

SOCORRO GARCÍA  
Quality Management

RUBÉN GONZÁLEZ  
Commercial Management

DIEGO PINACHO  
Organization and Control Management

ESTER PORRAS  
Engineering Management

ISABEL VALLEJO  
Human Resources Management





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# History

Effort, adaptation and specialisation.  
**An industrial project with sustainable growth.**

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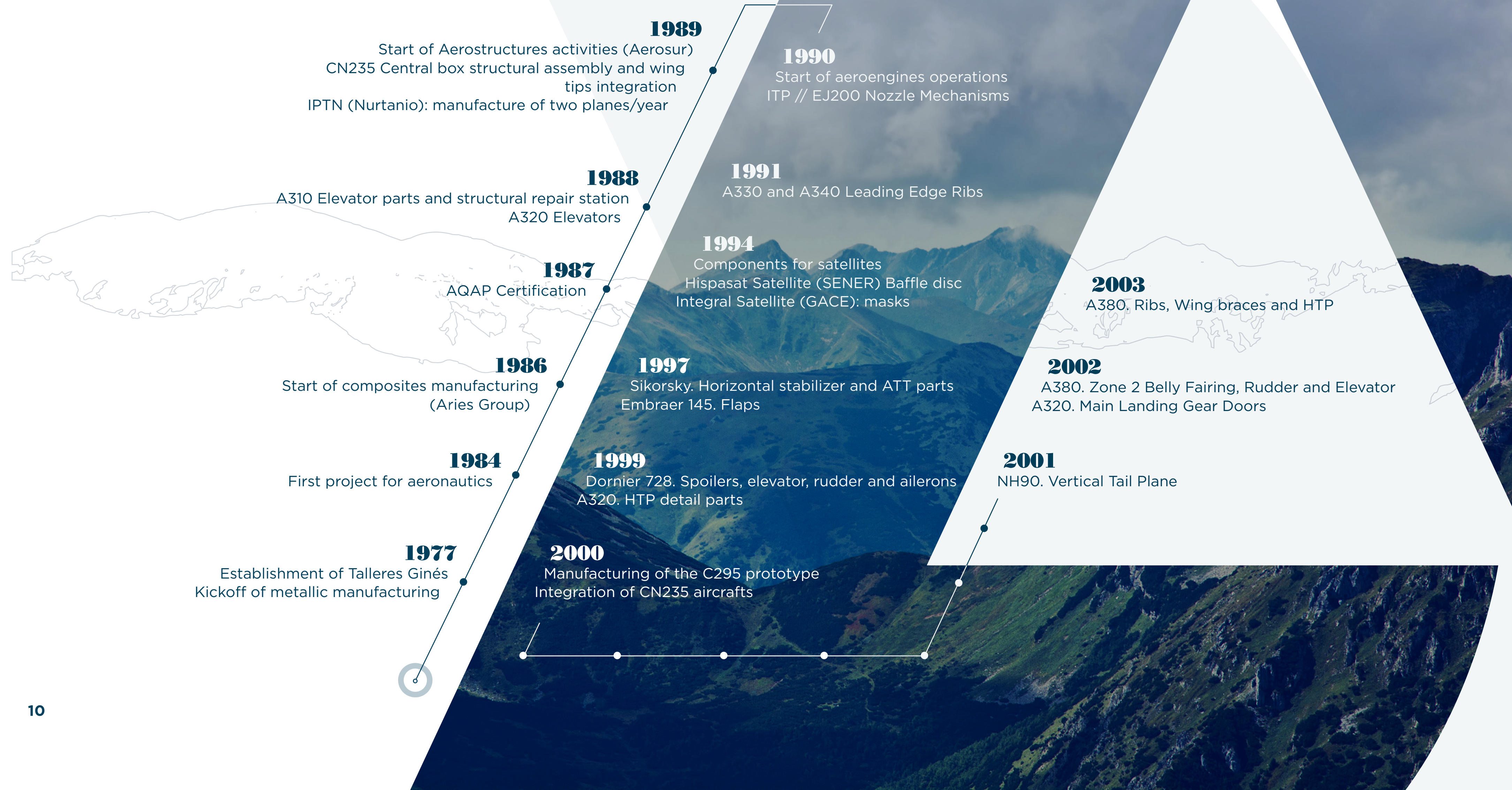
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## Where we come from







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# Global footprint

Design, manufacture and assembly of **aerostructures** and  
manufacture of **aeronautical engine components**.





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## Where we operate

**77,000 sqm of facilities  
in Spain for advanced  
development of  
aerostructures and  
aeroengines.**

WHERE WE OPERATE

WHERE WE DELIVER







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## Where we deliver

**Our products are delivered to aerospace companies throughout Europe, Asia and America - aeronautical engine manufacturers and OEMs (Original Equipment Manufacturer<sup>1</sup>).**

<sup>1</sup>Companies dedicated to aircraft integration such as Airbus and Boeing.

WHERE WE OPERATE

WHERE WE DELIVER







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# The Value Chain

Aciturri has 8 centres of excellence (production facilities) that cover the entire value chain from product design to final integration.





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## INNOVATION

Manufacturing the future



## PRODUCT DEFINITION

Conceptual design  
Structural design  
Calculus  
Systems installation  
MRB  
Product support  
Functional testing



## PROCESS ENGINEERING

Definition of manufacturing processes  
Concurrent engineering for materials  
and processes



## TOOLING ENGINEERING

Conceptual and detail design  
Manufacturing  
Management and implementation



## METALLIC MANUFACTURING

Conventional machining and EDM  
Welding  
Painting  
Heat treatment  
Chemical treatments



## COMPOSITES MANUFACTURING

Automatic lay-up  
Manual lay-up  
RTM  
Hot forming



## ADDITIVE MANUFACTURING

Metallic DMLS and Polymers  
SLS and FDM technologies



## ASSEMBLY

Equipped parts and subassemblies  
Assembly of aerostructures  
Final delivery  
FAL support  
Mechanical and functional tests



## CERTIFICATION

Product validation  
Verification and conformity tests  
Airworthiness certification



## POST EIS PHASE

Airworthiness Modifications  
Repairs & Spare parts  
Product support





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# Business areas

**Sustainable solutions** for complex challenges.





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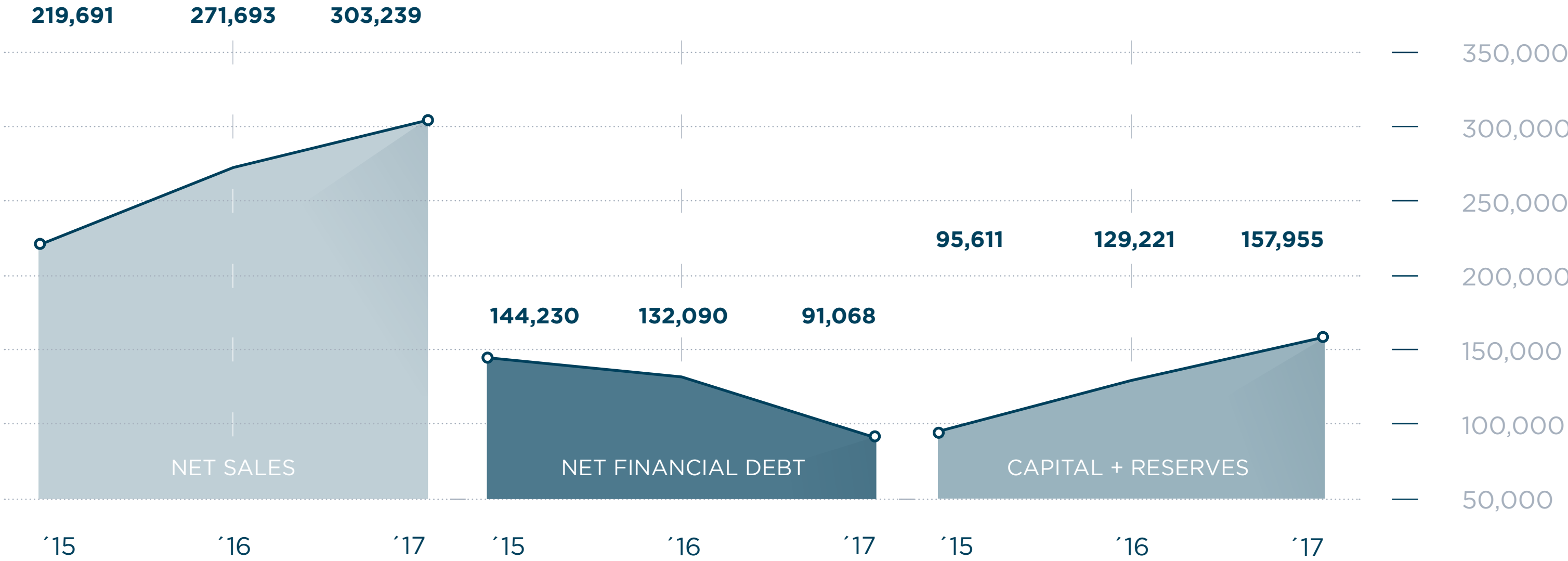
# The Company

Aciturri has achieved the forecasted results through particular attention to **productivity, quality, efficiency, profitability and long-term sustainability.**

# Business Development<sup>2</sup>

Family owned company founded in 1977

- 77,000 sqm OF FACILITIES
- 1,616 EMPLOYEES
- € 303 million TURNOVER
- 12 % GROWTH COMPARED WITH 2016



} Thousands of €  
in all figures

<sup>2</sup> All figures are for 2017 unless otherwise stated.





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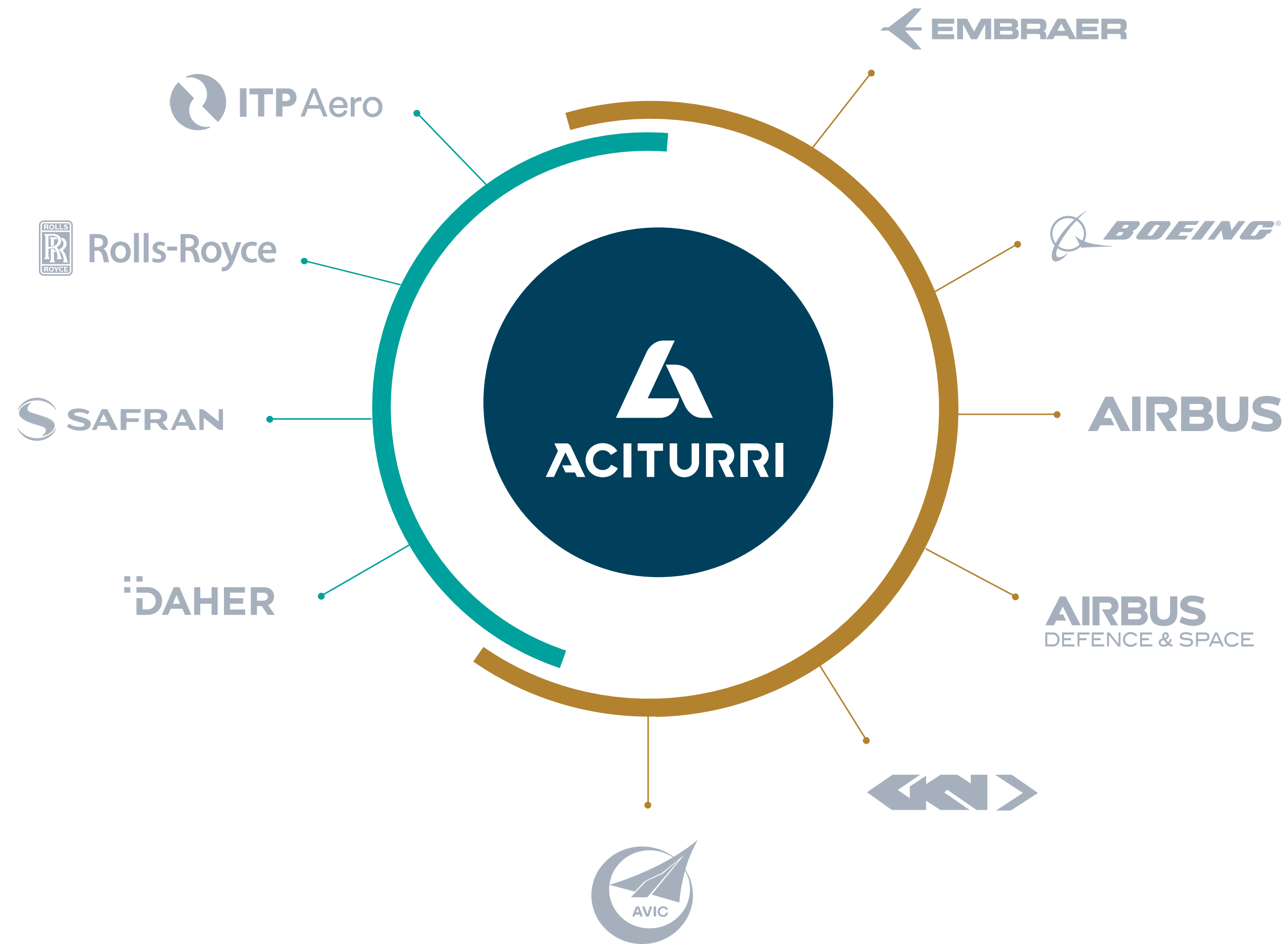
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## Main Customers







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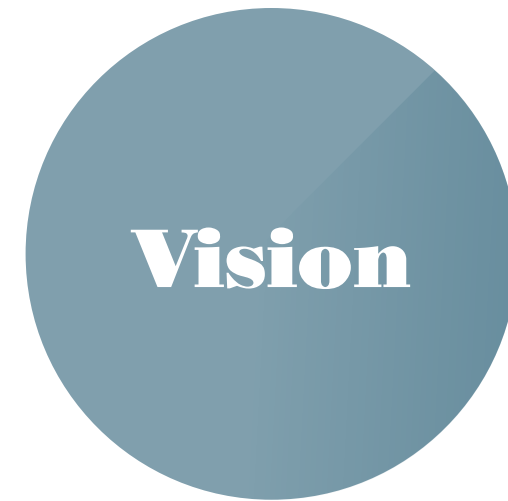
**AEROSTRUCTURES**

**AEROENGINES**



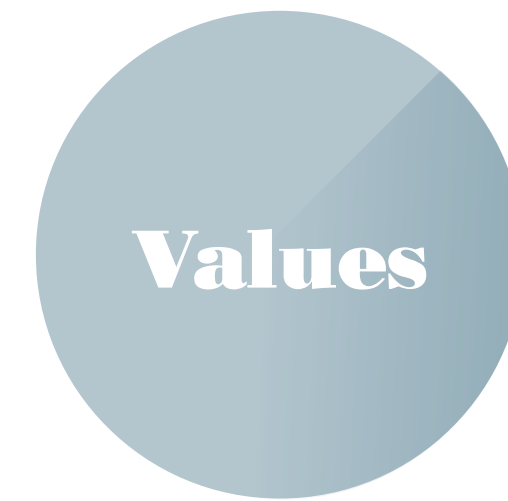
## Mission

Innovate technologies and processes, globalise operations and develop our professionals to offer to our clients a comprehensive, profitable, differentiated and close service.



## Vision

To be an innovative company recognised for its knowledge and command of technology in the international aerospace sector.



## Values

Transparency, respect, dynamism, commitment, flexibility, value creation.

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# Brands



# Corporate Principles



CREATE VALUE



SERVICE  
VOCATION



TEAM  
BUILDING



SAFE  
COMPANY



ENVIRONMENTAL  
CARE



RELATIONSHIP  
WITH THE  
ENVIRONMENT



SOCIAL ACTION





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## Results

During 2017, net sales grew by 12% compared with the previous year.

The 2017 results are consistent and reflect the growth that has occurred in the ramp-up of sales on certain platforms, mainly the A320 and A350. The investment strategy of previous years aimed at ensuring

modern and highly efficient facilities has enabled us to respond to this growing demand whilst maintaining a cost-competitive structure. This, together with positive movement in the currency markets, has driven our profit levels to place us amongst the best in the sector.

(figures in thousands of euros)	2013	2014	2015	2016	2017
<b>FUNDS (INCLUDING CAPITAL FUNDING)</b>	111,199	128,839	116,861	148,014	<b>174,217</b>
<b>OWN FUNDS (EQUITY)</b>	89,597	106,411	95,611	129,221	<b>157,955</b>
<b>CAPITAL</b>	19,537	19,537	19,537	19,537	<b>19,537</b>
<b>LONG-TERM DEBT</b>	138,213	143,907	162,728	141,478	<b>108,739</b>
<b>INTRA-GROUP AND PARTNER DEBT</b>	0	0	0	0	<b>381</b>
<b>SHORT-TERM DEBT</b>	10,895	12,342	19,543	45,460	<b>37,591</b>
<b>NET SALES FIGURES</b>	163,213	164,043	219,691	271,693	<b>303,239</b>
<b>REVENUE GENERATED</b>	18,014	19,051	34,841	41,769	<b>58,809</b>
<b>EBIT</b>	10,581	11,596	28,817	34,335	<b>41,635</b>
<b>EAIT</b>	12,061	16,814	31,095	33,866	<b>30,838</b>

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# Generated and distributed economic value<sup>3</sup>

<sup>3</sup> The companies included in the consolidated financial statements are Aciturri Aeronáutica, S.L.U., Aciturri Aerostructures, S.L.U., Aciturri Engineering, S.L.U., Aciturri Assembly, S.A.U., Aciturri Aeroengines, S.L.U., Aciturri Additive Manufacturing, S.L.U. and Caetano Aeronautic, S.A. Aciturri Aeronáutica is the parent company which wholly owns the other companies, with the exception of Caetano Aeronautic, S.A., in which it only has a 50% stake.

Disagreements between revenue and net sales (previous page) are due to the application of different calculation methods.

(figures in thousands of euros)	2015	2016	2017
DIRECT ECONOMIC VALUE GENERATED	221,556	271,964	304,083
REVENUE	221,156	271,964	304,083
ECONOMIC VALUE DISTRIBUTED	213,887	264,294	287,691
OPERATING COSTS (K€)	139,027	179,074	198,260
EMPLOYEE SALARIES AND BENEFITS	45,888	52,764	58,315
PAYMENTS TO PROVIDERS OF CAPITAL	7,399	5,773	8,106
TAX	21,548	26,666	22,967
COMMUNITY INVESTMENTS	25	17	43
ECONOMIC VALUE RETAINED	7,669	7,670	16,392





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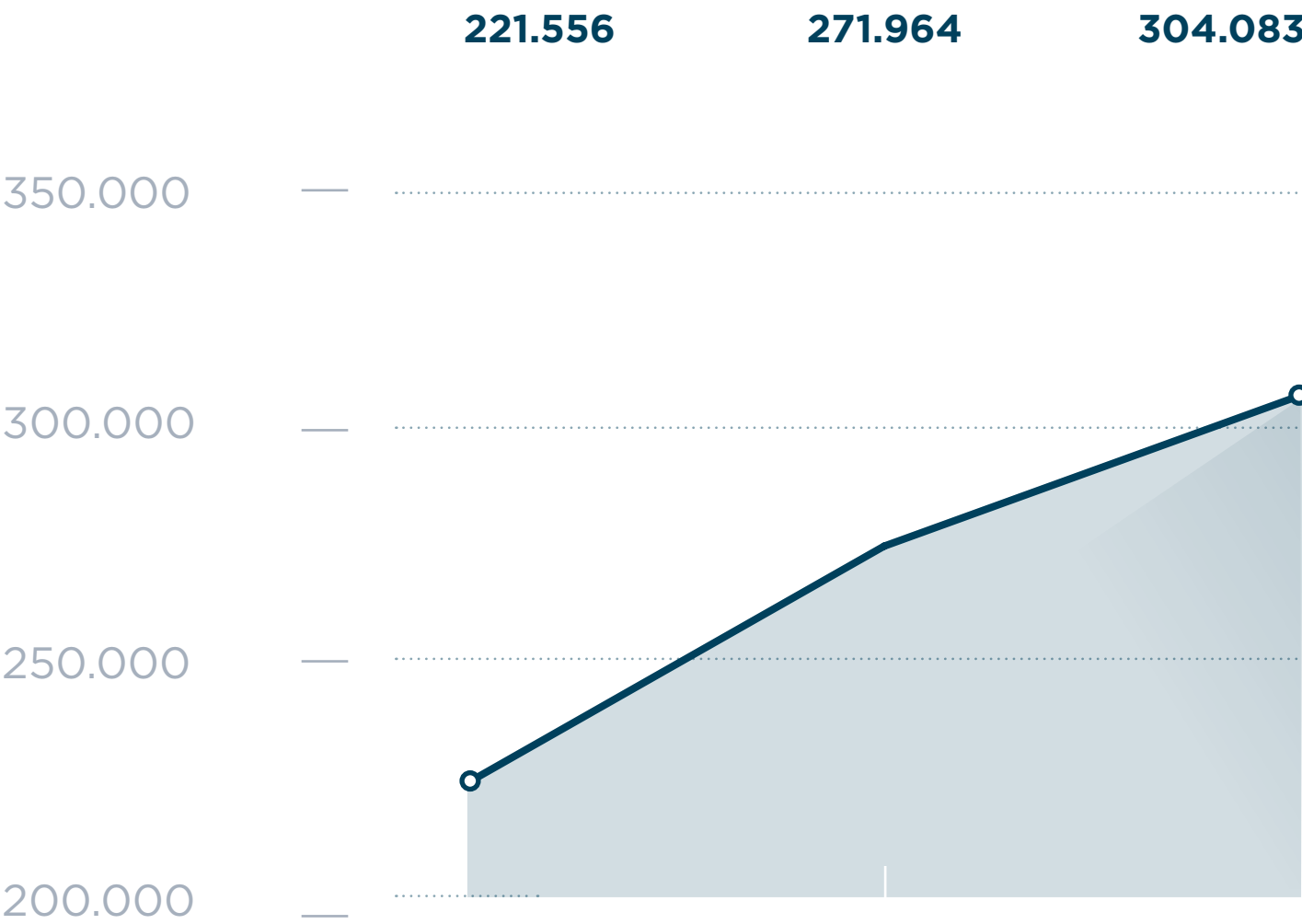
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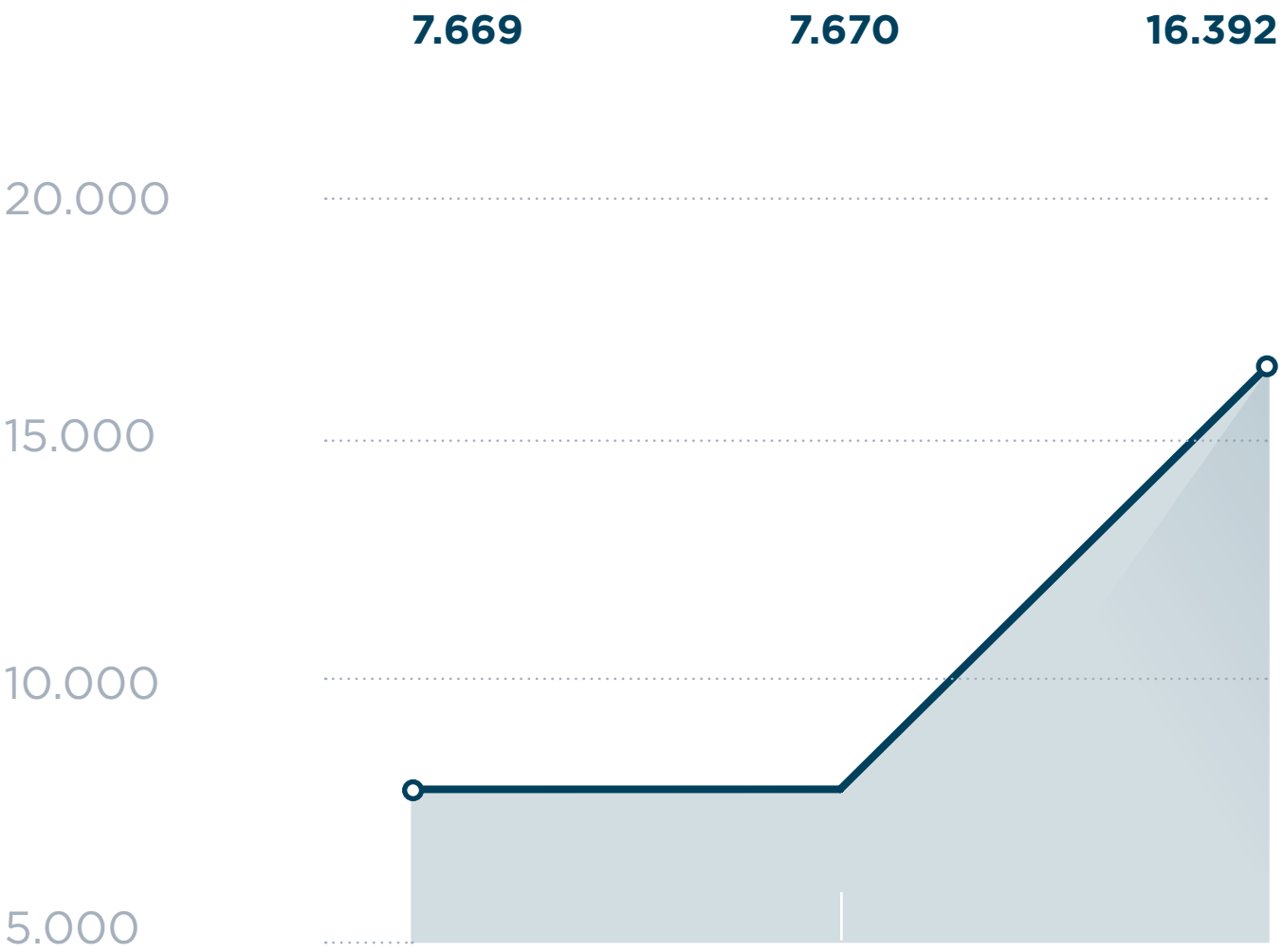
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# Generated and distributed economic value

