

4.1. Employees

Commitment to talent

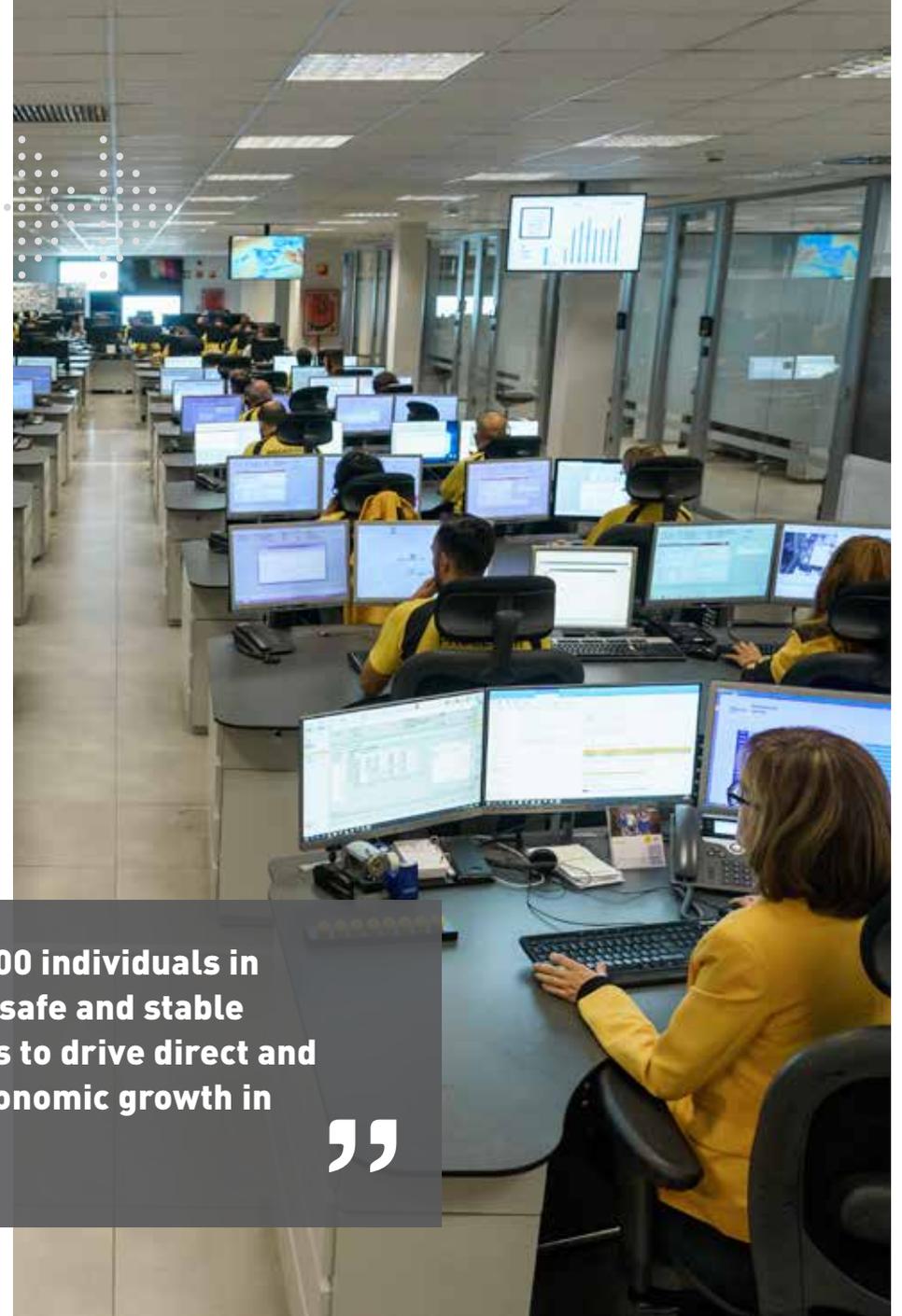
Prosegur steadfastly believes that proper oversight of talent and individual employee success is a key requirement to creating value and securing the organisation's overall objectives.

During 2018 Prosegur launched a new Talent Plan to help drive a culture of two-way communications, meritocracy and talent development. The plan is structured to include multiple factors that assist each employee's comprehensive development and enhance their experience at the organisation.

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Prosegur employs more than 167,000 individuals in 25 countries, to whom it provides a safe and stable work environment. It likewise helps to drive direct and indirect job creation, supporting economic growth in multiple regions.

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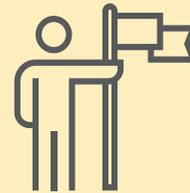
1 Employer Branding



2 Recruitment & Onboarding



3 Leadership, Performance & Talent



4 Prosegur Corporate University



5 Cultural transformation programme



6 Compensation & Benefits



7 Employee experience



Talent management in Prosegur – success factors

 Recruitment	Efficient policies and processes to achieve an ideal combination of technical and professional competences and personal values that represent the company (honesty, responsibility, emotional balance and psychological maturity).
 Training	Firm commitment to the training of employees in different key areas for the performance of their duties and their personal and professional growth, through innovative tools.
 Development	Initiatives that reward excellence and good performance of the duties of the different job profiles in the company and that continuously monitor the evolution of each employee.
 Dialogue	Platforms and internal communication channels that facilitate cascade-style communication and homogenization of information at branch office level and the cascading of objectives, strategic plans, messages, etc. in a clear and efficient manner.



