

2014 UPDATE\*



\* FCC Construcción's Sustainability Report is published on a biennial basis. This document summarises the most relevant information of the 2013-2014 Sustainability Report and contains the update of the main indicators from the past financial year.



## 2014 MILESTONES

- Awarding of great international contracts, for the construction of the Mersey Bridge in the United Kingdom, the Lima Metro in Peru, the Doha Metro in Qatar and the Dam of Chucás in Costa Rica.
- Commissioning of great projects: Line 1 of Panama Metro and Corridor via Brazil Sections I and II, in Panama; Mediterranean Motorway A-7 and Malaga Metro, in Spain.
- The international activity means 50% of the incomes.
- Excellent stability, having a business portfolio for 3 years.
- Development of new project selection and monitoring mechanisms, focused on profitability.
- Set up of the enterprise FCC Industrial, which merges all the industrial activities of FCC into a single company.

## FUTURE CHALLENGES

- Increase of the sales in international markets.
- Constant improvement in production processes and cost optimisation.
- Increase the cash generation and reduce the FCC Group's debts, to profit from new growth opportunities.
- Limit the international presence to profitable areas and activities.
- Regain the economic and financial stability which allows the adequate remuneration to shareholders.

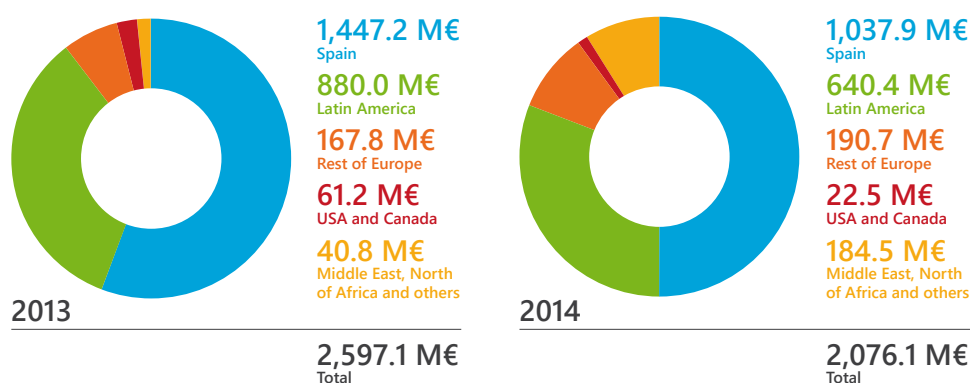
Cover photo: Almonte Viaduct, Spain.  
World's largest high-speed railway arch bridge.

## Main figures and internationalisation

### ECONOMIC PERFORMANCE

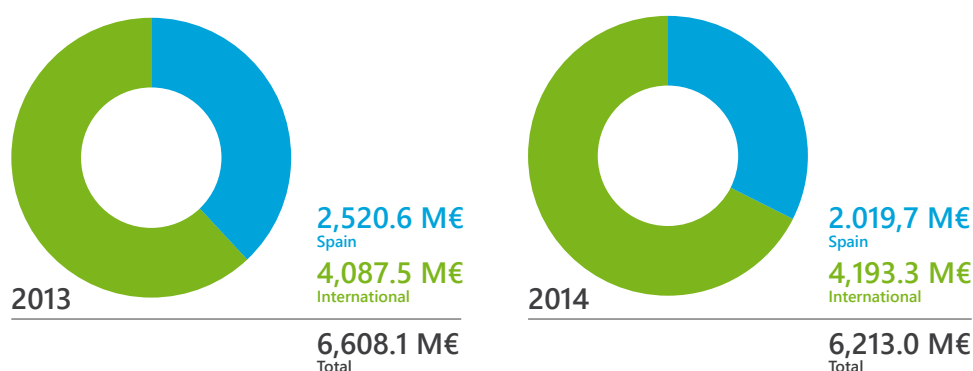
Main financial figures		
	Millions €	
	2013	2014
Turnover	2,597.1	2,076.1
Gross operating profit (EBITDA)	94.3	98.2
EBITDA margin	3.6%	4.7%
Net financial debt	-164.1	-212.3
Portfolio	6,608	6,213

#### Turnover breakdown by geographic area



Viaduct of Engineer Gil Borja Navarrete, Mexico.  
Second highest viaduct in the world.