Direct economic value generated (figures in thousands of euros)



Economic value retained (figures in thousands of euros)

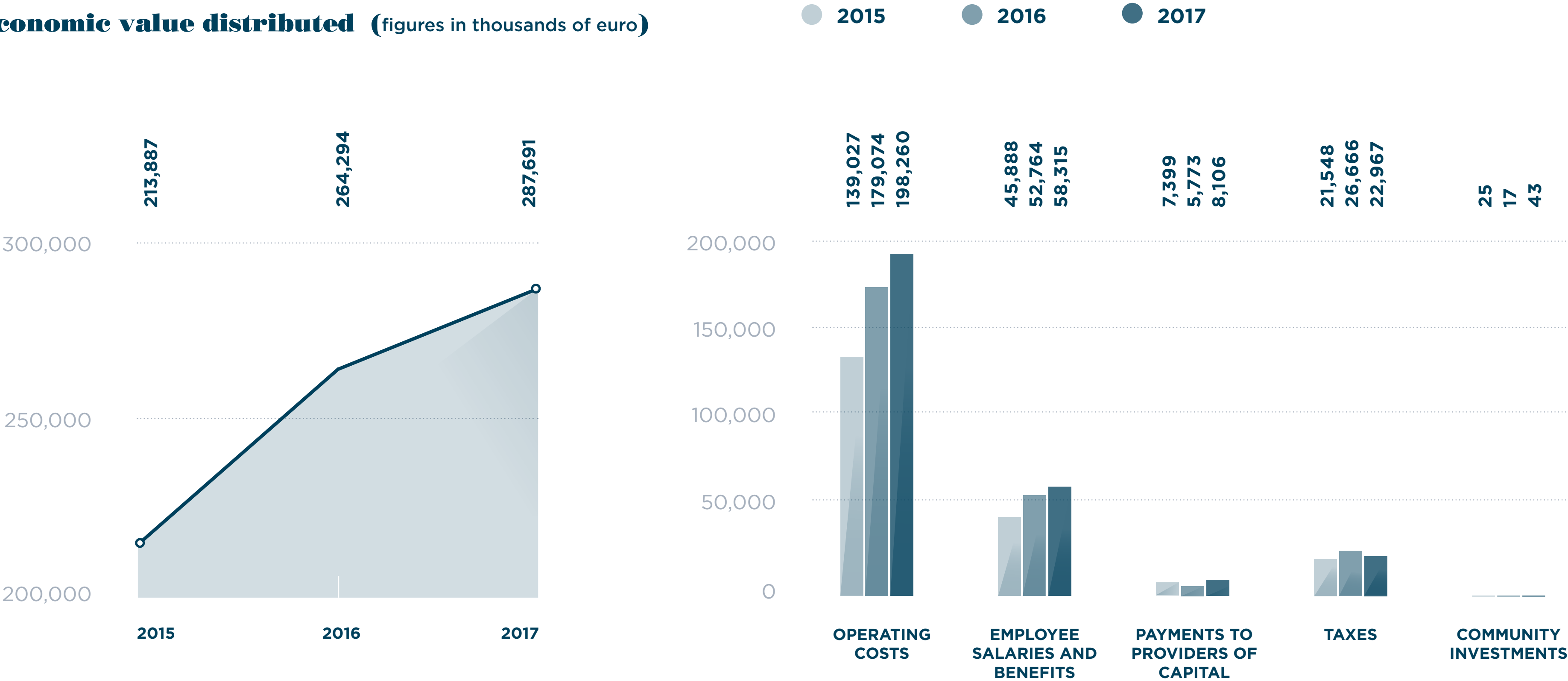






# Generated and distributed economic value

Economic value distributed (figures in thousands of euro)







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# Stakeholder Groups

Identifying stakeholders and establishing a model of stable and continuous dialogue helps create a relationship based on trust. This gives Aciturri a more realistic view of the environment in which it operates since it has reliable information on which to develop the business and can efficiently identify opportunities and threats.

The stakeholder groups are all those individuals, organizations and institutions that influence or are affected by Aciturri and its subsidiaries' decisions. The criteria followed for identifying stakeholders which are laid out in the Model for Dialogue with Stakeholders are proximity, influence, responsibility and dependency. Stakeholders are prioritised according to the criteria of urgency, power and legitimacy.

## Stakeholder Groups

## Commitment

## Communication methods

### PARTNERS

Create value in the short and long term.  
Apply best management practices.  
Timely information in equal conditions.  
Fluid, transparent and close dialogue.

Chief Executive Officer  
Aciturri Legal Advisor

**Contact persons:** Chief Executive Officer and Corporate Director depending on the partners' relationship protocol

### EMPLOYEES AND RELATIVES

Continuation of the business project and job stability.  
Recognition in keeping with commitment, performance and meeting targets.  
Equal opportunities and work-life balance.  
Professional Development.  
Occupational health and safety guarantee.  
Ethical, responsible, social and environmental corporate behaviour.  
Easy access to free association and direct communication with management.  
Compliance with legislation and the collective agreement.

Email for comments and complaints in relation to the Code of Conduct  
NEXO, Employee Portal  
JAM (internal social network)  
Breakfasts with the CEO  
Listen & Do  
Welcome protocol and handbook  
Notice boards  
Meetings with trade union representatives  
Communication procedure and Joint Prevention Service email  
Employees' Day  
Christmas celebrations  
Management Forum  
Annual Convention

**Contact persons:** HR Manager, HR in the work centres, Communications and Corporate Responsibility Officer and middle management





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Commitment

Communication methods

CUSTOMERS



Efficient handling, dialogue and management of incidents and complaints.  
A comprehensive, profitable, differentiated and close service.  
Quality principles included in processes to satisfy customer needs.  
Clear and honest information in the commercial offer  
Guaranteed product safety.  
Respect for the principles of responsible advertising.

Business website  
Sustainability report  
Aciturri programme leader  
Customer satisfaction questionnaires  
Customer complaint reports  
Regular meetings  
Participation in business fairs and meetings  
Involvement in sector associations

**Contact persons:** Programme Focal Point, Plant Manager, Director of Industrial Operations, Quality Manager, Business Manager, Business Development Manager and Chief Executive Officer

SUPPLIERS AND  
SUBCONTRACTORS



Integrity.  
Development of corporate sustainability.  
Transparency and equal opportunities.  
Confidentiality.  
Hiring of local suppliers.  
Dialogue and communication.

Facility visits  
Business website  
Sustainability report  
Regular meetings  
Regular electronic communications

**Contact persons:** Purchasing Manager, Plant Purchasing team and Subcontracting Director





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**SOCIAL ENVIRONMENT<sup>4</sup>**



Timely and transparent information on both the activities undertaken and their environmental and social impact on the ground.

Safety of the facilities.

Sustainability of the business.

Ethical business conduct.

Compliance with legislation and the Universal Declaration of Human Rights.

Collaboration in training projects and knowledge and innovation generating projects.

Promotion of employment and job opportunities.

Facility visits

Business website

Sustainability report

Press releases sent to the media

Collaboration agreements with knowledge institutions

Participation in the governing bodies of knowledge institutions

**Contact persons:** HR Manager, HR in the work centres, Communications and Corporate Responsibility Officer, Environmental Officer

**SECTOR<sup>5</sup>**



Practise fair competition and respect competitors' ownership rights.

Encourage cooperation, the establishment of alliances and the exchange of experiences between businesses in the sector and business organizations.

Participate in sectoral associations such as TEDAE, Hélice and Hegan.

Participate in business organizations such as the Chamber of Commerce, FAE (Spanish Business Federation) and Empresa Familiar (Family Business Association)

Speeches at events with competitors

**Contact persons:** Business Manager, Innovation Manager, Communications and Corporate Responsibility Officer

<sup>4</sup> Includes town halls, NGOs and foundations, the environment, knowledge institutions, the media and society in general.  
<sup>5</sup> Includes competitors, sector associations and other business associations.



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## Supply chain

Aciturri has a firm, quality, global supply chain centred on three values:

### EXCELLENCE

Only the best suppliers guarantee added value and a competitive edge for our customers.



### ETHICS

We establish commercial relationships based on responsibility and transparency in order to create robust and lasting alliances.

### SUPPORT

Aciturri monitors and helps its suppliers throughout the process. We can only grow together if we are mutually demanding of each other.

Aciturri procures raw and auxiliary materials for its manufacturing process together with industrial supplies and tools. It also subcontracts out certain activities such as transport, maintenance, tests, inspections and calibrations, auxiliary production services, cleaning and security.

**77% of spending on suppliers is on local suppliers.**

**66% of spending on suppliers is for clusters.**

Aciturri encourages the procurement and subcontracting of local suppliers (to be understood as national suppliers) with the aim of developing the business fabric and promoting the creation of employment in the communities where it operates. It also promotes the procurement of goods and services from businesses that belong to the sector's different clusters (TEDAE, HÉLICE and HEGAN).

Aciturri's **Procurement and Subcontracting Policy**, in keeping with its Code of Conduct and Ethics and Social Responsibility Management Policy, aims to promote compliance with certain standards and basic criteria for human rights, labour rights, employee health and safety, respect of the environment and ethical behaviour amongst its suppliers and subcontractors. It also seeks to disseminate, guarantee awareness of and put into practise the Principles of the United Nations Global Compact.

Aciturri respects and publicly supports the content of the United Nations Universal Declaration on Human Rights, the International Labour Organization's Social Policy and the Ten Principles of the United Nations Global Compact. In practise this means that Aciturri's own operations and those of its suppliers and contractors



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must comply with a set of basic criteria. The criteria cover the fight against forced labour, harsh or inhumane treatment, the elimination of child labour, regularised employment, the right to non-discrimination, respect for the freedom of association and collective bargaining. Likewise, the company monitors compliance with the established basic legal principles for occupational health and safety.

Aciturri also expects its suppliers to strictly comply with applicable environmental legislation and to develop environmentally-friendly behaviours and attitudes which are beyond reproach.

**100% of suppliers screened and selected using ethical and social criteria.**

**100% of suppliers and operations guarantee the right to freedom of association and collective bargaining.**

**100% of suppliers screened and selected using environmental criteria.**







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# Aerostructures

From its position as **Tier 1**, Aciturri continues to work towards satisfying its customer commitments. This is especially true of programmes such as the **B787** and the **A350 XWB** which are in the midst of expanding.



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## Aerostructures

Despite a lack of new programmes, forecasts predict that the aeronautical sector will continue to grow. This presents an excellent short-term opportunity to boost competition through an increase in skills and innovation with a focus on improved processes.

In an era of new competitors, it is important to take advantage of the global nature of the sector to find fellow travellers to collaborate with in order to offer the aerospace market the solutions that it will need in the future.

Aciturri Aerostructures teams this year have focused their efforts on the programmes that are currently expanding namely **A350 XWB**, **A320** and **B787**. The company has adapted both its internal industrial capacity and its supply chain to absorb the increase in demand and to meet its customers' needs.

For the **A350** programme, over 90 aircrafts (V900 and V1000 versions) were delivered in 2017. The **B787** programme saw more than 135 aircrafts (V8, V9 and V10 versions) delivered.

The evolution of longer-term programmes such as the A320 HTP has also required important efforts in the inclusion and adjustment of necessary resources in order to guarantee an increased rate of 63 aircrafts/month.

Aciturri is responsible for the design and manufacture of the Ventral Fin and Auxiliary Fin & HTP Box Extension packets on the **BelugaXL** programme which has hit relevant milestones throughout the year such as delivery of the first plane to the Airbus Final Assembly Line (FAL) in Toulouse and the necessary support to complete certification activities for the plane in the required time-frame.





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In 2017 Aciturri also delivered the third Embraer **KC390** and has continued engineering activities in order for it to be certified and enter into service.

The Aerostructures team has met other relevant goals, such as transfer of the **A320 Dorsal** programme, which brought the year to a close with 100% full rate delivery for the programme. Another example was achieving the qualifications to transfer the cross beams for the **A330 Outboard Aileron**. Finally, the team has continued working

to meet customer requirements for the remainder of its programmes.

Given the current lack of large development of new aircrafts, Aciturri, in collaboration with the European aeronautics community, is focusing a significant part of its activities on innovation. This is particularly the case for those programmes associated with the hybrid laminar flow control, integration of structures and participation in Clean Sky 2 (CS2).

The aim of the first programme is to reduce the aircraft's forward resistance to reap the associated benefits. The project is being developed within the **A350 XWB** programme and the development of integrating structures is being undertaken with company means.

Within CS2, the unfolding of the **EWIRA** consortium in the flight demonstrator for Airbus Defence and Space has kept the programme on track, meeting its planned milestones and deliverables.

**Aciturri Aerostructures teams this year have focused their efforts on the programmes that are currently expanding namely A350 XWB, A320 and B787. The company has adapted both its internal industrial capacity and its supply chain to absorb the increase in demand and to meet its customers' needs.**

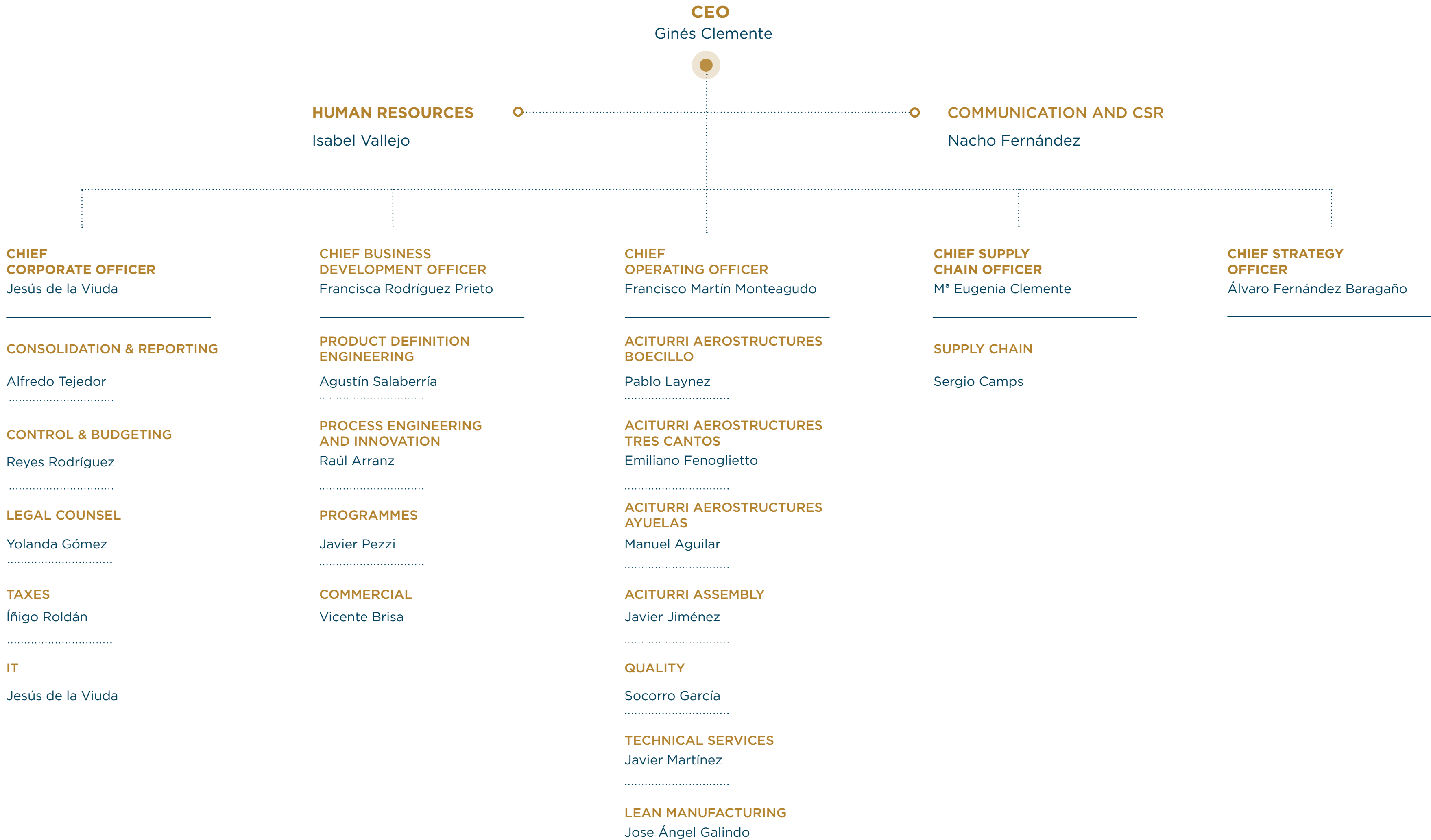
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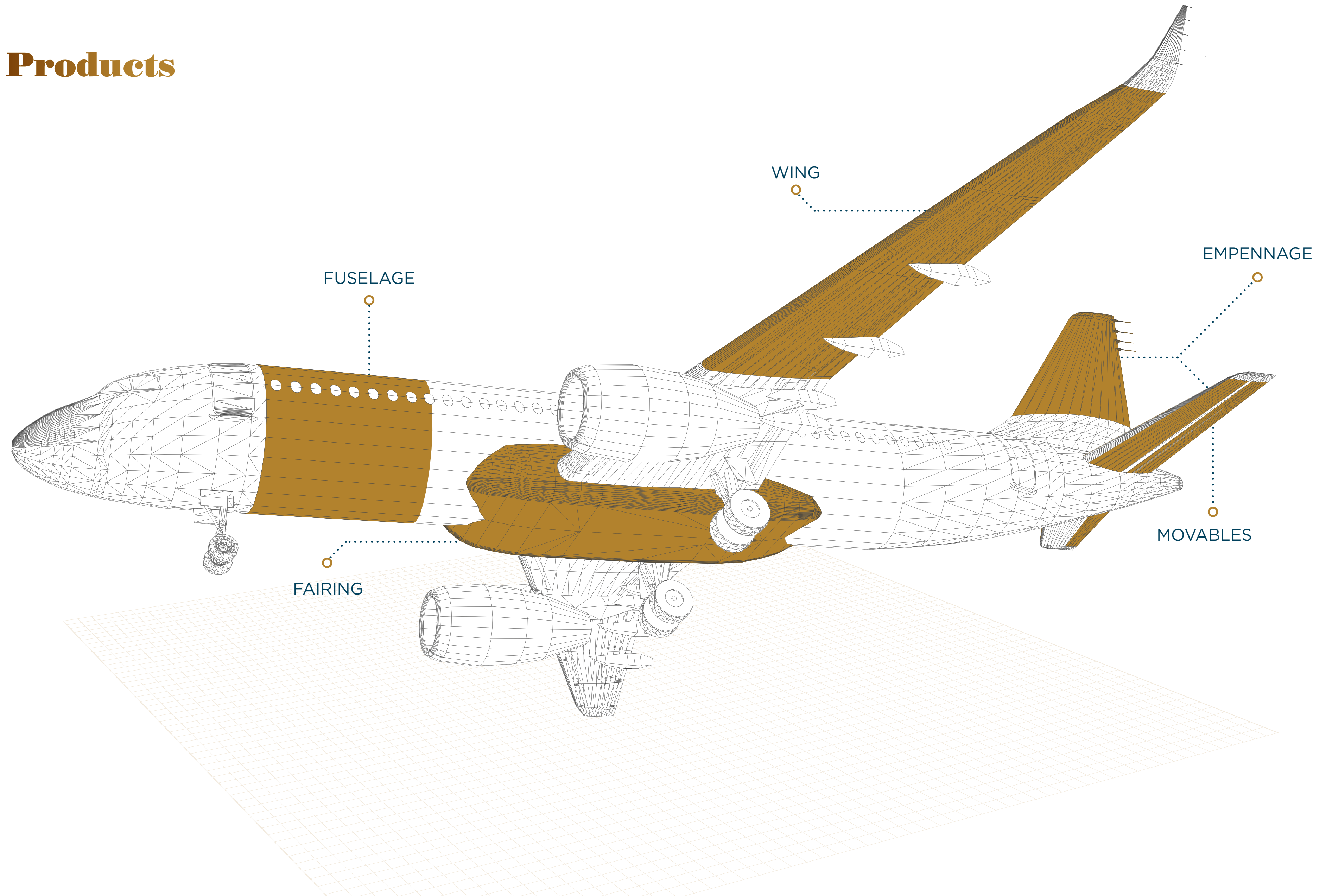
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AEROSTRUCTURES

AEROENGINES

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## Main customers



## Most relevant programmes







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# Aeroengines

2017 was the year for **validating this commitment** to the development of static engine components.