The Talent Plan was activated in 2018 and made progress in several areas:



Agile methodologies: A series of methodologies have been transferred, adapted to Prosegur's needs over a range of projects, with the aim of driving cultural transformation through new ways of working.



Leadership model: Initiatives were run with teams at the global level and in each individual country, based on workshops on the Leadership Model (skills and conduct) that the company is set to use as of 2019 for performance assessment, individual talent plans, as well as adopting the foremost training and development methods.



Oracle Implementation: Use of technology tools (Oracle) to develop new talent processes (performance assessment, development, etc.).



Prosegur Corporate University and digital training: Implementation of a new digital platform to boost the Prosegur Corporate University and its training catalogue.

8 DECENT WORK AND ECONOMIC GROWTH



Prosegur supports compliance with Goal 8 by making contributions to the economies within its footprint, and by establishing a working environment that respects and promotes employee development. As a result, a large part of the company revenue is distributed as wages, salaries and employee benefits. This distribution has a direct impact on GDP and employment in the various countries. Another field of action and contribution is the protection of labour rights and the promotion of a safe work environment, within the framework of several occupational health and safety programmes. The company's objective is to achieve "zero accidents", by strictly complying with the labour risks prevention policies, training programmes, technological tools and monitoring mechanisms. In addition, Prosegur guarantees labour inclusion and decent work for all groups through the Labour Inclusion Plan for Persons with Intellectual Disabilities or the Talent Plan.



Labour relations

Prosegur manages labour relations on a local basis, factoring in the specifics of each market and, above all, the legislation of each country. In accordance with the Universal Declaration of Human Rights (UDHR) and applicable law in the countries within its footprint, the company respects the right to freedom of association and collective bargaining of its employees, while also promoting dialogue with the same.

Our willingness to dialogue with unions is constant and essential. The company holds regular meetings with all the legitimate representatives of the workers, listening to them, sharing information and seeking common goals. Pursuant to the provisions of EU Directive 2009/38/CE and Act 10/1997, in 2014 Prosegur set up a European Works Council, a body that promotes cross-border co-operation between the company and employee repre-

sentatives, while holding constructive dialogue within the European sphere. Of particular note here, is that the European Works Council met on 21, 22 and 23 November 2018 at Prosegur's central headquarters in Madrid, Spain. Said meetings discussed aspects such as absenteeism, general group information, investments made and anticipated, as well as other topics of interest.

As per 31 December 2018, more than 16 percent of the workforce belong to unions, while affiliation to collective bargaining agreements stands at 71 percent of all employees. It is worth noting that these figures are higher than the average for the main companies in the sector. Said agreements include measures to drive occupational health and safety standards, as well as improve working conditions, information, and much more.

Trade union representation

Total

Number of employees who are members of trade unions	27,219
Percentage of employees who are members of trade unions	16%

Collective bargaining agreements

Total

Number of employees covered by a collective bargaining agreement	119,855
Percentage of employees covered by a collective bargaining agreement	71%

“ **71** percent of employees covered by a collective agreement ”

Equality Plan

The percentage of female employees continues to grow thanks to efforts made in recent years, with the proportion reaching 16.3 percent of all employees.

As an essential means of ensuring equality between men and women, Prosegur has an Equality Plan. Under the same, Prosegur commits to eradicating any direct or indirect discrimination on the basis of gender and, in particular, any discrimination associated with maternity, paternity, assumption of family obligations and marital status. The scope of the Equality Plan is limited to Spain, based on compliance with Organic Law 3/2007. The main measures of the same are as follows:

- › Workforce information and awareness-raising concerning measures to ensure work-life balance.
- › The inclusion in all job vacancies of the gender equality commitment.
- › Inclusion of the Equality Plan in the organisation's Intranet.
- › Contribution from the Equality Plan and the Harassment Protocol to Works Councils/staff delegates.
- › Inclusion of a copy of the Equality Plan and the Harassment Protocol, as well as prohibited conduct in the labour environment, for every 100 employees in service.



Accessible training for everyone

Continuous training of the Prosegur team is one of the pillars around which the group's distinctive range of services is built, while also supporting the empowerment and personal and professional development of employees. Altogether, 2.3 million hours of training were provided in 2018, which is an average of close to 16 training hours per employee. The training includes topics such as: Code of Ethics and Conduct, Information Security, Prevention of Occupational Risks, etc.