#### Portfolio breakdown by geographic area



## MATERIALITY ANALYSIS

Axis of the CSR Master Plan	Material aspects
<b>Exemplary behaviour</b>	<ol style="list-style-type: none"> <li>1. Fight against corruption</li> <li>2. Training and education</li> <li>3. Occupational health and safety</li> <li>4. Employment</li> <li>5. Diversity and equal opportunities</li> </ol>
<b>Intelligent services</b>	<ol style="list-style-type: none"> <li>1. Emissions</li> <li>2. Biodiversity</li> <li>3. Effluents and wastes</li> <li>4. Energy</li> <li>5. Water</li> </ol>
<b>Citizen connection</b>	<ol style="list-style-type: none"> <li>1. Local communities</li> <li>2. Indirect economic consequences</li> </ol>



Vidin Bridge, Bulgaria.

Improving the communications between southern and northern Europe.

## CERTIFIED ACTIVITY

Management Area	Certificate	2013		2014	
		Total	Spain	Total	Spain
Quality	ISO 9001	97.2%	98.0%	97.4%	100.0%
Environment	ISO 14001	66.2%	98.0%	77.4%	99.9%
Occupational Health and Safety	OHSAS 18001	54.3%	98.0%	81.5%	99.9%
GHG emissions	ISO 14064	42.4%	75.1%	36.1%	70.3%
Information Security	ISO 27001	42.4%	75.1%	36.1%	70.3%
R&D Management	UNE 166002	NA	75.1%	NA	70.3%

The data are related to the certified turnover percentage, except in the case of Occupational Health and Safety, where the workers coverage percentage is considered.

## 2014 MILESTONES

- Negotiation with Carlos Slim for his incorporation as shareholder of FCC Group, becoming the reference associate.
- Drafting and publication of FCC Construcción's 2013-2014 Sustainability Report, in accordance with the comprehensive option of the new G4 Guide of GRI, being one of the pioneer companies of the sector.
- Publication of the 2014 Annual Progress Report of FCC Construcción, obtaining the "Advanced level" of the United Nations Global Compact for third consecutive year.
- Modification of procedures in the internationalisation process, aiming to adapt them to the new market demands.
- Development of the contract management processes in the Management and Sustainability System.
- Development and launching of the computer application DISCON-CACUMEN for the elaboration and edition of the Site Management Plan: online, multilingual and adapted to the international projects reality.
- CEO's mailing to the Spanish and expatriate staff, for their adhesion to the Code of Ethics.

## FUTURE CHALLENGES

- Carry out seminars with the organisation's main stakeholders, to define the material aspects of FCC Construcción.
- Promote the Project Manager and Contract Manager role in major contracts.
- Adapt the Management and Sustainability System of FCC Construcción to the new ISO 14.001, ISO 9.001 and ISO 27.001 Standards, whose publication is planned for the end of 2015.
- Develop our own methodology, SAMCEW, for the sustainability assessment of civil engineering works.
- Improve the knowledge management with the contribution of sites experiences, by creating a support library for all sites, mainly on international projects.

## Environment, an intelligent service



Workers clearing, Matinsa



Mersey Bridge, United Kingdom



LNG storage tank, Finland

### APPROACH AND ENVIRONMENTAL GOOD PRACTICES

Good Practices Implementation		
	2013	2014
Projects that provide data related to Good Practices	205/207 (99%)	175/184 (95%)
Implementation of Good Practices on site	22/25 (88%)	23/26 (88%)
Projects that achieve the environmental goal	198/205 (96,6%)	160/175 (91,4%)

### RESPONSIBLE CONSUMPTION

Water consumption		
	m <sup>3</sup>	
	2013	2014
Water consumption	2,054,239	1,770,302

Energy consumption		
	GJ	
	2013	2014
Direct energy consumption	560,371	718,246
Indirect energy consumption (electricity)	69,128	77,217
<b>TOTAL</b>	<b>629,499</b>	<b>795,463</b>

Material consumption		
	t	
	2013	2014
Asphalt agglomerate	730,933	605,095
Concrete	3,322,718	3,728,603
Steel	202,937	246,966
Bricks	7,891	8,060
Glass and metals	4,804	1,311
Aggregates, soil and gravel	29,572,044	25,678,118
Topsoil	1,762,848	2,240,735
Paint, solvents, release agents, concrete curing liquids, accelerants, fluidisers, antifreeze and epoxy resins	22,800	88,496
Oils, greases and other harmful or dangerous substances	1,614	4,707

### EMISSIONS

Greenhouse Gases Emissions (t CO <sub>2</sub> e)				
	Total FCC Construcción*		FCC Construcción Spain**	
	2013***	2014	2013***	2014
<b>Total GHG Emissions</b>	<b>439,288</b>	<b>481,403</b>	<b>308,917</b>	<b>225,489</b>
■ Direct emissions (Scope 1)	43,348	51,468	16,870	17,779
■ Indirect emissions (Scope 2)	7,635	7,905	4,596	5,012
■ Other indirect emissions (Scope 3)	388,305	422,030	287,451	202,698
<b>GHG emissions avoided by implementation of Good Practices</b>	<b>21,377</b>	<b>23,219</b>	<b>19,310</b>	<b>14,526</b>