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# Aeroengines

After the launch in 2016 of Aciturri Aeroengines as a brand to support the development of the company in the engine business, 2017 was the year of validating this bet for the development of static engine components: primary structures, hubs, casings, rings and detail parts (mainly complex machining ones).

The launch of operations in Ircio (Miranda de Ebro, 8,500 sqm of facilities) completed the entry into operation of six machining centres and the integration of processes such as dye penetrant inspections, supercleaning, welding, X-ray, assembly and functional tests.

ISO 9001, EN 9100 and NADCAP certifications as well as customer certifications such as those for Safran Aircraft Engines and ITP Aero have all been achieved.

The Aeroengines team has been able to satisfy the ramp up of the different variations of the LEAP programme with a 100% increase in delivery rate compared with 2016. Work on expanding programmes has been brought into line with the industrialisation of new programmes such as the Trent 1000 HUB, the first industrialisation of components with direct delivery to Rolls Royce and the GTF Belts.

This year the DVI for the FHF has been fully approved from the LEAP 1A and LEAP 1B programmes.

In 2017 the Aeroengines team expanded its client and product portfolio when it signed its first direct contract with Rolls Royce and General Electric became its first North American client.

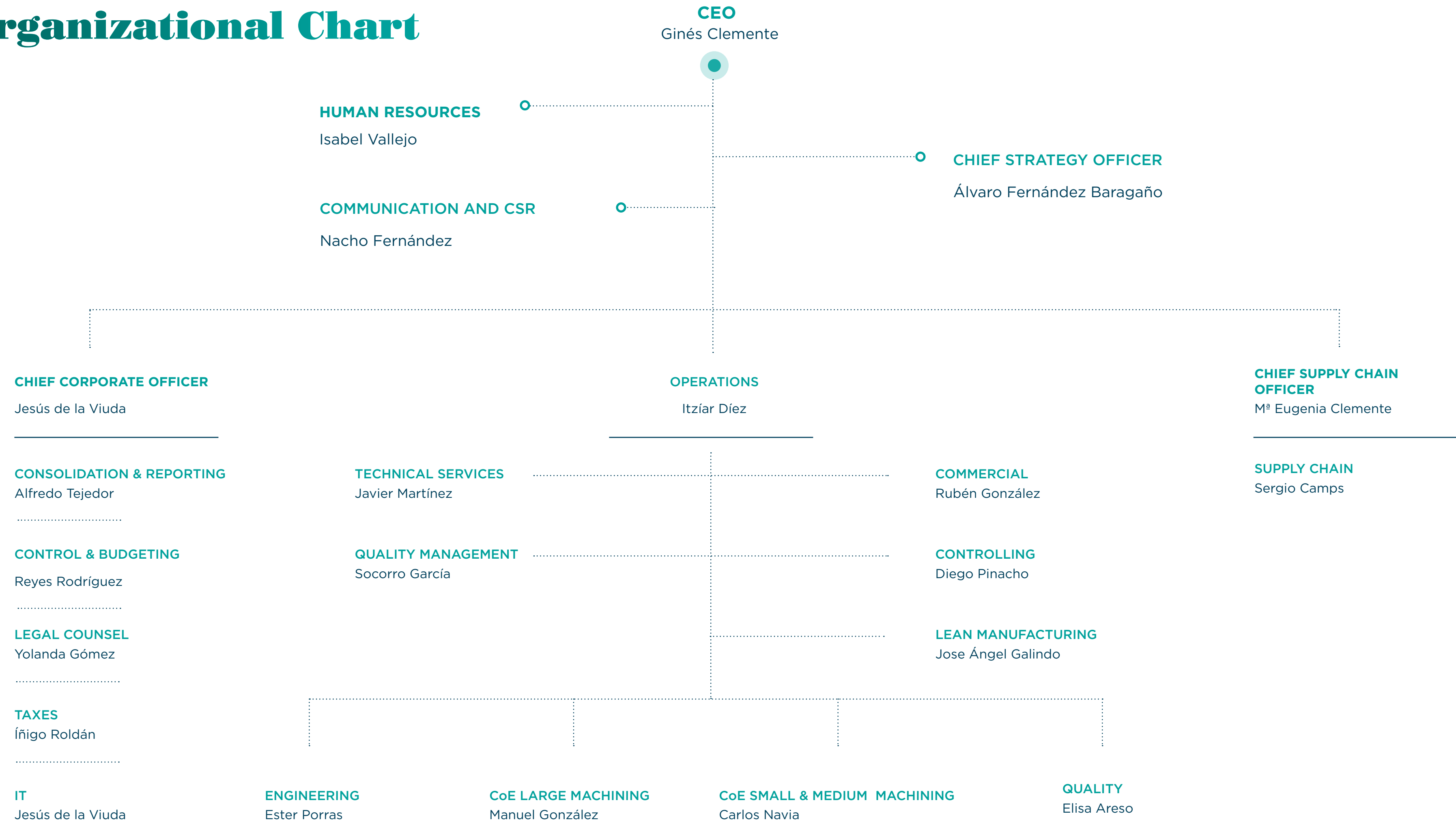
**In 2017 the Aeroengines team expanded its client and product portfolio when it signed its first direct contract with Rolls Royce and General Electric became its first North American client.**





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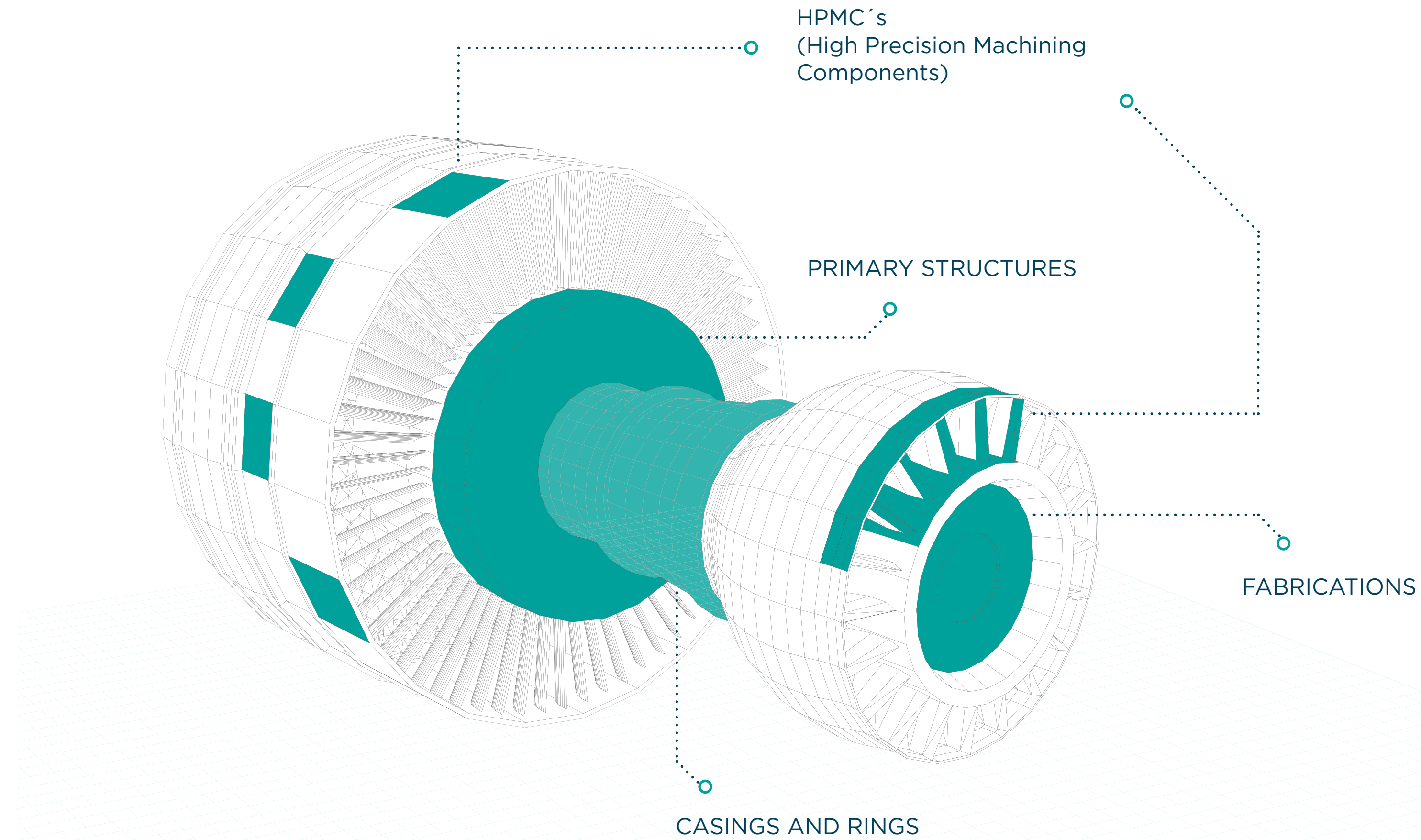
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## Figures 2017



TURNOVER  
**€ 14.9 millions**



**3,835** ENGINE COMPONENTS DELIVERED IN 2017



**395** CASINGS AND RINGS



**185** ENGINE STRUCTURES



**222** HUBS O SMALL STRUCTURES



**3.033** MEDIUM COMPLEX MACHINING COMPONENTS

## Main customers



Rolls-Royce



ITP Aero



## Most relevant programmes



LEAP 1A/1B

CFM56

T700

TP400

TXWB

T1000 / T7000

PW800

EJ200

GTF





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# Employees

Aciturri knows that its success depends on its employees and understands its obligation to value their **skills, efforts and talent.**





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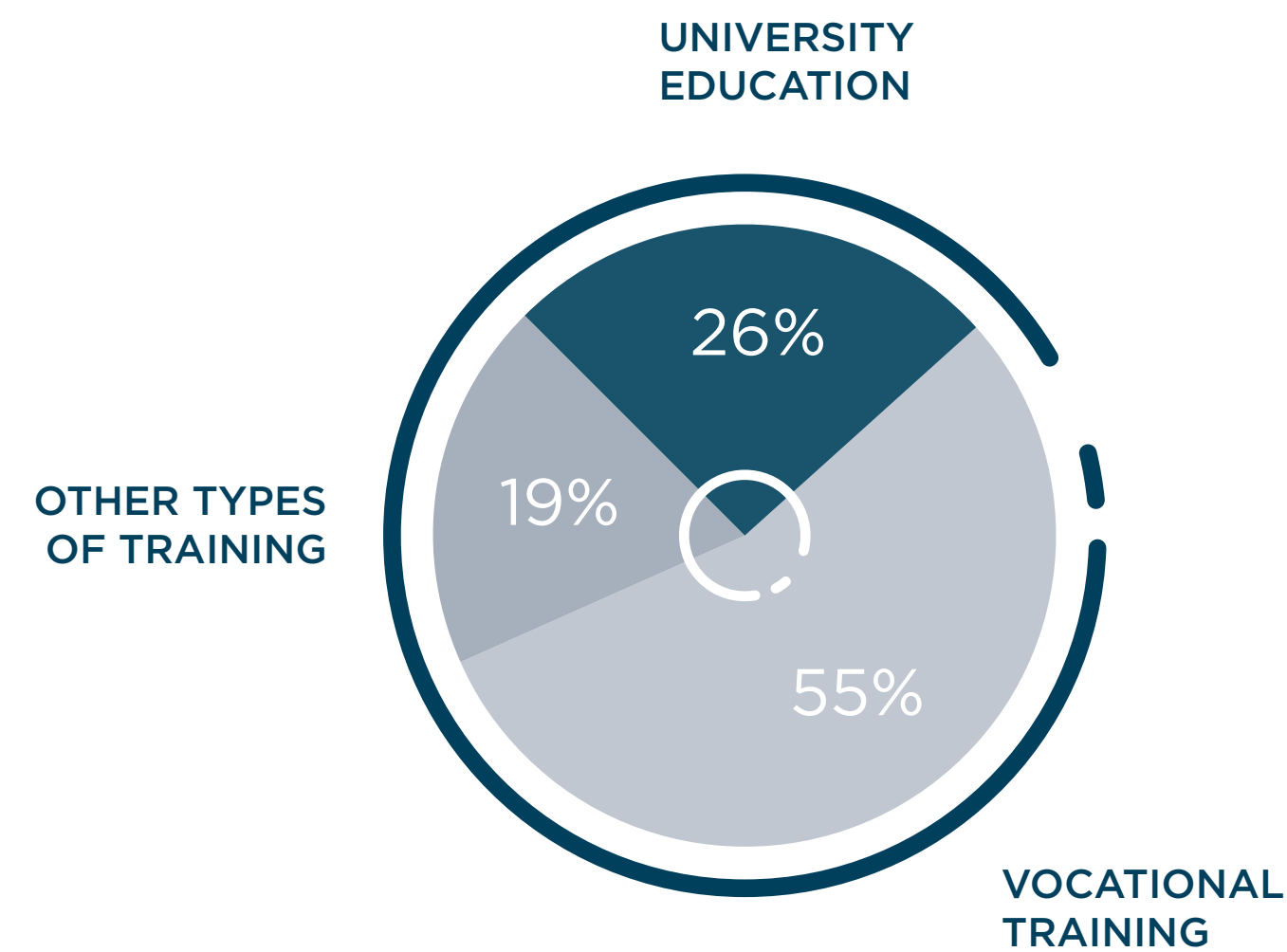
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## Employees<sup>7</sup>

Promotions are based on merit and personal ability, in keeping with a system that exclusively values an individual's skills. This guarantees equal access across the board to work opportunities and professional promotion.

<sup>7</sup>Data provided corresponds to the average workforce from 1 January to 31 December for the year in question. Figures are calculated taking into account the total number of days worked by the workforce, divided by 365 to get the average number of days worked. Disaggregated data by professional category is not available. The Caetano Aeronautic, S.A. workforce is not included. Workforce by physical location and by type of working day are given for 31 December 2017.



**1,616**  
EMPLOYEES

AN AVERAGE OF  
**9 years**  
ON THE JOB







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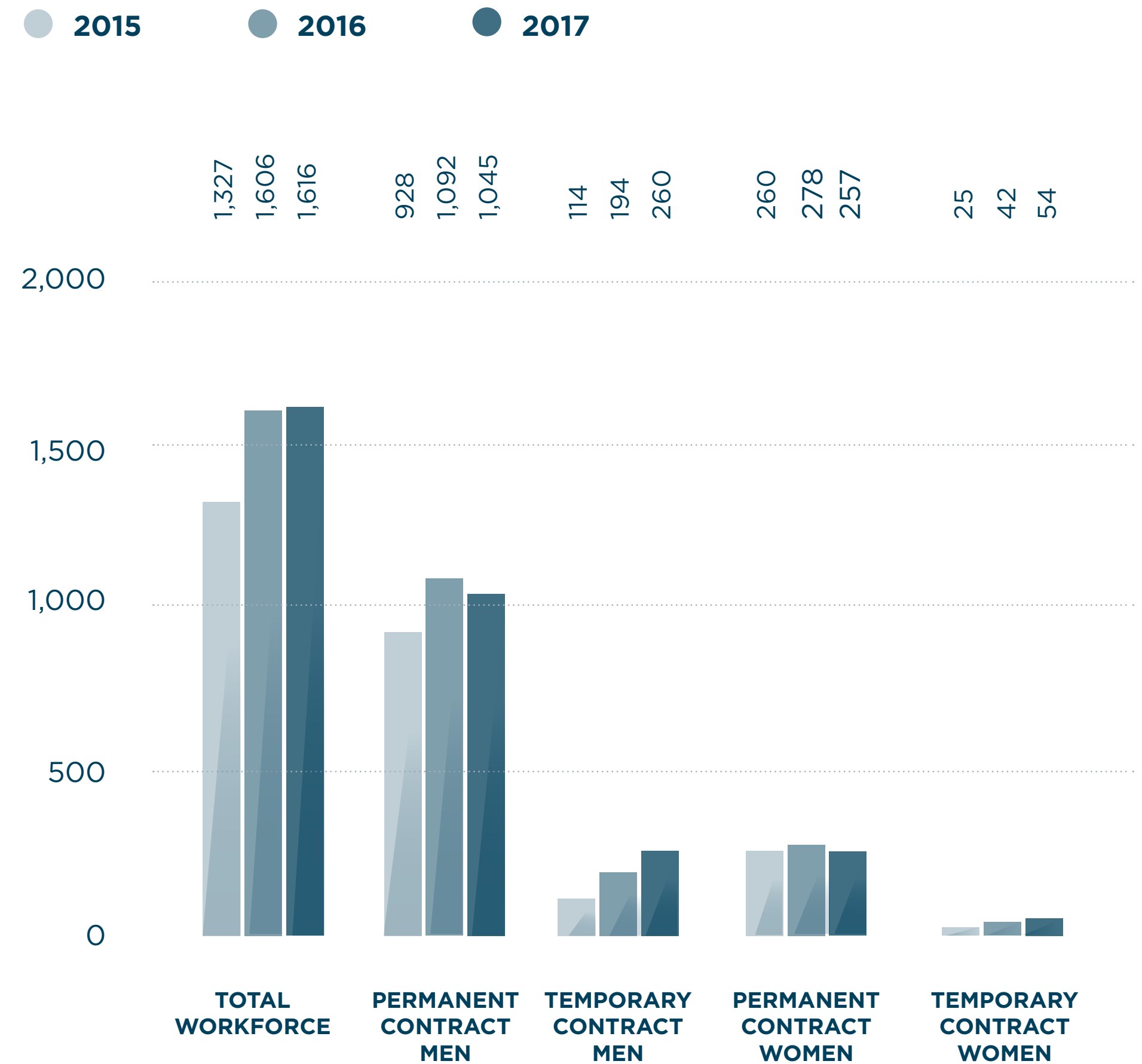
In addition to the people directly employed by the business, Aciturri subcontracts staff for continuous services (162 people provide auxiliary production, cleaning, care taking, surveillance and engineering services). It also has workers in subcontracted companies (471 people), supplier countries (330 people) and for intermittent services (16 people for machinery and tool maintenance, building maintenance and IT maintenance).

In 2017 the Recruitment Model was redefined with the launch of an Aciturri Careers Site and greater use of social networks to reach more and better candidates. The employees themselves also participate in recruiting new people through “referrals.”

Aciturri’s Code of Conduct recognises the principle of protecting collective rights, with regard to the rights to organise, to association and to collectively bargain within the current legal framework. Relationships with representatives of the workers’ associations are based on mutual respect and open, transparent and constructive dialogue to strengthen labour stability.

**The Recruitment model has been redefined with the launch of the Aciturri Careers Site and greater use of social networks to reach more and better candidates.**

## Workforce distribution by sex and employment contract







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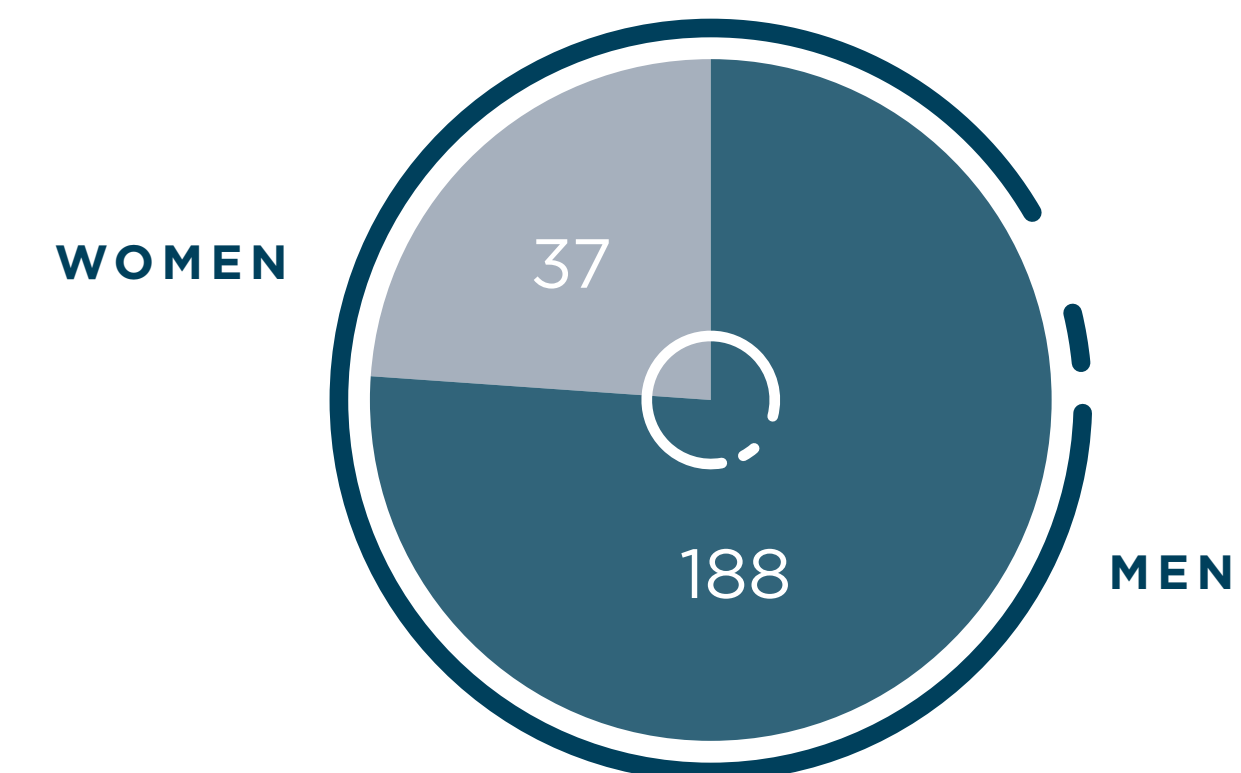
100% of the company's employees are covered by collective bargaining agreements.

