

4.1. Employees

Prosegur Cash knows that the correct management of employees' talent and their individual success is the key component in ensuring value creation and the achievement of the overall objectives of the organisation.

“

Prosegur Cash has more than 55,000 employees in 21 countries, to whom it provides a safe and stable work environment: 77.2 percent of workers have permanent contracts and 83.5 percent are full-time.

”



1 Employer Branding



2 Recruitment & Onboarding



3 Leadership, Performance & Talent



4 Prosegur Corporate University



5 Program of cultural transformation



6 Compensation & Benefits



7 Employee experience



Talent management in Prosegur Cash – success factors



Selection

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.



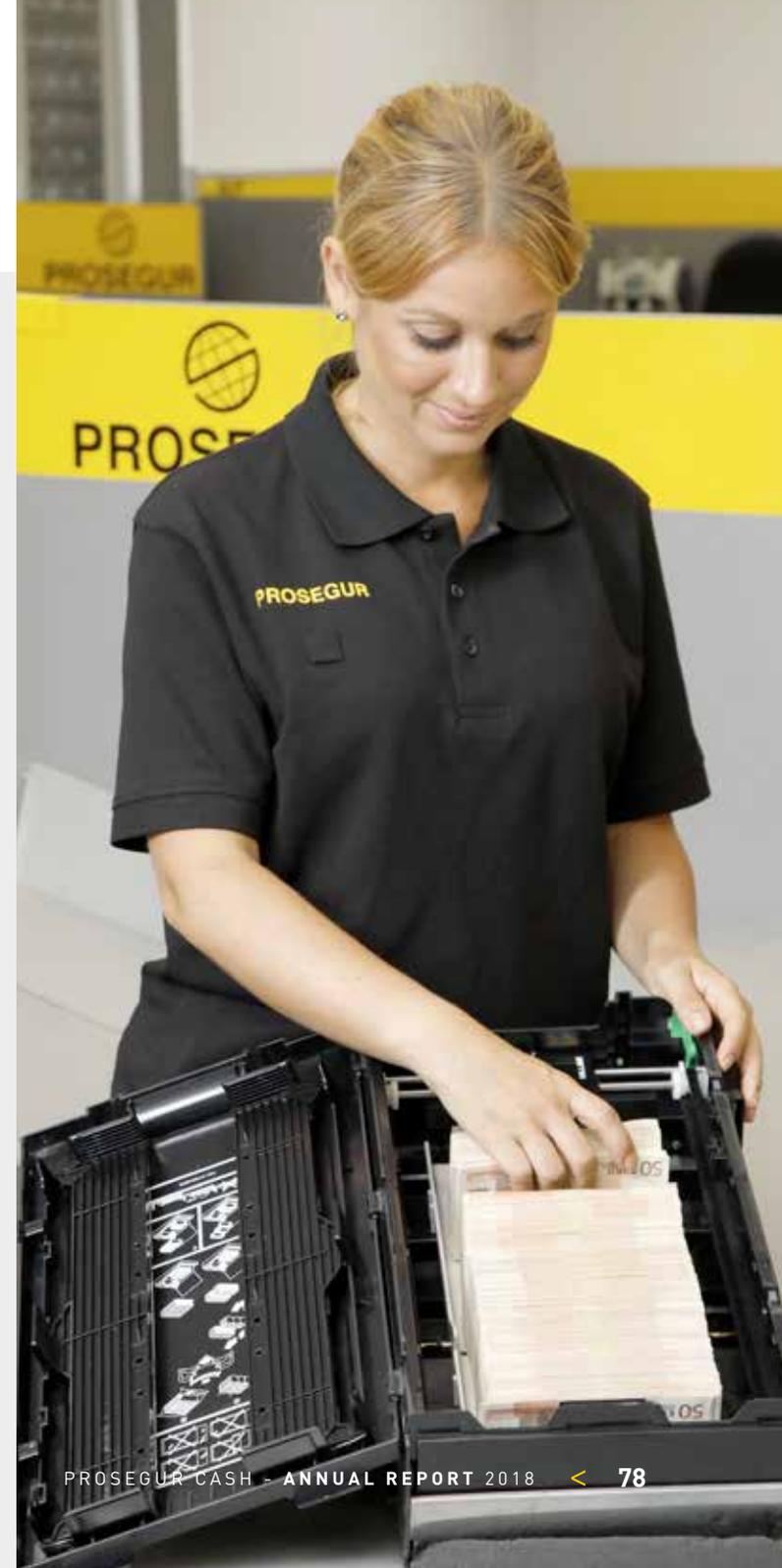
Development

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.



In 2018, Prosegur Cash implemented a new Talent Plan to help drive the two-way communication culture, efficiency improvement and the way in which talent is developed. This Plan is structured in a variety of ways that assist with the employee's integral development and their experience in the organisation. The progress made with the plan so far has been:



Agile methodologies:

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



Leadership model:

Initiatives were implemented with teams at both global and country level, through workshops to establish the Leadership Model (skills and behaviours), which as of 2019 the company will use as a basis for performance assessment, individual talent plans, and aligning itself with the best 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 Cash helps towards the achievement of Goal 8 through its contribution to the economies of those markets in which it operates and by providing a workplace that respects and promotes employee development. As a result, a large part of the company's 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 programs, technological tools and monitoring mechanisms. In addition, Prosegur Cash 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 Cash manages labour relations locally, taking into account the particularities of each market and the legislation in force in each country. In accordance with the Universal Declaration of Human Rights (UDHR) and applicable laws in the countries within its footprint, the company respects the right to freedom of association and collective bargaining of its employees, while at the same time encouraging dialogue with them.