\* Reported emissions by different organisations and countries; without verification of third parties

\*\* Emissions verified by AENOR

\*\*\* Recalculated data, due to change in the emission factors used. See 2014 GHG Emissions Report in [www.fccco.es](http://www.fccco.es)



## WASTES AND REUSE

Generated waste		
	t	
	2013	2014
Hazardous waste	3,043	1,889
Non-hazardous waste	4,223,123	4,887,797
<b>TOTAL</b>	<b>4,226,166</b>	<b>4,889,686</b>

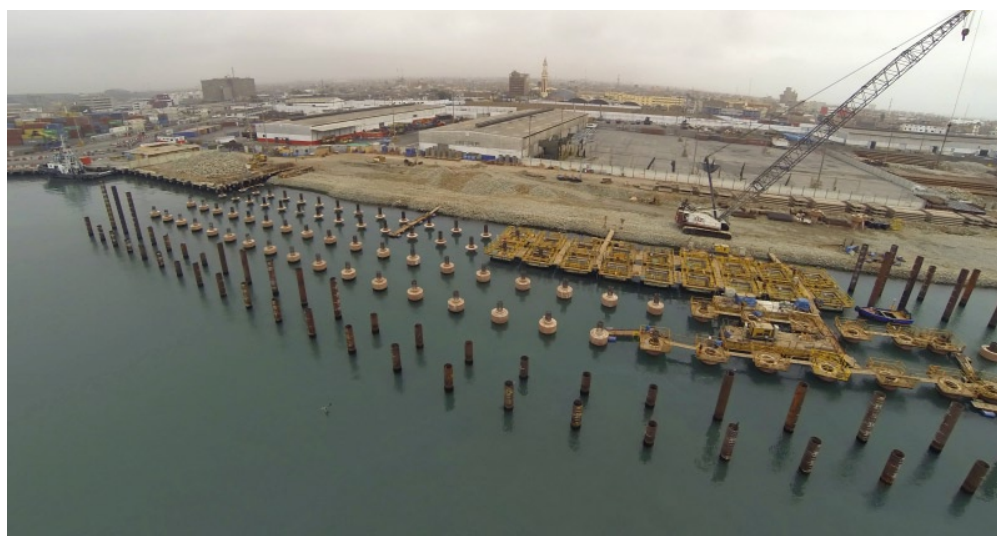
Use of resources coming from waste*		
	m <sup>3</sup>	
	2013	2014
Surplus soil and stones	7,144,481	6,115,356
Surplus clean rubble	44,183	36,057
<b>TOTAL</b>	<b>7,158,664</b>	<b>6,151,413</b>

Water reuse		
	m <sup>3</sup>	
	2013	2014
Recycled or reused water from the worksite	68,316	116,203

\* FCC Construcción in Spain

## BIODIVERSITY

Land adjacent to or located in natural protected areas or in non-protected areas of high biodiversity				
	2013		2014	
Alteration type	Nº of Sites	Surface (mill. m <sup>2</sup> )	Nº of Sites	Surface (mill. m <sup>2</sup> )
■ Location in natural or protected areas or in areas with high value for biodiversity	8	1,003	5	1,000
■ Location in areas with landscape classified as relevant	19	1,013	15	1,022
■ Impact on protected natural riverbed or on riverbed located in areas with high biodiversity value	14	2.7	2	8.3
■ Impact on very high value riverbeds or on riverbeds that are relevant for local communities and indigenous populations	-	-	5	8.4
■ Impact on catalogued or protected vegetation	23	15.5	23	21.4
■ Impact on catalogued or protected animal species	19	14.2	11	22.8



## 2014 MILESTONES

- Development and implementation of metrics to assess the social and environmental sustainability of new bidding projects carried out from 2014.
- Incorporation of new environmental and social criteria to the policy, procedures, guidelines and application software of the Management System, pursuant to the IFC Performance Standards.
- Preparation of Basic Guidelines on how to act on site in what concerns to biodiversity conservation and management, interaction with local communities and cultural heritage management.
- First construction company to register its carbon footprint in the "Carbon footprint, offsetting and carbon sequestration projects Register" of MAGRAMA (Spanish Ministry of Agriculture, Food and Environment).
- Development of business opportunity sheets related to climate change, for each target country.
- Certification to ISO 50.001 Energy Management System, in the corporate headquarters located in Las Tablas, Madrid.

