



Equality Plan Elecnor Group



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Introduction

Article 14 of the Spanish Constitution proclaims the right to equality and non-discrimination based on gender, assigning to public authorities the obligation to promote the necessary conditions for equality to be effective.

With the purpose of ensuring and perpetuating compliance with this universal legal principle, the **Organic Law for Effective Equality of Women and Men was created on March 22, 2007**, which aims to: «implement the principle of equal treatment and opportunities between women and men, in particular through the elimination of discrimination against women in any area of life and, particularly, in the political, civil and labour spheres.»

Elecnor reflects its commitment to Equality and Non-Discrimination in its specific action principles of Corporate Social Responsibility and Corporate Compliance.

And to guarantee such real and effective equal opportunities between men and women in the company, benefiting both women and men, the present Equality Plan is created, which will be applicable to the personnel of Elecnor S.A. and all the companies of the Group, both nationally and outside of Spanish territory.

The Board of Directors of Elecnor recognises as a strategic objective the development of labour relations based on equal opportunities, non-discrimination and respect for diversity, and that the implementation of an Equality Plan will have an impact on the company with the following benefits:

BENEFITS OF THE IMPLEMENTATION OF AN EQUALITY PLAN

Improvement of the work environment and labour relations.

Improvement of the quality and skills of the staff (employees).

Improvement of personal satisfaction.

Improvement of the quality of life of workers.

Improvement of the workforce's occupational health.

Improvement of staff ratios: decreases absenteeism levels, staff turnover, etc.

Improved business management due to the complementarity with the female leadership style.

Compliance with current legislation.

Improvement of the image, reputation and prestige of the company.

Enrichment of the organisation in economic terms, through indicators such as productivity, quality of service, customer satisfaction and loyalty, etc.

In the first place, we have analysed the evolution of women in Elecnor in the last four years, considering various variables from 2013 to 2016, and we have compared it with the evolution of the labour market in Spain, using the INE as source. The purpose has been to establish the strengths and weaknesses in Elecnor and design the actions with more chances of success.

The following table shows the strengths and weaknesses of the company according to the different variables and using as a reference the **Gender Gap in Elecnor** (difference in percentage points between male and female participation):

VARIABLE	WEAKNESSES	STRENGTHS
Activity	Elecnor is dedicated to one of the activity branches with the lowest percentages of female presence (0.3% in 2015).	However, in 2016 the presence of women in ELECENOR is 13.50%. Clearly exceeding the percentage of presences in the sector.
Job Title	In the labour market, 77.7% of women are employed, that is, staff with heads and without subordinates.	At ELECENOR, 62.23% of women are middle managers or have a higher position.
Training	In 2015 in Spain, the rate of men graduates in science, mathematics, engineering, industry, computing, construction per 1,000 inhabitants aged 20-29 was 31.4 % and in women 13.3%.	57.58% of the women of ELECENOR are in the Technical Area of the company.
Age	In 2015 in the EU-28, the gender gap for the population aged 20 to 64 was 11.6 points and for the 25 to 54-year-old was 11.5 points. The value of this gap was 10.5 points for the population aged 15 to 64 and 13.2 points for the population aged 55 to 64.	Despite the above data, in ELECENOR, the Gender Gap in 2016 among people who are between 20 and 30 years old is 6%, which indicates a clear commitment to the incorporation of women into the company.
Type of contract	At the end of 2016, the Gender Gap between the different types of contracts was 0.7 in temporary contracts and 0.8 in indefinite contracts.	In the same period, in ELECENOR, the total percentage of women employed for an indefinite period is higher than the percentage of the total number of men with the same type of contract.



Second, we will see the workplaces to achieve the ultimate goal established in Article 14 of the Spanish Constitution, describing for each of the axes of action:

- Commitments or objectives to be achieved
- Concrete actions to achieve the objectives set
- Responsible person for each action





Workplace Training

Elecnor considers that the development of professionals is a key factor for the success of the organisation.

Thus, the following commitments are established:

- The company will promote training actions that equally facilitate the development of skills and abilities, without gender distinction.
- The equal access of men and women to the company's internal training will be guaranteed in order to promote the development of the professional career and its adaptability to the jobs requirements.
- The participation of people with contracts suspended due to leave based on family reasons will be facilitated in appropriate training courses for professional retraining.

Among the actions to develop, the responsibility of the person occupying the position of Head of Training is as follows:

- To train on equal opportunities the staff in general and, especially, the personnel related to the organisation of the company: HR, managers and management personnel, to guarantee objectivity and non-discrimination in the selection, ranking, promotion, access to training, etc.
- Include in the People First training itinerary (Welcome) detailing the commitment that is acquired by being part of the Elecnor staff with real equality of opportunities and the protection of employees.
- Establish indicators in the management reports that measure the progress of the Plan in the company, such as, for example, participants and the number of hours in training actions by gender and area.





Promotion

Elecnor has developed a job evaluation system, whose purpose is to assess the position according to the functions, responsibilities that are implicit in that position, regardless of the person who holds it.

