



SOCIAL / PEOPLE

DIMENSION

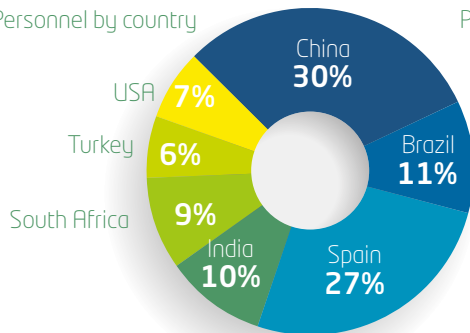
103-1, 103-2 AND 103-3

Management focus

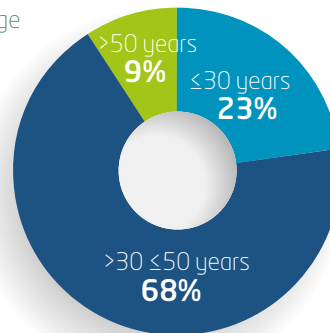
At GRI Renewable Industries, having a strategy that allows us to have excellently trained and motivated professionals is a key aspect in order to grow as a competitive, solid and sustainable company, since the development and future of a company is

largely dependent on the commitment and work of its team. For this reason, the Human Resources department ensures to guarantee stable and quality employment, with growth and promotion opportunities for our employees.

Personnel by country



Personnel by age



Headcount 102-8 AND 405-1

In 2018, the workforce of GRI Renewable Industries comprised of 3,530 (direct) professionals and 100 external (indirect) collaborators. In comparison with the previous year, the global workforce has increased by 3.3%, unevenly distributed throughout the different countries. The distribution of our (direct) professionals by country, gender and age is shown next.

Country	MEN									WOMEN								
	Managers			Middle Managers			Plant & office			Managers			Middle Managers			Plant & office		
	≤30 years	>30 ≤50 years	>50 years	≤30 years	>30 ≤50 years	>50 years	≤30 years	>30 ≤50 years	>50 years	≤30 years	>30 ≤50 years	>50 years	≤30 years	>30 ≤50 years	>50 years	≤30 years	>30 ≤50 years	>50 years
Brazil	0	3	1	0	5	0	48	247	19	0	0	0	0	1	1	10	39	0
Spain	0	19	5	2	90	17	126	489	80	0	2	0	1	27	0	12	55	7
Turkey	0	1	0	0	6	0	73	134	1	0	0	0	0	2	0	2	2	0
India	1	5	2	24	18	4	6	284	15	0	0	0	0	0	0	0	0	0
S. Africa	0	1	0	5	30	4	81	151	17	0	0	0	1	5	0	12	14	1
USA	0	0	2	5	18	1	98	101	19	0	0	0	0	3	0	2	7	3
China	0	11	9	5	31	2	228	484	86	0	2	0	3	16	1	63	113	9
	1	40	19	41	198	28	660	1,890	237	0	4	0	5	54	2	101	230	20

With regard to indirect employment, which rose to 100 workers, its distribution by country and gender is shown next.

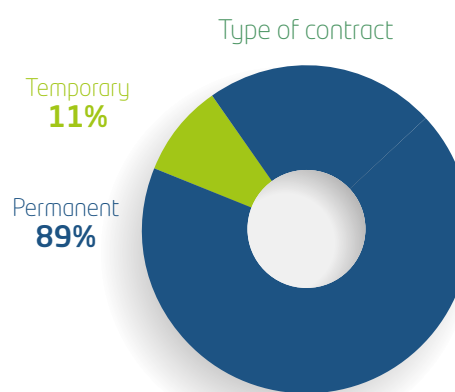
As for executive staff, 80% are aged over 50 and the remaining 20% are aged between 30 and 50 years old. Similarly, 60% hold the local nationality and all are male.

Country	2017		2018	
	Men	Women	Men	Women
Brazil	1	0	1	0
Spain	17	4	33	2
India	74	0	16	0
South Africa	2	1	19	5
Turkey	12	4	11	4
USA	12	2	6	3
China	0	0	0	0
	118	11	86	14

Job stability 102-8

Job stability is a priority for GRI Renewable Industries. 2018 has been a complex year and saw significant problems in many of our installations. As a result, many employees have been temporarily displaced to other plants in order to maintain stable employment as far as possible.

Virtually 100% of employees have fulltime contracts, and 89% are on a permanent contract.



Job stability	Employment contract				Employment type			
	Pemanent		Temporary		Full-time		Part-time	
	Men	Women	Men	Women	Men	Women	Men	Women
Brazil	323	51	0	0	323	51	0	0
Spain	535	89	293	15	827	96	1	8
India	358	0	1	0	359	0	0	0
South Africa	281	26	8	7	289	33	0	0
Turkey	215	6	0	0	215	6	0	0
USA	244	15	0	0	244	15	0	0
China	809	195	47	12	856	207	0	0
	2,765	382	349	34	3,113	408	1	8

Turnover 401-1

In 2018, a total of 767 new hirings were made, mostly in Spain and China, and a total of 653 leaves, primarily in the USA, Brazil and China. Considering the total staff data, this year shows an average rotation of 18.5%, which is a reduction of 3.8% with respect to the previous year.

Hires	MEN			WOMEN			TOTAL
	- 30 years	30-50 years	+50 years	- 30 years	30-50 years	+50 years	
Brazil	1	21	3	2	3	0	30
Spain	41	120	19	9	14	0	203
India	3	1	1	0	0	0	5
South Africa	15	16	1	6	6	0	44
Turkey	5	3	0	1	0	0	9
USA	57	46	10	1	6	1	121
China	80	177	14	30	48	6	355
	202	384	48	49	77	7	767

Leaves	MEN			WOMEN			Total
	- 30 years	30-50 years	+50 years	- 30 years	30-50 years	+50 years	
Brazil	31	99	12	7	18	1	168
Spain	8	36	11	3	9	0	67
India	5	3	3	0	0	0	11
South Africa	16	32	1	3	5	0	57
Turkey	14	18	1	1	0	0	34
USA	60	82	12	4	5	2	165
China	48	68	9	7	15	4	151
	182	338	49	25	52	7	653