## FUTURE CHALLENGES

- Extend the Environmental Management System certification ISO 14.001 to 100% of FCC Construcción
- Increase the scope of the Greenhouse Gas emissions inventory, considering also the international area.
- Prepare a sketch that summarises the due diligence process of FCC Construcción in terms of human rights, ethic and integrity, acquisition practices, environment and occupational health and safety.
- Adapt the Environmental Good Practice format, to add good practices in social aspects.
- Extend the official complaints mechanism of social, environmental, labour practices and/or human rights impacts, including all the stakeholders of the organisation.

Callao Port, Peru.  
One of the largest  
ports in the Pacific.

# Connecting citizens

## LABOUR RELATIONS

Staff. Breakdown by gender, type of contract and region							
	2013	2014					
	Total	Total	Gender breakdown		Breakdown by type of contract		
			Women	Men	Indefinite	Temporal	Ascribed
Spain	5,676	4,396	561	3,835	2,009	1,378	1,009
European Union (others)	311	437	91	346	250	187	0
United States and Canada	32	38	7	31	32	6	0
Latin America	4,461	4,534	395	4,139	1,196	3,334	4
Rest of the World*	196	567	50	517	137	430	0
<b>Total</b>	<b>10,676</b>	<b>9,972</b>	<b>1,104</b>	<b>8,868</b>	<b>3,624</b>	<b>5,335</b>	<b>1,013</b>

\* Rest of the World: Asia, North Africa and Middle East

Staff: Breakdown by gender, age and occupational category									
	2013			2014					
	Total	Women	Men	Total	Women	Men	< 30 years	30-50 years	> 50 years
Category 1	870	150	720	778	149	629	0	468	310
Category 2	1,730	289	1,441	1,544	234	1,310	52	1,201	291
Category 3	1,278	552	726	1,029	454	575	25	722	282
Category 4	6,798	570	6,228	6,621	267	6,354	368	4,329	1,924
<b>Total</b>	<b>10,676</b>	<b>1,561</b>	<b>9,115</b>	<b>9,972</b>	<b>1,104</b>	<b>8,868</b>	<b>445</b>	<b>6,720</b>	<b>2,807</b>

Category 1: Managers, Directors, Department Managers and Area Managers

Category 2: University graduates, Section Managers, Business Managers, Workshop Managers and other qualified graduates

Category 3: Officers, administrative technical assistants and middle managers.

Category 4: Operators and subordinates

Line 1 of Panama Metro.  
First Metro of Central America.







Site team of the Ribeiradio and Ermida dams, Portugal.

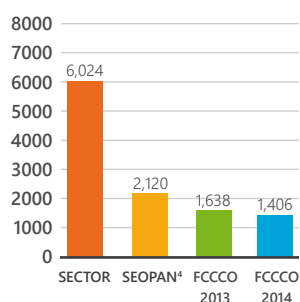
## TRAINING

Breakdown of training hours, by gender and occupational category				
	2013	2014		
	Total	Total	Women	Men
Category 1	1,244	1,400	279	1,191
Category 2	100,696	59,545	12,769	46,776
Category 3	1,048	7,067	444	6,623
Category 4	1,380	26,290	171	26,119
<b>Total</b>	<b>104,368</b>	<b>94,302</b>	<b>13,663</b>	<b>80,709</b>

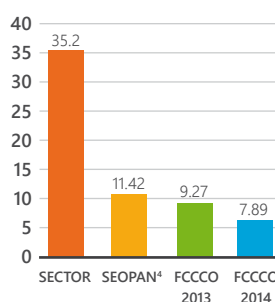
Breakdown of training hours and expenses, by subjects				
	Horas		Gasto (€)	
	2013	2014	2013	2014
Environment	2,119	2,327	22,144	25,521
Risks prevention	11,486	9,771	349,519	142,080
Quality	816	1,120	1,640	15,856
Other training areas	89,947	81,084	1,161,284	1,258,106
<b>Total</b>	<b>104,368</b>	<b>94,302</b>	<b>1,534,587</b>	<b>1,441,564</b>

## OCCUPATIONAL HEALTH AND SAFETY

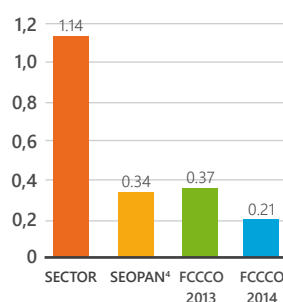
### Incident index<sup>1</sup>



### Frequency index<sup>2</sup>



### Seriousness index<sup>3</sup>



<sup>1</sup> Incident index = n° of accidents with sick leave for every 100,000 workers/Average n° of workers