When significant operational changes are made that may considerably affect employees, the provisions of Article 15 of the Workers' Statute are applied. If the significant change affects an individual, notice will be provided at least 15 days before the change comes into effect. If it is a collective change, there will be a prior consultation period of no longer than 15 days with representatives of the workers' association. After this, and according to the results of the consultation, the affected workers will be individually informed.

In the area of industrial relations, the necessary changes have been made to adapt structures to the reality of the company as a result of the restructuring in 2016 which led to the establishment and outfitting of an autonomous structure for Aciturri Aeroengines. In 2017 the company hired its first employees.

**Relationships with representatives of the workers' associations are based on mutual respect and open, transparent and constructive dialogue to strengthen labour stability.**

**Total number of new contracts in 2017 by sex**  
TOTAL 225







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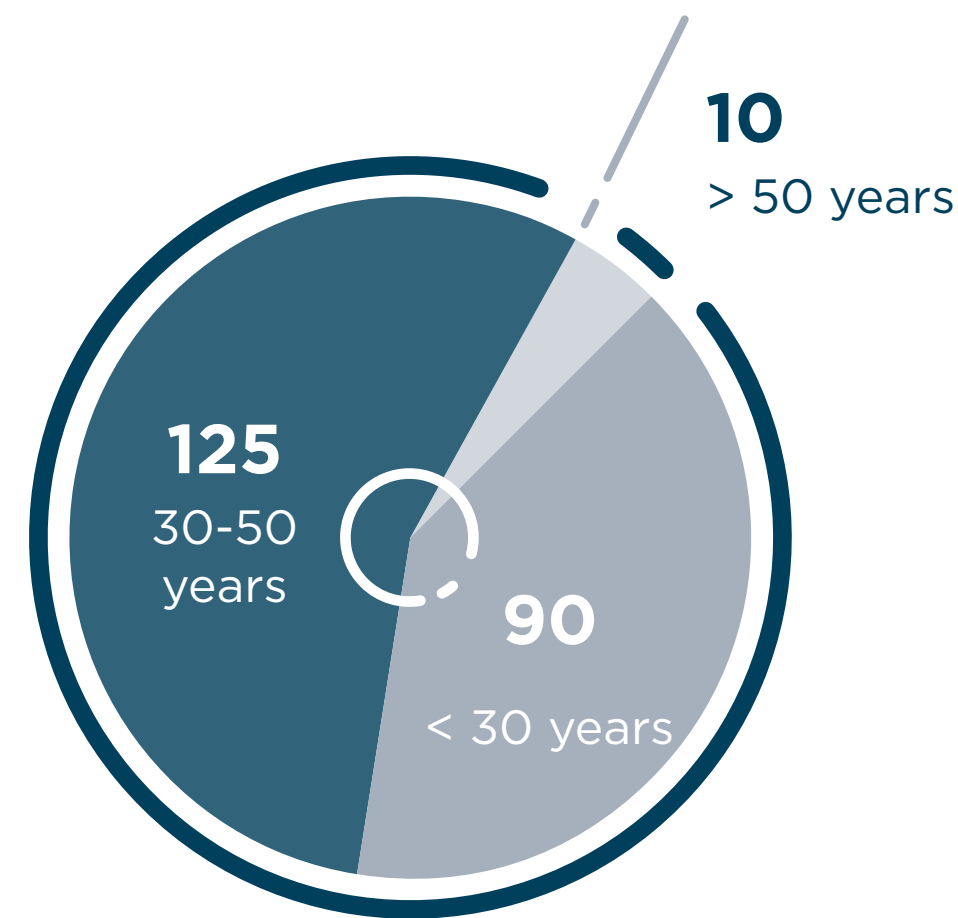
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## Total number of new contracts in 2017 by age

TOTAL 225

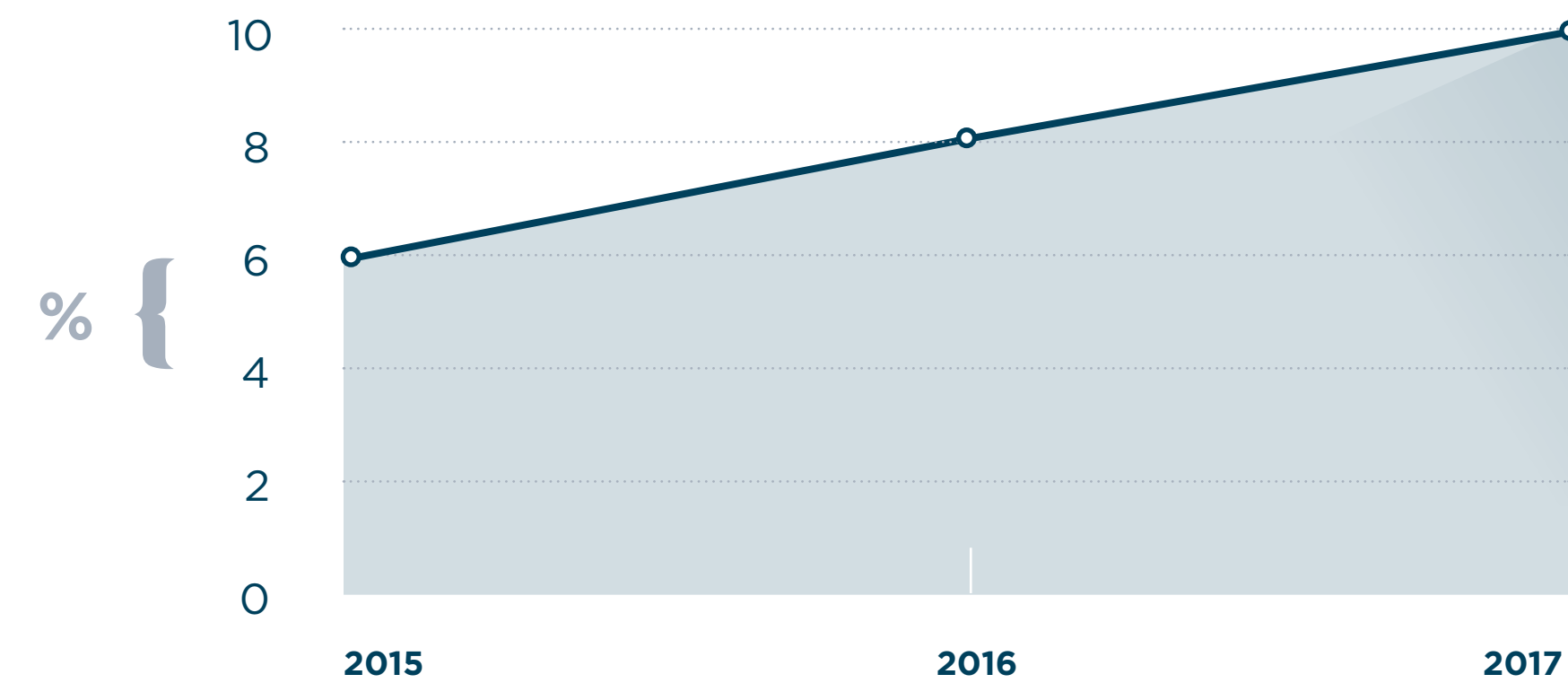


## Workforce distribution by type of work schedule<sup>8</sup> (AT DEC 31, 2017)

1,446 TOTAL WORKFORCE



## Staff Turnover<sup>9</sup>



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<sup>8</sup> Aciturri always awards full-time contracts except in cases where the person requests a reduction in working hours for legal guardianship or any other reason.

<sup>9</sup> Calculated as (Number of sick days / average workforce for the period) \* 100.





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# Training and development

**Professionalism is a hallmark of Aciturri's identity.** This means performing with skill and determination as a way of achieving excellence.

The Aciturri Performance Evaluation System (SEDA) is human resources tool that allows a comprehensive annual performance review and guidance on their professional development. The review is based on the extent to which employees have met predefined goals and the responsibilities assigned to them in keeping with their position. It also considers their skills (social and team, task specific and business, and personal) and the knowledge they have demonstrated and applied in performing the role.

The review process is split into three steps (agreement, mid-term review and final review). The team member participates in each step together with their supervisor. The HR department provides information on the talent and performance of the staff.

The development module, Success Factors, automates and improves the analysis of information from SEDA and the skill matrix.

Information from this analysis together with other factors such as new investments and/or facilities, rule changes or new projects are taken as the starting point for drafting the Annual Training Plan. This plan also includes training on occupational risk prevention and on the Kaizen project.

The **Learning Communities** were expanded in 2017 to the Aerostructures and Aeroengines management teams. Since the scheme was created in 2015 more than 75 Aciturri professionals have participated. It is helping to create a unique management style based on respect for others and involvement in their development.

**The Aciturri Performance Evaluation System (SEDA) is human resources tool that allows a comprehensive annual performance review and guidance on their professional development.**

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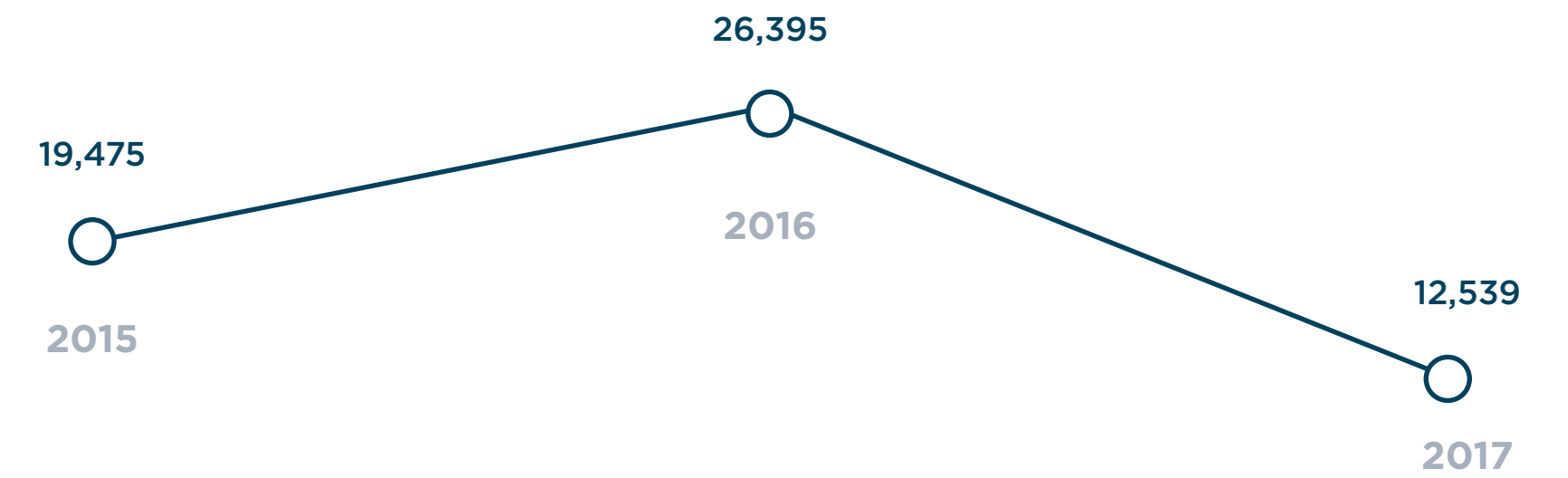
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This year training in **Human Factors** has also been developed at the Seville plant with the intention of rolling it out to the other plants over the next few years.

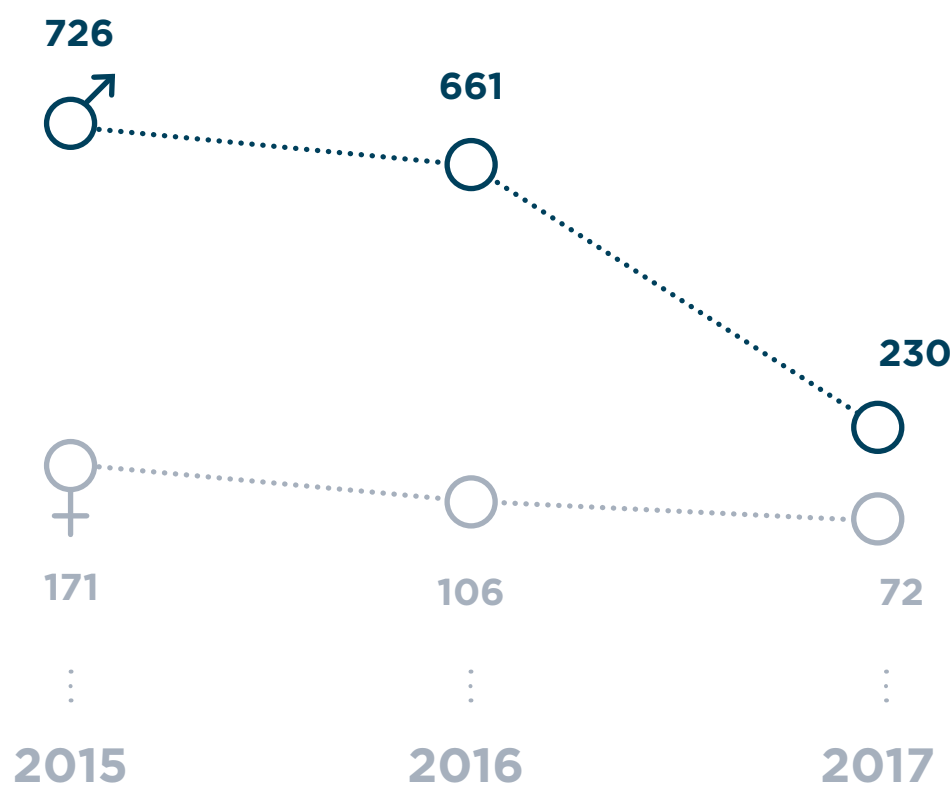
<sup>10</sup> The high number of training hours in 2016 was due to a review of all positions in the company culminating in intense training this year. It increased not only the number of training hours but also the number of people trained.

<sup>11</sup> The increase in the number of people assessed in 2016 compared to 2015 and 2017 was due to direct employees being assessed every other year i.e., in 2016 and accordingly in neither 2015 nor 2017.

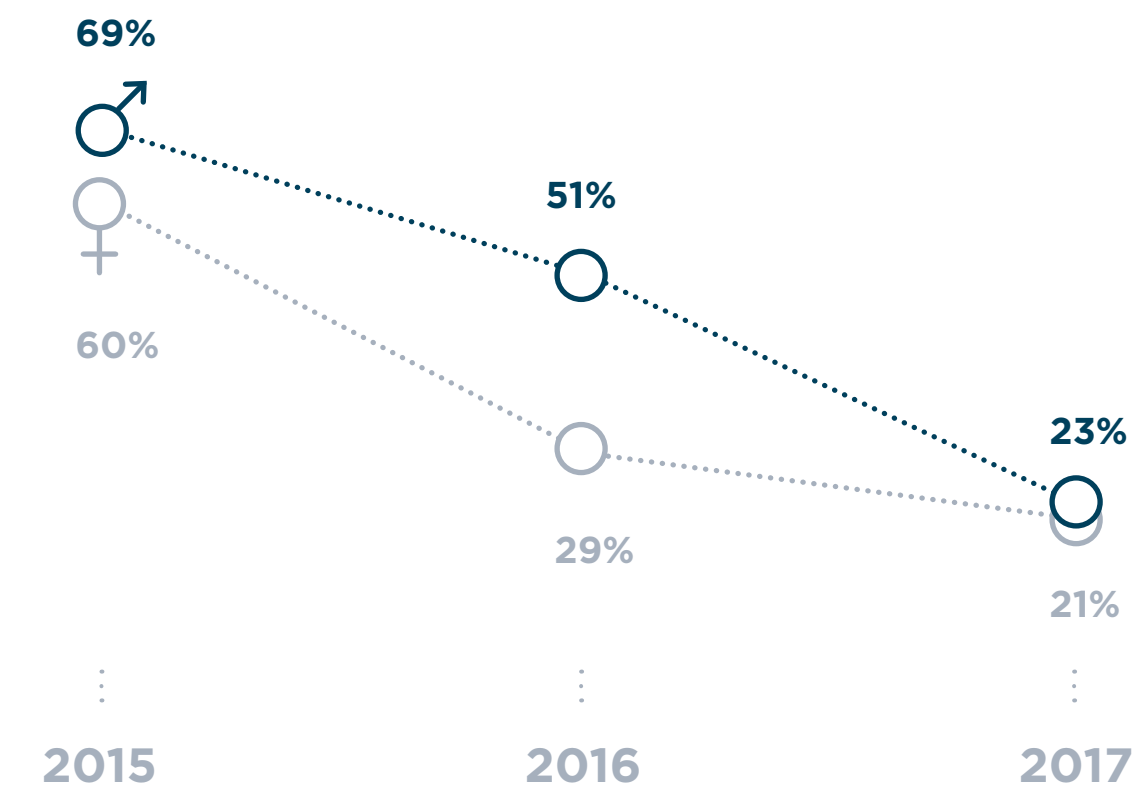
## Total hours of training<sup>10</sup>



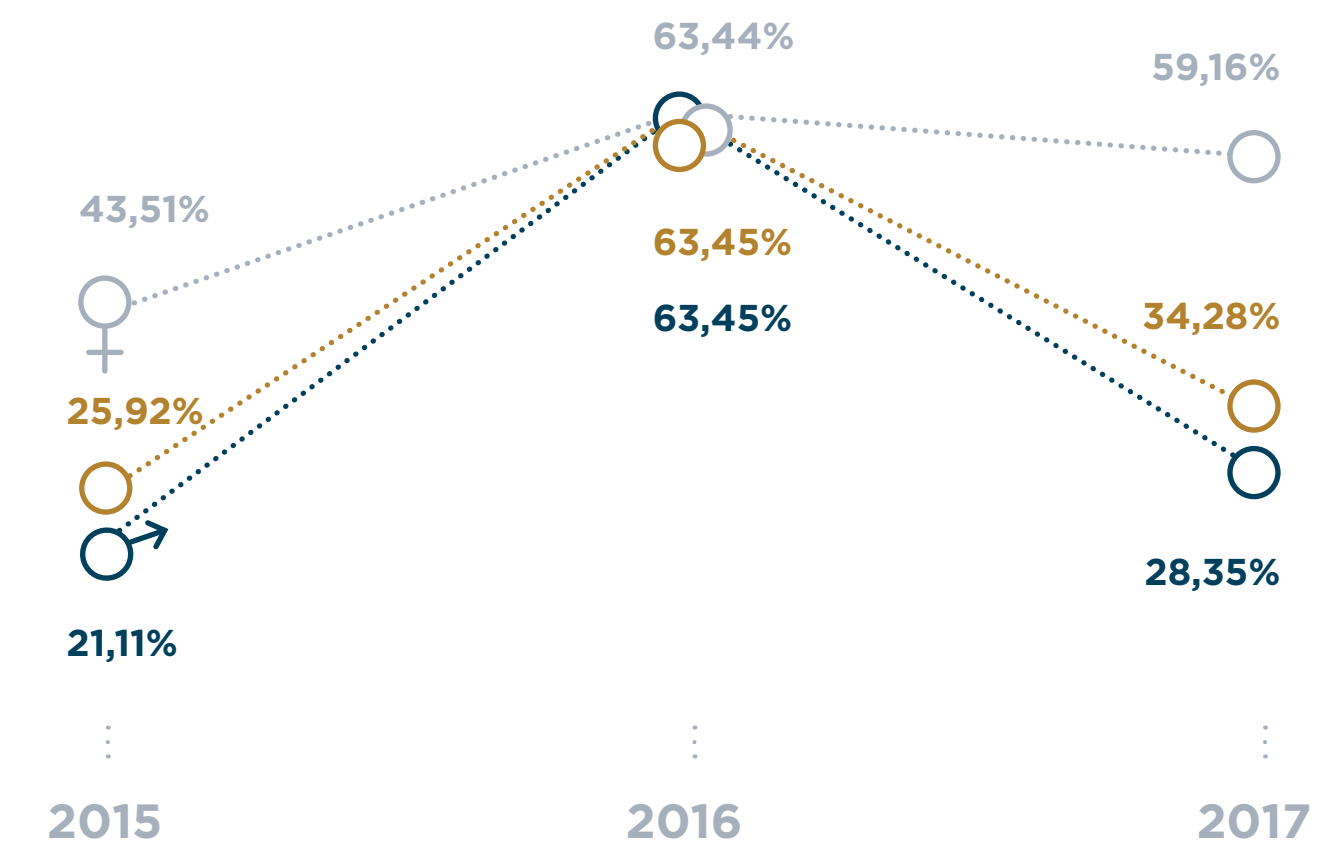
## Number of men / women trained



## % of men and women trained



## % of staff reviewed<sup>11</sup>







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## Diversity

Aciturri is a company built on the innovation and talent of its employees. It is **committed to and upholds diversity** as it is a lever for change for innovation.

The company always recognises the personal and professional dignity of its team members irrespective of their status, job, sex, race and/or cultural heritage.

100% of senior executives were hired from the local community.<sup>12</sup>

In 2017 1.4% of the workforce are people with different capabilities. To meet the minimum legal requirement (2%) the company is developing alternative measures amounting to € 134,756.47 (€ 50,615.50 above the requirement).

In 2017 a contract was signed with the Good Job Special Employment Centre in Tres Cantos. Following this, preparation on a work enclave began with the hope of it being approved in 2018.

Aciturri has a **Prevention and Action Protocol for Harassment and Discrimination** which outlines the procedure for reporting and pursuing any behaviour representing sexual or psychological harassment and/or discrimination.

During 2017 there were no incidents of discrimination.

<sup>12</sup> Senior executives are the general directors (Corporate Director, Business Development Director, Strategy Director, Industrial Operations Director and Supply Chain Director).