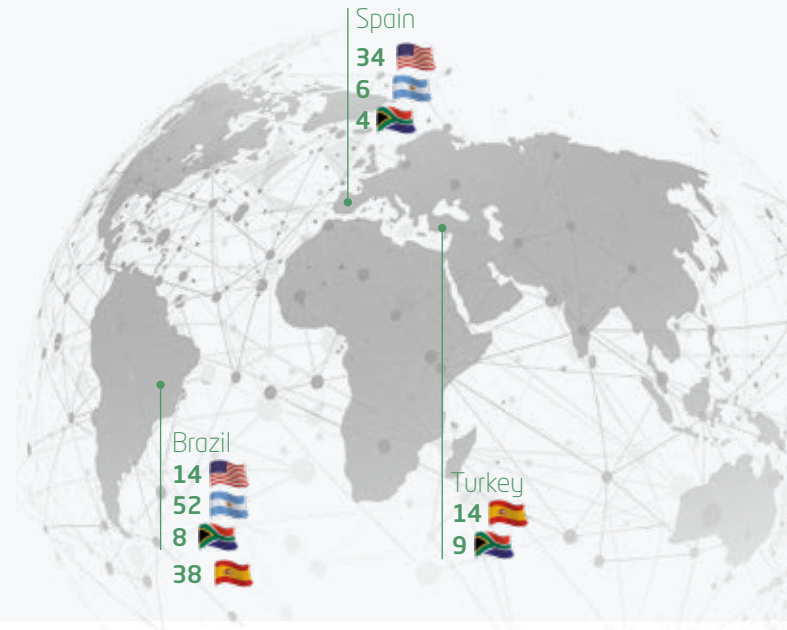
Mobility

2018 has been a complicated year for GRI Renewable Industries. The unfavourable environment, due to changes in energy policies in several important countries, as well as start-up problems and problems with the availability of qualified personnel in some factories, have had an impact on the group's results and, therefore, on employment.

In this context, the company is committed to maintaining its employees and retaining talent. National and international mobility is at present a key element for GRI Renewable Industries. Mobility is a great opportunity for our professionals to develop their potential in new areas and countries, acquiring new competences, experience and skills.

At the closing of 2018, a total of 179 employees were transferred. These transfers were distributed over: Spain with 44 transfers (most from GRI Towers Galicia), Turkey with 23 transfers and Brazil with 112 transfers.

The main plants receiving transfers have been: Argentina, USA, Spain (Seville) and South Africa, which is operating again after a complicated 2017.



Employment conditions

Diversity and Equality 405-1

At an international company such as GRI Renewable Industries, having a diversity of people with different perspectives, from different origins and different working models prevails, as they bring a great competitive advantage to the company. Diversity in the workforce is important in order to innovate, to make big changes and to continue offering new business opportunities.

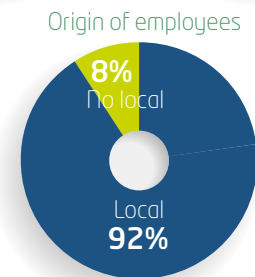
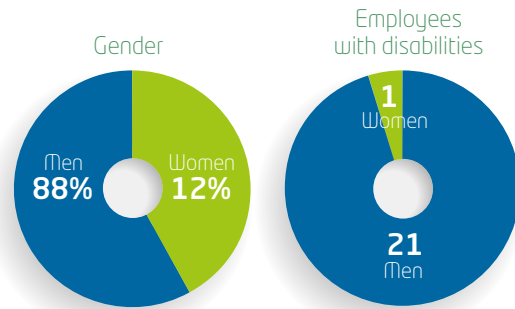
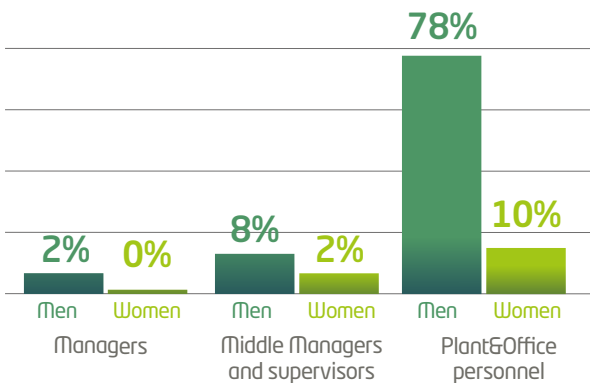
As to the distribution by gender, we have kept the same ratios as the year before: 88% are men and 12% are women.

The distribution by gender and category is shown below, which shows that recruitment of female technical plant personnel increased by 1 percent.

In addition, 92% of the GRI Renewable Industries workforce holds the local nationality status, thus fostering social development in the communities we have a presence in.

Regarding employees with disabilities, we have 22 employees (21 men and 1 woman) located in Spain (55%), Brazil (5%), South Africa (9%) and Turkey (31%).

Personnel by professional category



With regard to initiatives carried out in 2018 concerning diversity, we would like to highlight the following:

Equality plan: we are developing an "Equality Plan" which allows us to improve diversity ratios in all of our installations.

The launch is planned in 2019, and we aim to have it implemented in all installations by 2021.

The equality plan will have a similar base structure in all countries, adapted to the conditions, local legal requirements and the opinion of the union representatives of each centre. It will initially be implemented in the central offices (Corporate), GRI Towers Galicia and GRI Towers Seville, and subsequently extend it to the rest of the company.

Collaboration with the Special Employment Centres: in GRI Renewable Industries, we develop different initiatives and maintain a fluid collaboration with the Special Employment Centres, such as: purchasing fresh fruit every Monday, renting rooms for different events, etc.

This also allows us to contribute to the integration of people with different abilities and/or at risk of social exclusion.

"Outplacement" training: We offer this service to employees who leave the company. It aims to support this group for their reintegration into the labour market and includes various services such as psychological support, training, etc. (404-2).

Our providers of personal protective equipment (PPEs): the management of the personal protective equipment in each plant is done through different providers. Staff responsible for logistics are needed for their use and distribution, in addition to adjusting this equipment to the varying needs.

In 2018, a project was set in motion to incorporate vending machines for PPE in order to supply the necessary working material (protective gloves, safety glasses, helmets, ...) in a simple and automatic way. This system allows us to work with a single supplier/distributor and delegate the part of adjusting the "packaging" and logistics to staff from special work centres, which is how we contribute to this collective.

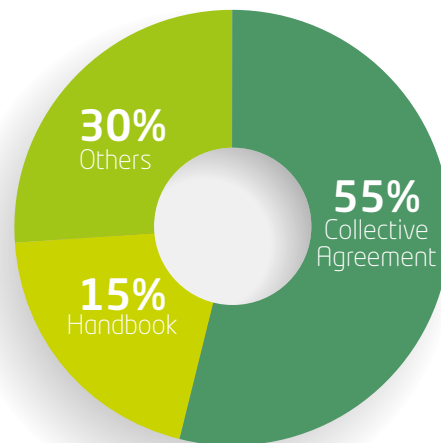
The project started in Spain and is in the launch phase in the plants in Brazil, South Africa and the USA, even though its development and implementation in different countries is conditioned by the availability of suppliers that offer these types of services.

