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**THE BEST  
EMPLOYER**

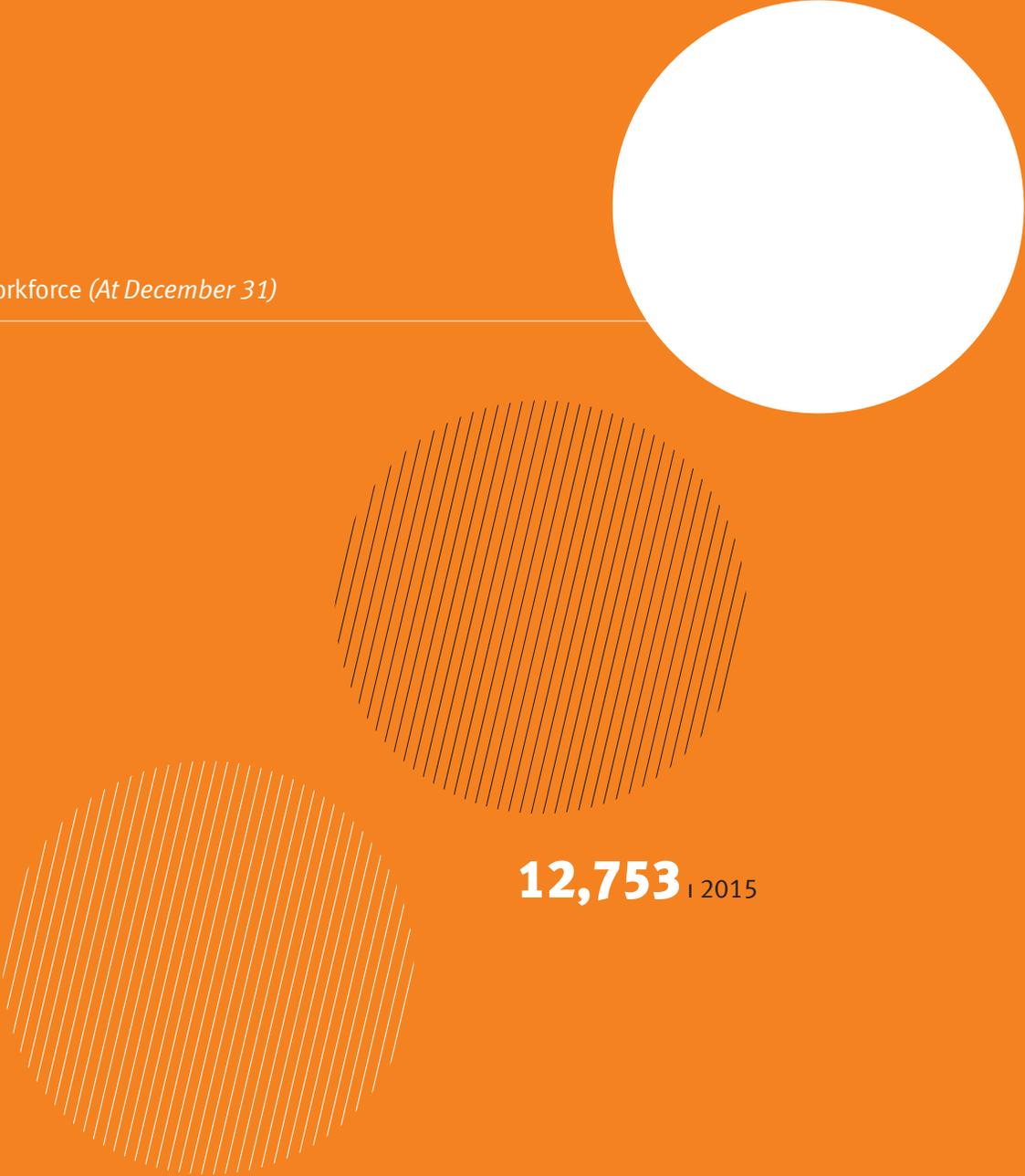
HUMAN RESOURCES

# 13,968

2016\*

Basic workforce (At December 31)

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**12,753** | 2015

**12,626** | 2014

\* In 2016, Centro Técnico de SEAT, S.A. was absorbed by merger with SEAT, S.A.

