

Sustainability Report

2019-2020
2020 update





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* The **Sustainability Report** prepared by **FCC Construcción** is valid over a two-year period and is published every two years.

This document summarises the most relevant information of the 2019-2020 Sustainability Report and contains the update of the main indicators of the past year.



1

Who we are

Romania railway rehabilitation. Pan-European Corridor



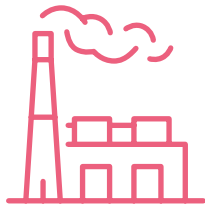
1.1 Profile of FCC Construcción

The **FCC Group's Construction** area is made up of a **group of companies** that are **benchmarks** in the development of infrastructures and the execution of civil engineering, industrial and building works.



Civil engineering works

- | Railway infrastructure
- | Roads
- | Bridges
- | Tunnels
- | Maritime infrastructures
- | Airport infrastructures
- | Hydraulic infrastructures



Industrial

- | Industrial construction
- | Electromechanical installations
- | Electricity distribution networks
- | Maintenance of installations
- | Facilities maintenance
- | Prefabrication of construction products
- | Corporate image



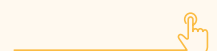
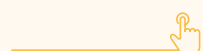
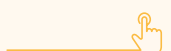
Building

- | Housing and urban development
- | Non-residential building
- | Rehabilitation



Concessions

Companies in the FCC Construcción area





1.2 FCC Construcción worldwide

- Civil engineering works
- Industrial
- Residential building
- Non-residential building
- Hydraulics
- Maintenance
- New contracts awarded
- In progress
- ◇ Completed

Canada

- Maintenance of 195 km of Trans-Canadian highway
€205 million (30 years)

USA

- ◆ Gerald Desmond Bridge in Los Angeles.
€739 million

Panama

- Expanding Section 1 and 2 of the Inter-American Highway to six lanes
€912 million
- Line 2 of Panama metro to Tocumen Airport.
€81.8 million

Mexico

- ◆ Samalayuca-Sásabe gas pipeline.
€225 million
- Section 2 of the Maya railway.
€637 million

Colombia

- Guillermo Gaviria Echeverri tunnel.
€366.7 million
- "El Salitre" wastewater treatment plant
€398 million

Peru

- Line 2 and Line 4 of Lima metro project.
€3,900 million

Chile

- Mapocho River Park.
€55 million





FCC Construcción is an **international benchmark** located in more than **23 countries**

Spain

- Real Madrid's Santiago Bernabéu Stadium refurbishment.
- Plaza de España full refurbishment in Madrid. €62 million
- Remodelling of Nudo Norte in Madrid. €35 million
- Construction of the circular road in Tenerife, in the Canary Islands. €240.4 million
- Line 9 of Barcelona metro project €200 million
- Castrovido dam. €223 million
- New hospital in Salamanca. €169 million

Norway

- E6 Ulsberg-Vindasliene highway. €263 million

United Kingdom

- Section of A465 dual carriageway. €665 million.
- Design of Jersey Hospital. €32.8 million

The Netherlands

- A9 motorway section from Badhoevedorp to Holendrecht. €845 million

Ireland

- Buildings of the higher education centre of Dublin's Institute of Technology, on the Grangegorman campus. €220 million
- New "North Runway" at Dublin's Airport. €130 million
- ◆ Remodelling of airport and the hydrant system in Dublin's Airport. €41.5 million

Belgium

- Haren prison. €322 million

Saudi Arabia

- Additional stations in Line 4 of Riyadh metro project. Park and Ride in Line 4 and Science Park in Line 5. €612 million
- Lines 4, 5 and 6 of the Riyadh metro project. €7,528 million

Egypt

- ◆ Abu Rawash wastewater treatment plant in El Cairo. €281 million

Romania

- ◆ Bucharest Metro Line 5. €470 million
- Railway lines in Transylvania. €1,480 million
- Design and construction of the wastewater treatment plant and sludge incinerator in Gîlna, Bucharest. €113 million
- Modernisation of Bacău Airport runway. €30 million