Freedom of association 102-41

55% of the employees at GRI Renewable Industries are covered by sectoral collective agreements or similar agreements, and 15% are protected by a "Handbook", stipulating employment conditions, rules of conduct, salaries, social benefits, etc.

The remaining 30% corresponds to the employees located in China, which have agreements or similar structures in compliance with provisions defined and regulated by the Ministry of Work and its applicable legislation.

No significant centres and suppliers have been detected where freedom of association and the right to collective bargaining may be infringed or threatened in the operating facilities.



Work-life balance 401-3

At GRI Renewable Industries, the work-life balance is one of the most highly valued factors.

For this reason, we have flexible work entry and exit times in our offices. This is more complex in the plants, however, as work is organized in shifts based on the customer requirements, so we strive to offer individual flexibility to those workers whose circumstances require so.

Maternity/Paternity 401-3

As for paternity and maternity leave, 62 men took the paternity leave, of whom 98% resumed their job. As to women, of the 11 leaves, 91% have resumed their jobs. Meanwhile 94% of men and 91% of women remain at the company after taking paternity/maternity leave in 2017.

Attraction, development and talent retention

Internal Promotion

At GRI Renewable Industries, we believe that internal promotion means talent recognition and commitment to professional development within the company.

Generally, when a vacancy is to be filled, the most closely aligned profiles are sought within the workforce. For this purpose, the job offer is published via the employment portal, so that employees are able to apply. For those positions that are not internally covered, an external hiring process is started with the help of expert recruiters.



Additionally, vacancies in other countries as expatriates are offered. This allows our professionals to develop their career in different directions and to gain new experience, while covering these positions.

Short-term deployments are also offered, for shorter periods in "start-up teams". These teams assist in the commissioning of new plants in order to pass on their know-how, experience, corporate culture, methodology and working methods to the new employees in each country.

Evaluation process

With the goal of detecting current and future needs, in addition to developing individual short- and medium-term plans, the "Talent Map" and "ILUO" projects were established. These are the individual and personalized pillars that help us to make decisions regarding the promotions, salaries and development of our professionals.

Talent map

The project was launched in 2016 with an external provider. This year we have deepened the internalization of the system, personalizing and adjusting the tool to GRI Renewable Industries requirements and needs.

The "Talent Map" is focused on the corporate staff and the in-plant office personnel. In 2019 this information will be integrated into a new SAP module, as a unique database for the information of our professionals. The project identifies and evaluates, on the one hand, critical positions and, on the other, skills, competencies and capabilities at all corporate levels.

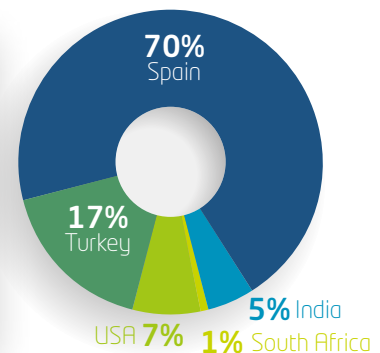
The relevant information on competences, general and specific performance, is obtained through 360-degree feedback, in which each candidate's senior managers, professionals of the same level, internal clients and staff of their team with lower category participate.

The Performance Evaluation (DPO) is integrated in this procedure. The evaluation of specific objectives (personal and professional) for each employee is included in the evaluation process by the responsible line managers and the HR management.

This evaluation will contribute to identifying talent, elaborating retention and succession plans, improving retribution and the variable salary objectively, as well as defining areas for improvement, with an ad hoc training plan for each employee.

In 2018 a total of 1,325 performance evaluations were conducted and distributed over Spain, Turkey, India, South Africa and the USA (404-3).

Performance Evaluation						
Country	MEN			WOMEN		
	Managers	Middle Managers and supervisors	Plant & Office personnel	Managers	Middle Managers and supervisors	Plant & Office personnel
Spain	24	109	695	2	28	74
Turkey	1	6	208	0	2	4
India	8	38	18	0	0	0
S. Africa	1	6	0	0	1	0
USA	0	15	81	0	0	4



Training programs

Linked to the result of this talent map, the following training programs, accessible to all employees, have been defined:

- **Competences:** "7 Habits" Project. This promotes efficiency through the identification and description of the most common competences, based on the 7-Habit philosophy.

Each employee has assigned training itineraries based on the competences that correspond to their area and/or position and the result of their evaluation. This allows for improvements in areas in which the evaluation has been lower and, through this, the development of competences, resolving problems and maximizing opportunities.

- **Languages:** in 2017 a study was carried out to assess the level of English among employees and the requirements of their jobs, with the aim of designing personalized English classes for improvement and subsequent certification according to international standards.

To make the system more flexible, it is done through a blended platform embedded in LTC University, with the support of face-to-face and telephone classes. This same platform

has been used in Spain to give training to the different employees who were transferred to other companies of the Group.

- **Technical knowledge:** "Structuralia". This is an online tool, focused on the most technical knowledge in the company, in which collaborating prestigious companies develop general basic courses and specific courses adapted to our needs.

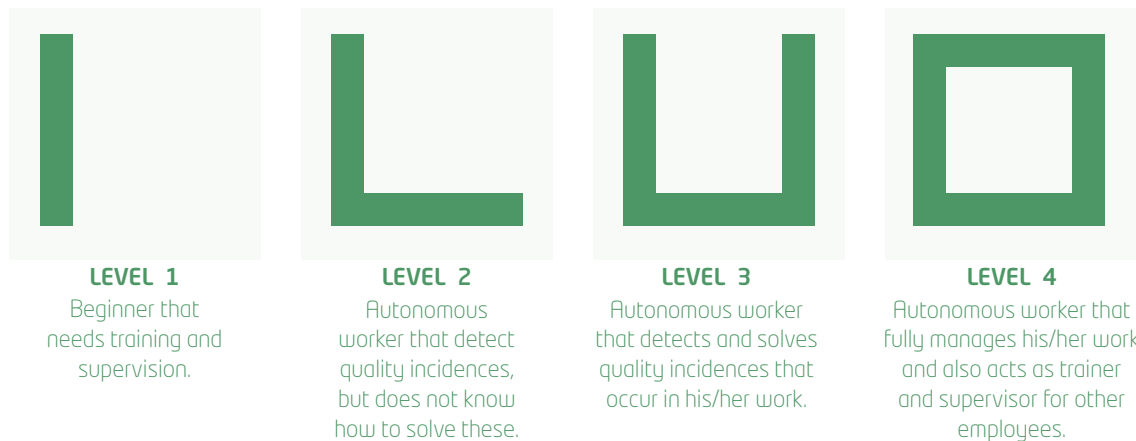
We initially set out with a catalogue which included basic training courses related to Business Administration, Project Management, Industry and the Supply Chain. Later, we will be developing more contents specific to our own business. The courses are accessible to all staff and will be available at the closing of the year.