## A COLLECTIVE AGREEMENT FOR THE FUTURE AND MORE EMPLOYMENT

On 20 June 2016, after six months of negotiation, SEAT's 19<sup>th</sup> Collective Labour Agreement was signed. Valid for five years, its most innovative aspect is the anticipation of the new scenario of Industry 4.0. The negotiation was organised into four blocks: remuneration, organisation of work, social aspects and competitiveness. In the first block, a new variable remuneration system is introduced, through which the company shares its successes with employees based on its operating profit. The main update in the organisation of work is a pilot project on remote working, an innovative initiative for a traditional sector like the car industry. In the social field, the most notable change is the company's desire to offer staff specific training on industry 4.0,

as well as another pilot test which seeks to eliminate attendance checks through clocking in and out, replacing it with "trust-based working". Lastly, with regard to competitiveness and looking to the future, new flexible working methods have been adopted and a new category of access has been consolidated.

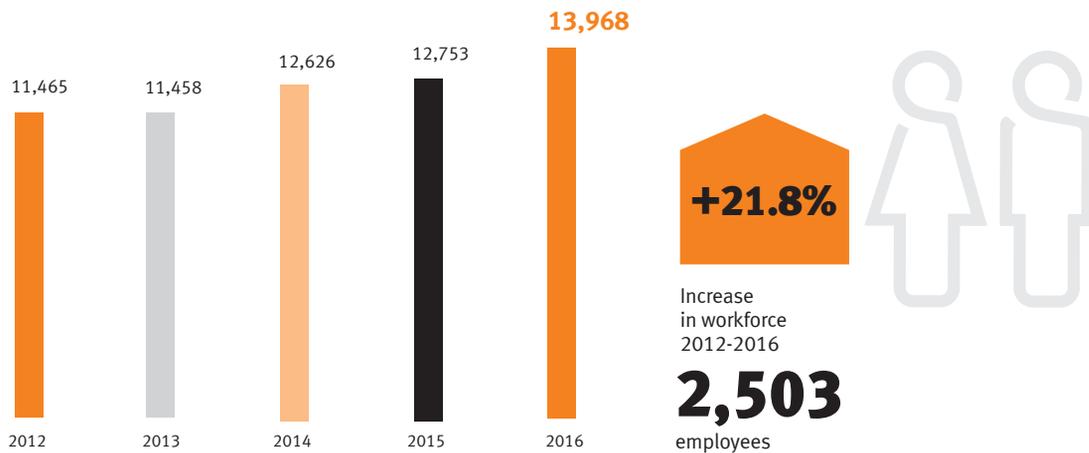
In parallel with the negotiations, the company supported job creation. A partial retirement plan was implemented, through a handover contract for 230 staff, which will generate the same number of jobs with an indefinite contract. Furthermore, 166 employees joined the Production division after having rendered their services through temporary employment agencies. Also, to guarantee the launch of Audi's A1 model in 2018, 60 new hires were taken on.



### SEAT SIGNS A NEW COLLECTIVE LABOUR AGREEMENT

The new agreement is valid for five years, consolidates a stable framework in labour relations and supports competitiveness and the distribution of profits with the improvement in the variable remuneration system.

### Basic workforce (At December 31)



**Basic workforce by functions and centres** (At December 31)

	2016	2015	Variation	
			Absolute	%
<b>Direct</b>	<b>8,301</b>	<b>8,199</b>	<b>102</b>	<b>1.2</b>
Martorell	6,795	6,696	99	1.5
SEAT Barcelona	673	664	9	1.4
SEAT Componentes	833	839	(6)	(0.7)
<b>Indirect</b>	<b>5,667</b>	<b>4,554</b>	<b>1,113</b>	<b>24.4</b>
Martorell	3,749	3,726	23	0.6
SEAT Barcelona	519	532	(13)	(2.4)
SEAT Componentes	254	253	1	0.4
SEAT Technical Centre**	1,102	0	1,102	—
Other centres	43	43	0	0.0
<b>Total workforce (*)</b>	<b>13,968</b>	<b>12,753</b>	<b>1,215</b>	<b>9.5</b>



The Martorell factory is the largest manufacturing centre

**10,544**  
employees

\* Figures for 2016 and 2015 do not include 116 and 94 employees in partial retirement, respectively. Likewise, figures for 2016 and 2015 do not include 155 and 186 apprentices with labour contracts, respectively.