Portugal

- Gouvães dam. €17.6 million
- Luis Bivar residential building. €4.8 million
- Renewal of Covilhã and Guarda railway line. €61.4 million
- Extension of the A4 Highway in Aguas Santas. €13.4 million



FCC Construcción in 2020

Jaca-Santa Cilia motorway (Spain)



Achievements 2020

- | Celebration of the 120th anniversary of FCC Construcción.
- | Fourth-largest construction company in Spain, according to volume of contracts.
- | Award of the contract for the design and construction of the E6 Ulsberg-Vindasliene highway (Norway).
- | Awarded, together with Carso Infraestructuras y Construcción (CICSA), the contract for the design, construction and maintenance of section 2 of the Maya railway line (Mexico).
- | Contract for the A465 motorway extension in Wales and contract for the design and construction of a new hospital in Jersey (UK).
- | Construction contract for the remodelling of Nudo Norte of Calle 30 in Madrid (Spain).
- | Commissioning of Line 5 of the Bucharest Metro Line (Romania).
- | Completion of the Gerald Desmond Bridge, the first cable-stayed bridge built in California (USA).
- | Year-end 2020 with a turnover of €1,611 million.
- | Increased revenues from domestic activity, which amounted to €849 million.



Future challenges

- | Consolidate long-term solvency by selecting flagship and unique projects.
- | Extend the project portfolio in strategic regions.
- | Enhance synergies between the different business areas, to act as a single company and be even more efficient.
- | Work to consolidate the post-pandemic economic and social recovery.
- | Continue advancing in the digital transformation of the company, with the aim of adding value to FCC Construcción and adapting the business to the changes implied by the connected society, social networks, big data, machine learning, industry 4.0 and the internet of things.
- | As the only construction company in the world to participate in the UN's "Sustainable Finance and Investment" group, to continue to promote the creation of an efficient market and to align FCC Construcción's financing strategies with sustainable development.



FCC Construcción caisson operator. Tarragona Port (Spain)



2.1 2020 Highlights

January

- | FCC Construcción wins the contract for designing and constructing the E6 motorway between Ulsberg and Vindasliene (Norway).
- | FCC Industrial becomes the first "Zero Residue" construction firm (Spain).

March

- | FCC Construcción wins, in cooperation with Carso Infraestructuras y Construcción (CICSA), the contract for the design, construction and maintenance of section 2 of the Maya railway.
- | The Primary Health Care Authority in Mallorca chooses a health centre, run by FCC Construcción (UBS El Molinar) for its COVID-19 Response Centre (Balearic Islands, Spain).
- | The Life Impacto Cero project, by FCC Construcción, a success story (Spain).

May

- | FCC Construcción rolls out a series of social and corporate actions to face the health crisis caused by SARS-CoV-2 (COVID-19).

2020

February

- | The concession holder for the Lima metro in Peru receives the Structured Financing of the Year Award from LatinFinance magazine.
- | The "Refurbishment of Plaza España" project becomes the main municipal construction site on account of its specific nature and urban impact (Madrid, Spain).
- | The occupational insertion project "Expansion and refurbishment of the hospital in Soria" by FCC Construcción, is selected as an example of best practice by the European Commission (Soria, Spain).

April

- | FCC Construcción becomes the first construction firm in the world to join the UN's "Sustainable Investments and Finance" group.
- | FCC Construcción makes progress with the construction of hospitals in Soria, Salamanca and San Juan de Dios (Seville, Spain).

June

- | FCC Construcción wins the "Best Global Projects" award from ENR international magazine for its projects: Panama Metro line 2 (Panama); Improving access to the city of Iquique (Chile); and the El Alamein desalination plant (Egypt).
- | FCC Construcción participates at the event to celebrate the 30th anniversary of the construction of the KIO towers (Madrid, Spain).