The different promotion systems that exist in Elecnor have the purpose of stimulating the personal development of the employee to obtain new abilities that enable him/her to develop new functions and achieve better results.

In them, the following commitments are established:

- Objectivity and non-discrimination in professional promotion will be guaranteed.
- The creation of barriers that hinder the promotion of women will be prevented.
- Equal treatment and assessment in the selection tests will be guaranteed to people who are exercising any right relating to the balance of personal and work life.
- Equal opportunities will be guaranteed to those people who show interest in a promotion process being on leave for family reasons (article 46.3 of the Workers' Statute).

Among the actions to be developed, the responsibility of the person occupying the position of Head of Human Resources is the following:

- Manage the development of the Human Capital through Competency-based Management, identifying people capabilities through a quantifiable and objectively measurable professional profile, evaluating the potential and performance based on the actions and expected results of each person in their job.
- Support the training of women for leadership positions, both in managerial and executive positions and in management/team leaderships.
- Create a tool that allows to establish indicators in the management reports that measure the progress of the Plan in the company, such as, for example, promotions by level, gender and area.





Compensation

Elecnor has been applying a remuneration system that guarantees neutrality at all times without having any condition whatsoever due to gender reasons, a circumstance that must continue to happen over time. Elecnor, when carrying out the remuneration studies, uses blind data, in which the position is considered, not the person.

Thus, the following commitments are established:

- A remuneration system will be maintained in which the criteria of objectivity, equity and non-discrimination based on gender are respected.
- It will be ensured that the remuneration system is aimed at rewarding achievement, without discrimination based on gender.
- Equal treatment and assessment in the application of the remuneration system will be guaranteed to persons who are exercising any right concerning the balance of family and professional life.

Among the actions to be developed, the responsibility of the person occupying the position of Head of Human Resources is the following:

- Create a tool that allows to establish indicators in the management reports that measure the progress of the Plan in the company, such as, for example, the evolution of fixed and variable wages by professional categories and gender.



Communication

Due to the fact that equality starts from the communication of the company with its majority stakeholders (workers, shareholders and customers), Elecnor reflects its commitment to Equality and Non-Discrimination in its specific principles of Corporate Social Responsibility and Corporate Compliance.

Thus, the following commitments are established:

- The gender perspective will be incorporated in both internal as external communication.
- In all notices and information of the company, as well as disclosure, advertising and recruitment public events, special care will be taken in the use of a neutral and non-sexist language.
- In this process, it will be considered that communication implies language, images and content.

Among the actions to develop, the responsibility of the person occupying the position of Head of Communication is the following:

- Include the Equality Plan on the company's website so that it is available to all stakeholders who want to check it, together with the CSR and the Corporate Compliance of the organisation.
- Establish permanent information channels on the integration of equal opportunities in the company.





Selection

For the maintenance and growth of the business, the human team that provides services in the company is paramount. Therefore, the best personnel must be selected and hired for each activity of the company. In Elecnor there is a selection and internal mobility written and public policy about the selection processes where guidelines and steps to be followed are established without any discriminatory aspect.

Even so, in the present Equality Plan the following commitments are established:

- The maintenance, in the selection and hiring processes, of procedures and policies of an objective nature based on merit, capacity and personal adaptation principles will be guaranteed.
- Applicants will be assessed based on their suitability, ensuring at all times that jobs in the different areas of responsibility are occupied by the most appropriate people in a framework of equal treatment with absence of any discrimination based on gender.

Among the actions to develop, the responsibility of the person occupying the position of Head of Selection is the following:

- Include in the Selection and internal mobility policy the commitment to the integration of equal opportunities in the company and non-discrimination by gender, race, age, etc.
- Analyse indicators in management reports measuring the progress of the Plan in the company, such as, for example, the evolution of incorporation by area, activity, training and gender.





Work-life balance

The right to the conciliation of the personal and professional life is recognised, for what we will try to promote a greater co-responsibility between women and men in the assumption of the family obligations.

Thus, the following commitments are established:

- All aspects of the personal and professional life conciliation law, as well as all those rights and leaves to which they are entitled according to the law and the applicable Collective Agreements, will be informed and explained to all personnel who request it considering specific family circumstances.
- In this notice will be recorded that the exercise of any of the rights relating to the conciliation of personal and professional life will not have negative consequences on the possibilities of promotion, on their salary levels, or on their access to certain incentives and social benefits.

Among the actions to be developed, the responsibility of the person occupying the position of Head of Human Resources is the following:

- The internal training must be given within the ordinary working day to ensure the conciliation of family and work life of employees who perform them in order to promote their professional career.
- Implement the policy of not establishing meetings at the end of the working day, or if necessary, set its maximum duration.
- Possibility of: time flexibility, intensive day summer period, study aid, leave of absence for the care of children, discounts agreements with insurance companies.
- Create a tool that allows to establish indicators in the management reports that measure the progress of the Plan in the company, such as, for example, the evolution of the leaves granted for the conciliation by gender.