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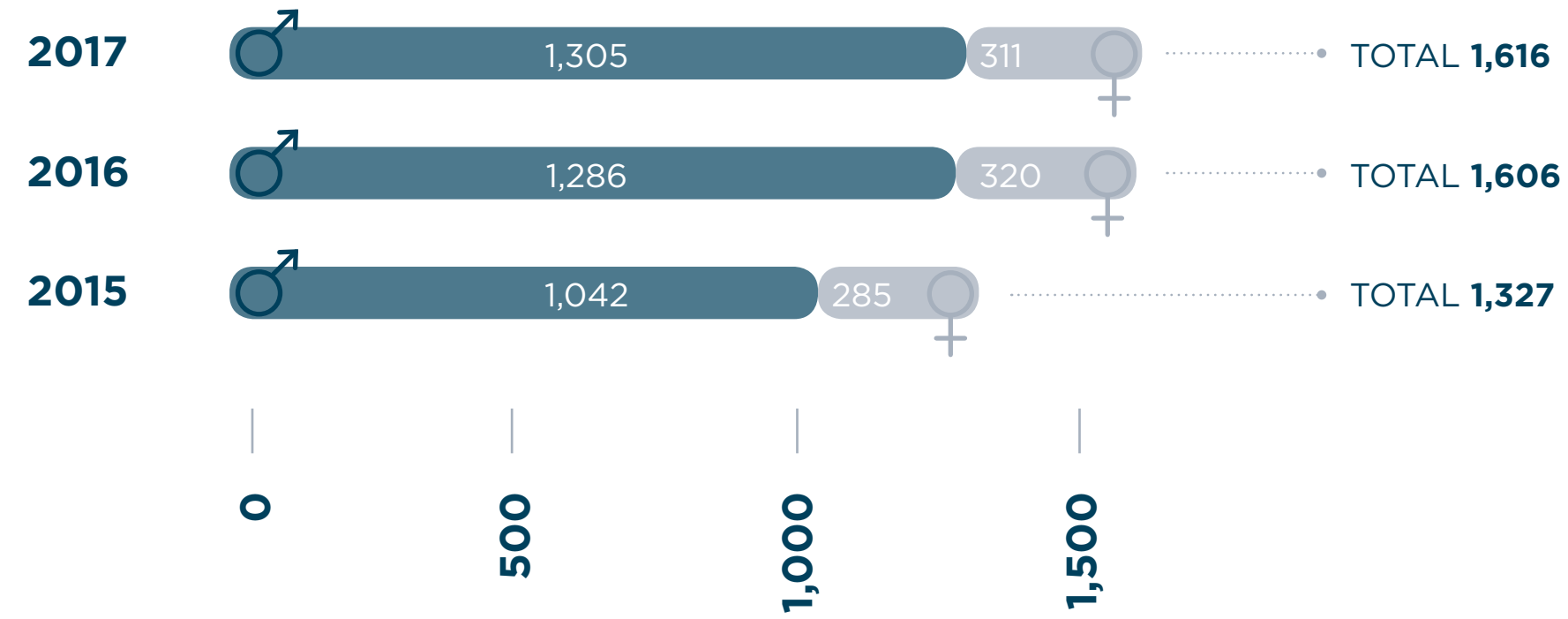
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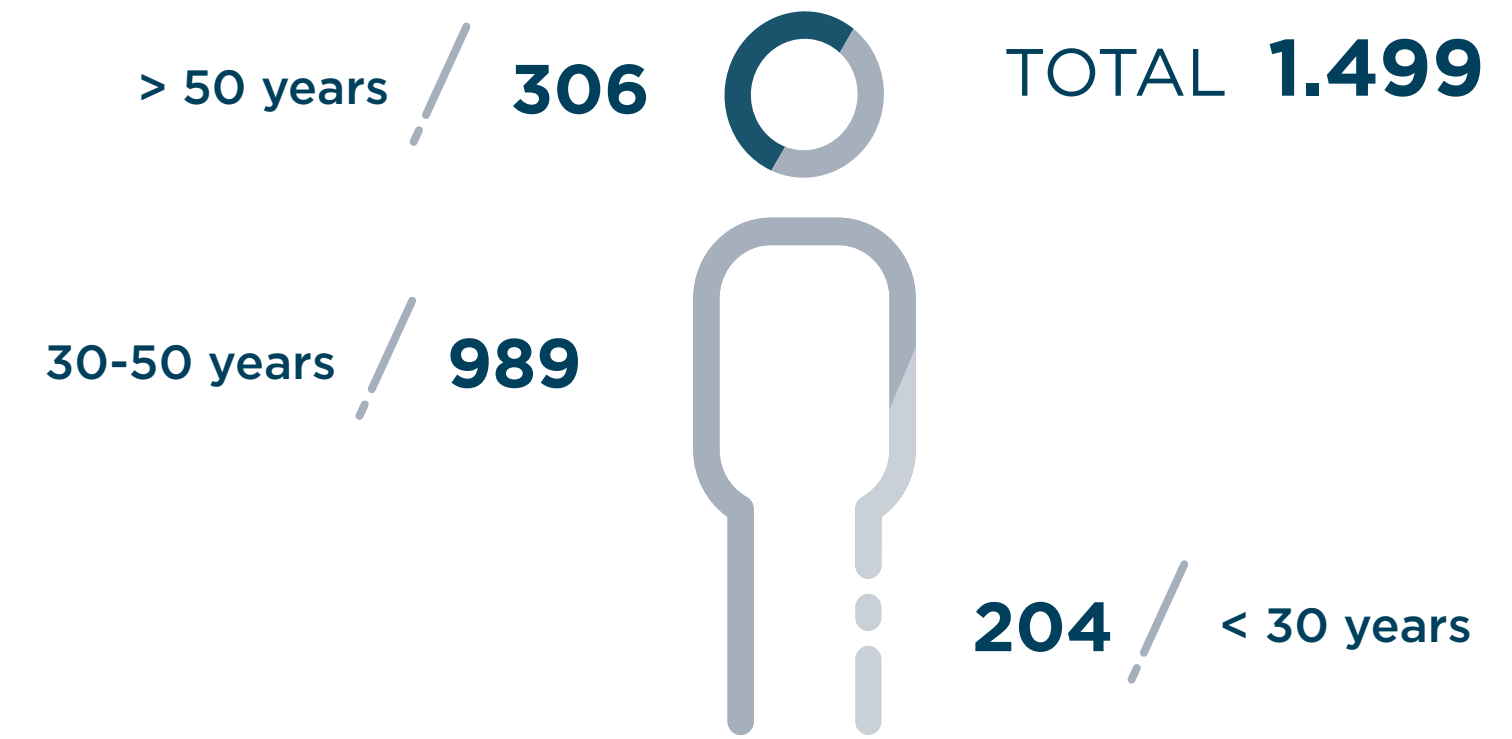
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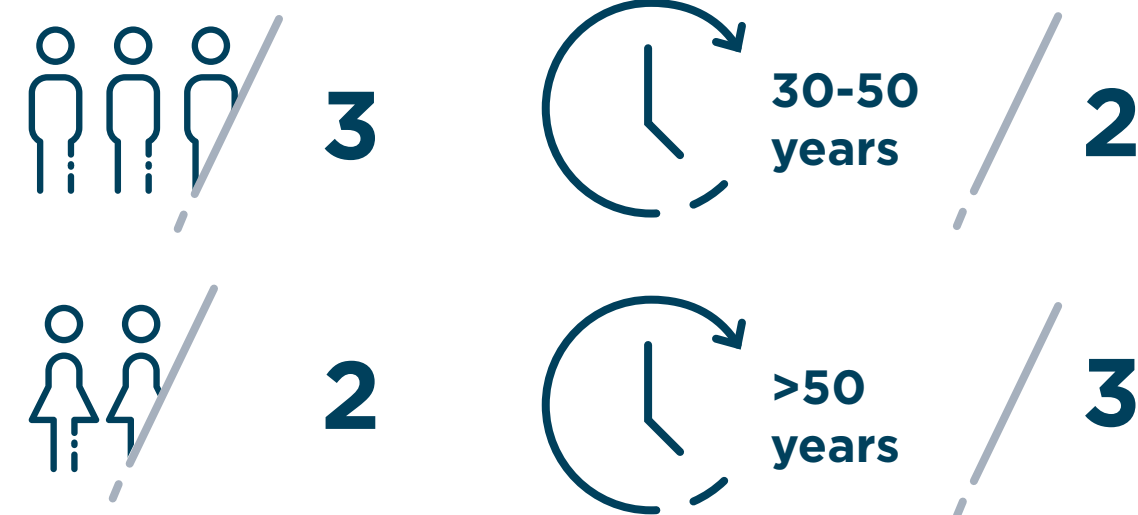
## Average workforce by sex



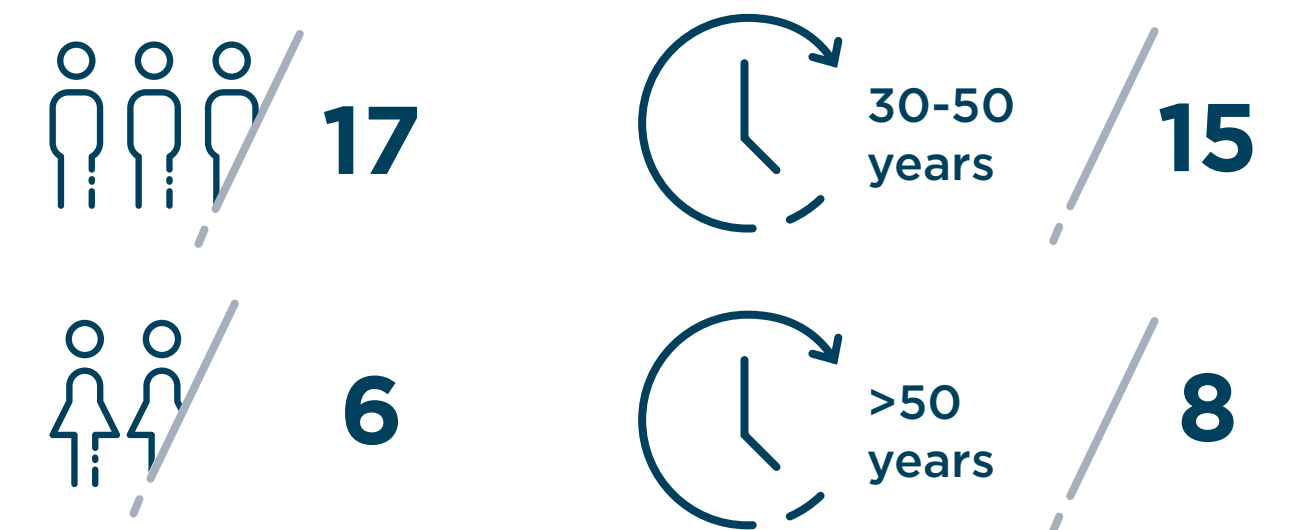
## Workforce by age group (AT DEC 31, 2017)



### Management Committee



### Management Team





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## Health and Safety

As Aciturri seeks to continuously improve, it is currently developing an Occupational Health and Safety Policy, in the hopes of preventing any risks to employees and anyone related to the business or the company's products.

To achieve this, all of the workers' representatives and the entire workforce need to participate. Accordingly, 79% of Aciturri workers are represented by prevention delegates on the corresponding Health and Safety Committees (the rest are companies or centres where the workers have not appointed a prevention delegate). Nevertheless, the entire workforce has the possibility of liaising with the Occupational Risk Prevention (ORP) department through the dedicated email account, by filling in a form or contacting the plant's ORP representative.

The company uses the DELTA system to report the accident rate to the labour authority.

Injury rates across all plants is lower than the sector average.

**Preventing any risks to employees and anyone related to the business or the company's products, from the perspective of continuous improvement.**







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## Injuries by type with sick leave Aciturri 2017



### PHYSICAL OVEREXERTION

Of the musculoskeletal system

35  
people



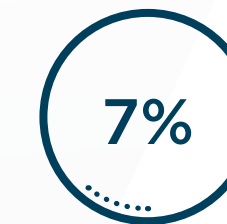
### COLLISIONS, CUTS, BLOWS AND ENTRAPMENTS

18  
people



### FALLS FROM THE SAME OR DIFFERENT LEVELS

6  
people



### CONTACT WITH SUBSTANCES

5  
people



### HEAT/OTHER CONTACT

3  
people



### AIRBORNE FRAGMENTS OR PARTICLES

1  
person



### OTHERS

1  
person





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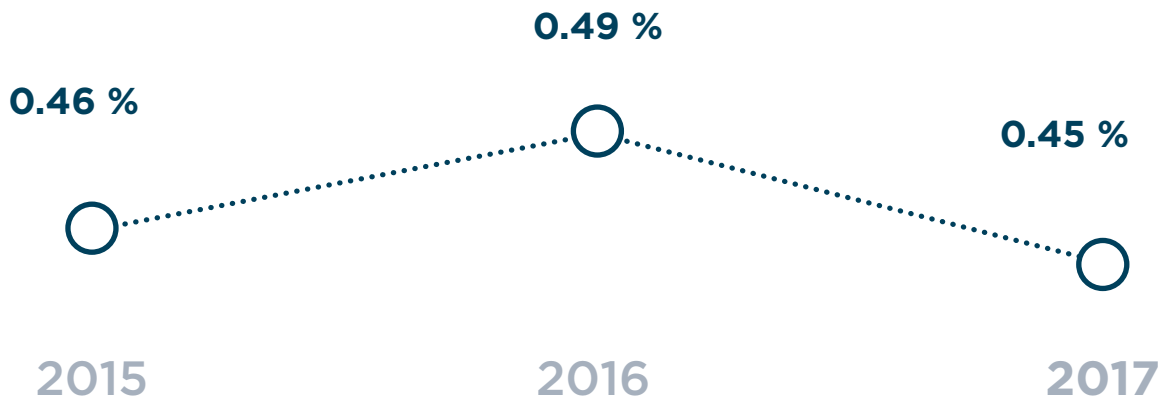
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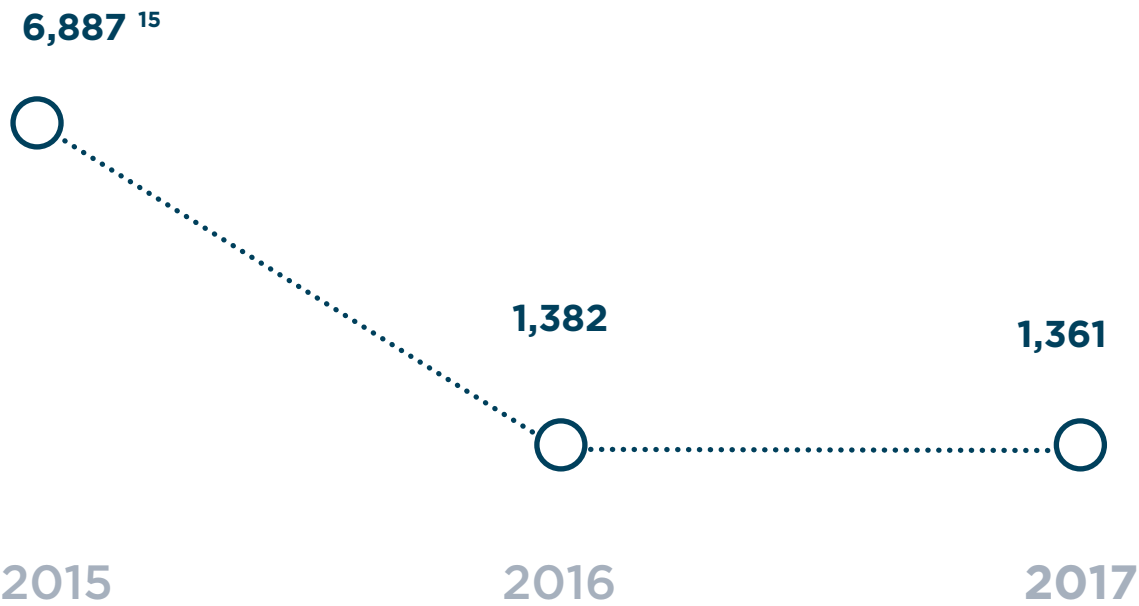
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	2015			2016			2017		
	TOTAL	♀	♂	TOTAL	♀	♂	TOTAL	♀	♂
RATE OF WORK-RELATED INJURIES WITH SICK LEAVE	4.58	4.30	4.66	5.45	2.64	6.17	4.88	3.91	5.11
RATE OF OCCUPATIONAL DISEASE WITH SICK LEAVE	0.17	0	0.22	0.38	0	0.48	0	0	0
DEATHS	1	0	1 <sup>13</sup>	0	0	0	0	0	0

ABSENTEEISM<sup>14</sup>



DAYS LOST TO INJURIES



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<sup>13</sup> This was a death caused by a heart attack not linked to working conditions (all work-related injuries occurring during working hours and at the workplace are considered work-related injuries according to the regulations).

<sup>14</sup> Absenteeism is only classed as work-related injuries or occupational diseases. Other causes are not counted.

<sup>15</sup> 6,000 days lost to one fatality due to a heart attack as already mentioned.



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100% of the work centres met OHSAS requirements in 2017 as demonstrated by achieving the relevant certifications. The aim is to reduce labour accidents and to encourage a culture of preventing the risks linked to each job.

The entire workforce receives training on how to perform their duties safely and use the company's material and equipment responsibly. Supervisors promote occupational risk prevention training for their teams.

There are two significant hygiene risks and one ergonomic risk in terms of occupational disease.

Hygienic risks are associated with the use, in all sectors, of carcinogenic compounds such as strontium chromate and acetone-based compounds. Exhaustive technical and labour inspections are performed and working conditions are monitored with a zero-tolerance policy of contraventions. Over the last few years the presence of strontium chromate has been significantly reduced, and completely eradicated from Tres Cantos and Boecillo. The use of acetone-based substances has been greatly reduced (at least for 150 employees in the Ayuelas and Boecillo plants) thanks to customers agreeing to the use of other products.

Movement disorders caused by repetitive movements is another area that could lead to occupational disease. In addition to the ergonomic measures already in place in the Seville plant, a complex needs analysis programme for ergonomics, heating, stretches and physiotherapy appointments has been set up. There are plans to extend this programme to the Boecillo plant in 2018.

**In addition to the ergonomic measures already in place in the Seville plant, a complex needs analysis programme for ergonomics, heating, stretches and physiotherapy appointments has been set up.**





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## Internal Communication

A new internal communication tool was put in place in 2017 which, through its web platform and mobile app, allows real connection with 100% of the workforce.

This is a very significant step forward which enables two-way communication with all members of the company including operations staff who do not have a company email address.

All employees can now use their profile on any computer, tablet or smartphone to access information and communicate.

**A new app allows all our employees to access information and communicate on their personal profile using any computer, tablet or smartphone.**







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## Other Initiatives

The company encourages a working environment that is compatible with personal development. Thus, it promotes various initiatives over and above those related to a person's job and performance of their work duties.

### Movember

At the suggestion of the workforce, the company participates in the awareness-raising campaign for masculine cancer, organised by the Movember Foundation.

Aciturri men and women joined in by sharing photos of their real or fake beards and by making donations to fund research projects.

Traditionally, the company doubles the amount raised by employees. Since the company joined the initiative in 2016, it has raised more than € 4,000 in total.

### Christmas Celebrations

Every year in December, Aciturri brings together all its employees in each work centre.

The aim of the meeting is to share with the workforce the expected results for the year and explain the next year's goals. The plant manager and at least one member of the Steering Committee participate in these meetings, (the CEO participates in almost all of them).

In 2017, four such meetings were held in which all of the Steering Committee and over half of the workforce participated.

### Children's Drawing Competition

Every year the company holds a drawing competition for the children of the employees.

The winning drawings are used for the Christmas cards Aciturri sends to its employees, customers, suppliers and organizations.

In 2017 there were more than 120 entries. All those who entered received a gift as a token of appreciation for their drawing.





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# R&D

Aciturri's R&D activities focus on the design and development of new **products, processes and manufacturing technologies.**





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The only way to make progress with guarantees of long-term sustainable success is to make it an active ingredient in industrial innovation.

With this in mind Aciturri's has an intense programme of R&D activities to define new products, processes and manufacturing technologies. Aciturri works independently and together with customers, suppliers, universities, technological centres and research organizations on research and technological alignment programmes.

## R&D Initiatives

Programmes that are both collaborative and independent to make Aciturri more competitive and improve the sector.

### SLS Aero Project

The SLS Aero Research Project developed in collaboration with the Prodintec Foundation concluded in 2017. The project began in 2015 with a budget of €200,000 granted by the Government of the Principality of Asturias through the Institute for Economic Development (IDEPA) as part of the Science, Technology and Innovation Plan (PCTI) and co-financed by the European Union (EU) through the European Regional Development Fund (ERDF). The aim of the project was to permit the application of additive manufacturing (AM) in the aeronautical industry through the production of a series of flight parts and tooling.

The project analysed the level of homogeneity, repeatability and reuse of materials in additive technology, identified the most

#### R&D INITIATIVES

#### R&D INVESTMENT

appropriate variables for the laser sintering process, analysed the finishing level and the dimensional tolerance, and identified from the families of metal alloys previously identified as the most appropriate, the appropriate materials for the aeronautical sector.

### Virtual and Augmented Reality Project to optimise the industrial process

At the end of 2017 the Government of the Principality of Asturias through IDEPA, as part of the PCTI, awarded Aciturri an innovation project in collaboration with the company PixelsHub SL. The project is to investigate optimising the industrial process through the training of assembly workers in virtual and augmented reality systems. Co-financed by the EU through ERDF, the project has a budget of over € 60,000. Its aim is to develop a virtual environment for the assembly and/or maintenance of industrial engines, for internal or client use. To do this, low cost reality devices (Head Mounted Displays) will be used.

**One of the goals is to develop a virtual environment for the assembly and/or maintenance of industrial engines, for internal or client use, by using low cost reality devices “Head Mounted Displays”.**





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### OPTIFLY3D Project

The OPTIFLY3D project was awarded and will be financed by the same bodies as the previous two projects. It has a € 200,000 budget and is being undertaken in collaboration with the Prointec Foundation. The aim of the research project is to integrate adaptive design and topology optimisation with advanced manufacturing technologies for the generation of high-requirement aeronautical components

### POLE Project

In 2017 the POLE Project completed its first year. This was the first phase of Aciturri's two-year Strategic R&D Plan for the engine segment. This project, with a planned investment of € 2 million for R&D activities within the sphere of activity of the Regional Strategy for Smart Specialisation (RIS3), is financed by the Castille and León Innovation, Finance and Business Internationalisation Agency through the European Regional Development Fund (ERDF).

With some very demanding earning targets, the POLE project includes technology development activities exclusively for plane engine production, primarily in two lines:

- Metal products, especially advanced machining, surface technologies and automation processes.
- Procurement for additive manufacturing, evaluating different technologies for each type of product.

### ESTENEA Project

In 2017 the ESTENEA Project moved into phase three "Study of low cost and high rate technologies for composites" financed by the CDTI (Centre for the Development of Industrial Technology) and ERDF (European Regional Development Fund).

During this phase research was conducted into automated solutions for the manufacture of narrow and elbow frames both in the moulding and forming processes. The project has generated complicated injection geometries designed to introduce foam cores in rigid panels with fins. Processes and tools have been developed to speed up the moulding process through the use of heating and refrigeration. With the collaboration of CIDAUT (Foundation for Research and Development in Transport and Energy) mechanical trials have been performed to assess and check the samples that have been produced.

Validation trials for laser surface treatment of composites have achieved good results proving it to be a repeatable and reliable process as compared to the current sanding process.