July

- FCC Construcción wins the contract for designing and constructing the new hospital in Jersey.

September

- FCC Construcción commissions Line 5 of the Bucharest metro, the first major transport infrastructure opened in Europe after the outbreak of COVID-19 (Romania).
- FCC Construcción starts work to drill the Ergos tunnel, as part of the "Circular Road in Tenerife" project (Spain).
- FCC Construcción secures various contracts in Spain: Nudo Norte (Madrid); improvements to Dic de Recer (seawall) at the Olympic Port in Barcelona; and the construction and maintenance of different rail lines owned by Rodalies de Barcelona.

November

- FCC Construcción registers its carbon footprint for the eighth time in the Carbon Footprint and CO₂ Offset and Absorption Projects Register of the Ministry for the Ecological Transition and the Demographic Challenge (Spain).
- FCC Construcción completes work on the first cable-stayed bridge built in California (Los Angeles, USA).
- RRC receives acknowledgement from the Portuguese Association for Business Ethics (Portugal).

August

- FCC Construcción becomes the first Spanish construction firm to have verified by an external third party the carbon footprint of more than 70% of its domestic and foreign activities.

October

- FCC Construcción secures the funding for the project to expand sections 5 and 6 of the A465 dual carriageway in Wales.
- FCC Construcción receives the 2019 Best Infrastructure Award for the "Variante de Vallirana (B-24)" project (Catalonia, Spain).

December

- FCC Construcción, over 12 years committed to equality.



2.2 Key figures



Business Area

2019 2020

1,719 M€ 1,611 M€
Turnover ▼

5,623 M€ 5,156 M€
Business portfolio ▼

100 M€ 54 M€
EBITDA ▼

61% 47%
% of turnover from international markets ▼



Environment

2019 2020

90.2% 94.4%
(99.2% in Spain) (99.1% in Spain)
Certified activity according to ISO 14001 ▲

100% 100%
% of works that meet the environmental
objective required by the company¹

1,878,699 m³ 2,127,454 m³
Use of waste resources¹ (soil and debris
reinserted on construction sites) ▲

1,024,993 GJ 920,525 GJ
Energy consumption ▼

1,077,536 m³ 1,809,876 m³
Water consumption ▲

579,367 t CO₂eq 694,007 t CO₂eq
GHG emissions produced ▲

5,544 t CO₂eq 7,447 t CO₂eq
GHG emissions avoided, thanks to the
implementation of good practices on site ▲

¹ Does not include data from FCC Industrial and Áridos de Melo.

² This is the weighted rating of the company's performance in FCC Construcción and FCC Industrial projects. It is rated from 1 to 4, with 4 being the highest satisfaction.



Innovation

2019 2020

3.28M€ 3.44M€

Investment in R&D ▲

Priority lines

BIM - Building Information Modelling
Knowledge management
Railway infrastructure
Maritime construction works
Sustainable construction



Team

2019 2020

8,201 7,323

Employees ▼

12% 12%

Women (out of total staff)

80,434 80,240

Hours of training ▼

1,789,363€ 1,071,569€

Expenditure on training ▼

23,975 16,221

Environment, quality and occupational health
and safety training hours ▼



Community

2019 2020

818,531€ 657,007€

Investment in the community ▼

256,200 298,356

Website visits ▲

11,805 12,029

Number of suppliers ▲

97.2% 97.6%

Percentage of local suppliers ▲

91.0% 95.1%

(99.2% in Spain)

(99.1% in Spain)