Improvements in labour and social protection

The company, knowing the importance of carrying out the work in a safe, correct and comfortable way, establishes the following commitments:



1.- Occupational health

- It will base the choice of furniture, utensils and other material commonly used by the staff according to different ergonomic principles depending on whether the user is male or female.
- In case of pregnancy, avoid that women are exposed to situations that may entail danger to her or the offspring. Thus:



- It will make available and publish the current regulations on Occupational Risk Prevention for pregnant women.
- The Joint Prevention Service must prepare a risk assessment of all jobs, considering the possibility that the worker who holds or will hold it is pregnant or breastfeeding, in such a way that it is determined whether the agents who are present at the workplace are included in the list contained in Annex VII of RD 298/2009 of March 6, and may represent a risk to the woman, foetus or child health.
- They will have preference to perform a different job or function compatible with their condition, taking effect until the health condition of the worker or her offspring allows her reinstatement to the position or similar function.
- The workers must inform their pregnancy or breastfeeding condition to the HR Department.



2.- Protection against harassment

Elecnor expresses its deepest rejection and zero tolerance for any behaviour or action that constitutes any of the types of sexual, moral and gender harassment, committing to collaborate actively, effectively and firmly, to prevent, detect, correct and sanction any type of conduct constituting harassment.

The company will prevent and avoid harassment through the existence of a Whistleblower Channel included in Corporate Compliance, and a **Protocol for the Prevention of Situations of Workplace and Sexual Harassment**:

- Elecnor expresses its concern in preventing, avoiding, resolving and, where appropriate, punishing the cases of workplace or sexual harassment in the company.
- Those responsible for the different departments must ensure that they maintain a work environment that is free from all types of harassment in their respective areas. Therefore, they must react and report all types of behaviours that are suspected of causing any type of harassment.
- Elecnor is committed to investigating all complaints about harassment that are processed according to the Corporate Compliance Manual, which will guarantee the right to privacy and confidentiality of the issues addressed and people involved.
- All the workers of the company will have the right to use the Whistleblower Channel with guarantees of not being subject to intimidation, unfair or unfavourable treatment, assuring them also total confidentiality in the investigation of the complaint
- Conduct constituting workplace or sexual harassment will be considered as work absences, which will lead to the adoption of the corresponding disciplinary measures by the company depending on the seriousness of the facts.

The Committee on Criminal Prevention and Response will ensure compliance with this Protocol through the established Whistleblower Channel.





Elecnor Management

In order to achieve effective equality between men and women, Elecnor's Human Resources department carried out an awareness campaign in 2012, including it as a specific principle of the Corporate Compliance action given to the different heads of the business divisions, highlighting the principles of equal opportunity in Elecnor, including men and women, as well as the obligation to protect employees against any attack on their dignity and work-life balance.

To achieve this, the following commitments are established:

- Awareness through the preparation of informative material that will be distributed to all staff.
- Appointment of a HR person as Responsible for the Plan that: reports and disseminates the Equality Plan, coordinates the development of positive actions, sensitises the staff, collects the different management reports prepared by the respective managers and prepares the report to present in the meeting of the Equality Standing Committee, which he/she must convene and prepare.
- Creation of an Equality Standing Committee:
 - **Functions:** meet once at the beginning of the year to analyse the report prepared by the person in charge of the Plan, regarding the scope of the measures, the strategy of the following year and the communication of the conclusions to the management of the company.
 - **Composition:** the different people in charge (or someone appointed in their representation) in the preparation of the management reports (HR -includes Training and Selection-, Person Responsible for Criminal Prevention and Communication) and two representatives of the Company Committee.





Definitions of the terms included in the Equality Plan

Principle of equal treatment between women and men: involves the absence of any discrimination, direct or indirect, on grounds of gender, and, especially, those derived from motherhood, the assumption of family obligations and marital status.



Equality Plan: ordered set of measures, adopted after making a diagnosis of the situation, tending to achieve equal treatment and opportunities between women and men in the company and to eliminate discrimination based on gender.



Direct and indirect discrimination: direct discrimination based on gender is the situation in which a person is, has been or could be treated, according to their gender, less favourably than another in a comparable situation.

Indirect discrimination based on gender is the situation in which a provision, criterion or apparently neutral practice places people of one gender at a particular disadvantage with respect to persons of the other, with the exceptions provided by law.

In any case, any order to discriminate, directly or indirectly, on grounds of gender is considered discriminatory.



Sexual harassment and harassment based on gender: constitutes sexual harassment any behaviour, verbal or physical, of a sexual nature that has the purpose or produces the effect of threatening the dignity of a person, particularly when creating an intimidating, degrading or offensive environment.

Sexual harassment and harassment based on gender will be considered discriminatory in any case.

Indemnity against retaliation: discrimination based on gender is any adverse treatment or negative effect that occurs in a person as a result of the submission of a complaint, claim, report, action or appeal of any kind on its part, designed to prevent its discrimination and to demand effective compliance of the principle of equal treatment between women and men.

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