On an annual and mandatory basis, all employees must be trained in 2 technical factors and 2 competences, those in which their evaluation has been lowest. Nevertheless, the training platform is open so that courses that are of interest can be done voluntarily.

Polyvalence matrix: ILUO

ILUO is designed to improve the technical and practical skills of the personnel located in the operational part of the factories (not evaluated by the Talent Map).

For all of them, a polyvalence analysis was carried out based on this methodology, where their abilities and knowledge to perform different tasks in 4 levels have been evaluated:



With the aim of surpassing the different levels for each position, different training initiatives were launched that contribute to reaching and completing the polyvalence matrix for their current post.

If any worker requires knowledge and skills to allow them to be more versatile and adapt to different work stations at the plant, GRI Renewable Industries will establish the necessary mechanisms for their training and to have a polyvalence matrix for each position.

This system contributes to retaining talent, adjusting remuneration according to the responsibilities and skills per position, favouring flexibility and internal employability, allowing various positions to be covered in cases of absenteeism, different volumes of activity, etc., without affecting quality. In addition to improving the work environment and the pride of belonging, which is closely linked to professional development.

Training and professional development ⁴⁰⁴⁻¹

At GRI Renewable Industries, we take the development of the abilities and skills of our employees very seriously.

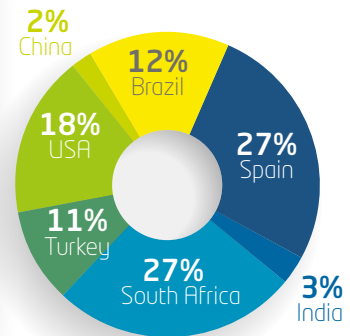
Each year, each plant analyses the training needs of its workers and a training plan is drawn up "ad hoc" to the requirements of each plant, in which new employees are integrated.

The plan includes not only language training, but also specific training in health and safety, compliance, competences, etc.,

as well as technical training focused on professionals from the different plants. In 2018, a total of 47,332 hours of training were given, 12% more than last year, mainly in Spain and South Africa. This means an average of 13.4 hours of training per employee (13.9 hours for men and 10 hours for women). The ratios by category amount to an average of 13.5 hours per manager, 27 hours for middle managers and 12 hours for plant personnel.

Training						
Country	MEN			WOMEN		
	Managers	Middle Managers and supervisors	Plant & Office personnel	Managers	Middle Managers and supervisors	Plant & Office personnel
Brazil	20	231	4,828	0	9	783
Spain	523	3,569	6,899	69	936	890
India	158	745	626	0	0	0
S. Africa	0	2,653	9,462	0	113	541
Turkey	15	380	4,492	0	59	28
USA	16	40	8,000	0	32	200
China	32	47	431	32	47	431

Training per country



Within the training conducted this year, the following should be noted:

Onboarding training

When a new employee enters the company, an obligatory requirement is that they receive onboarding training. This may vary between office and plant workers, both in duration and in contents, depending on the business activity of each plant.

For staff that work in the central offices, this training has a minimal duration of 20 hours and includes the following stages:

- I. Meeting with the Organization & Development team with the aim of introducing the company in general terms: ACEK Group; GRI History; GRI Business Lines; GRI Production Processes; GRI Organizational Structure; GRI Who is Who (Corporate).
- II. Meeting with the different Corporate departments. The role and scope of each department is explained, with special emphasis on issues directly linked to the new employee.
- III. Depending on the position, a visit to a plant to get to know the production process in situ.

Technical training: APQP4Wind

The technical training "APQP4Wind" (Advanced Product Quality Planning) is required by our customers and is designed to ensure their satisfaction.

It is based on a Supplier/Customer procedure that seeks continuous improvement, maximizing efficiency and guaranteeing service quality, broadening knowledge related to the expectations of suppliers and customers, processes related to the wind industry, value propositions, key processes and tools, as well as their implementation.

The training was given in person by the customer's specialised personnel and was attended by the Quality managers of our plants, as well as those of the Corporate department, among others.

Training Lay-off in South Africa

Throughout 2018, deriving from the change in the government's energy policy, renewable energies ceased to be a priority, cancelling potential existing contracts. For this reason, the GRI Towers South Africa plant temporarily suspended its activity, with the corresponding economic impact on its workers.

In this situation, after an agreement between workers, unions and management, the voluntary training scheme "Training LAY-OFF" was applied.

This scheme allows workers with a temporary suspension to maintain employment, receive a subsidy and benefits such as improving their skills and competencies, which will allow them to return to their job or a better position when economic circumstances permit.

It should be noted that the plant resumed operations with all its employees at the end of 2018.

Health and Social Benefits

Social Benefits 401-2

The social benefits that the company offers are diverse as they are adjusted to the customs of each country. Their distribution is given below:

Brazil: includes life and disability insurance, health insurance, cafeteria or dining service, as well as transportation service or assistance.

India: includes life and disability insurance, health insurance, cafeteria or dining service, as well as transportation service or assistance.

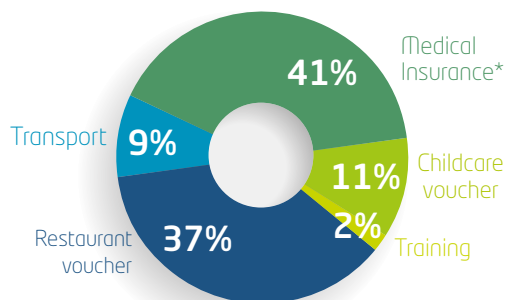
South Africa: includes disability insurance, service or transportation assistance, and canteen assistance.

Turkey: includes medical insurance, cafeteria or dining room service, as well as transportation service or assistance.

USA: includes life and disability insurance, medical insurance, as well as transportation service or assistance.