<sup>2</sup> Frequency index = n° of incidents with sick leave for every 1,000,000 hours worked

<sup>3</sup> Seriousness index = n° of working days lost due to registered sick leave accidents for every 1,000 hours worked

<sup>4</sup> SEOPAN = Spanish National Association of Construction Companies

## 2014 MILESTONES

- Staff adaptation to Spain's business turnover. Staff downsizing process, by means of voluntary resignations or dismissals, due to the current market situation.
- Publication of a new Internal Mobility Policy, to be used for staff recruitment and selection in all areas and businesses.
- Creation of "FCC worldwide", an internal information site focused on new professional opportunities in FCC, especially in international reference projects.
- Joining the campaign against gender-based violence of the Ministry of Health, Social Services and Equality.
- Signature of the Diversity Charter to strengthen our commitment to non-discrimination at work.
- Teaching of nearly 95,000 training hours to our employees, highlighting specific training on the new production operations cost control system.
- Implementation of the new international programme for recently graduated engineers, aiming at ensuring a source with high potential that nourishes the organisation and ensures the succession of the company's key positions.

## FUTURE CHALLENGES

- Prepare our employees to work in a global scenario.
- Increase the local staff ratio versus the expatriate by 10% annually over the next 3 years.
- Manage the Human Resources processes based on defined key competences: Responsibility, Leadership, Team Work, Negotiation and Orientation to results.
- Implement a performance evaluation to measure the competence development of the individuals that are part of the Company.
- Implement the International Director Development Programme, for positions such as Site Manager and Production Manager and train 100 individuals to acquire the capacities to develop a construction project in any country of the world successfully.

## 2014 MILESTONES

- Adaptation of the needed scorecards for a better performance of Occupational Health and Safety and the four-monthly follow-ups.
- Implementation of several consciousness campaigns to raise the awareness related to prevention of occupational risks, especially by disseminating health promotion measures.
- Launching of the safety campaign "Life first" in Central America.
- Launching of the project FCC Healthy Company and Sport Social Network and celebration of the I Work Safety and Health Week.
- Implementation of multiple social projects with benefits for the adjacent communities, undertaken by FCC Construcción's worksites.

## FUTURE CHALLENGES

- Maintain the accident indexes under the established goal.
- Work with communities and develop diffusion campaigns and projects related with awareness for occupational risks prevention and social well-being.
- Implement "Good Practices" in all worksites that show improvement actions of the prevention management and active safety on site.
- Continuity of the Sustainability Observatory "Eco-City Trends", in collaboration with the Rey Juan Carlos University and the London School of Economics and Political Science University, which aims at identifying social perceptions and demands requested by society in future cities, and at designing effective business actions.
- Work with local administrations for understanding the future cities' needs, and promote dialogues and projects on this matter.

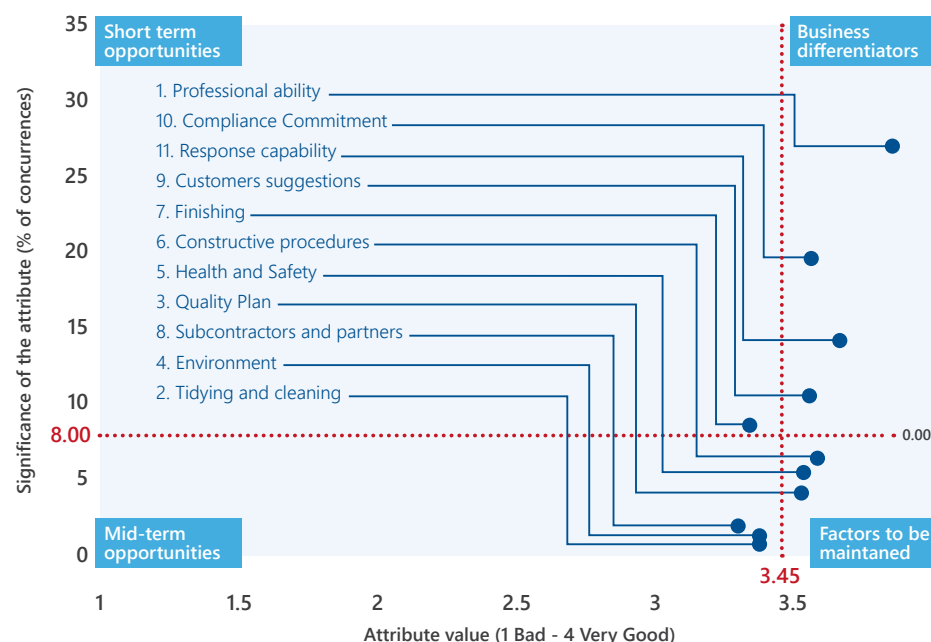


Aerial view of Açu Port, Brazil.  
The largest port of the American continent.

