



EMPLOYEE
DEVELOPMENT
PROGRAMS ACS GROUP

July 2025

International leadership development - ACS University

In 2024 (specifically in October), the ACS Group launched the ACS University initiative, an educational platform focused on leveraging the cutting-edge expertise of its companies Hochtief, Turner Construction Company, Cimic, Dragados and Flatiron, to offer all ACS Group employees advanced opportunities to develop new skills and continue to grow professionally within the Group. ACS University is the result of a collaboration between all the companies and aims to strengthen the technical knowledge and global experience of the Group's teams and leaders. Internal experts from across the Group and external experts from organisations, companies and universities are participating in the design of courses offered in both online and face-to-face formats, broadening access to knowledge within the organisation. ACS University's training programmes are designed to foster leadership not only in the Group's traditional business, but also in next-generation technology, innovative practices and its diverse operations. They are structured into operational excellence programmes, based primarily on sharing existing knowledge across the Group and generating new courses; executive leadership programmes and, lastly, talent attraction and corporate culture programmes..

For 2024, the university's activity was planned with the launch of initiatives in each of the programmes. More specifically, the first corporate leadership programme was launched in collaboration with one of the world's top business schools, in which 35 executives from all the companies are being trained. In this nine-month management development program, participants gain an in-depth insight into the leadership and strategies required for global companies.

In addition, as part of the corporate culture programme, an initial course on the ACS Group was launched for all the employees of the Group, including those contractual or part time employees, which as of June 2025 already had 78,500 views (50% of ACS workforce).

Business impact:

- Focus on new business areas in global markets and thus increase competitiveness. With the aim of generating significant business impact and enhancing the Group's competitiveness, ACS University is developing several courses open to all employees. These courses are available through the training platforms of the various Group companies and cover emerging strategic markets such as: data centers, battery factories, semiconductor manufacturing, sustainable transportation, and critical mineral mining for the energy transition, among others. Some of these courses are already available, while the rest will be released throughout 2025. Their main value lies in accelerating the competitiveness of the Group's companies by facilitating the transfer of specialized knowledge and sharing the practical experience that some companies have gained in these sectors with the rest of the Group

- Enhance international competencies by development of key skills for international cooperation. - Employee retention.

The first leadership program, launched in 2024 for 35 selected executives from across all Group companies, is a key driver in promoting international collaboration within the Group and with clients and stakeholders worldwide. This program plays a central role in building the "One Group, One Team" concept that underpins the ACS Group's new strategic vision. Among its main objectives is strengthening the ability to work as a unified team by leveraging the geographic reach and specialized expertise of each company within the Group.

Alongside this, the "One Group, One Team" course, designed for all employees, reinforces this shared identity and contributes to talent retention by fostering a stronger sense of belonging across the organization

Link:

[Learning from best-of-industry expertise to be offered through ACS University Executive Leadership Program in Madrid: A week of learning, collaboration, and strategy](#)

Thiess Institute

In 2024, it was launched the Thiess Institute, that is managed centrally to set the global learning standard to be delivered in our regions. It is designed to elevate Thiess employees' skills through integration of structured programs, regional learning hubs and partnerships with leading institutions to deliver industry-specific training.

By providing tailored development opportunities – from leadership training to operator and maintenance upskilling – the Institute empowers employees to excel and aligns with both global expectations and local needs.

In recognition of the critical shortage of qualified mining engineers facing the Australian mining industry, the Thiess Institute partnered with the University of Queensland (UQ) in 2024 to develop Graduate Certificate and Graduate Diploma programs in Resource Development. Launching in 2025, these programs, offered remotely or in hybrid formats, are designed to enable students to balance full-time work while gaining technical, safety and sustainability skills tailored to the operational needs of the mining industry. In 2025, the Thiess Institute will partner with regions to develop and implement a training blueprint with modern modes of delivery, that will enhance capability across our operations. Content to be delivered will be developed in collaboration with the Group's excellence teams, which are made up of key technical and training SMEs across four focus areas – project management, frontline leadership, operator proficiency and asset management. The Thiess Institute will then oversee delivery of consistent and quality training outcomes across Group regions and companies.

Future Lab – leadership development program - HOCHTIEF Europe

The leadership development program Future Lab, which is available for high potentials in the European companies, is a three-module program with focus on the individual development of the participants as well as the further development of strategic questions, defined by the management of HOCHTIEF.

Project Fundamentals - CIMIC

In this program by CIMIC, engineers are equipped in various modules with the necessary knowhow to successfully deliver complex projects. The program is based on the best-practice approach. The following topics are covered: cost control, commercial & procurement, design, quality, safety, environment & sustainability, planning, integrated digital delivery, advanced design & working winning and client relationships.

FMI Leadership Institute - TURNER

Turner provides several leadership courses to the employees, one example is the FMI Leadership Institute, in which high-potential future leaders have the possibility to create their own personal assessment and individual development plan as well as exploring different leadership situations, also through simulations. The program sets a focus on the essentials of leadership of the construction / design industry.

Young Talent Programme - DRAGADOS

In an increasingly competitive market coupled with the difficulty of hiring professionals with certain profiles, searching for, attracting and retaining talent and professional development are crucial for obtaining success in an organisation. The Dragados Group continues its commitment to recruiting and hiring young, recently-qualified talent for its main construction projects and to offer them. This programme aims to be a guide in the learning and development of these young people, offering them the opportunity to learn and develop in this sector, through a specific training programme, and a monitoring and evaluation plan that demonstrates each employee's progress and adaptation to the company. This programme currently has 334 participants, 267 of whom are included in Spanish projects with 67 at the international level.