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## EWIRA Project

The EWIRA (Extended Wing Integration for Regional Aircraft Demonstrator) is a consortium made up of Aciturri Engineering, Aciturri Assembly, Caetano Aeronautic and MTC (The Manufacturing Technology Centre) for innovation activities in various technology lines within the Clean Sky 2 (Horizon 2020).

Within these technology lines is the development of a critical airworthy component, produced through additive manufacturing, as well as the development of new composite materials manufacturing and new assembly processes. This aims to reduce weight, cost and processing times as well as non-recurring costs due to a reduction in assembly tools.

The project continued to progress in 2017 with completion of the detailed design phase for the aileron and spoiler and has moved into the concept design phase for the mid-section and engine mounts. The trials started in 2016 intended to demonstrate the viability of the different technological innovations have continued. Relevant maturity milestones have been hit for some of them including metal fabrication with MQL (Minimum Quantity of Lubricant), new shimming techniques and the jigless concept.

**The development of new composite materials manufacturing and new assembly processes is aimed at achieving weight reductions, and reductions in costs and process times, as well as non-recurring costs thanks to the reduction of assembly tools.**





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## R&D INITIATIVES

## R&D INVESTMENT

### RETOS Project

As part of the national R&D programme aimed at the challenges of society, Aciturri is participating in the “Collaborative Challenge” program, with a project to reduce the cost of manufacturing a new leading edge concept through the RTM technique.

To do this, heating and refrigeration techniques have been applied to the moulding and injecting tools to optimise processing times to fit in with the required manufacturing cycle.

In 2017 the development, definition and validation of these concepts took place. This involved trials and concluded with the manufacture of the necessary tools to make the detail part. CIDAUT collaborated on different phases of the project.

### HLFC Project

Aciturri is participating together with Airbus in the HLFC LE (Hybrid Laminar Flow Control Leading Edge) project, the aim of which is to delay chipping of the boundary layer of the leading edge of the A350 VTP stabiliser. This will reduce aerodynamic resistance and therefore fuel consumption which in turn will reduce the aircraft’s operating costs and environmental impact.

During 2017 the requirements that the component must comply with were collected, especially with regard to variation in pressure on the leading edge. The necessary tests were performed to demonstrate the system’s viability. The component’s architecture was defined, including its constituent subcomponents, taking into account available technologies and technologies that could be developed to address these needs. Once the architecture, technologies and materials to be

used had been determined the flight demonstrator was launched to check the system worked. All the concept and detailed design activities have been performed for the demonstrator, as well as various manufacturability tests prior to launching manufacture of the necessary tools.

### COMMUNION Project

Under the European Framework Programme for Research and Innovation, Horizon 2020, Aciturri is participating in the COMMUNION project, part of Factories of the Future (FoF). The project aims to reduce consumption of metallic material through the use of composite reinforcements in titanium parts.

In 2017 development continued for activities relating to the preparation of the metallic surface through laser texturing and joining the Ti/CRFP (carbon fibre) materials.

### SYMBIO-TIC Project

Similarly, Aciturri participates in the SYMBIO-TIC project which is also part of Factories of the Future (FoF). The aim of the project is to develop working environments that allow people to work with robots in order to increase the competitiveness of the aeronautical industry.

2017 also saw the design and manufacture of the flexible cell for the assembly of Ties and BUAs (Back-Up Angles) for ribs in the A350 VTP programme. The first tests have been conducted.





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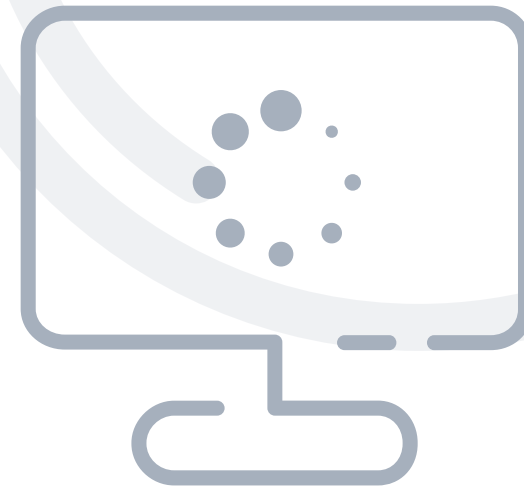
## R&D Investment

### Research

€ **4.14** millions

### New product development

€ **9.2** millions



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# Environmental management

Aciturri is aware of the importance of **limiting the use of natural resources** in the aerospace sector. It is also aware of the environmental impact of its activities and its products.





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## Environmental management

Aciturri is aware of the importance of limiting the use of natural resources in the aerospace sector. It is also aware of the environmental impact of its activities and its products. Aciturri therefore **considers it a priority to guarantee the sustainable use of natural resources and exhaustive monitoring of its production processes, thereby limiting their environmental impact.**

Based on regulation UNE-EN-ISO 14001, the environmental management system is the tool that enables Aciturri to comply with its environmental commitments.

The company carries out an environmental impact and risk assessment, and designs and applies mitigation plans when the identified impact or risk is considered unacceptable. The exercise is performed in accordance with the procedure for operational monitoring of environmental aspects.

In accordance with its **Environmental Policy** the company is committed to not only complying with current environmental legislation but also to working with the authorities to establish actions to minimise the effects of harmful incidents which impact the environment.

The company has not received any fines or sanctions for failing to comply with environmental laws or regulations. However, noise at the Boecillo plant has gone over the legally established level. To address this an action plan has been drawn up which was partially implemented in 2017 and will be fully implemented in 2018 and 2019. Measures already implemented include modifying the exit tubing on

one of the autoclaves, installing a silencer in one of the vacuum pumps and substituting one of the other pumps for a different model with lower noise levels.

The company is also aware that it does not have a waste permit for the Alcalá de Guadaira facilities and is actively working with the local authorities to adopt the necessary measures to rectify this situation.

**The company carries out an environmental impact and risk assessment, and designs and applies mitigation plans when the identified impact or risk is considered unacceptable.**

**The exercise is performed in accordance with the procedure for operational monitoring of environmental aspects.**





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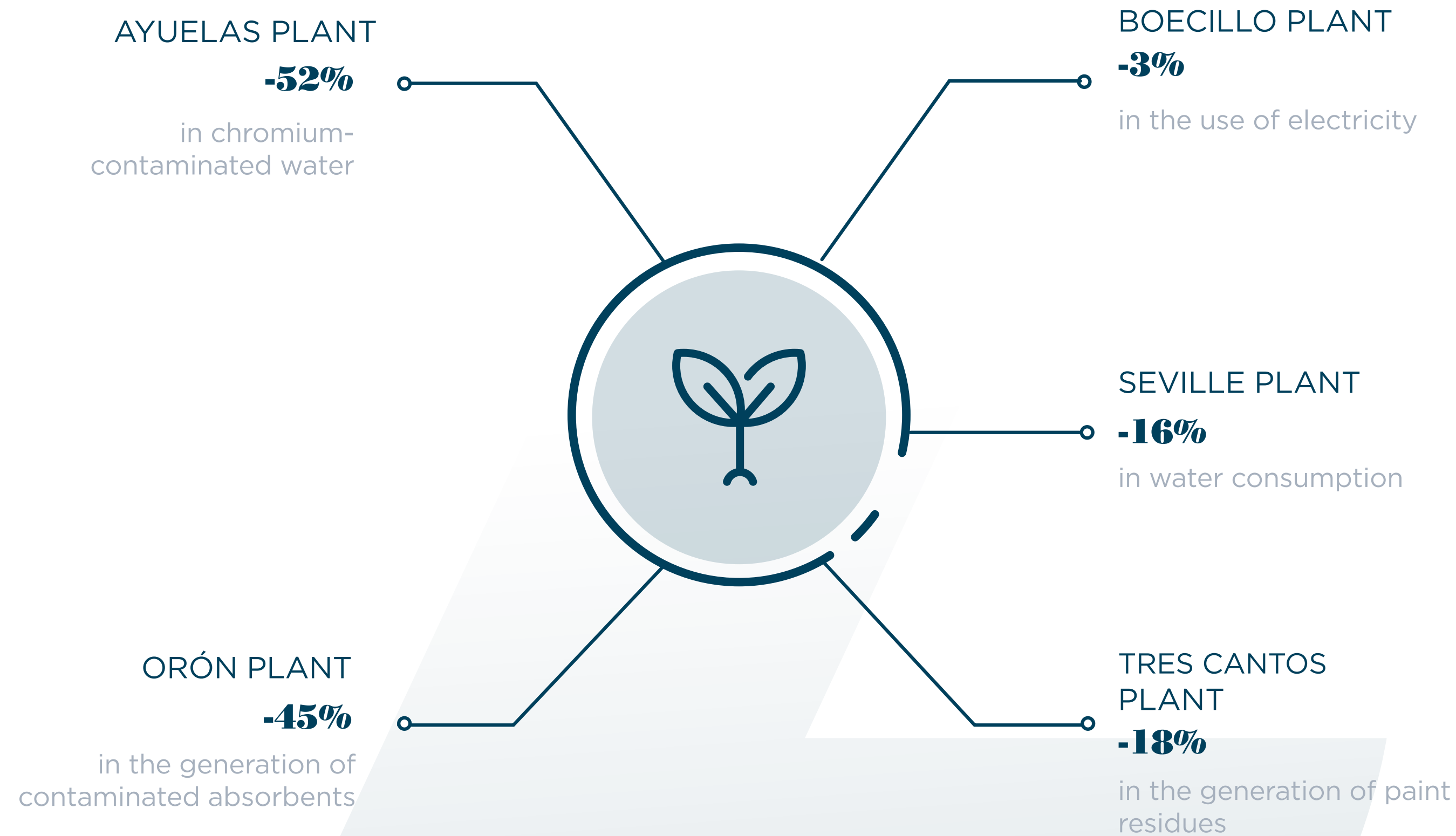
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## Main environmental achievements in 2017 \*



\* The reduction percentages refer to the ratio calculated using each plant's invoices.





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MAIN ACHIEVEMENTS

ENERGY CONSUMPTION

ELECTRICITY  
CONSUMPTION

USE OF RESOURCES  
AND MATERIALS

CARBON FOOTPRINT

WATER CONSUMPTION  
AND WASTE

WASTE

## Energy Consumption

Minimising the use of energy not only reduces the environmental impact of the company's activities but also contributes to the business's economic sustainability.

In 2017 Aciturri put in place certain initiatives which have helped reduce energy consumption. For example, a consumption analysis, replacement of traditional light bulbs with low energy (LED) ones, variable speed drives in engines, better control and regulation of teams, and optimisation of the heating and air conditioning systems as well as raising awareness through the Handbook of Good Environmental Practices. Despite this specific data on the savings made is not available.

An audit of energy efficiency has also been conducted which has resulted in additional improvements being identified which will lead to a more efficient use of energy sources.

The company has set targets for reducing electricity use by 2 to 10% across all of the company's production plants in 2018. This will be achieved by replacing traditional light bulbs with low energy ones (LED), raising awareness and training the workforce, and by implementing some of the other results from the energy audit undertaken in 2017.

### ENERGY CONSUMPTION <sup>16</sup>

2015

2016

2017

#### ELECTRICITY (KWH)

20,798,846

24,814,900

**29,019,057**

#### GAS (KWH)

7,400,580

8,522,785

**10,274,062**

#### DIESEL (L)

94,043

80,059

**223,404**

#### TOTAL (GJ) <sup>17</sup>

104,882.42

122,879.86

**149,447.72 <sup>18</sup>**

#### ENERGY INTENSITY RATIO (GJ/K€) <sup>19</sup>

0.47

0.45

**0.49**

<sup>16</sup> 13.8% of the electricity used comes from renewable sources according to information provided by the supplier. The remainder is from non-renewable sources.

<sup>17</sup> The conversion factors used are 1 kWh = 0.0036 GJ, diesel density = 832 kg/m<sup>3</sup>, LHV diesel = 43 GJ/t

<sup>18</sup> The increase in energy consumption is due to an increase in the organization's activities.

<sup>19</sup> The ratio is calculated from the total amount of energy used in the organization as a proportion of how much the company is invoiced.





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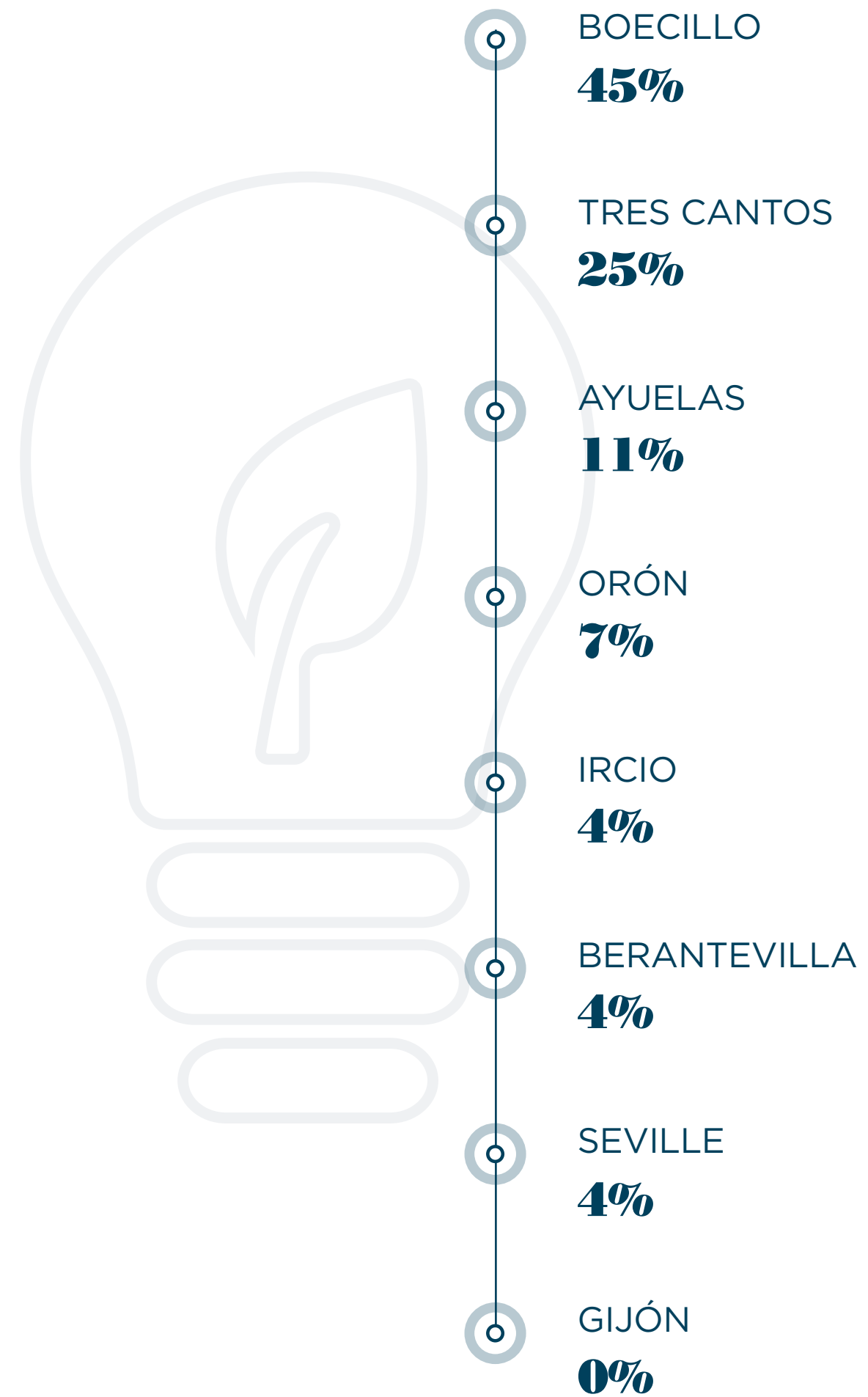
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# Electricity consumption






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# Use of resources and materials

Efficiency determines the consumption of resources and materials with the result that only the amounts that are strictly necessary are used. Processes are exhaustively monitored to minimise the environmental impact of the use of raw and auxiliary materials.

Special attention is paid to those materials with the greatest environmental impact such as paints, solvents and other high consumption components.

Responsible use of resources together with exhaustive monitoring of processes minimises the environmental impact of the use of raw and auxiliary materials.

RAW MATERIALS AND PACKAGING	2015	2016	2017
STEEL (KG)	25,764	81,894	76,741
STAINLESS STEEL (KG)	29,089	17,083	52,052
ALUMINIUM (KG)	356,456	1,776,802	879,955
TITANIUM (KG)	51,476	106,416	82,904
PREPREG (M²)	652,856	824,524	1,027,742
PRE-IMPREGNATED CARBON FIBRE (M²)	396,901	471,943	471,000
INCONEL (KG)	--	--	5,510
CUTTING OIL (KG)	6,000	6,400	8,406
SOLUBLE OIL LUBRICANT (KG)	26,260	16,150	16,998
CARDBOARD (KG)	14,335	19,094	20,437
WOOD (KG)	404,165	84,113	62,395
PLASTIC (KG)	174,517	269,611	153,502





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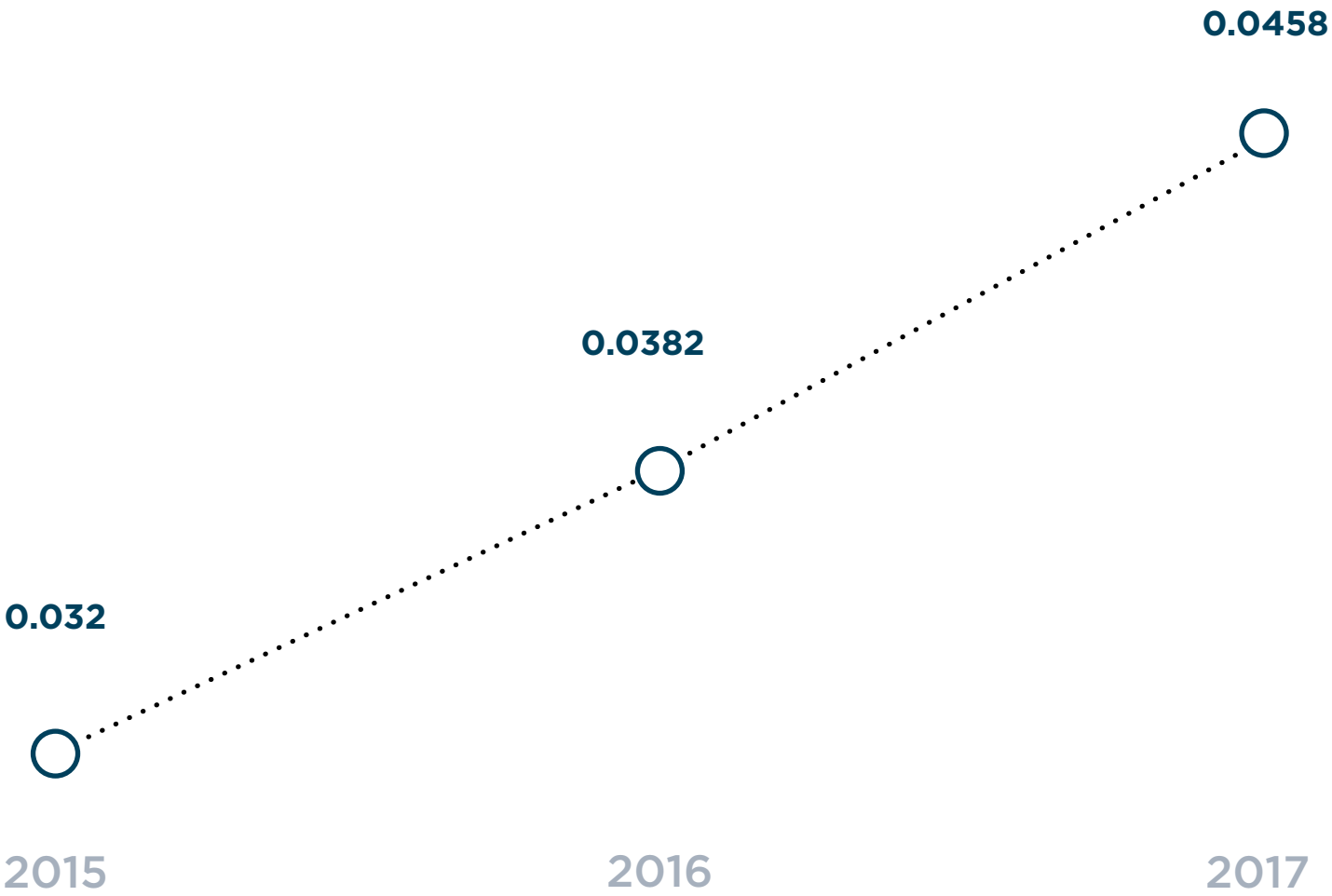
# Carbon footprint and other air emissions

To the greatest extent possible, Aciturri plays an active role in the fight against climate change by moving towards a more environmentally sustainable model. Accordingly calculating the carbon footprint quantifies the company’s global impact in terms of greenhouse gases.

CARBON FOOTPRINT <sup>20</sup>	2015	2016	2017
SCOPE 1 (tCO <sub>2</sub> EQ)	1,765	1,951	2,731
SCOPE 2 (tCO <sub>2</sub> EQ)	5,329	8,437	11,189
TOTAL (tCO <sub>2</sub> EQ)	7,094	10,388	13,920

<sup>20</sup> The carbon footprint is calculated using the calculator and the emission factors provided by the Ministry of Agriculture, Fisheries, Food and the Environment. Considered as activity factors are the consumption of fossil fuels (scope 1) and of electricity (scope 2) All of Aciturri’s plants are included in the calculations

**Total (tCO<sub>2</sub>eq/k€ net sales)**







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Aciturri has a specific Environmental Management Plan (EMP) to reduce its carbon footprint for each of its work centres which establish measurable goals.

Furthermore, parts and components are designed so as to reduce the final weight of the aircraft, thereby decreasing fuel consumption and in turn its carbon footprint.

Other significant emissions associated with Aciturri's activities are those involving volatile organic compounds (VOCs), notably at the Alcalá de Guadaira, Ayuelas, Boecillo and Tres Cantos plants. This is managed pursuant to Royal Decree 117/2003 which sets limits for volatile organic compounds arising from the use of solvents in certain activities.

In 2017 there was full compliance with the established legal limit.

One of the targets for 2018 is to reduce the use of organic solvents and gradually replace solvent-based paints with water-based paints thereby minimising air emissions from volatile organic compounds.

## VOC EMISSIONS

### TITLE 5 AND TITLE 8 (KG)

2015

2016

2017

9,259

6,188

10,420

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## Water Consumption and Waste

Water is a scarce and vital resource which is why it is so important to use it responsibly.

All of the water used in the various Aciturri plants comes from the local authority's sanitation system with the exception of the Ayuelas plant which has a well. All of the water is returned in the form of waste to the sanitation system in compliance with the established legal limits.