Via its online platform, the Prosegur Corporate University, Prosegur offers a virtual space where professionals can share knowledge, understand the company's values, develop their talents and drive specialisation based on a shared culture. This online platform, which was set up in 2006 and optimised in 2018 with the introduction of Cornerstone (an e-learning platform that incorporates collaborative tools and learning metrics), Prosegur offers a distinct and heterogeneous catalogue of courses as part of its employee professional development plans, which

may vary across the regions to adapt to the needs and requirements of each country and business.

In 2018 the Prosegur Corporate University ran activities in fourteen countries. This year, new training content and functions have been included that allow the University to be an interconnected community that fosters the exchange of knowledge and values characteristic of the company. During said year more than 39,000 employees accessed to the campus, benefiting from around 249,000 study hours.

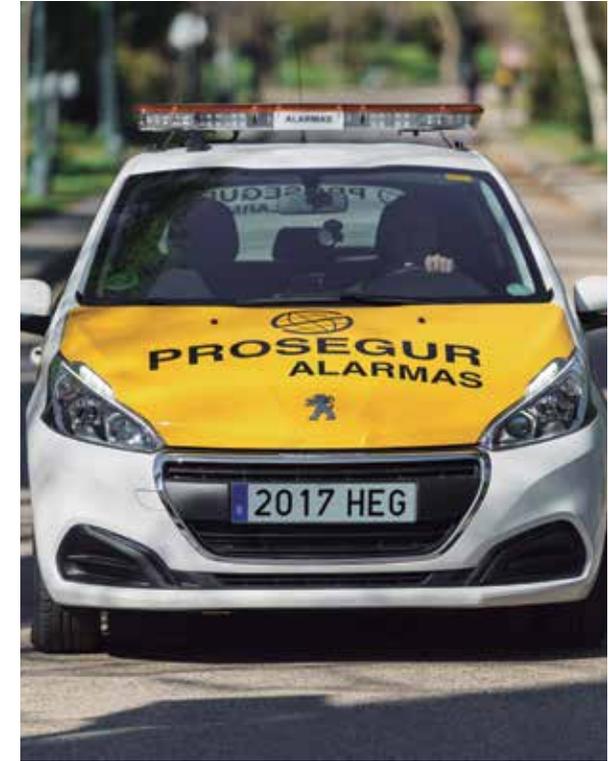


Prosegur's commitment to education has been evident and expanded over time, seeking to empower employees and bolster their skills and opportunities. Through initiatives such as the Prosegur Corporate University, which offers a wide range of training in various areas, the company contributes to the continuous development of its human capital.

Promotion of internal communication



Internal communication remains a core pillar for the organisation. It is now more relevant than ever, given the ongoing transformation and business environment adaptation at the group. During 2018 Prosegur shaped its dialogue with internal groups around key messages, associated with developing a cohesive internal culture, as well as regarding strategic matters such as new digital trends. The Digital Friday concept was introduced, with talks given by experts in innovation, digitalisation and leadership, helping to promote employee participation and commitment, while also driving a culture of change.



Workplace Health and Safety



Prosegur works in compliance with industry standards regarding occupational risk prevention. It invests in specific training related to “risks for each activity and job position, emergency measures and inspections” as well as in the analysis of accidents that have occurred in order to adopt measures to mitigate risks. The company strives to ensure that employees work in suitable environments and have the necessary resources to safely do their jobs.

“Zero accidents” objective



This goal remains a key focus for Prosegur operations, with particular work and effort directed at health and safety prevention, management and monitoring systems. The accident rate in 2018 stood at 2.57 in the Security business, 3.58 in the Alarms business and 3.61 in the Cash business (number of accidents/number of total hours worked per 200,000). Prosegur understands that awareness raising and training in safety matters is essential to prevent and mitigate occupational risks associated with the duties of employees.



Training

In order to promote individual responsibility amongst workers and foster growth in the culture of work safety throughout the organisation.



469,115 hours of occupational Health & Safety training.

During 2018 Prosegur further drove development of its PROCDE tool, which provides notifications of any accidents anywhere in the world across all levels (global, regional and national), ensuring greater control and that effective measures are put in place. Thus, the country's local Health and Safety team provides information on the location of any incident,

Tracking

Using tools that facilitate exhaustive control of the accident rate, its causes and the events surrounding it. This in turn allows us to apply a cycle of improvements to source conditions and the handling of potential accidents. Furthermore, Prosegur has Health & Safety Committees for regular consulting there on.



New Global Protocol on the reporting of serious and fatal accidents.

as well as the date, time and severity assessment (minor, serious or very serious), accident type (attack, traffic, etc.) and a brief description. This entry in the tool will keep the status "open" until the final notification of the closure of the investigation is issued. This procedure allows the company to have first-hand information and accompany employees

Technological innovation

R+D development in Health & Safety have continued in 2018, with the optimisation of control tools and with special plans for the communication and dissemination of best practices.



Progress in "zero accidents" company's objective, despite the intrinsic difficulty of the business in which Prosegur operates.

and family members after an incident. Following an investigation and based on the cause analysis information, Prosegur identifies any aspects that can be improved and ensures that corrective measures are implemented, thus driving excellence in the handling of health and safety matters, which represents a priority for the organisation.