Certified activity according to ISO 9001 ▲

3.60 3.73

Customer satisfaction² ▲

439 331

Number of external communications received¹ ▼



2.3 Certified activity

Management Area	Standard	2019		2020				
		Total Construction area	Construction in Spain	Total Construction area	Total FCC Construcción	Total FCC Industrial	International Construction	Construction in Spain
Quality	ISO 9001	91.0%	99.2%	95.1%	99.3%	80.4%	90.5%	99.1%
Environment	ISO 14001	90.2%	99.2%	94.4%	99.3%	77.6%	89.1%	99.1%
Occupational Health and Safety*	ISO 45001	94.9%	99.4%	95.6%	94.6%	96.6%	84.2%	99.0%
GHG emissions**	ISO 14064	53.8%	63.0%	77.1%	99.3%	0.0%	89.1%	66.4%
Collaborative business relationships	ISO 44001	22.3%	57.1%	32.2%	41.5%	0.0%	0.0%	60.7%
Information Security	ISO 27001	29.7%	76.0%	41.8%	41.5%	42.6%	0.0%	78.7%
R&D Management***	UNE 166002	NA	57.1%	NA	NA	NA	NA	60.7%

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

** The increase in certification under ISO 14064-1 is due to the fact that in 2020, emissions from the activity of FCC Construcción in 21 countries were verified (Spain, Portugal, Bulgaria, Romania, United Kingdom, Ireland, Belgium, Netherlands, Norway, Nicaragua, Costa Rica, Panama, El Salvador, Mexico, Colombia, Chile, Peru, United States, Canada, Qatar and Saudi Arabia); whereas in 2019, emissions from the activity of FCC Construcción were only verified in 12 of these countries.

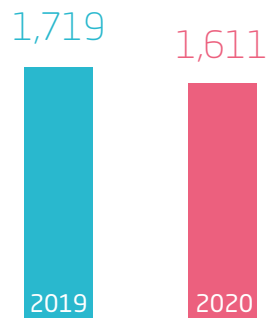
*** It does not apply, since the scope of this Standard applies to Spain only.

Santiago Bernabéu Stadium refurbishment (Spain)

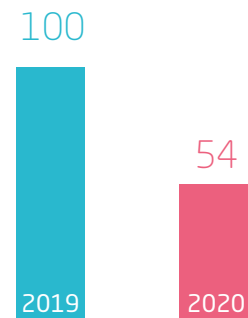


2.4 Business performance

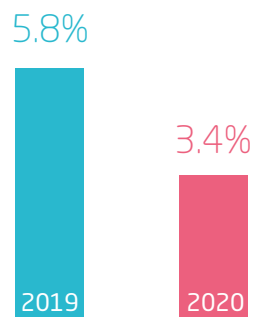
Key financial figures (M€)



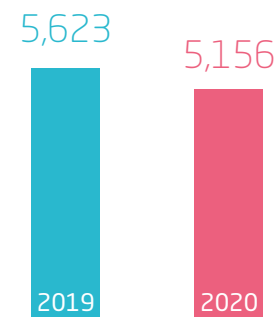
Turnover



Gross operating profit
(EBITDA)



EBITDA margin



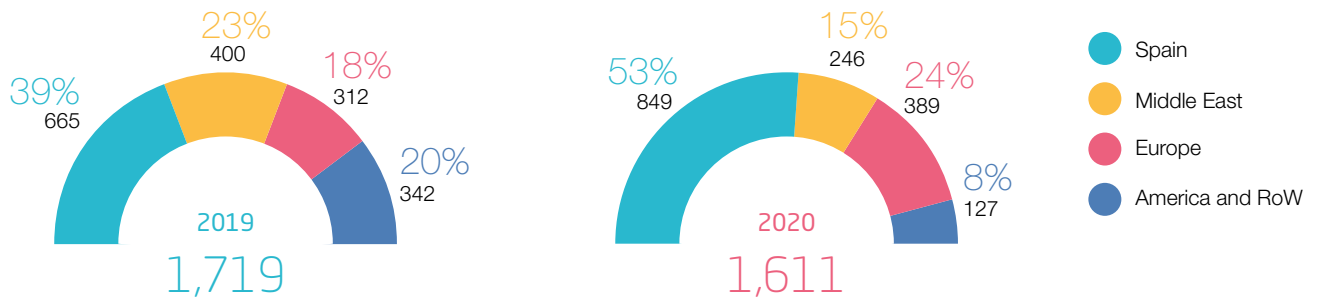
Portfolio

Covilhã-Guarda railway line (Portugal)