Water is not reused. There is no evidence that any bodies of water or habitats are significantly affected by Aciturri's activities.

In 2017 there were no significant spills.

WATER AND WASTE	2015	2016	2017
WATER CONSUMED (M <sup>3</sup> )	60,263	57,276	70,052
WASTE WATER (M <sup>3</sup> ) <sup>21</sup>	60,188	57,191	69,985

<sup>21</sup> Figures derived from estimates based on consumption as there is no waste water metre.





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## Waste

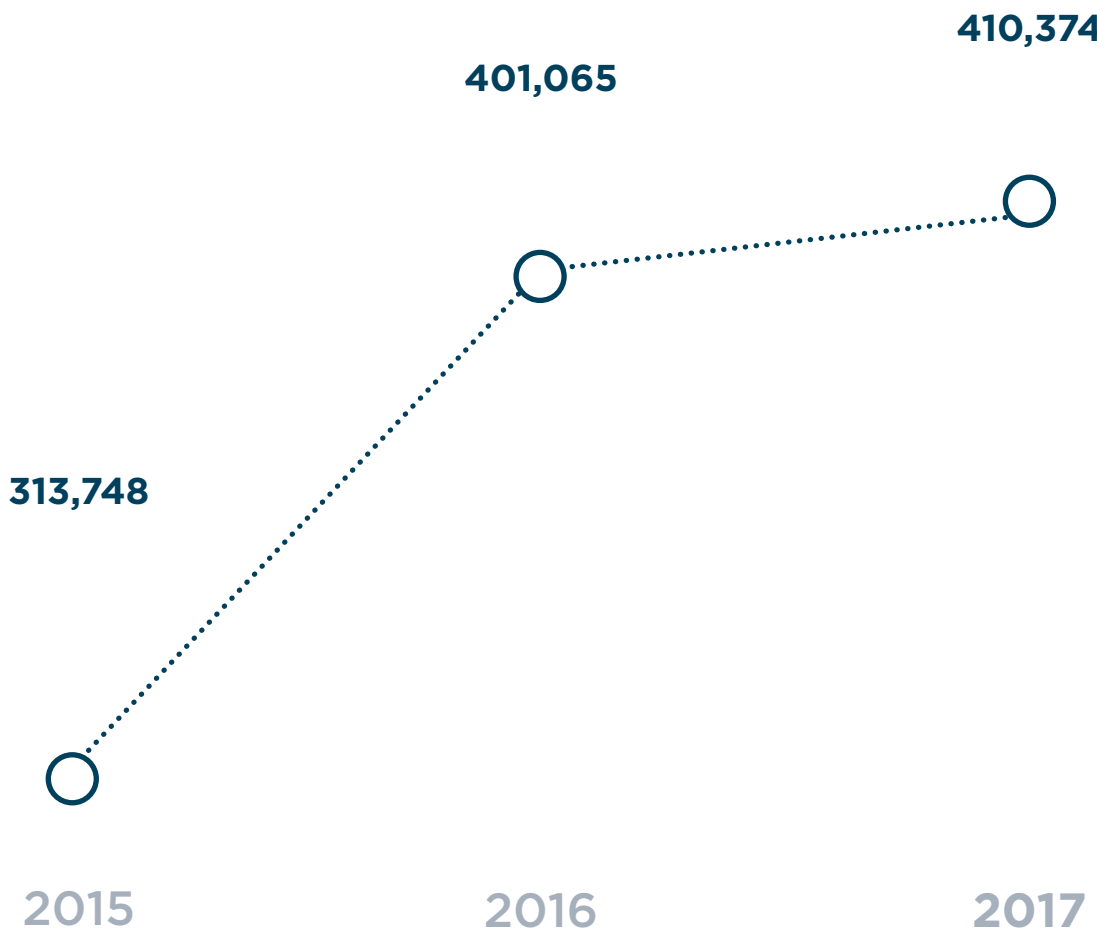
The Aciturri plants generate waste as a result of their activities. The waste is separated by type and handed over to the authorised management service which is responsible for ensuring adequate and appropriate treatment.

Aciturri encourages waste not to be sent to landfill by reusing it, recycling it and realising its value. Waste is always treated so as to reduce as far as possible its environmental impact.

### HAZARDOUS WASTE SENT TO LANDFILL (KG)

	2015	2016	2017
CONTAMINATED ABSORBENTS	17,079	24,023	23,627
ADHESIVES AND SEALANTS	1,569	1,809	806
EMPTY AEROSOLS	0	12	0
CHROMIUM-CONTAMINATED WATER	47,875	84,924	44,101
PAINT BOOTH FILTERS	687	763	939
LIQUID FIXER	76	387	416
LIQUID DEVELOPER	469	404	355
AQUEOUS LIQUIDS	0	0	22,750
MACHINING SLUDGES	4,145	3,841	4,455
PAINT BOOTH DUST	0	0	0
OUT OF DATE CHEMICALS	1,827	1,505	3,433
HYDROCARBON WASTE	0	0	0
LABORATORY WASTE	0	0	12
RESIN	1,430	771	713
INDUSTRIAL XR	0	0	0
SOLUBLE OIL LUBRICANT	118,439	129,303	121,329
WASTE CAKES	15,828	29,159	22,765

### TOTAL EVOLUTION (KG)





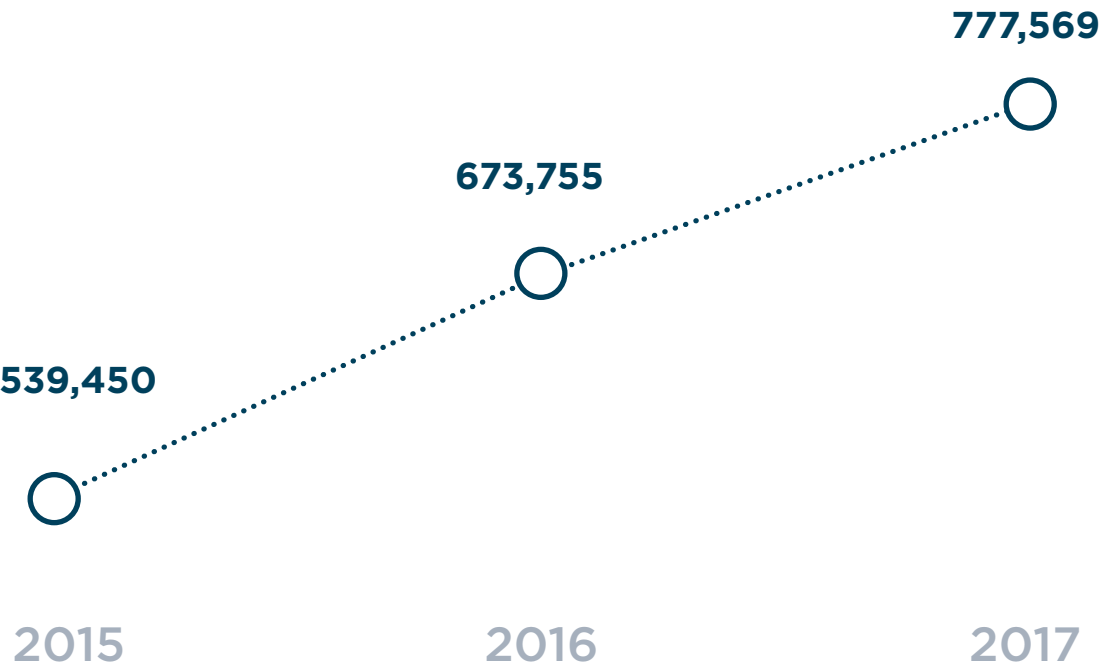
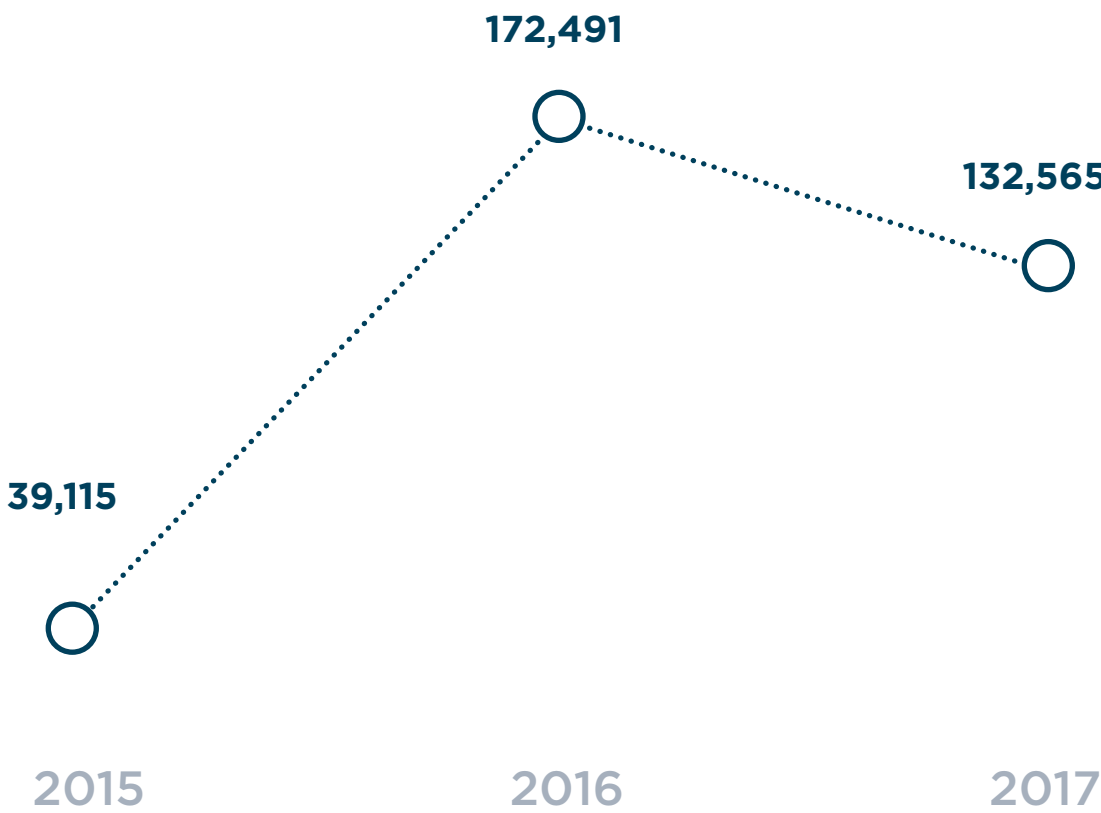


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HAZARDOUS RECOVERABLE WASTE (KG)	2015	2016	2017
NON-CHLORINATED HYDRAULIC OILS	3,277	3,517	735
NON-HALOGENATED SOLVENT	1,710	3,980	8,745
CONTAMINATED METALLIC CONTAINERS	8,438	7,962	9,578
CONTAMINATED PLASTIC CONTAINERS	3,472	5,264	6,254
ELECTRICAL AND ELECTRONIC EQUIPMENT	71		46
OIL FILTERS	5,558	3,842	6,126
FLUORESCENTS	49	179	80
SALT WATER AND ALKALINE BATTERIES	0	0	0
PAINT RESIDUES	10,724	9,151	10,744
PREPREG RESIDUES	110,219	134,260	167,155

NON-HAZARDOUS WASTE SENT TO LANDFILL (KG)			
SAND BLASTING	0	2,900	2,200
FLOW CLEANING WASTE	24,000	39,000	63,000
INERT WASTE (ASSIMILABLE TO URBAN WASTE)	515,457	631,855	716,350

TOTAL EVOLUTION (KG)







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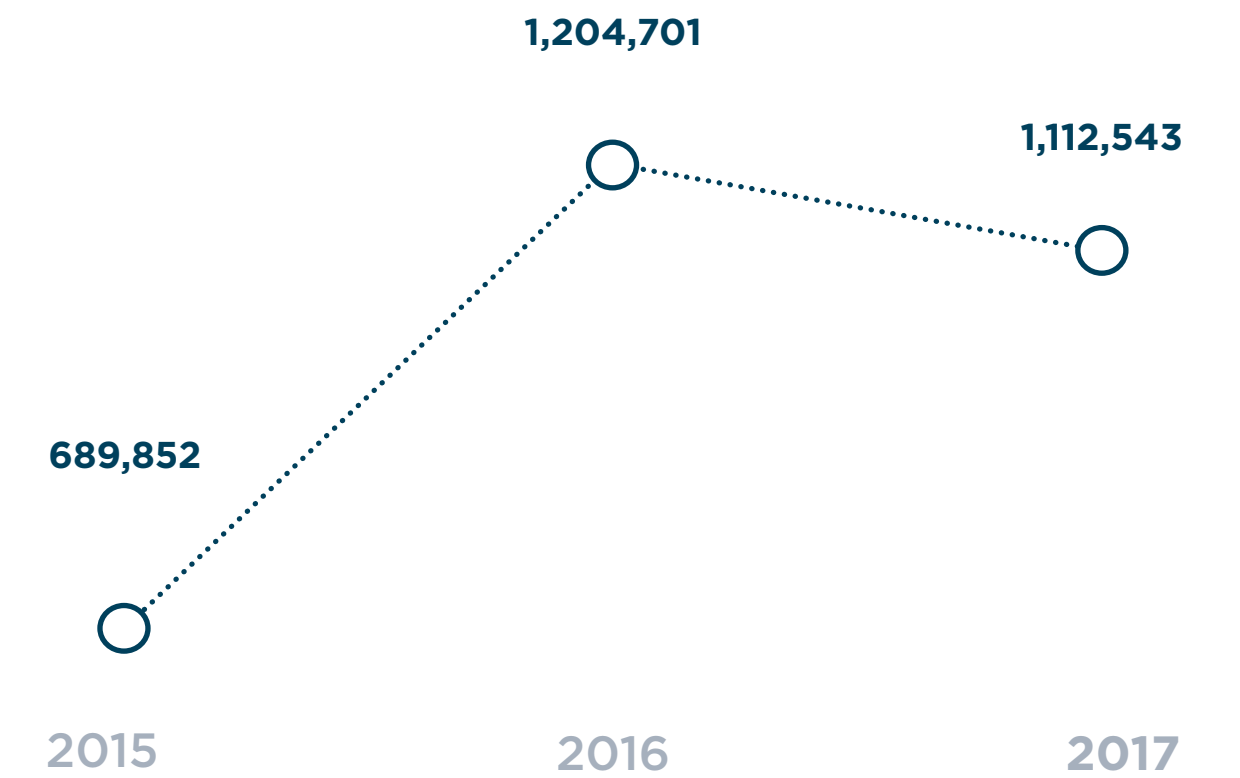
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**NON-HAZARDOUS RECOVERABLE WASTE (KG)**

	2015	2016	2017
ALUMINIUM BRIQUETTES	208,985	322,558	400,515
TITANIUM BRIQUETTES	0	12,124	11,883
SCRAP METAL	16,438	6,140	10,824
WOOD	113,897	216,648	190,261
PAPER AND CARDBOARD	85,527	105,814	92,596
PLASTIC	29,820	34,752	28,440
TONER	0	379	100
SHAVINGS	235,185	506,286	355,050
INCONEL SHAVINGS	0	0	594
TITANIUM SHAVINGS	0	0	2,553

**TOTAL EVOLUTION (KG)**



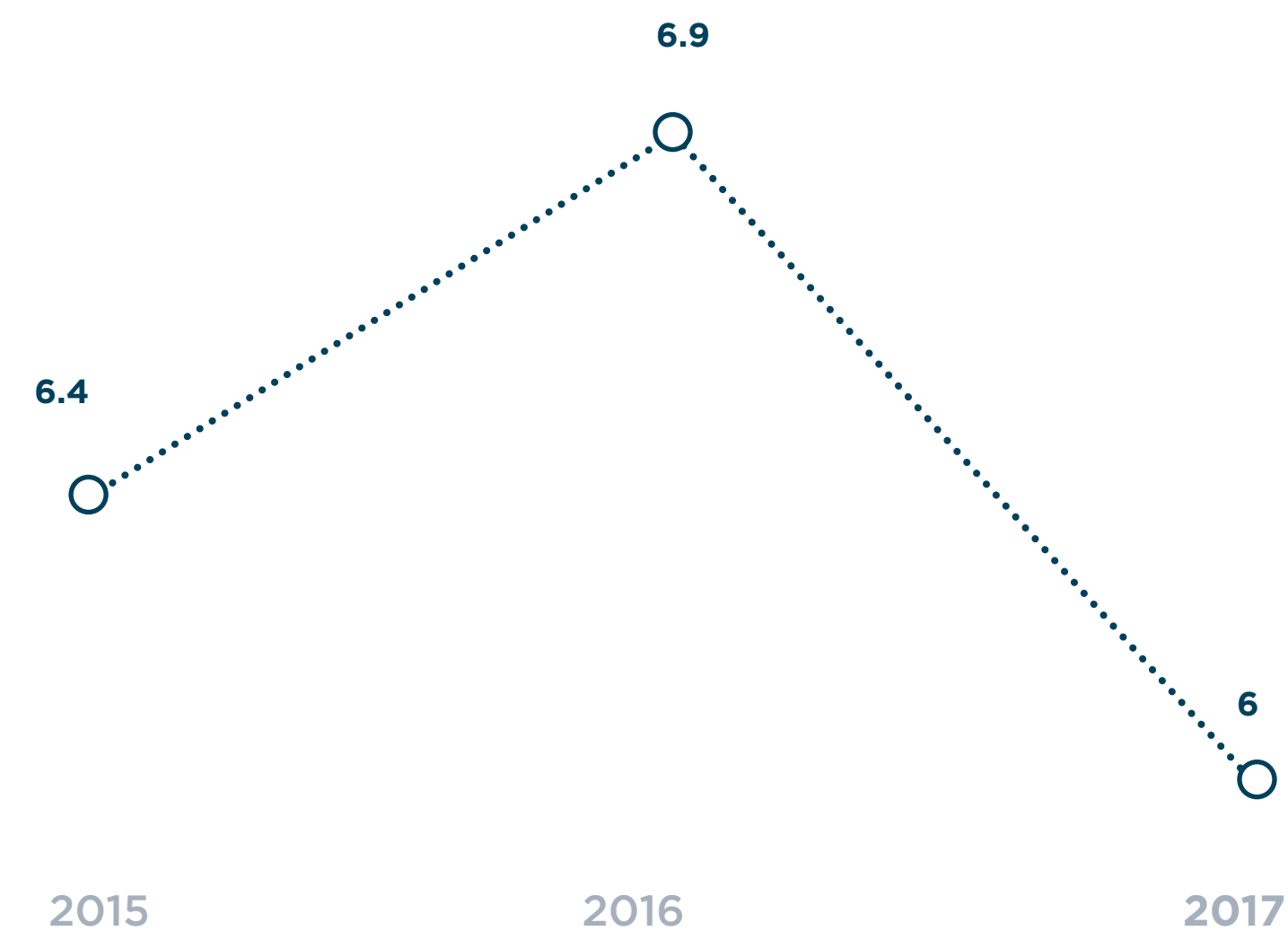




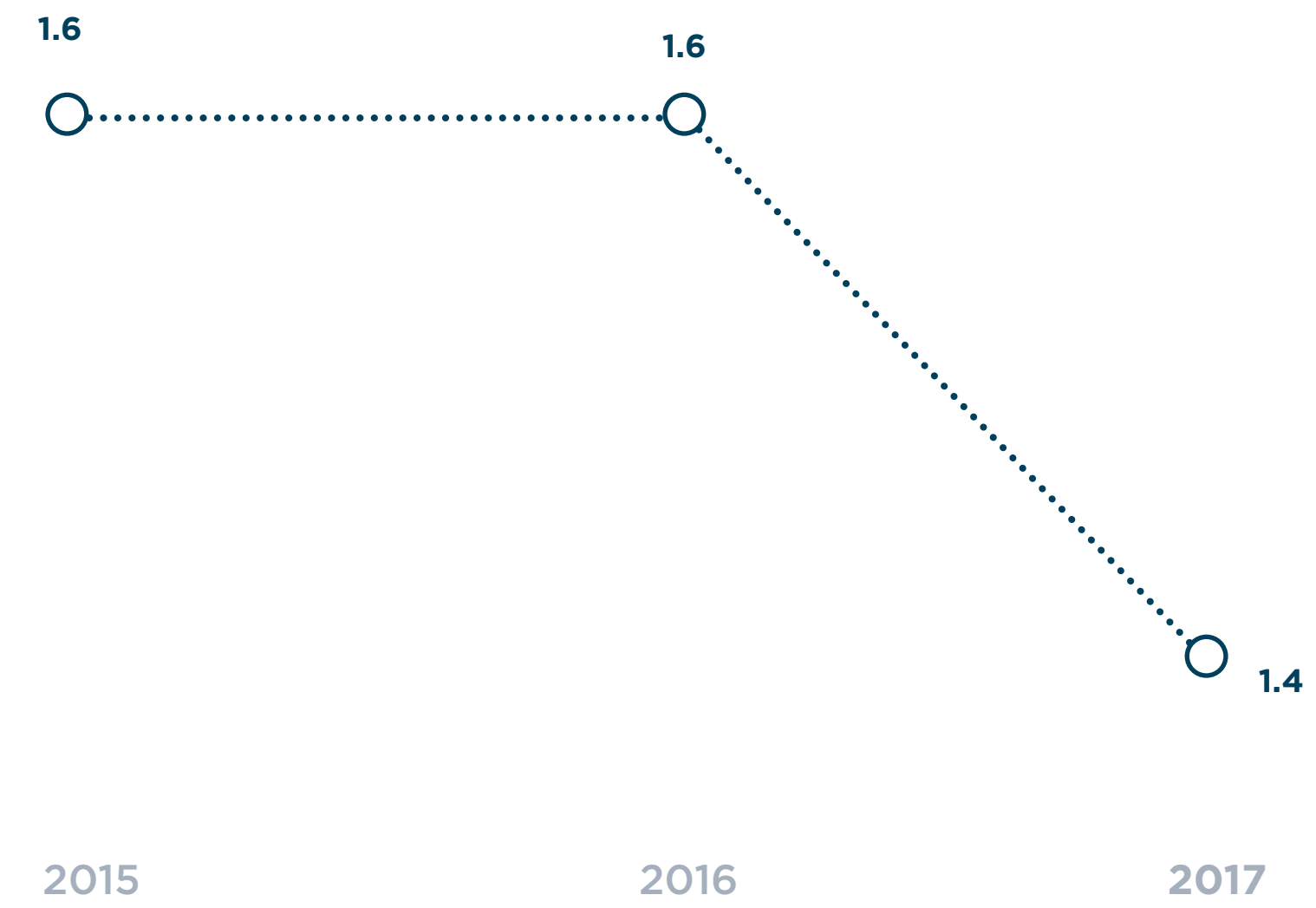
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Targets to reduce waste have been set for 2018, primarily based on the search for new treatment methods such as the reuse of leftover carbon fibre in non-aeronautical applications. Aciturri has also looked into less aggressive cleaning solvents to minimise their environmental impact and the waste generated.