Spain: includes life and disability insurance. It also has the Flexible Payment Plan, which offers employees various services within the remuneration package, such as transportation tickets, day-care and food vouchers, etc., which subsequently allows them to benefit from tax breaks.

In 2018, the PRF was solicited by employees with the following distribution:



*Only company personnel are included, not their family members.

Pension funds and/or retirement plans 201-3

Pension funds are part of the social benefits of the GRI Towers India and GRI Towers South-Africa plants. In the case of GRI Casting Zestoa and GRI Flanges Iraeta, these plans are a mandatory requirement of the Metal Sector Collective Agreement

Guipúzcoa which regulates both plants.

Regarding retirement plans, in India there is a retirement plan for employees who have been working there for more than 5 years.

Health improvement programmes

Be Active

The objective of this programme is to implement good healthy habits for the employees of the company, oriented primarily at the promotion of sport activities.

In 2018, the participation of the corporate employees in the following stand out.

- Popular races such as: the "ponle freno" race, corporate race, Rock&Roll race, etc.,
- Annual paddle tournament, in which 24 employees participated, distributed over 12 teams, and which meet weekly to play. At the end of the year, the winning team will be awarded a prize.

In addition, GRI Towers Turkey organized an internal backgammon tournament between the plant employees.

Be Healthy

In line with the programme mentioned before, the goal is to improve the health and lifestyle of our employees.

Among the initiatives undertaken, the following stand out:

- The purchasing of fresh fruit every Monday in the central Madrid offices to be consumed by all employees.
- The installation of free orange juice vending machines for all employees.

In both cases, the products are offered by a special employment centre, which allows us to contribute to the integration of people with different abilities into the job market.



SOCIAL/HEALTH AND SAFETY

DIMENSION

103-1, 103-2 AND 103-3

Management focus

To GRI Renewable Industries, the Health and Safety of our employees is key, and is always present in the decision-making process and in the development of work plans focused on the constant improvement of safety and working conditions in all production centres.

Our aim is to integrate Health and Safety to all levels of the organization, as well as to establish a true preventive corporate culture based on collaboration, team work, strong commitment and participation of all our employees and stakeholders.

Health and Safety is reinforced by senior management leadership and a robust management system that reflects the features and strengths of the company and is therefore an important part of business development. For this reason, and as a global

company, we are committed to implementing a Health and Safety Management System at work as a fundamental part of our strategy, based on the constant evaluation of risks associated with our activity.

In doing so, we make the health and well-being of all our workers a priority. Our integrated management system (IMS) is based on the international standard OHSAS 18001, and in 2018 we will begin migration to the new ISO 45001 standard.

GRI Renewable Industries actively manages each and every risk identified, implementing preventive and corrective measures to reduce both the likelihood and severity of any unwanted occurrences.

Corporate occupational Health & Safety policy

Our company is based on the development and implementation at the highest level of our Health and Safety Policy. We consider that Health & Safety not only implies having facilities and equipment in good condition, but also committed people who respect the rules and prioritize prevention in any circumstance. Any GRI Renewable Industries employee and external company staff must be aware of and comply with the standards, instructions and procedures on Health & Safety in force in their workplace.

Our Health & Safety Policy is structured on the following general principles:

- Everyone is responsible for Health and Safety.
- We strive for the creation of a true preventive culture and the integration of Health & Safety at all levels within the organization.

- We have a safety model based on leadership and worker participation.
- We continuously analyze the risks and opportunities for improvement, setting up plans aimed at the search for better working conditions and excellent management in terms of Health & Safety at work.
- We continuously raise awareness and provide training to our personnel.

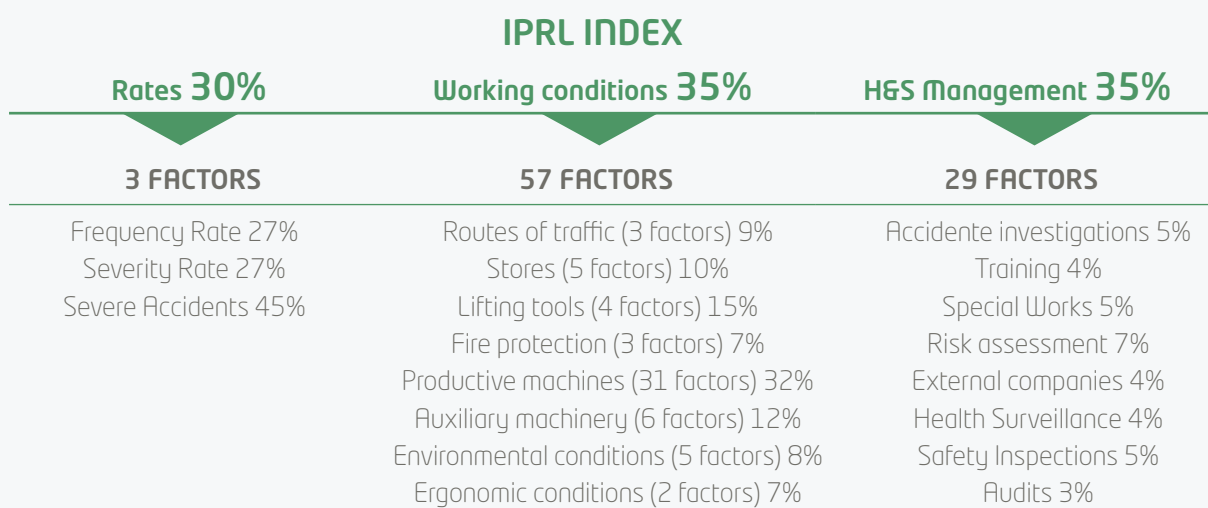
To this end, we have a multidisciplinary team of highly qualified professionals focused on excellence who work every day to ensure the highest Health & Safety conditions, thus complying with both legal requirements and the internal standard of the group.

IPRL: Excellence System For Health And Safety Management

The IPRL represents the internal health and safety standard developed by GRI Renewable Industries and has been applied since the beginning of 2016. This standard defines the common Health and Safety criteria applicable to all production centres of the group, gathering all features of the different technologies and production processes, and also including the best practices in pursuit of the continuous improvement of operational safety and efficiency. The IPRL standard covers and goes beyond the applicable legal provisions in each country we operate in, as well as the OHSAS 18001 and ISO 45001 requirements. For this reason, it is an excellent framework for managing risks and opportunities for improvement.