\*\* In 2016, Centro Técnico de SEAT, S.A. was absorbed by merger with SEAT, S.A.

**Basic workforce structure** (At December 31)

**79.4%**



Men  
11,098

**20.6%**



Women  
2,870

**8.9%**

Up to 30

**45.5%**

41-50

**32.1%**

31-40

**13.5%**

Over 50

Structure  
by age

**19.3%**

University

**32.6%**

School-leaving  
certificate

**22.5%**

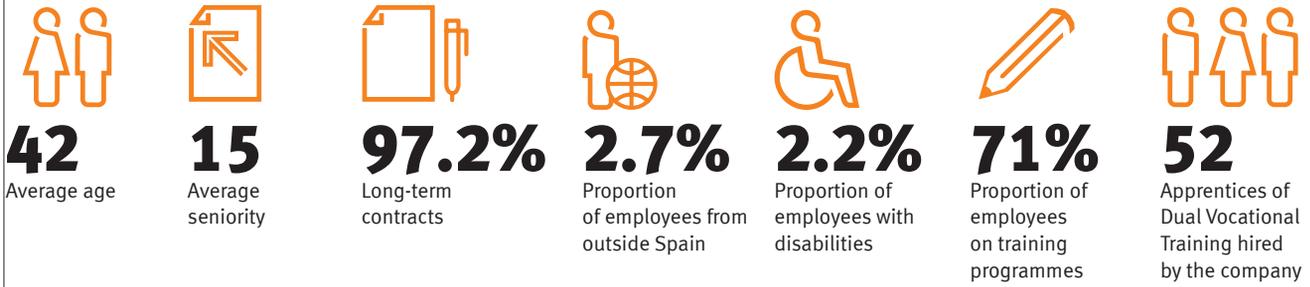
VT Middle Grade

**25.6%**

VT Higher Grade

Structure  
by educational  
qualifications

**Basic workforce structure** (At December 31)



**VALUE OF THE TALENT POOL**

The SEAT Apprentice School started 2016 with the intake of 60 new students, selected from among more than 800 candidates received from different places around Spain. After passing the selection process, the new students began the first course of the intermediate-level training cycles, with 30 of them in the mechanics module and 30 in the electro-mechanical equipment maintenance module. In total, the School currently has 168 apprentices.

The success of the Dual Vocational Training provided in the Apprentice School lies in the opportunity the young people have to learn a trade and to develop it in a real working environment, with the possibility to join the company’s workforce when they finish their training. SEAT offers a full and practical programme in the school’s classrooms, laboratories and workshops, as well as in various division of the company. The high technical level of

the facilities and of the trainers leads young people from all over Spain to want to join the Apprentice School.

Since 1957, when it began its activity, **more than 2,600 students have trained in it and 11% of the company’s current executives come from the Apprentice School.** These are figures that back up SEAT’s training strategy and the excellent results achieved.



**SEAT and the Catalan Government (Generalitat de Catalunya) sign an agreement to promote professional training**

The new agreement, signed for four more years, seeks to improve professional training in Catalonia to modernise and adapt it to the new challenges of the labour market, paying particular attention to the needs of the automotive sector. The agreement will also allow the work experience and non-regulated training of SEAT’s employees to be academically recognised, as well as the continuous training that is provided in its centres. Furthermore, both parties will contribute to elaborating and organising the training curricula of the occupations of the automotive sector, at the same as SEAT will collaborate in the training given by the teaching staff of the Generalitat.



## A HEALTHY COMPANY WITH NEW FACILITIES

In February 2016, the first stone was placed at the Martorell factory for what will become a brand new health centre for SEAT's workforce of around 14,000 employees in 2017. In the same ceremony, which was chaired by the Minister for Business and Knowledge of the Catalan Government (Generalitat de Catalunya), Jordi Baiget, and the Vice-President of Human Resources at SEAT, Xavier Ros, the company received from the chairman of AENOR, Carlos Esteban, the Healthy Company award. SEAT is the first company in the automotive sector in Spain to receive this recognition.