There is a constant and fundamental willingness to enter into dialogue with the trade unions. 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 group set up a European Works Council, a body that promotes cross-border co-operation between the company and worker representatives, while holding a 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. These meetings discussed aspects such as absenteeism, general informa-

tion relating to the group, completed and planned investments, as well as other topics of interest.

As of 31 December 2018, more than 19 percent of Prosegur Cash's workforce belong to unions, and there are collective bargaining agreements covering more than 56 percent of all its employees. It is worth noting that these figures are higher than the average for the main companies in the sector. These agreements include measures to develop occupational health and safety policies, as well as improve working conditions, information, and many others.

Trade union representation	Total
Number of employees who are members of trade unions	10,816
Percentage of employees who are members of trade unions	19%

Collective bargaining agreements	Total
Number of employees covered by a collective bargaining agreement	32,675
Percentage of employees covered by a collective bargaining agreement	56%

“ **56 percent** employees covered by a collective bargaining agreement ”

Equality Plan

The percentage of women continues to grow thanks to efforts in recent years, with the proportion reaching 19.9 percent of all employees.

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

- › Informing and raising awareness of the workforce of work-life balance measures that exist.
- › Inclusion of the commitment to gender equality in job advertisements.
- › Inclusion of the Equality Plan in the Organisation's Intranet.
- › Provision of the Equality Plan and the Harassment protocol to the Works Councils/staff delegates.
- › Provision of a copy of the Equality Plan and the Harassment Protocol, along with the prohibited workplace behaviour, for every 100 in-service employees.



Accessible training for everyone

The continuous training of Prosegur Cash's team is one of the pillars on which the differentiation of its service offer is based, at the same time, it is a source of empowerment, and personal and professional development, for employees. In total, 874,000 hours of training were delivered in 2018: an average of 22 training hours per employee. The training includes areas such as: Code of Ethics and Conduct, Information Security, Prevention of Occupational Risks, etc.

Through its online platform, the Prosegur Corporate University, Prosegur Cash offers a virtual space in which professionals share knowledge, promote the company's values, develop their talents and specialise through a common culture. This online platform, which was set up in 2006 and was optimised in 2018 through the introduction of Cornerstone (an e-learning platform that integrates collaborative tools and training metrics), Prosegur Cash offers a differentiated and wide-ranging catalogue of courses

as part of its professional development plans for employees, and which may vary according to geographical area, adapting them 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.



Prosegur Cash's commitment to education has been developing and growing over time, with the aim of empowering employees and strengthening their skills and employment 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, and it is now more relevant than ever due to the ongoing processes of transformation and adaptation to the current environment. In 2018, Prosegur Cash shaped its dialogue with internal groups via key messages associated with developing a cohesive internal culture and strategic topics, such as new digital trends. The Digital Friday concept was created, providing talks given by experts in innovation, digitisation and leadership, helping to promote employee participation and commitment while also driving a culture of change.



Workplace Health and Safety



Prosegur Cash works in compliance with industry standards regarding occupational risk prevention and it invests in specific training related to “risks by activity and job, emergency measures and inspections” and in the analysis of accidents that have occurred with the adoption of measures to mitigate risks. The company wants to ensure that employees work in suitable environments and have the necessary resources to do their job safely.



“Zero accidents” objective



This objective remains a key focus in the operations of Prosegur Cash, with particular attention and effort being directed towards prevention, management and monitoring systems for matters relating to health and safety. In 2018, the number of accidents was reduced by 63 compared to 2017 (1,326 accidents in total) and the accident rate was 3.61 percent and the severity rate stood at 186.69. Prosegur Cash understands that training and the publicising of safety matters is essential to prevent and mitigate occupational risks. For this reason, it dedicated a total of 49,879 hours in health and safety training for its employees. With this training, Prosegur Cash has managed to raise awareness and improve the skills and abilities of employees to address the risks they face in their daily work, in particular driving vehicles.

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.

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 Cash has Health & Safety Committees for regular consulting there on.



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

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.

During 2018 Prosegur Cash 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, 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

and family members after an incident. Following an investigation and based on the cause analysis information, Prosegur Cash 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.

Workplace Health and Safety Committee

The particular nature of the work carried out by Prosegur Cash, alongside its ambition to protect this work using all the tools possible, has led to the creation of a specific Workplace Health and Safety Committee. This Committee assesses the geographic breakdown of frequency, incidence, severity, fatality and training indicators. The Committee is responsible for assessing trends in the indicators and the absolute number of accidents and their causes.

The Committee worked transversally in 2018 on drafting a comprehensive cover insurance policy and the victim's families support protocol.