The satisfactory implementation of this internal referential leads better employment conditions while reducing risk exposure of the company. At the same time, it allows the organization to accurately evaluate performance on Health and Safety matters in all its facilities. Afterwards, all deviations are internally managed to draw up action plans and to guarantee that all established criteria are respected and met, to ensure the highest level of safety and protection of the workers.

The IPRL, in its most aggregated level, shows performance with a score of 0 to 100; 100 being the most unfavourable and 0 being the perfect situation. This assessment is the result of the weighted average of three criteria that are developed, in turn, in 89 factors.



The new GRI Towers Sevilla plant has been incorporated to the IPRL index this year, this plant being a manufacturing facility for high-quality and demanding products to meet the needs of the Off-Shore market.

In 2019, two new plants are expected to enter the group, which are currently undergoing start-up or consolidation processes. Our plants in China are not included in its scope either.



Employment conditions and management

At GRI Renewable Industries, IPRL results are monitored continuously and are evaluated quarterly by the responsible Corporate Health and Safety team. In 2018, all plants of the group were audited under the IPRL standard*.

The results of both internal audits and the continuous evolution of the plants are available to the entire organization

through internal communication channels and via the corporate intranet.

The following shows the percentual improvement concerning both employment conditions and prevention management in each of the centres since 2016.

	Working Conditions						Health & Safety Management					
	4QT 2016	4QT 2017	4QT 2018	Improv. 2016	Improv. 2017	Improv. 2018	4QT 2016	4QT 2017	4QT 2018	Improv. 2016	Improv. 2017	Improv. 2018
GRI Flanges Brazil	35	29	28	29%	16%	5%	26.3	17.9	11.9	6%	32%	34%
GRI Towers Brazil	30	36	30	56%	-19%	175	31.0	24.1	16.1	16%	23%	34%
GRI Towers Turkey	57	34	26	30%	41%	23%	48.4	32.6	26.7	27%	33%	19%
GRI Towers India	86	74	60	10%	15%	20%	68.3	56.5	59.9	14%	18%	-6%
GRI Towers Sevilla	-	-	65	-	-	-	-	-	56.6	-	-	-
GRI Towers USA	-	73	68	-	-	8%	-	75.9	84.5	-	-	-12%
GRI Towers South Africa	86	78	67	-4%	10%	14%	85.3	74.7	74.4	-14%	13%	1%
GRI Flanges Iraeta	86	76	69	0%	12%	11%	79.9	77.5	68.9	19%	3%	12%
GRI Castings Zestoa	-	75	67	-	-	11%	-	78.4	75.6	-	-	4%
GRI Towers Galicia	66	60	56	7%	9%	7%	59.9	59.4	70.9	0%	1%	-20%

*The annual improvement percentages have been calculated taking into account the results of 4QT 2016 and 4QT 2017. GRI Towers USA and GRI Castings Zestoa were added to the IPRL indicator throughout 2017, and GRI Towers Sevilla throughout 2018.

In 2018 we have improved employment conditions globally by 11.47% and prevention management by 6.42%. During this year we had three production centres with the “excellent performance” rating regarding Health and Safety, and GRI Towers

India reached the “good performance” rating in the final quarter of the year. This means that up to 44% of our global production centres have already achieved a good or excellent level of performance in the IPRL indicator.

GRI Towers Turkey and GRI Towers Brazil. EXCELLENCE in the IPRL and work accident-related sick leaves

In 2018, we had a significant reduction in the number of accidents with sick leave in the group, and, specifically, two of our production plants achieved the record of 365 days without a work-related accident leading to sick leave.

- **GRI Towers Brazil** celebrated this great success in March 2018, and, undoubtedly, this record is evidence of the important role that Health and Safety plays in the company, emphasizing that the achievement of objectives and improvements in this area are the result of teamwork, the commitment of all workers, a good implementation of the IPRL and an excellent execution of the investment plan aimed at improving efficiency and safety in the plant.
- **GRI Towers Turkey** reached 365 days without accidents in October 2018, which it celebrated in an event that all the local workers participated in. Achieving this milestone links other important goals achieved by the plant concerning Health and Safety, such as obtaining and maintaining the excellent performance level in the IPRL, or the maximum value obtained by the Health and Safety area in external audits conducted by customers such as VESTAS or SIEMENS-GAMESA. There is no doubt that these results are a faithful reflection of the commitment and teamwork, thus adding value to the company and for our customers.



Monitoring indicators

At GRI Renewable Industries, we continuously monitor indicators related to accident rates, being fully integrated within the IPRL structure. These indices relate to internal workers as well as to subcontractors that perform tasks which are necessary and to our activity (403-2).

In 2018 a total of 82 accidents with sick leave and 178 accidents without sick leave were recorded.

Nevertheless, there is a group of plants (namely Brazil, USA, Turkey and India) where accident rates are at historical lows due to the integration of the IPRL, the commitment of senior management and the awareness of all workers. In 2018 there were no fatal accidents in our group.

In 2018, 6 cases of occupational disease were detected in own personnel, 1 in Spain and 5 in Brasil, which are monitored by Health and Safety department in each plant. The global rate is 0.95% ((n° employees/ n°hours worked)x 1.000.000) (403-3).

	Accidents with leave		Accidents without leave	
	Men	Women	Men	Women
Own personnel	76	5	148	16
External personnel	1	0	10	4
TOTAL	77	5	158	20

With regard to the figure of days lost due to accidents, there is a slight decrease with respect to the previous year and the rate of absences increased slightly. The results for the fiscal year 2018 are shown below:

Accidents with leave 2018*

Country	Own personnel		External personnel	
	Men	Women	Men	Wome
Brazil	1.2	0.0	0.0	0.0
Spain	55.3	24.6	15.1	0.0
India	3.7	0.0	0.0	0.0
South Africa	68.5	56.9	0.0	0.0
USA	3.6	0.0	0.0	0.0
TOTAL	14	5.7	8.6	0.0

Rate of accidents with leave: n° accidents with medical leave 2018/ n° hours worked *1,000,000.

* No accidents with leave have been detected in Turkey and China.

Days lost per accident

Country	Own personnel	
	Men	Women
Brazil	432	1,088
Spain	1,680	2,999
India	81	0
South Africa	709	3,188
USA	22	0
TOTAL	412	798

Rate of days lost through accident: n° of days lost due to occupational accidents/n° of hours worked *1,000,000

* In Turkey and China there have been no days lost due to other causes.