### Non-hazardous waste, kg / Net sales (k€)



### Hazardous waste, kg / Net sales (k€)







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# 2017 Milestones

Corporate areas working for the  
**sustainable growth** of Aciturri.





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# Corporate Services

## Technical Services

Over the course of the year, Technical Services has piloted the construction of the Ircio (Miranda de Ebro) facility for Aciturri Aeroengines. The complex nature of the project, which began in 2016, has been added to by the challenge of meeting the commitments made to customers. Accordingly the plant has had to begin partial operations with certain teams and processes. The rest of the project is being worked on in parallel until it is fully operational in November with all of its auxiliary facilities and main services up and running.

The evolution of the engine business has also made it necessary to include in the Orón (Miranda de Ebro) work centre various machining centres and the corresponding infrastructure such as wire cutting EDM and graphite electrode EDM machining. The increase in Aeroengines' capacity has been completed with the installation at Tres Cantos of an RTM (Resin Transfer Moulding) press and a resin injector for the manufacturing of aeroengines components in composites.

With regard to aerostructures metallic manufacturing, the Ayuelas (Miranda de Ebro) plant has two new 5-axis machining centres for aluminium and titanium parts as well as a new facility with a vacuum system specifically for adjusting parts and two new automatic warehouses.

At the Boecillo (Valladolid) plant, the service has finished the installation and setting up of the fifth ATL and has addressed extending the final processes and painting area with a total surface area of 5,175 sqm.

The increase in delivery of composite components from the Tres Cantos (Madrid) centre has required the acquisition and commissioning of new equipments for modelling processes, laser projectors for manufacturing processes such as the A320 Dorsal Fin and new automatic warehouses.

Similarly, in both Tres Cantos and Boecillo, the process to substitute traditional lighting for LED technology has begun. This has noticeably improved the level of illumination and significantly reduced electricity consumption. In 2018 the process will be extended to the remaining plants.







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Quality

In 2017 as part of the Quality Control System, the team developed brand new top-level procedures. They have adapted the Quality System to the latest versions of the key certification regulations such as EN9100 from 2016 and PECAL 2110 Ed. 4. They have also successfully completed the necessary training, assessments and audits to work with new engine and technology manufacturers. This has mainly been in the Aeroengines Division for customers such as General Electric and Rolls Royce. Likewise the team has dealt with new certifications for processes and persons associated with the implementation of new facilities and processes, for example, non-destructive testing on dye penetrant inspection and x-rays.

Aciturri Aerostructures has rolled out the requirements for DPD (Digital Product Definition) for certification for its customers Boeing and GKN-Fokker.

Globally, the Quality department has actively participated in rolling out continuous improvement projects in line with a new corporate identification and implantation methodology. It has looked in greater depth at the prevention and early detection of problems in the development of the management system and APQP (Advanced Product Quality Planning) tools in all areas of the business and the supply chain.

The Quality department is also responsible for ensuring that all obligations emanating from contracts and existing certifications<sup>22</sup> are fulfilled. This covers not only ISO, EN and other types of certification obligations but also those specific to customers, and to the civil aviation

and defence authorities. These certifications require strict compliance with current regulations and legislation including traceability of every single product not just in terms of the materials used but also the people that worked on manufacturing and assembling it and certifications for the supporting processes. The use and ease of maintenance of these is determined by reviews of the design, first articles and tests of the official certifications.

These are important issues for customers, the aeronautical civil and military authorities, subcontractors, service companies that operate in the company’s facilities and the company’s own employees according to the context matrix and interested parties for each area.

Adequate management ensures response times adapted to customer needs and regulatory changes that may arise and monitoring of subcontractors.

All products placed on the market by Aciturri are monitored and assessed to ensure compliance with contractual requirements, rules relating to applicable certificates and current legal regulations. Similarly all products undergo safety assessments which are fundamental to the sector.

<sup>22</sup> Aciturri has the following certifications: EASA 145, EASA21G, EN9100, EN9110, ISO 14001, ISO 17025, ISO 9001, NADCAP Processes, PECAL 2110, PECAL 2310.



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## Lean management

Aciturri applies its own methodology which is based on the Lean model, focussed on achieving its strategic goals and completing the global business plan. This relies on the development of improvement projects across all of its production plants.

In 2017 several relevant goals have been achieved such as the inclusion of this system in the Aeroengines work centres and the launch of a two-year programme to involve the entire workforce in the process of continuous improvement which is one of the basic pillars of Aciturri's cost reduction and quality improvement strategy. To do this more than 120 natural teams have been created who review their performance on a daily basis and propose and implement improvements in their area of responsibility.

Throughout the year, the Lean team has spearheaded a review of the multi-disciplinary teams' work dynamics to ensure that projects are performed as quickly as possible and to align them with the company's strategy. These teams have completed more than 75 projects contributing to achieving goals to eliminate waste by improving its flow and quality and thereby ensuring on-time deliveries.

The improvement in the use of automatic teams has also resulted in shorter cycles and improved OEE (Overall Equipment Effectiveness). This reduction has freed up capacity for new programmes without the need to invest in new teams.

With the aim of standardising routines, a Business Intelligence module has been developed. It serves as a basis for gathering, analysing and sharing information in order to dedicate the best resources which were initially used for administrative tasks. The high-quality database is also a significant step towards implementing technology associated with factory 4.0. Routines have also been set up to share best practices across the company.

The definition and maintenance of operating standards, together with a systematic recording of real data, has played a fundamental role in defining the foundations on which to build a solid strategy for continuous improvement to ensure that Aciturri maintains its competitive position in the market.





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## Systems

Throughout the year, the Systems department has given support to various business needs which has guaranteed continuous operations with no stoppages.

The software team has spent the majority of its time modifying SAP systems to fit the company's new two division business structure and integrating Tax Agency systems to comply with VAT IIS (Immediate Information Sharing) regulations.

Likewise, the roll out of Business Intelligence solutions aligned to improving supervisors' decision-making abilities is bringing about cost savings through automation in the preparation of reports.

To facilitate the implementation of 4.0 systems in the production plants, the hardware and communications teams have deployed the necessary infrastructure for system processes (Wi-Fi connection, tablets, teleservice, etc.) which allow suppliers to connect with the auxiliary teams and production plant teams to remotely control maintenance indicators.

The planned implementation in 2018 of the new MRL (Manufacturing Resources Library) and MES (Manufacturing Execution System) has required a technical analysis of the possible solutions and implementation of the necessary infrastructure especially for MES which will be connected to SAP.

More generally, numerous activities have been undertaken to increase security for the data and systems underpinning Aciturri's operations. The video conference system has been updated in all work centres to include an external connection for communication with customers and suppliers.

Finally, having completed the certification work, the roll out of operating system Windows 10 has begun with an aim of guaranteeing security counting on the supplier's support and checking the system's compatibility with the company's other applications.

**The planned implementation in 2018 of the new MRL and MES systems has required a technical analysis of the possible solutions and implementation of the necessary infrastructure, especially for MES, which will be connected to SAP.**





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Legal

In 2017 there were no investigations or judicial actions opened against Aciturri for anti-competitive behaviour or monopolistic practices.

Legal matters are one of the company’s priorities due to the potential impact on the company’s economic results and reputation. As a result, Aciturri has an in-house team supported by external advisers who manage any potential risk that is identified and adopt measures and protocols specific to each case.

Nor have there been any formal complaints concerning breaches of customer privacy. In 2017 there were no client data leaks, thefts or losses.

Nevertheless, in compliance with its client confidentiality obligations and its desire to protect its own confidential information, Aciturri requires a formal confidentiality agreement to be in place with all its suppliers and third parties involved in its operations before they can access any sensitive or confidential information.

In 2017, the company was not subject to any fines or sanctions for failing to comply with social or economic laws or regulations including those related to marketing, advertising, promotion and sponsorship. Exceptions to this are surcharges from dealings with the Tax Agency and third-party customs administration amounting to €133,728.71; two sanctions for an occupational accident in the Tres Cantos headquarters; two serious infringements currently being appealed (€4,092 each) and a minor infringement in Boecillo for not having reported an occupational accident on time (€40).

Aciturri has a **Responsible Advertising Policy**.

Compliance

In 2017 Aciturri has been working on its Corporate Compliance Programme through its Compliance Officer who is responsible for regulatory compliance in all areas of the organization. The ultimate goal is to ensure compliance with all legal obligations but in particular with those for which, as a result of its employees’ actions, the company can be held criminally liable.

A criminal risk report has been drafted which analyses all of Aciturri’s activities which are at risk of corruption (bribery, influence pedalling and individual corruption). Significant risks are identified as those associated with procurement, subcontracting and human resources as they involve direct contracts.

**The ultimate goal is to ensure compliance with all legal obligations but in particular with those for which, as a result of its employees’ actions, the company can be held criminally liable.**

Amongst the measures put in place to limit such risks are the Code of Conduct and Corporate Compliance Policy. Both documents prohibit and sanction any form of corruption. Special attention is paid to relationships between individuals, relationships with the authorities and civil servants, a gift policy, and an obligation to declare any conflicts of interest as and when they arise.



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The Code of Conduct was revised and approved in December 2017. It has been shared and distributed throughout the organization via the intranet and corporate website. Furthermore every member of the governing body (17 individuals) has been individually informed and all partners have undertaken, in writing, to enforce it. It has also been shared with suppliers. A training programme on criminal risks is planned for 2018 aimed at managers and staff at risk (in other words procurement, subcontracting and human resources staff).

The Ethics and Compliance Committee oversees the proper application of these principles and can be consulted to resolve doubts (which can also be addressed to **codigodeconducta@aciturri.com**). A specific Complaints Channel is planned for 2018 that can be used to report any social, environmental or other kind of irregularity.

There is no evidence of any corruption involving Aciturri.

**The implementation of a specific Complaints Channel is planned, which can be used to report any social, environmental or other kind of irregularity.**

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# Local surroundings

Aciturri understands corporate responsibility as a model for sustainable management, committed to the society in which it operates and which continuously improves to meet the needs and expectations of its stakeholders.





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To do this, Aciturri is involved in the development of the communities in which it operates. It engages in dialogue and permanent collaboration with business organizations, knowledge centres, local government and society as a whole.

As a signatory of the Global Compact the company not only takes part in initiatives to encourage entrepreneurship and labour inclusion but also defends human rights.

## Professional Organizations

Aciturri collaborates with various professional organizations to promote the sector, develop strategic plans, training and exchange good practices.

ADDIMAT (Spanish Association of Additive Manufacturing Technologies)

AERCE (Spanish Association of Purchasing, Contracting and Supply Professionals)

Spanish Association of SAP Users

Spanish Association of Time and Method Technicians

Spanish Association of Non-Destructive Testing

Spanish Association for Quality

Management Progress Association

Valladolid Chamber of Commerce

Burgos College of Industrial Engineers

Castilla y León Family Business

Federation of Business Associations (Burgos)

Hélice Foundation (Aerospace Cluster for Andalusia)

HEGAN (Aerospace Cluster for the Basque Country)

MANU-KET (Spanish Technological Platform for Advanced Manufacturing)

MATERPLAT (Advanced Materials and Nanomaterials Spanish Technological Platform)

PAE (Spanish Aerospace Technology Platform)

Spanish Network of HR Directors

Spanish Network for the United Nations Global Compact

Alava Business Association

SPACE (Supply Chain Progress towards Aeronautical Community Excellence)

TEDAE (Spanish Association of Defence, Aeronautics and Space Technology Companies)





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## Knowledge Centres

Aciturri collaborates with various organizations on research projects, labour and non-labour practises, end-of-degree projects and case studies.



AIMEN Technology Centre

CARTIF

CEIP Simón de Colonia

CIDAUT (Foundation for Research and Development in  
Transport and Energy)

CIFP Medina del Campo

CTME (Miranda de Ebro Technology Centre)

ENASA

Business School, Valladolid Chamber of Commerce

FIDAMC (Foundation for the Research, Development and  
Application of Composite Materials)

FP (Vocational Training) Cristo Rey Valladolid







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Foundation Technology Centre  
Juan de la Cierva secondary school  
La Merced secondary school  
Laboral Zamora secondary school  
Profesor Raúl Vázquez secondary school  
San Cosme secondary school  
IK4 Research Alliance  
Industrial Technical Institute  
Juan de Herrera Vocational Training Centre  
MYD (Motivation and Dedication Training Centre)  
PRODINTEC  
TECNALIA Research & Innovation  
TECNUN (School of Engineering, University of Navarra)  
TWI (The Welding Institute, UK)  
UNED (National University of Distance Learning)  
University of Burgos  
University of Cádiz  
University of La Rioja  
University of León  
University of Navarra  
University of Oxford  
University of the Basque Country  
University of Seville  
University of Valladolid





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## Government

Aciturri collaborates on internship programmes, employment schemes and training with public bodies and authorities.



Berantevilla Council

Boecillo Council

Alcalá de Guadaira Council

Tres Cantos Council

Miranda de Ebro Council

ECYL (Job centre for Castille and León)

Government of the Principality of Asturias

Basque Government

Andalusian Regional Government

Castille and León Regional Government

## Social action

**Aciturri understands the impact that its professional activity has on society and the potential of its initiatives on its surroundings.**

It supports charity, sports and health projects which involve employees and encourage corporate activities.

In 2017 donations were made to several organizations to encourage physical exercise and healthy habits, cultural events in local communities and to help associations working with the ill and differently-abled people.



ASBEM (Burgos Multiple Sclerosis Association)

Burgos Downs Syndrome Association

Madrid Downs Syndrome Association

Valladolid Downs Syndrome Association

Ateneo Musical Mirandés

Cáritas

Miranda Handball Club

Mirandés Mountain Club

Miranda Triathlon Club

Spanish Red Cross

PRODIS Foundation (Downs Syndrome)

Foundation for research and integration at the National Hospital for Paraplegics





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## Local Development

**Aciturri tries to generate value and stability in the areas where it operates.**

All of its industrial facilities have remained where they were first set up or joined the business: Miranda de Ebro since 1977, Tres Cantos and Boecillo since 2008 and Alcalá de Guadaira since 2010.

Aciturri also promotes economic activity and jobs creation beyond its own business. For example, the initiatives in Miranda de Ebro.

### — INDUSTRIAL TECHNICAL INSTITUTE FOUNDATION

An Integrated Vocational Training Centre (CIFP) in Miranda de Ebro that provides intermediate and advanced training cycles and training for job offers and applications.

The centre began its journey alongside the Compañía de Jesús which announced its closure in 1999. The closure would have meant that a city with long industrial links would have lost one of its main providers of vocational qualifications for industry and its sole centre of training for the machining branch.

At the time, Ginés Clemente, CEO of Aciturri was Chairman of the local Chamber of Commerce. He launched a Business Foundation to give support to the centre which would involve local businesses including Aciturri. Thanks to this initiative the centre was able to continue offering formal training whilst at the same time encouraging training and business services.

In addition to maintaining and increasing jobs at the centre, the Industrial Technical Institute now sends qualified professionals to local businesses, having become a benchmark for training in the area.





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## ○ — MIRANDA DE EBRO TECHNOLOGY CENTRE (CTME)

The Miranda de Ebro Technology Centre was created in 1992 supported by the non-profit CTME Foundation.

40 businesses from the local area make up the foundation which is privately run. Ginés Clemente, Chief Executive Officer and founder of Aciturri, is the Chairman of the Board for the Foundation.

From its inception the aim has been to increase local businesses' ability to compete and their technological development through R&D activities. In practice, Aciturri has contributed to development in the centre of one of its lines of business, namely the aerospace sector. It now has an extensive catalogue of services for the sector offered in Spain and other European countries.

It has a workforce of 35 which has increased over the last five years. It generates employment opportunities for qualified individuals (more than 90% of employees have a university degree) in an environment that has been especially hard hit by the economic crisis of the last few years.

No significant actual or potential negative impacts on the local communities have been identified.





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## A Healthy Lifestyle

Aciturri sponsors the Half Marathon, the Mountain Race and the Cross Príncipe de España in Miranda de Ebro.

It also supports the Healthy Walk organised by ASBEM (Burgos Multiple Sclerosis Association).

Aciturri employees also volunteer to take part in the Carrera de la Empresas (Run of the Businesses) in Madrid.



## Job placement < 30

Aciturri works with the Chamber of Commerce in Valladolid on the **Integrated Programme for Qualifications and Employment (PICE)** which includes a cross-cutting programme of orientation, training, internships and job placement.

Approximately a dozen young people take part in these activities every year. Over the last seven years, 101 of them have gone on to work in Aciturri's work centre in Boecillo (six in 2017).







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# About this report

Aciturri's 2017 sustainability report has been prepared in  
accordance with the **GRI standards**.





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## About this report

Aciturri's 2017 sustainability report is a report on the company's economic, environmental and social performance and its results. It covers the period from 1 January to 31 December 2017 inclusive and this is the first to be published.

The most significant change during the reporting period has been the restructuring of the company. Aciturri currently has seven businesses: Aciturri Aeronáutica, S.L.U., Aciturri Aerostructures, S.L.U., Aciturri Engineering, S.L.U., Aciturri Assembly, S.A.U., Aciturri Aeroengines, S.L.U., Aciturri Additive Manufacturing, S.L.U. and Caetano Aeronautic, S.A. This report includes information about all of these unless stated otherwise.

It has been prepared in accordance with the GRI standards, an essential choice.

The company is committed to publishing its sustainability report on an annual basis.

The person to contact with any questions about this document or its contents, is Nacho Fernández, Aciturri's Communications and Corporate Responsibility Officer ([nacho.fernandez@aciturri.com](mailto:nacho.fernandez@aciturri.com)).

The content of this report has been decided based on the principles of materiality, stakeholder inclusiveness, sustainability context, and

completeness. The starting point for the report was the company's previous analyses of its stakeholders' needs and expectations (dialogue model with stakeholders) and its commitments as a signatory of the United Nations Global Compact.

A representative sample of stakeholder-facing individuals from across the organization were selected to assess the economic, environmental and social impacts for each of the topics given by the GRI Standards as well as their influence on the assessments and stakeholder group decisions. The results of the analysis are the basis for Aciturri's materiality matrix.

The company has decided not to have this sustainability report externally audited.

**The content of this report has been decided based on the principles of materiality, stakeholder inclusiveness, sustainability context and completeness.**





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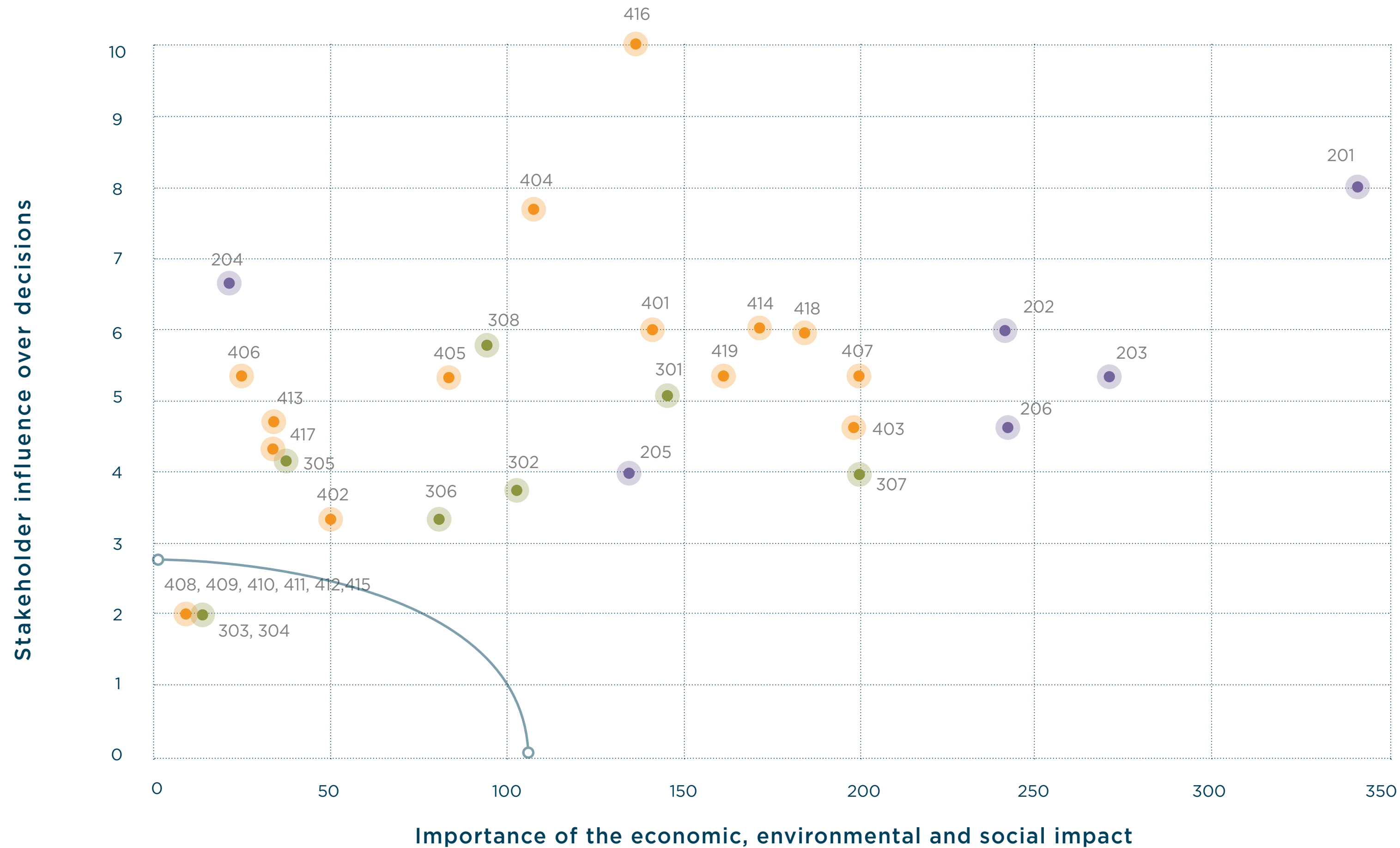
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# Materiality Matrix

Material topics are considered and placed on the curve as agreed by everyone involved in the process. These are:



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- 409 Forced or compulsory labour
- 410 Security practices
- 411 Rights of indigenous peoples
- 412 Human rights assessment
- 413 Local communities
- 414 Social assessment of suppliers
- 415 Public policy
- 416 Client health and safety
- 417 Marketing and labelling
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