The new Health Care and Rehabilitation Centre (known as CARS) will cover an area of 1,300 m<sup>2</sup>, it will represent an investment of three million euros and it will cover three fields: preventative, health care and rehabilitation medicine. To carry out this work, SEAT has, among others, a team of 25 professionals that specialise in traumatology, radiology and cardiology.

The centre will also offer nearly 3,000 women in the company the possibility to undergo an annual screening for the early detection of breast and cervical cancer, making SEAT the only automotive manufacturer in Spain to provide this kind of test within the company itself. Furthermore, it will have an innovative biometric laboratory that will allow the company to take another step towards the so-called Industry 4.0, applying the latest technology in the ergonomic design of the workstations and in monitoring the progression of musculoskeletal disorders.



### Healthy Company Award

SEAT received the Healthy Company Award in the "Best Communication Plan" category by the Human Resources Observatory (HRO). This award recognises the Healthy Company project of the SEAT Group, which includes all the measures necessary for the prevention of accidents, occupational illnesses and the promotion of healthy habits.



#### SEAT AND HARVARD UNIVERSITY CONDUCT A STUDY ON HEALTHY EATING

The objective of this alliance is to initiate a joint investigation project into working health and healthy eating related to the Mediterranean diet at SEAT.

### SEAT's health in figures

**1,300 m<sup>2</sup>**

*dedicated to prevention and caring for the employees' health*

#### Health centres

- 6** in SEAT Martorell
- 1** in SEAT Barcelona
- 1** in SEAT Componentes
- 1** in SEAT Apprentice School

#### Visits

**12,000**  
general medical examinations/year

**27,000**  
specific medical examinations/year

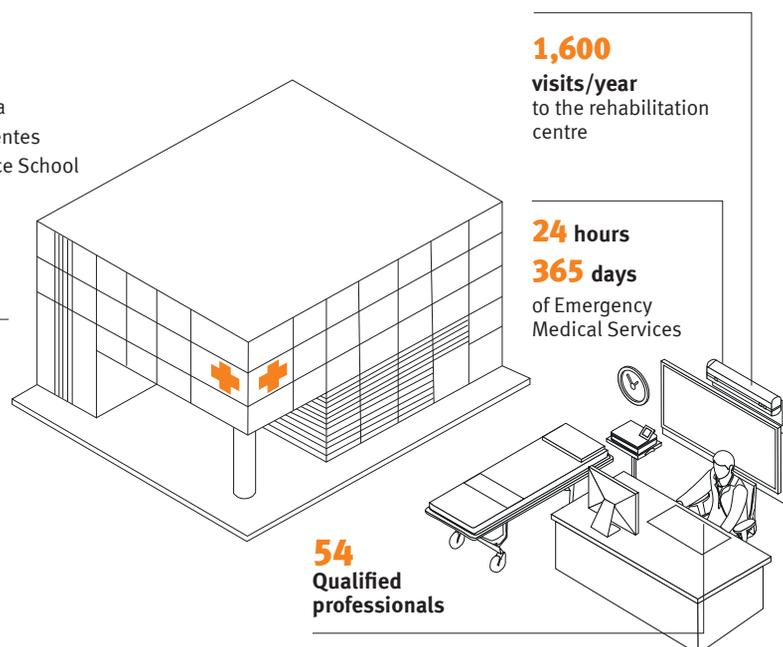
**61,000**  
consultations/year

#### Ambulances

**2**  
medical ambulances with medics

#### Campaigns

**4,000**  
activities in the promotion of health campaign



## A BORDERLESS WORLD OF TALENT DEVELOPMENT

SEAT continuously searches for young talent through various initiatives to attract new joiners and to offer a way of joining the company. Besides the Dual Training provided in the Apprentice School, it has other programmes that also contribute to generating employment: work placement programmes, trainee programmes, which are of an international nature and include a four-month placement at one of the brands of the Group; the doctorates programme, which drives innovation in various areas of the company; and StartUp Europe, aimed at young engineers.