Accidents without leave 2018*

Country	Own personnel		External personnel	
	Men	Women	Men	Wome
Brazil	6.1	0.0	0.0**	0.0
Spain	126.8	92.2	135.7	579.5
India	7.4	0.0	0.0	0.0
South Africa	0.0	0.0	0.0	0.0
USA	27.0	32.1	0.0	0.0
TOTAL	27.3	18.4	85.5	103.1

Rate of accidents without leave: n° accidents without medical leave 2018/ n° hours worked *1,000,000.

* In Turkey and China no days lost by accident have been registered.

** The information of the accident without leave (external personnel) in Brazil is not available for the type of activity (discharge) and contract (services).

Days lost per accident + other causes

Country	Own personnel	
	Men	Women
Brazil	1,587	4,474
Spain	7,677	11,226
India	81	0
South Africa	3,370	5,977
USA	22	0
TOTAL	2,029	798

Rate of days lost through accident + other causes: n° of absence days/n° of hours worked *1,000,000

* In Turkey and China there have been no days lost due to other causes.

In the tables, it is evident that in 2018 there was a significant global reduction in the rate of accidents resulting in sick leave. On the other hand, we experienced a worsening of the severity rate mainly due to several long-term accidents.

Risk analysis

Each factory conducts a comprehensive risk assessment that is periodically reviewed by both the plant and at a corporate level.

The main identified risks are listed and addressed globally to guarantee complete control, defining specific protocols that must be complied with, for example: the adjustment of specific work equipment within the production process or the adoption of ergonomic improvements in the process after a rigorous evaluation and specific studies.

This year, most of the specific hygiene assessments have been completed and we continue to make progress in the specific ergonomic studies for each workstation. After the analysis of the results, specific action plans for each of our centres were defined to adjust machines and workspaces thereby improving the wellbeing and conditions for all workers.

Additionally, in 2018, 9 risk-exposed workstations were detected, affecting 27 workers, all of these in the plant GRI Castings Zestoa, for which preventive monitoring is taking place.

Communication

In 2018, a central axis of the company's preventive activity at a global level was to strengthen communication on Health and Safety at all levels, both top-down and bottom-up.

GRI Renewable Industries has been developing awareness campaigns (Be Safe!) over the years, teaches and organizes TOP 5 meetings and Safety Dialogues (DDS), and issues incident and accident notifications to increase participation and inform all workers about specific Health and Safety matters. As a responsible company we foster a strong culture of safety awareness based on people's behaviour as we firmly believe that Health and Safety at work is everyone's responsibility.

This year we wanted to further strengthen this communication by making use of the following channels: through the Health and Safety area on the corporate website, the communication of contents on the corporate intranet, via social and professional networks (Twitter, LinkedIn, YouTube) and official forums, through participating in congresses and conferences and by organizing visits of stakeholders.

An important figure that helps the integration of Health and Safety in the company is the Health and Safety Committee. This internal body represents workers, meets periodically and addresses relevant issues concerning Safety and working conditions in the factories (403-4). Employee representation in the health and safety committees is 100% (403-1).

Countries	Nº of representatives*
Brazil	30
Spain	19
India	12
South Africa	5
Turkey	9
China	17

*In the USA, the Health and Safety Committee was not active in 2018.



Training and awareness-raising

GRI Renewable Industries provides all employees with the specific, high-quality training necessary to safely perform all tasks on the job.

Safety plays an inclusive role in said training. All training is based on results obtained from the risk assessments at the workplace, as well as on procedures and work instructions. Training is integrated with the communication of the best prevention practices identified and implemented globally.

In 2018, specific training given on Health and Safety matters increased by 8%, amounting to a total of 30,075 training hours, focused on high risk activities, handling of machinery,

working in ATEX zones, handling of chemicals, the use of lifting equipment and preparation for emergencies. Concerning investment, the specific improvement actions led through IPRL meant a total investment of more than 1.67 million euros in safety worldwide.

This ensures that all of our external workers and employees have the information, instructions, sufficient training and supervision to perform their daily activities safely and efficiently.

GRI Towers Sevilla celebrated the European Week for Health and Safety at Work through the Be Safe! campaign

On the occasion of the European Week for Safety and Health at Work, the "Be Safe!" awareness campaign was launched in Seville.

The plant manager, Juan José Porras, organized talks at different times to reach the whole organization.

The informative day was focused on the importance of Health and Safety in the work environment, "Be Safe! means being safe and working safely and is everyone's responsibility".

From the plant manager to the operators, leaflets explaining the campaign were distributed, reflecting the principles of the Occupational Health and Safety Policy of GRI Renewable Industries, in addition to testimonies of plant workers that explain what health and safety at work means to them.





SOCIAL/LOCAL COMMUNITY

DIMENSION

103-1, 103-2 AND 103-3

One of GRI Renewable Industries’ priorities is to support local development in the areas where we have a presence. To this end, collaboration agreements have been established with non-profit organizations with which corporate and local activities of various kinds take place.

Corporate collaboration 102-12



LQDVI Foundation What Really Matters

Since 2014, we have supported the Foundation What Really Matters with disseminating universal, moral and ethical human values through the development of motivational conferences.

In 2018 we have been present at the following congresses Madrid, Oviedo, Valencia, Málaga, A Coruña, Bilbao, Seville and Palma de Mallorca.



Juan XXIII Roncalli Foundation

We have supported the Foundation since 2007, apart from being its Trustee. Its mission is to improve the lives of people with intellectual disabilities and to foment their social integration.

This year the company has supported the Foundation with the rent of its spaces and utilities and collaborating closely in the week of volunteering.



WCK World Central Kitchen

We have supported the Foundation since 2013. Its mission is to end food insecurity and malnutrition in areas of humanitarian catastrophes.

In 2018, we made a special contribution that helped provide 10,000 basic meals in places where there have been natural disasters, such as those from Guatemala’s volcano.



United Nations Global Compact

We have supported the Foundation since 2013, to contribute to the dissemination and compliance of the 10 Principles and Objectives of Sustainable Development.

In 2018 we participated in various conferences to improve our contribution to these objectives.

GRI Renewable Industries participated in the commitment of the Global Compact “With you, we are +” for the dissemination of its principles among its stakeholders. As a result of this initiative, it has become a prescriptive partner in the bronze modality.



Foundation Seres

We have supported the Foundation since 2016, to contribute to the joint construction of a stronger society and with competitive companies lasting over time.

In 2018 we collaborated as Trustee of the foundation and participated in projects aimed at improving communication and measurement of actions in the area of sustainability.