Postgraduate Programme - CIMIC Group

The CIMIC Group Postgraduate Programme started in 2017. The two-year programme provides training through job development, specific learning plans and structured development activities. Recent graduates complete multiple rotations in different positions, projects or companies of the Cimic Group. The programme reflects the Group's geographical presence and it currently has graduates from Australia, Canada, Hong Kong, Indonesia and New Zealand.

Graduates and apprentices programs- THIESS and MACA

In 2024, Thiess and MACA welcomed a new cohort of graduates and apprentices in Australia, spanning disciplines such as engineering, geology, environment, health and safety, and human resources. The Group participated in a comprehensive training programme led by the Thiess Institute and senior company staff, which combined practical and theoretical learning with hands-on training and site visits to prepare participants for success in their respective fields.

Skills Development Programs - CLECE

As part of its culture of excellence in management, Clece has training programs for professional development, which promote personal growth and the assumption of new responsibilities.

These include the Service Management Program, which provides practical training in the main management competencies: people, economic-financial, customer and contract techniques. Based on practical cases, which favor the effective assimilation of competencies and Clece's management culture. A total of 69 participants were trained in 2024. Other programs aimed at middle management at sector level are: Direction and Management of Social Services Centers (specialization in managing social and health care centers), with a total of 56 participants trained in 2024; and the Direction of Private Security Services program (specialization in the management of security centers), with 1 person trained in 2024.

In 2024 Clece has increased the library of digital content, with new courses accessible in audiovisual format, with the mobile learning concept, offering agility in responding to the demands of professionals and Services, facilitating access to learning via mobile or Tablet anywhere and at any time. With short duration training, mainly audiovisual and quick impact. The new additions to the catalog are:

- Food Waste,
- Equal opportunities and practical application in the company,

- PRL in the workplace specialty aircraft cleaning. In addition to the programs active this year, such as Competences Evaluation, Professional Ethics, Food Safety, Road Safety, Environmental Awareness, and different professional specialties of PRL, or Cybersecurity.

These internal pedagogical contents allow for high impact at a lower cost than other methodologies. A total of 11,795 participants have used digital training as part of their professional development in the company, which complements the training provided in classroom mode, which has represented 60% of the total training.

Employee development on environmental topics - HOCHTIEF

As part of the ESG initiative at HOCHTIEF, various environmental training concepts were made available to employees. For example, employees in the German operating units and in the American company Turner were given training on the basics of sustainability, including topics such as climate change, the circular economy and environmental awareness.

Transition programs for retiring or terminated employees - UGL

“Men`s Sheds” is a partnership designed e.g. to help UGL employees, particularly those transitioning to retirement, to maintain active, engaged lives within their communities.

<https://www.cimic.com.au/news-and-media/latest-news/ugl/2025/ugl-connects-with-menssheds-in-mackay>

Teams & Networks – ACS Group

Network groups and teamwork support the development of employees outside the individual job position. Some examples for Teams and Networks Groups, also for suppliers (Turner School of Construction Management) are linked down below.

Turner School of Construction Management: [Turner School of Construction Management on Turner Website](#)

Local Example (NorCal): [TSCM](#)

Global Mobility Skills Development Program (p. 72), LGBTIQ+ Inclusion & Support (p. 76)
[Thiess-Group-2024-Sustainability-Report.pdf](#)

Network Groups at Turner: [Employee Resource Groups \(Turnerconstruction.com\)](https://www.turnerconstruction.com/employee-resource-groups)

Peer Support Group CIMIC: [2024 Annual Review and Sustainability Report](#) (p. 101);
<https://www.cimic.com.au/news-and-media/latest-news/ugl/2025/ugls-peer-support-network>

Women in Construction & Engineering Leighton Asia: [Leighton Asia | Women In Construction & Engineering \(WOICE\)](#)

National Association Women in Construction CPB Contractor: [cpb-contractors-gender-paygap-statement-2025.pdf](#)

Digital Transition Program - HOCHTIEF

In accordance with new digital processes (Implementation of SAP S/4HANA) within the Group, affected employees / teams receive support in forms of workshops and peer support. With agile working methods, the affected employees are trained from the start to ensure operational efficiency.

Cultural Education - UGL

The focus regarding cultural education refers to the development of cultural awareness. CIMIC has several offers for cultural awareness trainings for their employees.

Additionally, the CIMIC company UGL maintain relationships to Aborigines by organizing events to get a deep understanding of Aboriginal culture and history. These events are part of the Reconciliation Action Plan (RAP), which focus on strengthening the engagement with Aboriginal and Torres Strait Islander employees, communities and traditions.

[UGL teams strengthen cultural connection](#)

Multidimensional performance appraisal (e.g. 360-degree feedback) - CIMIC

The following programs are in place regarding multidimensional performance appraisals.

CIMIC: case study Safety Leadership focus in Mongolia, p. 65: [Thiess-Group-2024-Sustainability-Report.pdf](#)

Sedgman: 360 Degree feedback loop, p. 24: [2024-annual-review-and-sustainability-report.pdf](#)