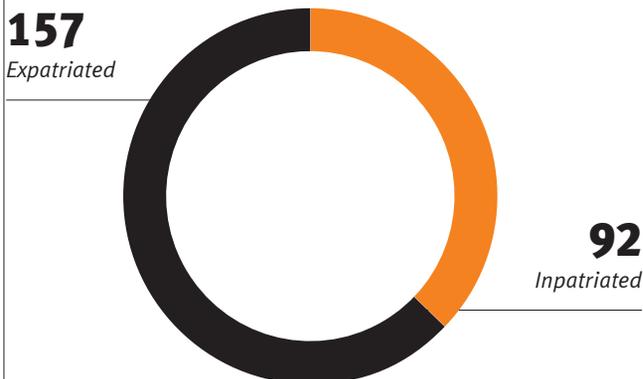
Every year, SEAT invests an average of 14 million euros in training to foster talent development. The company has a wide range of training, with technical training, leadership and language programmes and personalised development programmes standing out. It also has a learning system based on Professional Families, which in 2016 made major progress through new digital learning formats. As such, the first expert tutorial videos were edited for relaying technical knowledge and the SEAT Talks format was bolstered, inspired by the viral format of TED Talks for the transfer of interdisciplinary knowledge.

International placements are also offered, which facilitate the exchange of employees between brands of the Group. These placements allow not only the exchange of knowledge but also the development of talent, succession plans, the standardisation of processes and a maximum use of synergies and resources within the Volkswagen Group. In 2016, the first phase of the specialist employee exchange project between SEAT and ŠKODA, aimed at assuring the launch of the Ateca model, ended successfully. Within

this programme, the transfer and integration, both personal and professional, of 16 expatriates from SEAT (14 in the Czech Republic and 2 in China) and 6 inpatriates from ŠKODA was managed. In addition, for the development of another new model, the Audi A1, the transfers and integration of 22 expatriates and 17 inpatriates between Audi and SEAT were managed. On this note, in order to resolve the logical adaptation difficulties, preliminary trips are made in advance so that the employees can get to know the new country and company, search for the appropriate housing and the schools where their children are going to study. All of this is accompanied with language training for them and their family, as well as an inter-cultural course in which the most common questions are answered.

### SEAT CONTINUOUSLY SEARCHES FOR YOUNG TALENT THROUGH VARIOUS INITIATIVES TO ATTRACT NEW JOINERS AND TO OFFER A WAY OF JOINING THE COMPANY

#### International placements managed in 2016



#### StartUp Europe programme



## TOWARDS A DIGITAL, CONNECTED AND FLEXIBLE COMPANY

SEAT pays particular attention to the evolution and concerns of its staff. Following on from this, the significance of the arrival of “Generation Y” (the so-called millennials) on the labour market and how this is going to affect our understanding of work over the coming years is clear. This is why the company wanted to involve millennials, 24% of its staff, to jointly define how the company works in the future. The organisation of an innovative and disruptive, collaborative, digital workshop based on Facebook, under the title “The future work at SEAT”, was a resounding success. 32 young employees with a maximum age of 27 took part in it and contributed more than 300 innovative ideas. **The desire of SEAT’s millennials is to work in a fully digital, connected and flexible company.** This idea is reflected in initiatives related to the development of autonomy and flexibility in space and time, the boosting of collaborative work, continuous cross-disciplinary and digital training, as well as the drive for internal co-creation and co-working.

Specifically, four areas for improvement were analysed: culture and leadership, learning and development, remuneration and performance, and ways of working. SEAT is currently immersed in a digital transformation in all areas and millennials are the key to constructing the company of the future. **53% of the employees hired in 2016 are under 30 years of age.**



### The best company to work for

SEAT was once again recognised as one of the best companies in Spain to work for after receiving, for the second consecutive year, the Top Employer award. The company continues to be the only car manufacturer in Spain with this accreditation.

The Top Employers Institute, the organisation that globally certifies companies based on the working conditions they offer their employees, affirms that SEAT has an excellent working environment. The institution highlights the innovative programmes for attracting young talents, as well as the extensive development programmes created by the company.



#### SEAT'S MILLENNIALS OPT FOR A FLEXIBLE, DIGITAL AND CONNECTED COMPANY

Through a collaborative digital workshop in which more than 300 innovative ideas are contributed, SEAT's millennials defined the way of working in the company of the future.