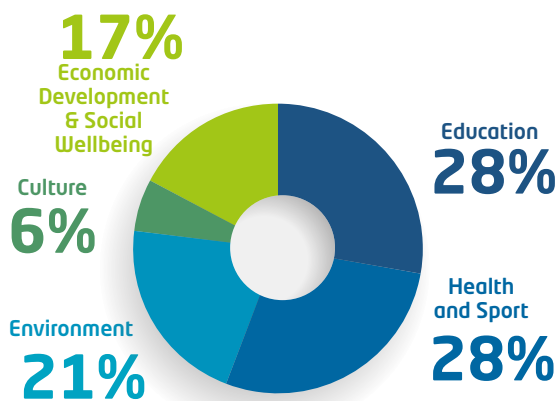
Local contribution 413-1

We carry out actions and development programs with the local community in different countries and with different approaches.

In 2018, GRI Renewable Industries focused its efforts on social initiatives related to culture, environment, sport, education and healthcare. All work has been aimed at the development and support of the societies where we are present.

Social programs have taken place in all countries (100%) in which GRI Renewable Industries has a presence. The most relevant are detailed below:

Percentage distribution by field of action



Education

GRI Towers Turkey believes that the motivation and training of future employees is fundamental. For this reason, we received visits from different schools and universities from the region, for instance, the Gonen Mehmet Akif Ersoy Primary School, the institutes Gonen Mirciler and Gonen Industrial, and the Eylul Bandirma University. During these visits the business model was explained, as well as the processes, Health and Safety related aspects, among other topics of interest, so that they learn about the labour markets and the different alternatives.

In addition, we participate in the "Benji" project to encourage reading amongst young people, through the donation of new books to improve the libraries and classes in the schools that participate in this project.

GRI Towers India works with the NGO "Helpers of the Handicapped" to create classrooms adapted for young disabled people to provide them with the necessary materials to allow them to continue their education.

GRI Towers Texas deems health and safety to be a key aspect in all areas. For this reason, they organized a day in a primary school where 25 young people were trained in this discipline through playful games.

GRI Flanges China got personally involved and donated materials to the Primary School Zhangzhuang in the Zhongqiu district, to contribute to the healthy development and growth of other young people.

GRI Towers South Africa has invested around 2M rand in different training projects within the Black Economic Empowerment program (B-BBEE). This racially-selective programme was launched by the South African government to correct the inequalities of the apartheid by supporting black South African citizens (black, coloured and Indian people).

This program includes the following initiatives:

- We annually subsidize the training of 20 apprentices, covering both their monthly remuneration (salary) and the financing of their studies. The objective is to integrate this collective to the labour market. It should be noted that 100% of the staff trained in 2017 is currently employed in our GRI Towers South Africa plant.
- We contribute to the training of the unemployed personnel in the region, through an agreement with the West Coast College (WCC). This training centre not only has a presence in Atlantis (Western Cape), but also in different locations, which allow for the

integration of the whole Cape Town area.

In this field, GRI Renewable Industries designs and develops the content of different training modules for the Black Steel and White Steel processes.

These are subsequently transmitted by the specialized teaching staff of each centre, in all the locations where the West Coast College has a presence.

The focus of these modules is, in some cases, very adapted to our processes and, in other cases, more generic (painting, welding, etc.), which allows attendees, once they receive their title accredited by the WCC, to be able to develop their knowledge working for GRI Towers South Africa or for other companies in the region, therefore amplifying their possibilities of obtaining stable and salaried employment.

Culture

GRI Towers Galicia and GRI Flanges Iraeta, are committed to the local community, which is why they support cultural events such as: the patron saint festivals of Carballino and Seoane in Galicia and the patron saint festivals of Zestoa and Aizarnazabal in the Basque Country.

Health and Sport

GRI Towers Turkey is very committed to the society and 50 employees of the plant donated blood for the Turkish Red Cross.

GRI Brazil organized a collection of personal hygiene products with its employees coinciding with the Internal Week of Prevention of Accidents at Work and the Environment, to donate them to the Hogar de Cristo Redentor and the Hogar Sao Francisco.

GRI Towers Galicia believes that sport is a fundamental part in the education and development of the youngest members of society. For this reason, it supports the Football school Arenteiro and the futsal team of Carballino. In addition, it sponsors different sportive activities such as: the third edition of the Ralymix de Pinor, the solidary race of Arenteiro Athletic club, the sport club Cenlle, the 1st inter-school tournament and, in the cycling field, support for the clubs los Mosquetieros and Carballiño.

GRI Flanges Iraeta contributed to encourage sports by sponsoring the "ARAZI IKT Kobaz-koba trail 2018" in the city of Cestona.

GRI Towers South Africa sponsored the Atlantis rugby team and the football team Jomo's Power so that they could participate in local leagues.

Environment

At **GRI Renewable Industries**, we are committed to the fight against climate change which is why the challenge of planting one tree for each produced tower was set in 2015. This year GRI Madrid, GRI Towers Galicia, GRI Towers Sevilla, GRI Flanges Iraeta and GRI Casting Zestoa have participated in a reforestation in the regions surrounding the plants and offices, and succeeded in planting over 2,700 trees.

Economic Development & Social Wellbeing

GRI Towers Turkey, performed maintenance, repair and painting work at the Police Headquarters in the Gonen district. With these improvements, the Headquarters were significantly improved, to the benefit of all the workers.

GRI Towers South Africa, within the Black Economic Empowerment program (B-BBEE) contributed to the local development of the region by helping and collaborating with the local suppliers through:

- Preferential purchases to local suppliers, especially those managed by women of colour, to enhance their development and the maintenance of families in the area.
- The help/subsidizing of local businesses for their growth and development, so that they can be preferential suppliers for GRI, both for raw materials and for services, as for example the suppliers NHS and Mandivista.

GRI Flanges China carried out important humanitarian help after the typhoon "Wambia" in August 2018. Heavy rains caused the Yeyuan Reservoir, Qinshuiya Reservoir and Heihushan Reservoir to overflow, flooding the Mihe river basin and villages along the river, destroying houses, fields, greenhouses and farms.

To help alleviate this disaster, GRI Flanges China made substantial donations to charity funds and to the county of Hunan Tunxi to decrease poverty in the region.

Collaboration with local authorities

415-1

GRI Renewable Industries establishes relations with local public authorities on an altruistic basis with complete transparency, in accordance with the guidelines of the Code of Ethics. The company does not make any economic or in-kind contributions to political parties.

GRI Towers South Africa received a visit from the country's president Cyril Ramaphosa who was able to witness the great work that the company is doing and the benefits that are being created for the society through its daily efforts.