## COMMITMENT WITH COMMUNITIES

Some social projects accomplished by our worksites	
Site	Project description
<b>La Valdeza (Panama)</b>	As part of the Social Responsibility Plan that the La Valdeza quarry maintains with the La Chorrera district, FCC Construcción carries out an important task with the communities involved, developing activities such as reforestation, dust mitigation, truck traffic or noise control. Additionally, the local labour selection constitutes more than 50%, the entrepreneur sense of the adjacent communities' population has been boosted through the teaching of a dressmaking workshop, a sports facility with a children park and a basketball and football field has been built, a health day has been carried out with general medicine services, there have been cleaning days, Christmas parties have been organised for the community children and speed bumps have been placed in front of two schools in order to avoid accidents.
<b>Riyadh Metro (Saudi Arabia)</b>	FCC Construcción considers that its best contribution to the citizen progress is to share its knowledge, experience and technology. Therefore, in Saudi Arabia a Knowledge Diffusion and Transfer Plan has been designed and developed, based on the works accomplished in the Riyadh Metro project. Some actions have been programmed, such as courses for unemployed, specific training for university students, presentations in universities, participation in and organisation of congress and conferences, training programmes for government employees, etc.
<b>Cañas-Liberia (Costa Rica)</b>	As the widening of the existent road will entail an important increase of the vehicles speed, FCC Construcción has considered necessary to mitigate this impact, through the project "1, 2, 3 Bridge", that intends to raise awareness about the responsible use of pedestrian bridges through recreational and information tools, in order to avoid road accidents among the student population and the project adjacent communities.
<b>Hydraulic adaptation of the Bogotá river (Colombia)</b>	Launching of the campaign "By seeding water we collect life", in order to generate citizen's awareness about the importance of preserving the hydraulic basins. It is intended to make the population understand that the execution of the project will improve the river dynamics and the water quality, it will also control the flood risk and it will allow the social integration of the communities adjacent to the river, through the construction of linear ecological parks.
<b>Mersey Bridge (United Kingdom)</b>	Creation of a "time bank", that accumulates "voluntary hours" of the construction site team and suppliers, that will be destined to give practical support to organisations and individuals of the local community. There is a compromise to dedicate at least 100 days a year to cover the needs requested by authorities, local organisations, community projects and teaching centres.
<b>Lo Marcoleta Axis (Chile)</b>	As the location of the project is integrated in a residential sector, what implies a decrease of green and parking areas and an increase of the noise due to vehicle traffic, the worksite management has identified the affected communities and a fluid communication with the area neighbours is being maintained, through interviews, assemblies, work meetings, mailing, and printed and virtual newsletters.