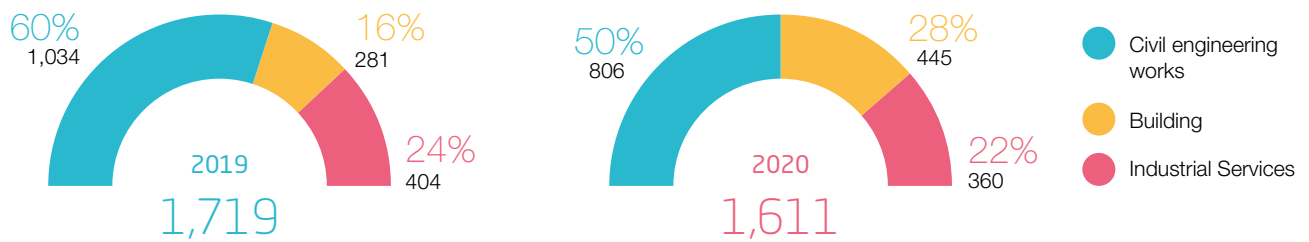




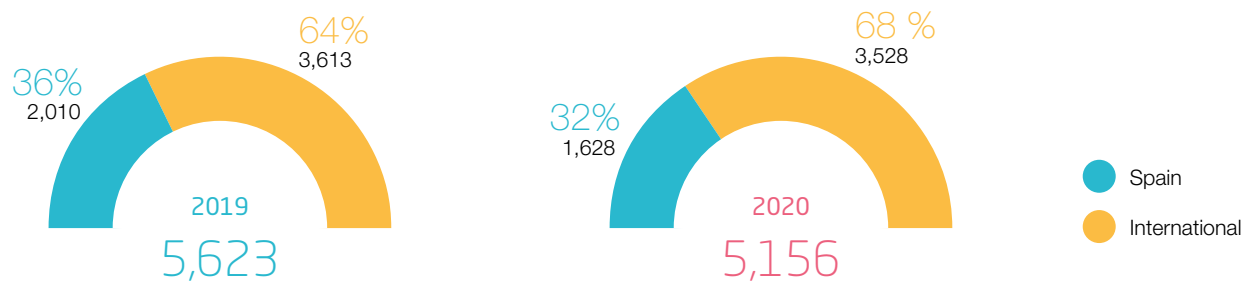
Turnover by geographical region (M€)



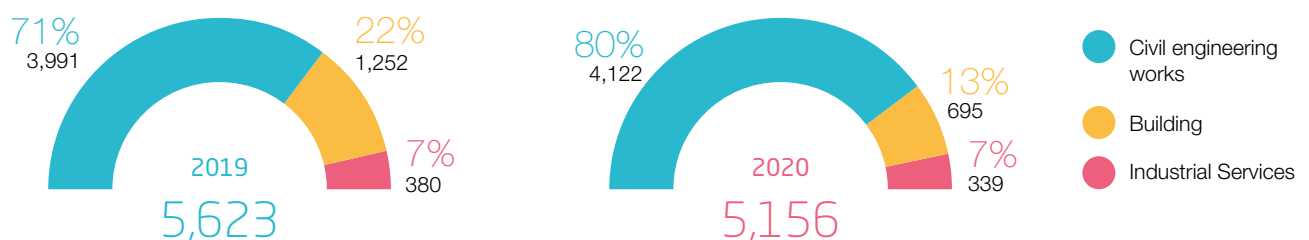
Turnover by activity (M€)



Portfolio by geographical region (M€)



Portfolio by activity (M€)





2.5 Awards and recognition prizes

| Line 2 Panama Metro (Panama)

Award Merit of the "2020 Global Best Projects" awards of the international magazine ENR; rail projects category.

| