

# Sustainability Report 2015-2016

2016 Update



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FCC Construcción Sustainability Report is published on a biennial basis. This document summarises the most relevant information contained of the 2015-2016 Sustainability Report and contains the update of the main indicators from the past financial year.

# FCC Construcción, at a glance

## Key indicators trends



### Business

|                           | 2015           | 2016           | Evolution |
|---------------------------|----------------|----------------|-----------|
| Turnover                  | €1,993 million | €1,653 million | ▽         |
| Portfolio                 | €6,230 million | €4,482 million | ▽         |
| % of turnover from abroad | 55%            | 65%            | △         |



### People

|                                             | 2015     | 2016     | Evolution |
|---------------------------------------------|----------|----------|-----------|
| Employees                                   | 6,851    | 5,671    | ▽         |
| Women (as % of the total staff)             | 13.2%    | 12.6%    | ▽         |
| Training hours                              | 95,382   | 83,593   | ▽         |
| Expenses in training                        | €1,619 k | €1,591 k | ▽         |
| Environment, quality and OHS training hours | 23,049   | 22,476   | ▽         |
| Incidence index (accident rate)             | 4,004    | 2,032    | ▽         |
| Frequency index (accident rate)             | 16.23    | 9.26     | ▽         |
| Seriousness index (accident rate)           | 0.39     | 0.30     | ▽         |



### Innovation

|                     | 2015         | 2016         | Evolution |
|---------------------|--------------|--------------|-----------|
| Investment in R&D&i | €7.3 million | €4.2 million | ▽         |



### Environment

|                                                                                           | 2015                         | 2016                         | Evolution |
|-------------------------------------------------------------------------------------------|------------------------------|------------------------------|-----------|
| Certified activity according to UNE-EN ISO 14001                                          | 97%<br>(100% in Spain)       | 96%<br>(100% in Spain)       | ▽         |
| % of sites meeting the environmental objective requested by the company                   | 90.3%                        | 92.2%                        | △         |
| Use of resources sourced coming from waste <sup>1</sup> (earth and rubble reused on site) | 8,111,475 m <sup>3</sup>     | 5,746,732 m <sup>3</sup>     | ▽         |
| Energy consumption                                                                        | 1,276,687 GJ                 | 1,375,833 GJ                 | △         |
| Water consumption                                                                         | 2,100,743 m <sup>3</sup>     | 1,665,749 m <sup>3</sup>     | ▽         |
| GHG emissions                                                                             | 345,158 t CO <sub>2</sub> eq | 296,784 t CO <sub>2</sub> eq | ▽         |
| Avoided GHG emissions, thanks to the implementation of best practices on site             | 22,349 t CO <sub>2</sub> eq  | 17,338 t CO <sub>2</sub> eq  | ▽         |



### Community

|                                                 | 2015                   | 2016                   | Evolution |
|-------------------------------------------------|------------------------|------------------------|-----------|
| Website visits                                  | 154,850                | 115,867                | ▽         |
| Number of suppliers                             | 10,409                 | 10,004                 | ▽         |
| Percentage of local suppliers                   | 98.4                   | 99.6                   | △         |
| Certified activity according to UNE-EN ISO 9001 | 97%<br>(100% in Spain) | 97%<br>(100% in Spain) | ●         |
| Customer satisfaction <sup>2</sup>              | 3.76                   | 3.70                   | ▽         |
| Number of external communications <sup>1</sup>  | 378                    | 152                    | ▽         |

<sup>(1)</sup> FCC Industrial data are not included.

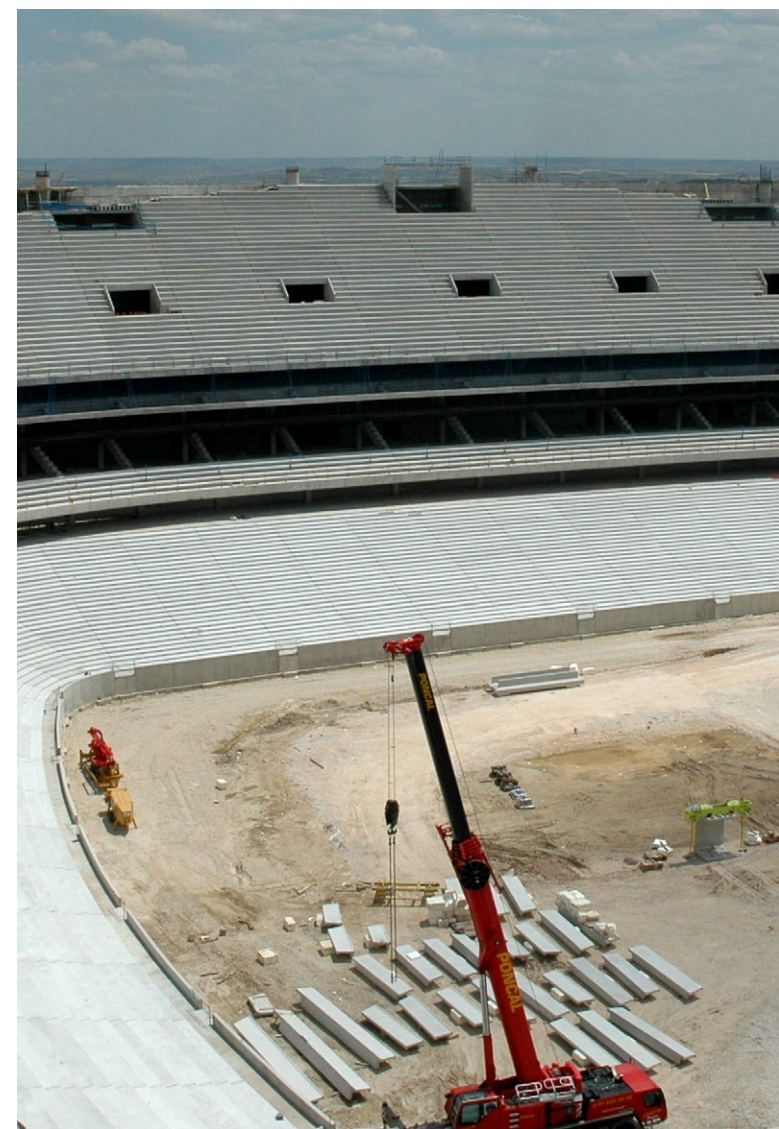
<sup>(2)</sup> It is the weighted score of the company performance at FCC Construcción and FCC Industrial sites. It is scored from 1 to 4, being 4 the greatest satisfaction.

## Certified activity



|                                |             | 2015               |                       | 2016         |               |                    |                       |
|--------------------------------|-------------|--------------------|-----------------------|--------------|---------------|--------------------|-----------------------|
| Management area                | Standard    | Total Construction | Construction in Spain | Total FCC Co | Total FCC Ind | Total Construction | Construction in Spain |
| Quality                        | ISO 9001    | 97.3%              | 100%                  | 99.9%        | 82.9%         | 97.1%              | 100%                  |
| Environment                    | ISO 14001   | 96.9%              | 100%                  | 99.9%        | 75.2%         | 95.9%              | 100%                  |
| Occupational Health and Safety | OHSAS 18001 | 87.4%              | 99.5%                 | 88.0%        | 99.5%         | 93.5%              | 99.5%                 |
| GHG emissions                  | ISO 14064   | 33.7%              | 74.6%                 | 26.4%        | 0.0%          | 22.1%              | 62.4%                 |
| Information security           | ISO 27001   | 39.2%              | 86.8%                 | 26.4%        | 39.7%         | 28.5%              | 80.3%                 |
| RDI                            | UNE 166002  | NA                 | 74.6%                 | NA           | NA            | NA                 | 62.4%                 |

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

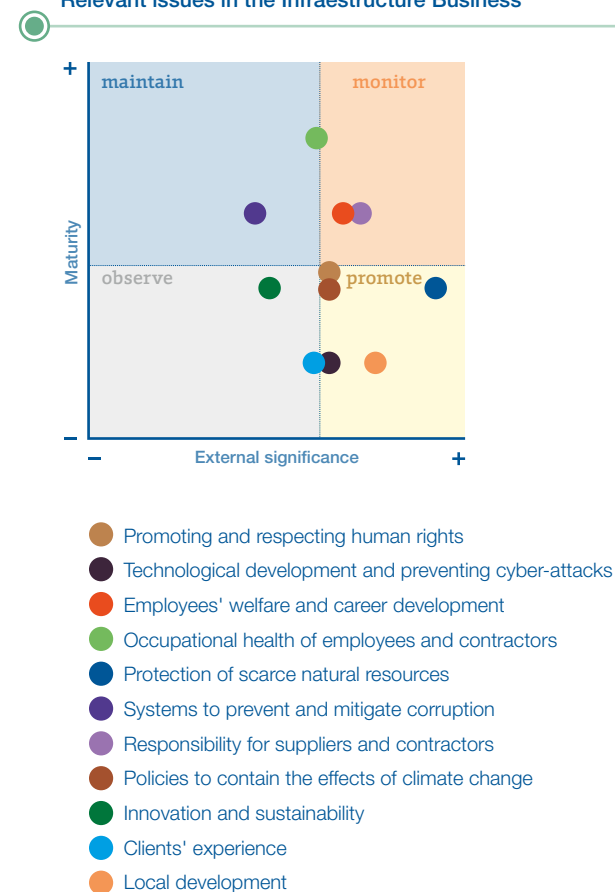


New football stadium of Atlético Madrid (Spain).

## Key issues at FCC Construcción

| Materials aspects in 2016                                                                                                                                                                                                                                     | Relevance           | Relation with SDGs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Occupation health of employees and contractors.</li> <li>Responsibility for suppliers and contractors.</li> <li>Employees' welfare and career development.</li> <li>Protection of scarce natural resources.</li> </ul> | Very high relevance |                   |
| <ul style="list-style-type: none"> <li>Promoting and respecting human rights.</li> <li>Systems to prevent and mitigate corruption.</li> <li>Policies to contain the effects of climate change.</li> <li>Innovation and sustainability.</li> </ul>             | High relevance      |                |
| <ul style="list-style-type: none"> <li>Local development.</li> <li>Technological development and preventing cyberattacks</li> <li>Clients' experience.</li> </ul>                                                                                             | Medium relevance    |       |

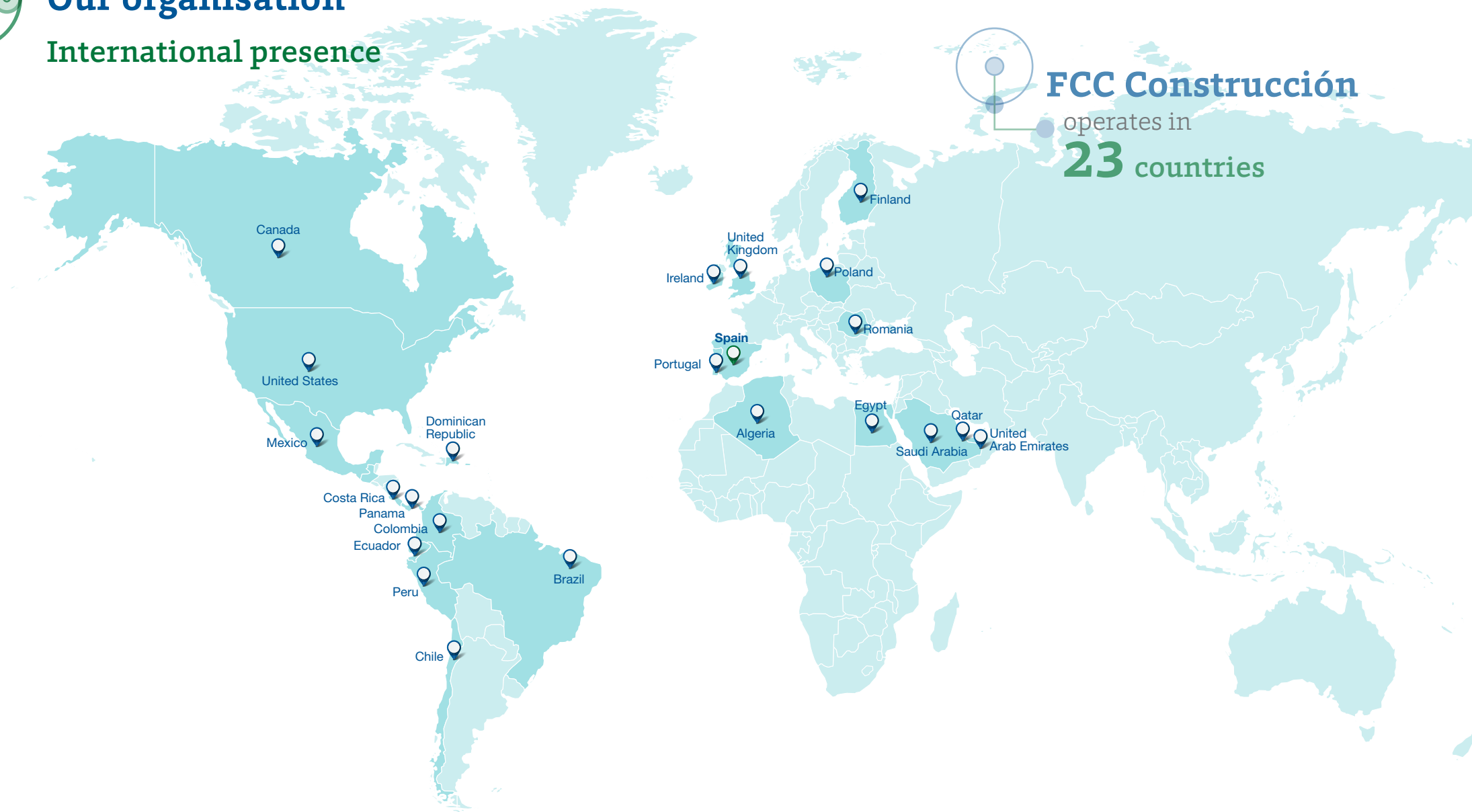
### Relevant issues in the Infrastructure Business





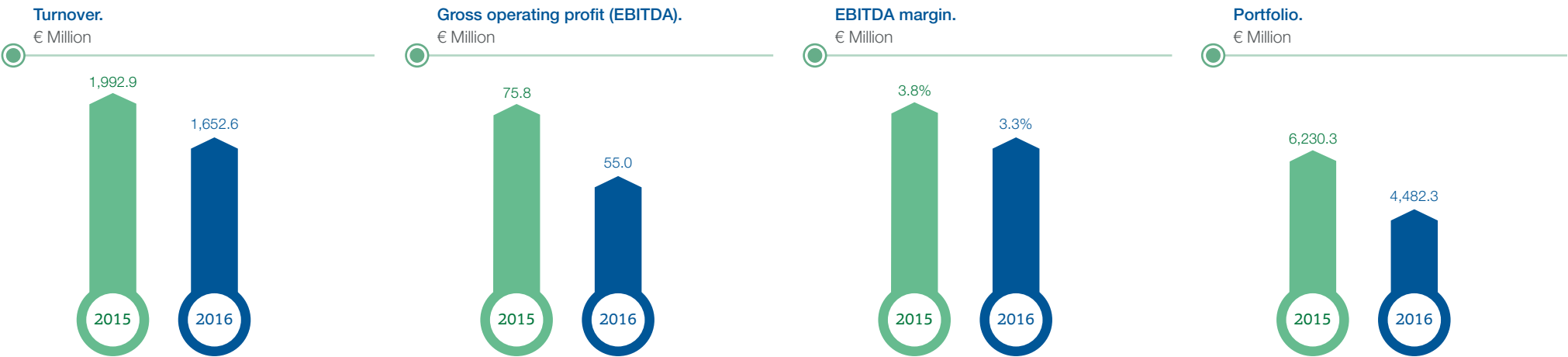
## Our organisation

### International presence

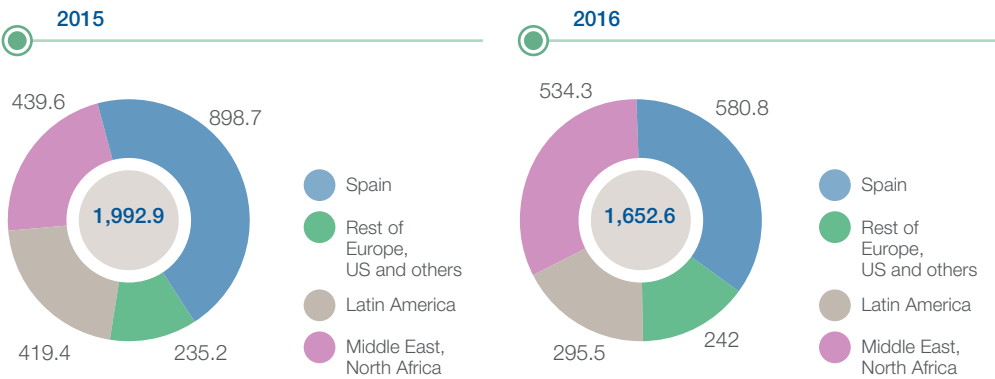


# Economic performance

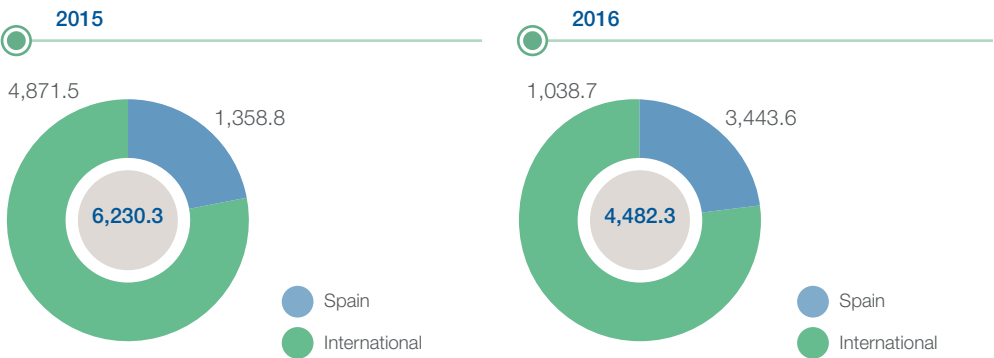
## Key financial figures



## Turnover broken down by geographical region



## Portfolio broken down by geographical region



## 2016 Milestones

### Our organisation

- Setting-up of a new subsidiary company, FCC Américas, owned by Carso Infraestructura y Construcción and FCC Construcción (50% each).
- Award of contract for the Samalayuca–Sasabe gas pipeline (Mexico): the first contract to be won by the partnership between Carso and FCC Industrial.
- Contracts for Salitre wastewater-treatment plant (Colombia), Bucharest metro line 5 (Romania) and Playa Blanca port extension (Spain) awarded to FCC Construcción.
- Completion of works at Açú port (Brazil), Callao port (Peru) and Línea de la Concepción hospital (Spain).
- Completion of deck for Almonte viaduct (Spain), with one of the largest spans for HST bridges in the world.
- Opening of the Cañas–Liberia road (Costa Rica) and the Panama Channel extension.
- A world benchmark in selective building of major civil engineering works (railways, metro systems, etc.).
- International business accounts for 65% of earnings.
- Megaplas sales doubled, with the same team of professionals.
- Stability of the portfolio of orders, 77% of which come from the international market.

## Future challenges

- Strengthen synergies between different business divisions to act as a single enterprise, be more efficient, rationalise structures and cut costs.
- Focus the business on known markets, stable regions and profitable activities.
- Continue with the international expansion of FCC Industrial.
- Select iconic, unique projects where FCC can offer differential value.
- Bid for contracts on markets where our historical experience and technical capacity can increase our profitability.
- Reduce the FCC Group's debt in order to leverage new growth opportunities.



Virgen de la Arrixaca hospital  
(Spain).

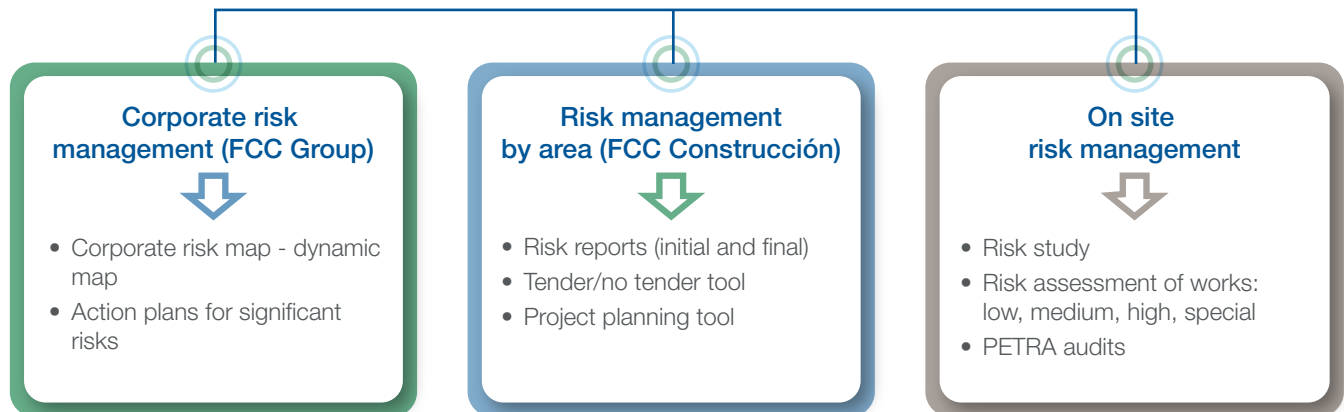
## Responsible management and business ethics

### Ethics and integrity framework Risk management and mitigation

#### Complaints received via the ethics channel

| Code of Ethics area                                            | 2016 |
|----------------------------------------------------------------|------|
| Respect among people                                           | 2    |
| Corruption and bribery                                         | 0    |
| Career development, equal opportunities and non-discrimination | 0    |
| Integrity principle                                            | 0    |

#### Risk Management Framework of FCC Construcción



Castrovido Dam (Spain).



Pajares Tunnels (Spain).

## Balanced relations with our suppliers

### Number and cost of suppliers by geographical location

|                       | 2015                      |                           |                              |                              | 2016                      |                           |                              |                              |
|-----------------------|---------------------------|---------------------------|------------------------------|------------------------------|---------------------------|---------------------------|------------------------------|------------------------------|
|                       | Total number of suppliers | Number of local suppliers | Total cost of suppliers (€M) | Cost of local suppliers (€M) | Total number of suppliers | Number of local suppliers | Total cost of suppliers (€M) | Cost of local suppliers (€M) |
| Spain                 | 7,629                     | 7,540                     | 1,233                        | 1,197                        | 8,062                     | 8,048                     | 494                          | 475                          |
| European Union (rest) | 1,031                     | 1,006                     | 90                           | 76                           | 929                       | 920                       | 76                           | 65                           |
| US and Canada         | 176                       | 169                       | 21                           | 21                           | 131                       | 131                       | 28                           | 28                           |
| Latin America         | 1,133                     | 1,122                     | 197                          | 187                          | 501                       | 500                       | 535                          | 535                          |
| Rest of the World*    | 440                       | 403                       | 145                          | 135                          | 381                       | 365                       | 61                           | 59                           |
| <b>Total</b>          | <b>10,409</b>             | <b>10,240</b>             | <b>1,686</b>                 | <b>1,616</b>                 | <b>10,004</b>             | <b>9,964</b>              | <b>1,194</b>                 | <b>1,162</b>                 |

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

### Assessment of suppliers

|                                 | 2015         | 2016         |
|---------------------------------|--------------|--------------|
| Suppliers in the database       | 111,525      | 118,262      |
| Suppliers with poor assessments | 4,853 (4.4%) | 4,619 (3.9%) |
| Anomalous                       | 4,102        | 3,877        |
| Conflictive                     | 672          | 663          |
| Vetoed                          | 79           | 79           |



Riyadh Metro Project (Saudi Arabia).



Accesses to La Sagrera station (Spain).

## 2016 Milestones

### Responsible management

- Considerable diversity in terms of gender and nationalities on FCC's Board of Directors.
- FCC's capital increased by €709 M.
- Renewal of FCC Construcción management team.
- Approval of FCC Group's CSR policy, in line with the Sustainable Development Goals.
- FCC Construcción's Sustainability Report 2015-2016 published, explaining how the company is working to integrate the UN Sustainable Development Goals into its strategy.
- For the fifth year running, awarded the highest possible score ('Advanced Level') in the United Nations Communication on Progress.
- Responsibility and Sustainability Award of the Madrid Professional Association of Civil Engineers won by FCC Construcción, for its SAMCEW© methodology.
- Definition of risks and opportunities associated with the organisation context and its interested parties.
- Centralised management of procurement, dependent on the Administration and Finance Division.
- Launch of the implementation of an electronic tool for managing the company's procurement, in partnership with a specialist supplier.

## Future challenges

- Continue to progress by adopting best practices with regard to the Board of Directors.
- Integrate the Sustainable Development Goals (SDGs) into FCC Construcción CSR policy and strategies.
- Analyse all realisable risks with a view to increasing economic margins and reducing losses, and update the risks map.
- Update the FCC Group's Code of Ethics, adapting it effectively to the 2015 amendment of the Spanish Penal Code.
- Encourage the contracting of local suppliers.
- Prepare a responsible-procurement policy.



Connection N-344 to Jumilla  
(Spain).

## Sustainable construction and innovation

### Investment in RDI (€)

|                                                                                            | 2015      | 2016      |
|--------------------------------------------------------------------------------------------|-----------|-----------|
| Total investment during the financial year                                                 | 7,286,703 | 4,200,888 |
| Percentage of investment allocated to sustainability<br>-and environment- related projects | 12.1%     | 30.6%     |
| Subsidies received                                                                         | 460,350   | 279,602   |
| Loans obtained on advantageous terms                                                       | 1,052,865 | 678,873   |

*Dredging activities in the Bogotá river (Colombia).*

## Outstanding innovative projects



### CALA

**Enhanced water security and higher capacity of the reservoir capacity of masonry dams**

The basic objective of this project is to devise a tool that integrates an optimal design code for protecting masonry dams against overspill by implementing spill-collection side channels. This tool will numerically model the water flow over the dam in overspill situations and its interaction with the protection planned, based on the built-in design criteria.



### ZERO IMPACT

**Development of an anti-bird-collision screen, based on halogen-free tubes**

Interaction between high-speed transport infrastructure and wildlife on the land crossed is a growing concern both for infrastructure managers and for biodiversity managers. In the case of birds, further specific, complex measures are necessary, depending on the land crossed and the species to be protected, and diverse measures that can be adapted to the circumstances must often be applied. This project develops one of these measures to avoid bird collisions.



### ROBIM

**Research into self-contained robotics for inspecting and assessing existing buildings, using BIM technology**

The objective of this project is to develop an automated, active, multidisciplinary technology for the inspection, evaluation and diagnosis of the composition, condition and energy efficiency of the walls of buildings. The technology is based on a mobile, light, self-contained robot to facilitate the collection of reliable, sufficiently detailed data on existing building systems and pathologies, to obtain a comprehensive analysis of the building. The information will be implemented using BIM technology to facilitate decision-making and global data management.



### IN2RAIL

**Computer systems associated with railway-network maintenance**

The purpose of this project is to establish the basis for setting up a flexible, homogeneous, profitable, high-capacity, digitised European rail network. Innovative technologies will be studied to all information to be integrated, optimised and disseminated in such fields as engineering, infrastructure management, maintenance, and energy consumption. Compatible and interconnected automatic traffic-management systems, energy-management procedures and new power sources for railways will be explored.

#### Priority RDI areas at FCC Construcción



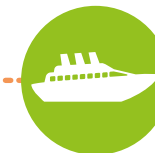
Energy efficiency  
in building



Railway  
infrastructure



BIM-Building  
Information Modelling



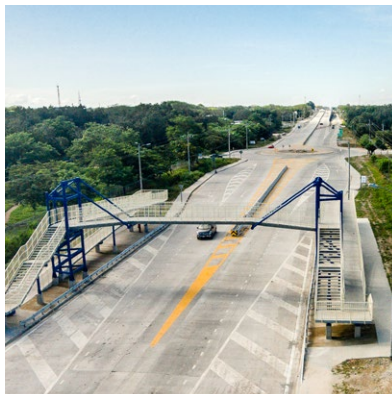
Maritime works



Sustainable  
construction

## 2016 Milestones

- Analysis of the framework of grants and tax benefits in countries where FCC Construcción operates.
- Focusing RDI activity on undertaking large-scale projects.
- Participating in more than 45 working groups related to sustainability, innovation and the environment in construction.
- Participating in various working groups organised by the Building Information Modelling (BIM) Commission (National BIM Implementation Strategy, chaired by the Ministry of Development).
- Brainstorming ideas to prepare RDI projects oriented towards mitigating and adapting to climate change.
- Obtaining the maximum BREEAM® classification in Spain for the EUIPO extension project, undertaken by FCC Construcción.



Cañas-Liberia Road (Costa Rica).

## Future challenges

- Prepare proposals for projects in line with the RDI policy and priority areas for the company, such as BIM (Building Information Modelling) and Industry 4.0.
- Consolidate and strengthen involvement by clients and public authorities in the development of innovation projects.
- Strengthen links with universities and technology centres and organisations working in the innovation field.
- Certify RDI processes on site and leverage tax benefits in countries where FCC Construcción is present.
- Encourage involvement and participations by the various organisations in certifying projects.
- Strengthen knowledge management within the organisation by means of innovative techniques hinging on digitisation, reference management, training and experience acquired by the company.
- Apply the company's own methodology, SAMCEW© 2015 FCC Construcción S.A., to assess sustainability in civil engineering works and build awareness of it in external forums.

# Engaging with our stakeholders

## Dialogue and informative transparency

### Main communication channels with stakeholders

**FCC One Construcción**

Main internal communication channel for company employees, featuring company news, statements, procedures of different organisations, publications, videos and technical documentation.

**Websites and social media**

Websites of FCC Construcción and FCC Industrial in different geographical locations: (Portugal (RRC), UK and Ireland, Romania, Brazil, Canada, Chile, Costa Rica, United States, Mexico, Panama and Peru); FCCCO Live, created as a videoblog for external communication; FCCCO YouTube channel; and FCC Construcción's LinkedIn and Instagram accounts.

**FCC City**

Online channel that allows two browsing types: a virtual city and a world map, showing more than 120 special works undertaken by FCC Construcción, organised by continents and countries.

**Corporate communications**

The company's corporate communications are channelled via press coverage, publications, posters, leaflets, the Friday newsletter, the "Information Capsule" channel, topic videos and corporate videos, manuals, conference papers and reports, in both hard-copy and digital format.

**Sustainability Report and Environment Communications**

Publications for internal and external communications with all stakeholders, presenting the economic, environmental and social performance of the organisation. Although they are published in alternate years, the data is updated every year.

**Assessing customer satisfaction**

Customer satisfaction is measured by the final survey upon the works, where our clients assess a number of different aspects of the work done by FCC Construcción, giving them a score from 1 to 4 and grading their importance.

**Client interlocutor**

Person assigned to explore areas for cooperation, address any suggestions received, process the information compiled at meetings with clients and subsequently communicate any actions undertaken because of their suggestions.

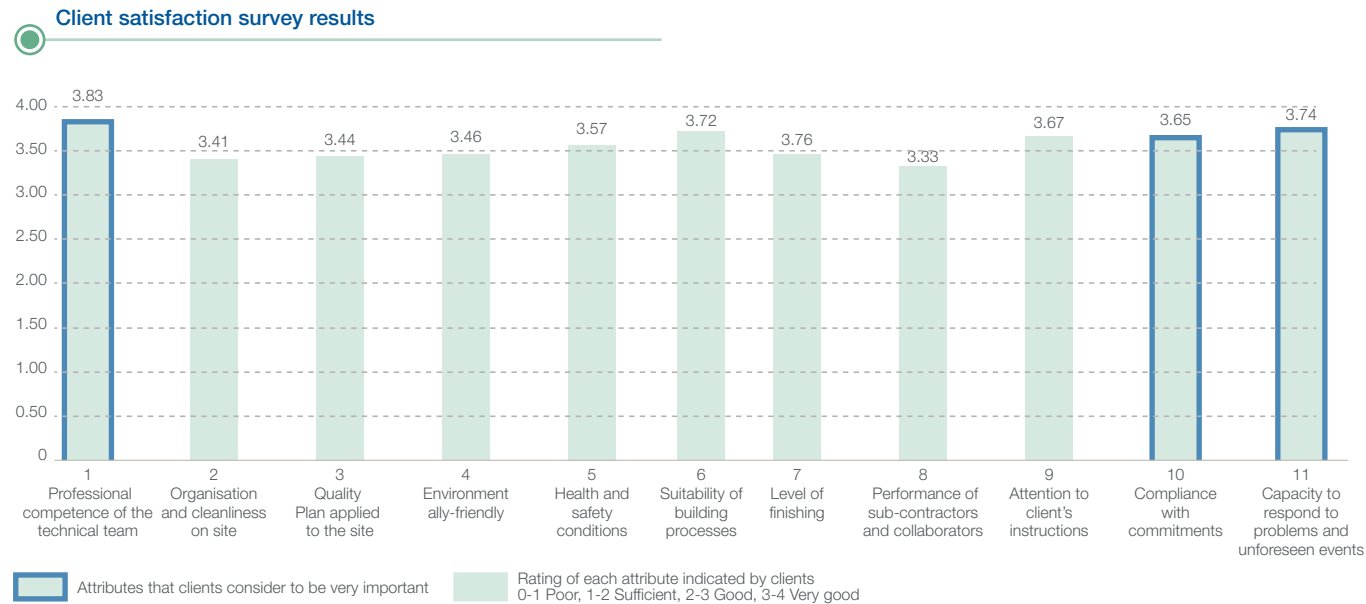
**Fairs, conferences, courses and congresses**

Presence at many forums, conferences, courses, talks on current issues, public presentations, working groups and other events, to share knowledge and disseminate the information and experience acquired in our day-to-work and research activities.

**Associations**

FCC Construcción is a member of and plays an active role in numerous associations and sector organisations, including AENOR, Spanish Rock Mechanics Society, AETOS, ACHE, PTE Foundation, Technical Ports and Coastlines Association, AEC, Global Compact Spanish Network, SPANCOLD, APTB, ENCORD, Technical Roads Association, CICCOP, ECTP and SEOPAN.

## Clients



Toronto metro project (Canada).



Salamanca hospital (Spain).

## Local communities

### Some social projects undertaken by our worksites



#### La Valdeza (Panama)

As part of the Social Responsibility Plan of La Valdeza quarry, in the district of La Chorrera, FCC Construcción is working extensively with the communities involved, in order to develop a large number of activities. Specifically, in 2016 a painting a drawing course was organised for children aged 6–12 at the 19 de Abril community; a medical tour was carried out in the Guadalupe community sector, treating more than 90 people (children, teenagers, adults and old people); a needlework course was organised for people living in nearby communities to specialise in making curtains and valances; and, in partnership with the Panamanian Ministry of the Environment, an environmental education day was organised for schoolchildren, to coincide with the Month of the Oceans.



#### Lima Metro (Peru)

All the Construction division's projects and workplaces implement a management system to identify and assess any environmental and social aspects of relevance for the local communities we interact with.

It is remarkable the social-management system implemented in the Lima Metro, which is based on integrated communication with all the actors involved, providing them with information on any ad hoc actions being undertaken. To strengthen this communication, there is specific personnel defined for dealing individually with communities within the project's area of influence. The system includes programmes, such as complaint-handling and resolution, local employment, communications, social monitoring, handling social impacts and institutional alignment, among others.



#### Matinsa offices and conservation centres (Spain)

Matinsa works with the "Llamada Solidaria" Foundation's campaign to support research into rare diseases, fostering research with a view to relieving their serious clinical and social effects.

Collection points have been installed at offices and conservation centres, delivering 155 unused mobile terminals. These terminals are classified for reuse or recycling, obtaining financial benefits that are given to the foundation, which distributes them among the associations they work with.



Lima Metro Project (Peru).



#### Mersey Bridge (UK)

The Mersey Bridge project is characterised by the desire to become a socioeconomic catalyst for the area where it is located and for all local people. Thus, since the works first began, multiple social programmes with local communities have been launched.

In 2016 volunteers have continued to explain the story of the bridge to their fellow citizens. Other actions with the community have also been carried out, including converting a plot of land into a school garden for pupils at Halton primary school, working to build awareness of issues related to road safety, and helping a local rowing club to renovate its facilities.

## 2016 Milestones

### Engaging with our stakeholders

- Renovation of FCC Construcción digital channels (internal and external), unifying the company's image, improving the browsing experience and optimising performance.
- Publication of websites and FCCCOLive videoblog under Life Ray technology, which meets level AA of the standard UNE 139803:2004 and assures the accessibility of content.
- New Instagram profile for FCC Industrial.
- Participation in numerous events to disseminate and publicise knowledge.
- High score for our site teams' professional ability (3.8 out of 4) awarded by our clients in the final surveys upon the works.
- Preparation of a report with the conclusions of the "Eco-cities Trends Observatory", identifying social perceptions and society's needs for the cities of the future.
- Numerous social projects with benefits for local communities undertaken by FCC Construcción worksites.



Concha de Artedo Bridge (Spain).

## Future challenges

- Continue to build FCC Construcción's social-media presence.
- Complete publication of websites in countries where FCC Construcción operates (Saudi Arabia, Qatar and Spain).
- Increase international expansion of "FCC One", our internal communication channel, to connect all employees.
- Extend the mechanism for formal complaints on social or environmental impact, employment practices and/or human rights to include all the organisation's stakeholders.
- Increase the record of communication with stakeholders to increase the variety of topics and stakeholders.
- Whenever works are not explicitly received by the client, establish a system to monitor any unforeseen circumstances that could give rise to clients' complaints (faults due to the use of the works or otherwise).
- Define the process for managing the organisation's knowledge and organise specific training for the personnel involved.
- Communicate to suppliers and subcontractors the criteria used to assess their performance.

## Our professionals

### Workforce

#### Breakdown by gender, contract type and geographical location

|                    | 2015         | 2016         |                     |              |                               |              |              |
|--------------------|--------------|--------------|---------------------|--------------|-------------------------------|--------------|--------------|
|                    | Total        | Total        | Distribution by sex |              | Distribution by contract type |              |              |
|                    |              |              | Women               | Men          | Indefinite                    | Temporary    | Assigned     |
| Spain              | 4,014        | 3,516        | 430                 | 3,086        | 1,404                         | 919          | 1,193        |
| EU (rest)          | 315          | 295          | 76                  | 219          | 149                           | 139          | 7            |
| US and Canada      | 24           | 20           | 3                   | 17           | 17                            | 3            | 0            |
| Latin America      | 1,864        | 1,236        | 156                 | 1,080        | 528                           | 695          | 13           |
| Rest of the World* | 634          | 604          | 47                  | 557          | 97                            | 506          | 1            |
| <b>Total</b>       | <b>6,851</b> | <b>5,671</b> | <b>712</b>          | <b>4,959</b> | <b>2,195</b>                  | <b>2,262</b> | <b>1,214</b> |

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

#### Breakdown by gender and professional category

|              | 2015         |            |              | 2016         |            |              |
|--------------|--------------|------------|--------------|--------------|------------|--------------|
|              | Total        | Women      | Men          | Total        | Women      | Men          |
| Category 1   | 638          | 111        | 527          | 513          | 76         | 437          |
| Category 2   | 1,428        | 233        | 1,195        | 1,358        | 200        | 1,158        |
| Category 3   | 840          | 376        | 464          | 651          | 308        | 343          |
| Category 4   | 3,945        | 182        | 3,763        | 3,149        | 128        | 3,021        |
| <b>Total</b> | <b>6,851</b> | <b>902</b> | <b>5,949</b> | <b>5,671</b> | <b>712</b> | <b>4,959</b> |

Category 1: Senior Managers, Directors, Service Heads and Area Managers

Category 2: Graduates, Section Heads, Office Managers, Workshop Managers and other qualified graduates.

Category 3: Assistants, administrative workers and middle managers

Category 4: Operators and subalterns.

2016

**5,671**  
employees

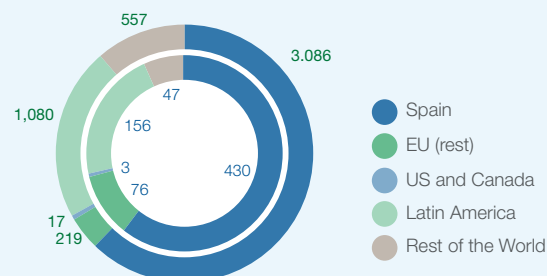


**4,959**  
men

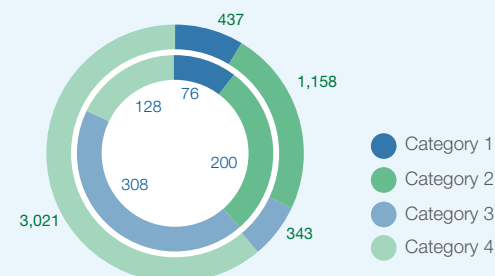


**712**  
women

#### Staff by gender and geographical location



#### Staff by gender and professional category



## Breakdown by age and professional category

|              | 2015         |               |                |               | 2016         |               |                |               |
|--------------|--------------|---------------|----------------|---------------|--------------|---------------|----------------|---------------|
|              | Total        | < 30<br>years | 30-50<br>years | > 50<br>years | Total        | < 30<br>years | 30-50<br>years | > 50<br>years |
| Category 1   | 272          | 0             | 150            | 122           | 216          | 0             | 108            | 108           |
| Category 2   | 834          | 9             | 646            | 179           | 642          | 14            | 480            | 148           |
| Category 3   | 573          | 10            | 403            | 160           | 448          | 6             | 296            | 146           |
| Category 4   | 2,335        | 113           | 1,506          | 716           | 2,210        | 106           | 1,397          | 707           |
| <b>Total</b> | <b>4,014</b> | <b>132</b>    | <b>2,705</b>   | <b>1,177</b>  | <b>3,516</b> | <b>126</b>    | <b>2,281</b>   | <b>1,109</b>  |

Data solely for personnel on payroll in Spain.

Category 1: Senior Managers, Directors, Service Heads and Area Managers

Category 2: Graduates, Section Heads, Office Managers, Workshop Managers and other qualified graduates.

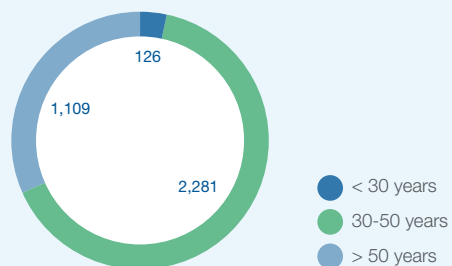
Category 3: Assistants, administrative workers and middle managers

Category 4: Operators and subalterns.

## Staff by age (Spain)

**3,516**  
employees

**2016**



Yesa Dam (Spain).

## Key skills training and development

### Number of hours of training (distributed by sex and professional category)

|              | 2015          |               | 2016          |               |
|--------------|---------------|---------------|---------------|---------------|
|              | Total         | Total         | Women         | Men           |
| Category 1   | 8,260         | 3,093         | 633           | 2,460         |
| Category 2   | 43,744        | 52,538        | 9,020         | 43,518        |
| Category 3   | 13,932        | 8,702         | 2,720         | 5,982         |
| Category 4   | 29,446        | 19,260        | 591           | 18,669        |
| <b>Total</b> | <b>95,382</b> | <b>83,593</b> | <b>12,964</b> | <b>70,629</b> |

Category 1: Senior Managers, Directors, Service Heads and Area Managers.

Category 2: Graduates, Section Heads, Office Managers, Workshop Managers and other qualified graduates.

Category 3: Assistants, administrative workers and middle managers.

Category 4: Operators and subalterns.

### Hours and expenditure on training (distributed by topic areas)

|                                         | Hours         |               | Expenditure (€)  |                  |
|-----------------------------------------|---------------|---------------|------------------|------------------|
|                                         | 2015          | 2016          | 2015             | 2016             |
| Environment                             | 576           | 1,522         | 6,027            | 10,899           |
| Occupational Health and Safety          | 21,838        | 19,922        | 339,548          | 415,345          |
| Quality                                 | 635           | 1,032         | 19,620           | 12,159           |
| Economic, legal and technical knowledge | 72,333        | 45,110        | 1,254,052        | 664,327          |
| Other training areas                    |               | 16,007        |                  | 488,196          |
| <b>Total</b>                            | <b>95,382</b> | <b>83,593</b> | <b>1,619,247</b> | <b>1,590,926</b> |

Arroyo La Charca-Grimaldo high-speed rail section (Spain).

## Occupational Health and Safety

|                        | 2015                           |                                  |                                |                                  | 2016            |                   |                 |                   |
|------------------------|--------------------------------|----------------------------------|--------------------------------|----------------------------------|-----------------|-------------------|-----------------|-------------------|
|                        | Frequency index <sup>(1)</sup> | Seriousness index <sup>(2)</sup> | Incidence index <sup>(3)</sup> | Absenteeism index <sup>(4)</sup> | Frequency index | Seriousness index | Incidence index | Absenteeism index |
| FCC Co Spain           | 8.34                           | 0.34                             | 1,471                          | 4.03                             | 10.20           | 0.49              | 1,973           | 4.57              |
| Total FCC Co           | 16.23                          | 0.39                             | 4,004                          | 4.08                             | 9.26            | 0.30              | 2,032           | 3.35              |
| SEOPAN average (Spain) | 11.23                          | 0.36                             | 2,096                          | –                                | 12.41           | 0.44              | 2,156           | –                 |
| Sector average (Spain) | 36.70                          | 1.19                             | 6,315                          | –                                | 39.30           | 1.31              | 6,794           | –                 |

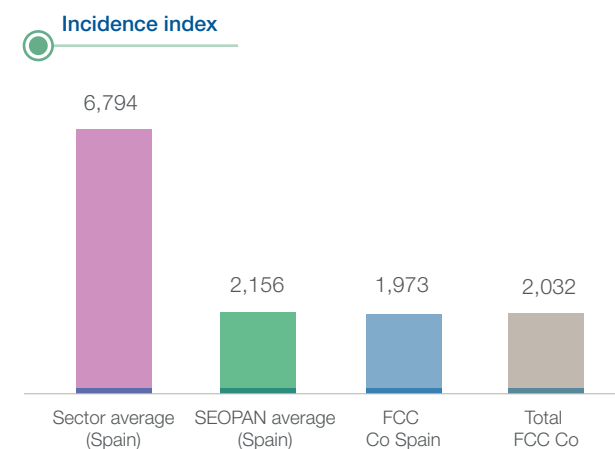
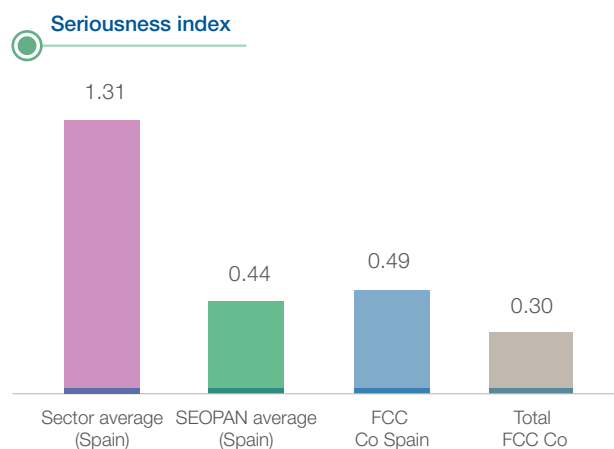
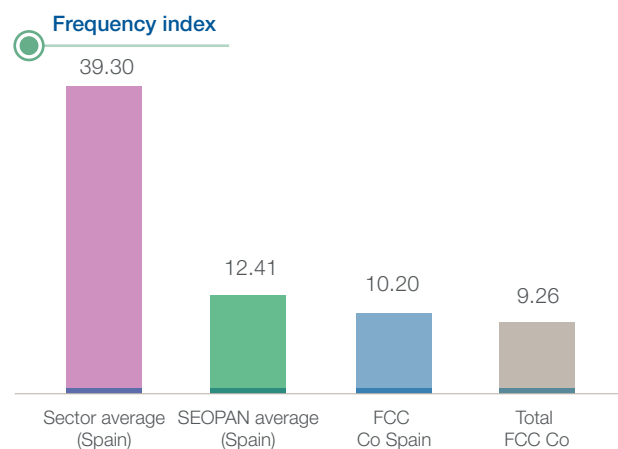
<sup>(1)</sup> Frequency index: number of accidents with sick leave for every 1,000,000 hours worked.

<sup>(2)</sup> Seriousness index: number of working days lost due to recorded sick leave accident for every 1,000 hours worked.

<sup>(3)</sup> Incidence index: number of accidents with sick leave for every 100,000 workers, divided by the average number of workers.

<sup>(4)</sup> Absenteeism index: number of days missed due to illness divided by the average number of workers.

**Note:** The breakdown of accidents by sex is not relevant in the construction sector, as practically all the workers are men.



## 2016 Milestones

### Our professionals

- Restructuring the workforce in order to adapt it to production, with 649 departures.
- Launch of outplacement programmes, with 196 people involved.
- Agreement signed between FCC Construcción and the Ministry of Health, Social Services and Equality to increase the presence of women in management positions.
- "Equality at Work" mark awarded to FCC Industrial and FCC Construcción.
- Participation in the worldwide UN campaign "Paint Your World Orange" to fight against gender-based violence.
- Reactivation of "Family Plan", safeguarding employees' welfare and their children's social integration.
- Participation in the programme "Development for Management: Women With High Potential", organised by the Industrial Organisation School (EOI).
- More hours of training received per worker (15h in 2016, compared with 14h in 2015).
- Start of training in BIM (Building Information Modelling) for professionals within the organisation.
- Accident rates still well below the sector averages.
- Best practices applied on our sites to assure better active security, and "Best Practices Report" published, containing examples that can be extended throughout the organisation.
- Control charts implemented for four-monthly monitoring of OHS performance.

## Future challenges

- Strengthen workers' technical training and geographical mobility.
- Develop campaigns to integrated people with disabilities.
- Foster excellence in training by undertaking tests/assessment after the training actions.
- Improve the international reach of training.
- Extend the mechanism for formal complaints on social or environmental impacts, labour practices and/or human rights and include all the organisations stakeholders.
- Maintain accident rates at a minimum.
- Work on implementing best practices for road safety and health awareness.
- Encourage and strengthen partnerships with authorities, universities and other firms on OHS-related topics.
- Develop a campaign for information and practical training data-viewing screens and guidelines for using them properly from an ergonomic point of view.
- Develop a campaign to provide office personnel with regular voluntary medical check-ups.



# Environmental management

## Environmental approach and good practices

### Implementation of best practices

|                                               | 2015            | 2016          |
|-----------------------------------------------|-----------------|---------------|
| Worksites supplying data on best practices    | 134/136 (99%)   | 90/91 (99%)   |
| Implementation of best practices on worksites | 24/27 (89%)     | 26/29 (90%)   |
| Worksites meeting the environmental objective | 121/134 (90.3%) | 83/90 (92.2%) |



## Responsible consumption

### Water consumption (m³)

|                   | 2015      | 2016      |         |                       |               |         |
|-------------------|-----------|-----------|---------|-----------------------|---------------|---------|
|                   | Total     | Total     | Spain   | European Union (rest) | Latin America | MENA*   |
| Water consumption | 2,100,743 | 1,665,749 | 716,569 | 53,598                | 418,730       | 476,852 |

### Energy consumption (GJ)

|                                             | 2015             | 2016             |                |                       |                |                |
|---------------------------------------------|------------------|------------------|----------------|-----------------------|----------------|----------------|
|                                             | Total            | Total            | Spain          | European Union (rest) | Latin America  | MENA*          |
| Direct energy consumption                   | 1,184,145        | 1,295,599        | 150,342        | 39,083                | 206,721        | 899,453        |
| Consumo indirecto de energía (electricidad) | 92,542           | 80,234           | 42,109         | 5,657                 | 29,270         | 3,198          |
| <b>Total</b>                                | <b>1,276,687</b> | <b>1,375,833</b> | <b>192,451</b> | <b>44,740</b>         | <b>235,991</b> | <b>902,651</b> |

\* MENA: Middle East/North Africa.

Callao Port (Peru).

## Materials consumption (t)

|                                                                                                                    | 2015       | 2016       |           |                       |               |           |
|--------------------------------------------------------------------------------------------------------------------|------------|------------|-----------|-----------------------|---------------|-----------|
|                                                                                                                    | Total      | Total      | Spain     | European Union (rest) | Latin America | MENA*     |
| Asphalt agglomerate                                                                                                | 393,452    | 344,896    | 149,146   | 49,003                | 111,124       | 35,623    |
| Concrete                                                                                                           | 3,628,935  | 2,622,068  | 929,302   | 49,013                | 630,974       | 1,012,779 |
| Steel                                                                                                              | 123,721    | 451,018    | 370,568   | 3,498                 | 44,011        | 32,941    |
| Bricks                                                                                                             | 8,191      | 5,073      | 4,250     | 84                    | 0             | 739       |
| Glass and metals                                                                                                   | 2,215      | 5,696      | 4,646     | 265                   | 124           | 661       |
| Aggregates, soil and graded aggregates                                                                             | 30,627,764 | 18,050,098 | 6,334,009 | 0                     | 7,033,683     | 4,682,406 |
| Topsoil                                                                                                            | 800,745    | 406,288    | 125,560   | 103,060               | 177,452       | 216       |
| Paint, solvents, release agents, concrete-curing liquids, accelerants, fluxing agents, antifreeze and epoxy resins | 24,812     | 7,660      | 6,554     | 92                    | 1,007         | 7         |
| Oil, grease and other harmful or hazardous substances                                                              | 1,402      | 2,250      | 928       | 163                   | 705           | 454       |

\* MENA: Middle East/North Africa.



Line 5 of Bucharest metro project (Romania).



Almonte Viaduct (Spain).