## CUSTOMERS





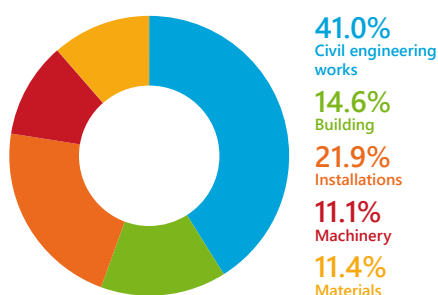
## DIALOGUE WITH GROUPS OF INTEREST

Main communication channels with groups of interest	
Channel	Description
<b>FCC One</b>	Main internal communication channel for company employees that gathers company news, communications, procedures of different organisations, publications, videos, and technical documentation.
<b>Websites and social networks</b>	FCC Construcción and FCC Industrial websites in different geographical locations (FCC Construcción Mexico and FCC Construcción Central America), FCCCO Live, created as an external communication videoblog, FCCCO Youtube and FCC Construcción Instagram channel.
<b>FCC City</b>	Online channel that allow two navigation ways: a virtual city and a world map, in which more than 120 singular projects carried out by FCC Construcción have been located, organised per continents and countries.
<b>Corporate communication</b>	Corporate communication of the company is carried out through press releases, publications, leaflets, Friday's newsletter, theme videos or corporate videos, both in paper and in digital platforms.
<b>Sustainability Report and Environmental Report</b>	Publications for internal and external communication with all the stakeholders that constitute the introduction of the economic, environmental and social performance of our organisation. They are published in alternate years, but the data is annually updated.
<b>Evaluation of the customers' satisfaction</b>	The satisfaction of customers is measured through the final survey upon the works, in which our customers value a series of attributes of the work carried out by FCC Construcción, assigning a 1 to 4 qualification and valuing its importance.
<b>Interlocutor with the customer</b>	Figure in charge of bringing up collaboration points, addressing the received suggestions, treating the gathered information during the meetings with the clients and communicating afterwards the actions carried out as a consequence of these suggestions.
<b>Fairs, seminars, courses and congresses</b>	Presence in multiple forums, congresses, courses, talks about current affairs, public presentations, workgroups and other events, to share knowledge and disseminate the acquired daily work information and experience, as well as the research activities.
<b>Associations</b>	FCC Construcción is member of multiple sector associations and organisations, in which it participates actively (ACEX, ACHE, ADEMI, AEC, AECOPS, AESMIDE, AFTRAV, AIMPLAS, ANDECE, ASEMFO, ATC, CNC, FIC, FIEC, SEOPAN, SEPREM, SPANCOLD, UNESA, Chamber of Commerce of Mexico, Spain, Peru, Portugal, Brazil, Colombia, Professional associations, etc.)

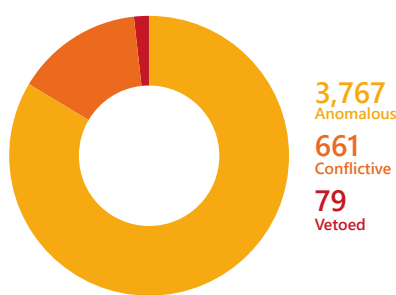
## SUPPLY CHAIN

Number and cost of suppliers by region		
	2014	
	Nº of suppliers	Cost of suppliers (M€)
Spain	11,400	1,218.77
European Union (others)	887	73.58
United States and Canada	293	108.06
Latin America	159	35.54
Rest of the World	396	278.27
<b>Total</b>	<b>13,135</b>	<b>1,714.22</b>

### Breakdown of sales, by nature



### Suppliers assessment



## 2014 MILESTONES

- Development of new communication channels: internal channels, such as "FCC One", the new FCC Construcción intranet in Spain, Panama, Mexico, Costa Rica, Peru and Chile and external channels, such as "FCC City" and the "FCCCO Live" videoblog.
- Planning of Technical Seminars, to explain the company strategy to company directors and managers.
- Launching of campaigns to create the FCC brand for employees: Instagram contests.
- The FCC Construcción YouTube channel surpassed 350,000 viewing minutes during 2014.
- Participation in 43 Working Groups dealing with sustainability and environmental issues in construction.
- Our customers value with 9.92 on 10 the professional ability of the worksites' teams in the final surveys upon the works.
- Approval of a new purchasing procedure, aiming at defining different responsibility sectors of the FCC Construcción Procurement Management.
- Restructuring and transformation of the Purchasing Service in FCC Construcción, establishing new policies and regulations homogeneous with the ones in FCC Group.
- Use of the "Purchasing Files Management" application, that gathers all the documents corresponding to purchasing processes (offers, comparatives and contract)
- Modification of the suppliers' assessment, including social and human rights criteria.

## FUTURE CHALLENGES

- Increase the internationalisation of "FCC One", the new internal communication channel
- Improve the digital presence and the websites of FCC Construcción, giving response to our stakeholders' concerns.
- Identify inefficiencies and synergies in FCC Construcción and the rest of the Group, with the purpose of increasing our negotiating power, creating additional value in the purchasing management.
- Implement a new mechanism to collect information about the negative impacts of the supply chain (audits to suppliers through Aquiles).
- Prepare a communication guide among site interfaces and the procedure that systematises it.

## 2014 MILESTONES

- Awarding of the European IN2RAIL project, of the H2020 programme, corresponding to the intelligent, sustainable and integrated transportation social challenge.
- Awarding of projects in important strategic areas: R&D&i projects related to Occupational Health and Safety (SORT-i Project) and Maritime Works (DOVICAIM Project).
- Participation of FCC Construcción in the ISIS project, regarding the development of elements, materials, technologies and systems needed for achieving a sustainable construction.

## FUTURE CHALLENGES

- Get a greater active involvement of Customers and Public Administrations in R&D&i.
- Adapt our Management System to the new UNE 166002:2014 Standard.
- Develop the current projects portfolio, concurring to new calls, once the availability of the needed resources to accomplish the corresponding projects is ensured.
- Integrate the R&D&i processes in countries where FCC Construcción operates.