## Climate change

### Greenhouse-gas emissions (t CO<sub>2</sub>e)

|                                                             | Total FCC Construcción* |                | FCC Construcción Spain** |               |
|-------------------------------------------------------------|-------------------------|----------------|--------------------------|---------------|
|                                                             | 2015                    | 2016           | 2015                     | 2016          |
| <b>Total GHG emissions</b>                                  | <b>345,158</b>          | <b>296,784</b> | <b>108,926</b>           | <b>62,598</b> |
| Direct emissions (Scope 1)                                  | 86,768                  | 96,446         | 13,588                   | 4,960         |
| Indirect emissions (Scope 2)                                | 10,496                  | 7,977          | 6,058                    | 2,632         |
| Other indirect emissions (Scope 3)                          | 247,894                 | 192,361        | 89,280                   | 55,006        |
| <b>GHG emissions avoided by implementing best practices</b> | <b>22,349</b>           | <b>17,338</b>  | <b>4,398</b>             | <b>4,594</b>  |

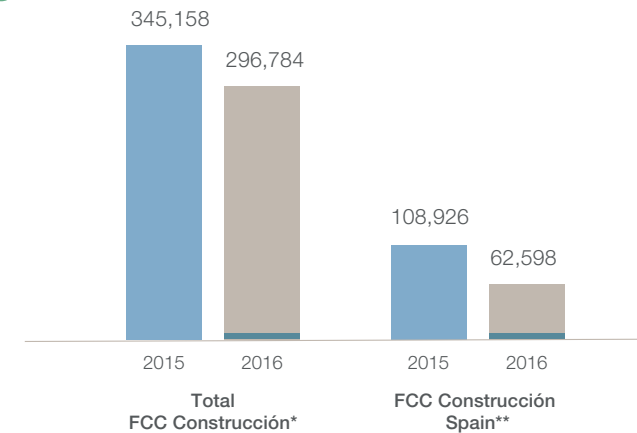
\* Emissions reported by the different organisations and countries, without third-party verification.

\*\* Emissions verified by AENOR.

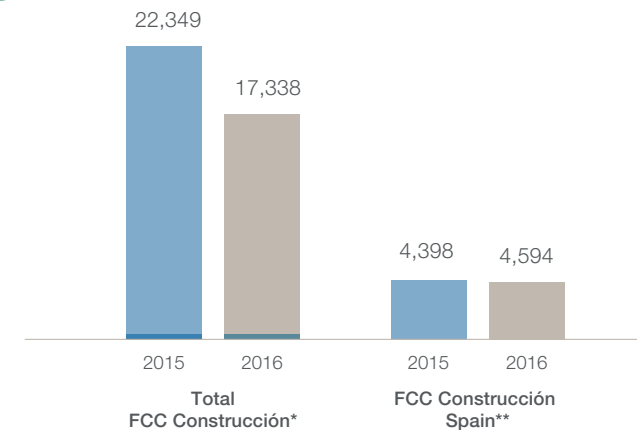


Mersey Bridge (United Kingdom).

### Total GHG emissions



### GHG emissions avoided by implementing best practices

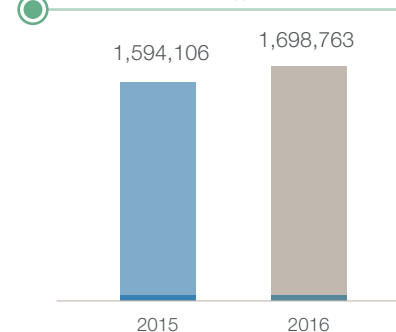


## Management of waste and effluents

### Generated waste (t)

|                     | 2015             |                  | 2016           |              |                       |                        |
|---------------------|------------------|------------------|----------------|--------------|-----------------------|------------------------|
|                     | Total            |                  | Total          | Spain        | European Union (rest) | Latin America<br>MENA* |
| Hazardous waste     | 1,141            | 587              | 231            | 70           | 99                    | 187                    |
| Non-hazardous waste | 1,592,965        | 1,698,176        | 427,646        | 4,142        | 911,015               | 355,373                |
| <b>Total</b>        | <b>1,594,106</b> | <b>1,698,763</b> | <b>427,877</b> | <b>4,212</b> | <b>911,114</b>        | <b>355,560</b>         |

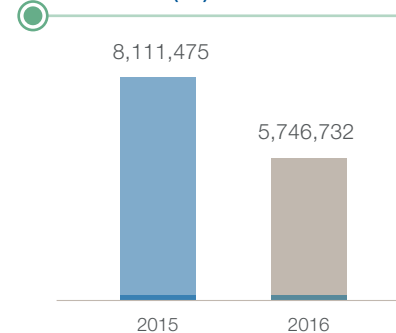
### Generated waste (t)



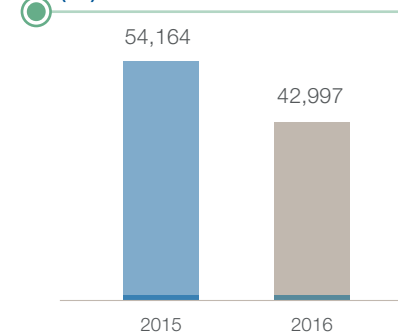
### Use of resources coming from waste (m³)\*\*

|                         | 2015             | 2016             |
|-------------------------|------------------|------------------|
| Surplus soil and stones | 8,076,862        | 5,613,983        |
| Surplus clean rubble    | 34,613           | 132,749          |
| <b>Total</b>            | <b>8,111,475</b> | <b>5,746,732</b> |

### Use of resources coming from waste (m³)\*\*



### Water reuse (m³)



### Water reuse (m³)

|                                  | 2015   | 2016   |
|----------------------------------|--------|--------|
| Recycled or reused water on site | 54,164 | 42,997 |

\* MENA: Middle East/North Africa.

\*\* Data of the projects undertaken by FCC Construcción (FCC Industrial data are not included).

## Protecting biodiversity

### Land adjacent to or located in natural protected areas or in non-protected areas of high biodiversity value



| Impact type                                                                                              | 2015            |                             | 2016            |                             |
|----------------------------------------------------------------------------------------------------------|-----------------|-----------------------------|-----------------|-----------------------------|
|                                                                                                          | Number of sites | Surface (M m <sup>2</sup> ) | Number of sites | Surface (M m <sup>2</sup> ) |
| Location in natural or protected areas or in areas of high value for biodiversity                        | 4               | 1,000                       | 5               | 1.13                        |
| Location in areas with landscape listed as relevant                                                      | 16              | 1,016                       | 11              | 16.51                       |
| Impact on natural watercourse in protected areas                                                         | 1               | 0.2                         | 1               | 0.02                        |
| Impact on natural watercourse in areas of high biodiversity value                                        | 7               | 8.4                         | 5               | 8.39                        |
| Impact on watercourses with very high value or relevant for local communities and indigenous populations | 7               | 8.9                         | 8               | 8.98                        |
| Impact on catalogued or protected vegetation                                                             | 16              | 10.3                        | 12              | 9.90                        |
| Impact on catalogued or protected animal species                                                         | 9               | 15.5                        | 10              | 15.52                       |

*Corgo Viaduct (Portugal).*



*Alcántara-Garrovillas high-speed rail section (Spain).*



## 2016 Milestones

### Environmental management

- Adaptation of FCC Construcción Management and Sustainability System to the new standards ISO 14001:2015 and ISO 9001:2015.
- Best environmental practices implemented and developed on FCC Construcción and FCC Industrial sites.
- Implementation of #CeroPapel awareness-building campaign, aiming at reducing paper use in our day-to-day work at all workplaces attached to the Construction division.
- FCC Construcción obtained the "Calculate and Reduce" seal of the "Register of Carbon Footprint and CO<sub>2</sub> offsetting and absorption projects" for its carbon footprint of financial year 2015, awarded by the Ministry of Agriculture and Fisheries, Food and the Environment (Spain).
- Adhesion to the "#PorElClima Community" set up following the Paris Agreement to establish undertakings to reduce emissions.
- National Award for environmental management and corporate sustainability given by European Business Awards to FCC Industrial.
- Energy audits carried out 28 workplaces of FCC Construcción, FCC Industrial and Matinsa in Spain.
- Reuse of waste generated by Matinsa conservation tasks.
- Active participation in the KPESIC platform to foster environmentally sustainable construction in Latin America and the Caribbean.

## Future challenges

- Incorporate best social practices into the current list of best environmental practices.
- Strengthen efforts to build awareness among own workers, suppliers and subcontractors.
- Extend the GHG inventory to cover international operations and verify the emissions report.
- Establish strategies for the company to adapt to climate change.
- Implement energy-efficiency measures at Megaplas: replace the factory's lighting with LED units and liquid fuel with natural gas.
- Draft a basic guide to energy efficiency, containing measures that can be implemented by sites to save energy and money.
- Explore the possibility of incorporating hybrid or electric vehicles into the Matinsa fleet.
- Incorporate circular-economy criteria into business processes.



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