Tunnel Boring Machine of Riyadh Metro Project, Saudi Arabia.  
Largest metro project in the world.

## Preparing ourselves for tomorrow

### INVESTMENT IN R&D&I

	2013	2014
Total investment during the financial year	9,111,697 €	7,927,793 €
Investment percentage allocated to projects involving Sustainability and Environment	36%	25%
Received subventions	426,381 €	571,388 €
Credits obtained on favourable terms	2,369,566 €	1,339,430 €

### INNOVATIVE PROJECTS RELATED WITH SUSTAINABILITY

Project	Description
<b>BOVETRANS</b>	<b>Development of light transition vault system in road tunnels to benefit from the solar light</b> The project constitutes an important step forward in the development of light transition vaults for road tunnels. Thanks to the structure development, significant advantages are reached, both in its building, exploitation and maintenance. The most outstanding contributions that differentiate this solution from the current existing projects are the energy savings that the implementation of the vault implies, as well as the safety for drivers and the ease of maintenance and cleaning.
<b>IMPACTO CERO</b>	<b>Development of a bird anti-collision screen, based on free tubes</b> The interaction between the high-speed transport infrastructures and the fauna of the trespassed territory, constitutes an increasing worry among infrastructure managers and biodiversity managers. For birds, specific and complex measures are needed depending on the trespassed territory and the species to preserve, having to frequently apply measures that are diverse and adaptable to the circumstances. This project develops one of these measures, to avoid bird-collision.
<b>ASPHALTGEN</b>	<b>New auto-regenerating asphalt agglomerate for larger durability of the pavement and less maintenance</b> The project researches new pavements of asphalt agglomerate with auto-regenerating characteristics, based on ionic liquid technology encapsulated in inorganic materials.
<b>CETIEB</b>	<b>Monitoring of the air in refurbished buildings to be energy-efficient</b> The main purpose of the project is to develop innovating solutions for the air quality monitoring in the interior of buildings, researching active and passive systems that improve its quality. The focus of the project is the development of profitable solutions that ensure a large application of the developed systems.





# Main indicator trends

	2013	2014	Trend
<b>Economic performance</b>			
■ Turnover	€2,597 millions	€2,076 millions	▼
■ Portfolio	€6,608 millions	€6,213 millions	▲
■ % of turnover from overseas operations	44%	50%	▲
<b>Innovation</b>			
■ Investment in R&D&i	9.11 millions of €	7.93 millions of €	▼
<b>Our professionals</b>			
■ Employees	10,676	9,972	▼
■ Women (out of the total FCC Construcción staff)	14.6%	11.1%	▼
■ Training hours	104,368	94,302	▼
■ Expenses in training	1,535 thousands of €	1,256 thousands of €	▼
■ Environmental, quality and OHS training hours	14,421	13,218	▼
■ Incidence index (accident rate) *	1,638	1,406	▼
■ Frequency index (accident rate) *	9.27	7.89	▼
■ Seriousness index (accident rate) *	0.37	0.21	▼
<b>Connecting citizens</b>			
■ Web visits	115,439	212,829	▲
■ Number of suppliers	SD	13,135	•
■ Certified activity according to UNE-EN ISO 9001	97% (98% in Spain)	97% (100% in Spain)	•
■ Customer satisfaction <sup>1</sup>	3,61	3.77	▲
■ Number of external communications	1,157	658	▼
<b>Environment, an intelligent service</b>			
■ Certified activity according to UNE-EN ISO 14001	66% (98% in Spain)	77% (100% in Spain)	▲
■ % of sites that comply with the environmental goal requested by the company	96.6%	91.4%	▼
■ Use of resources coming from wastes* (soil and rubble reused on site)	7,158,664 m <sup>3</sup>	6,151,413 m <sup>3</sup>	▼
■ Reuse of recycled water	68,316 m <sup>3</sup>	116,203 m <sup>3</sup>	▲
■ Energy consumption	629,499 GJ	795,463 GJ	▲
■ GHG emissions	439,288 t CO <sub>2</sub> eq	481,403 t CO <sub>2</sub> eq	▲
■ Avoided GHG emissions, thanks to the implementation of Good Practices on site	21,377 t CO <sub>2</sub> eq	23,219 t CO <sub>2</sub> eq	▲

\* Data of FCC Construcción in Spain

<sup>1</sup> It is the weighted score of the company's performance in the executed projects. It is valued from 1 to 4, being 4 the greatest satisfaction

<sup>2</sup> Recalculated data. See 2014 GHG emissions report



Lusail Pedestrian Bridges, Qatar.

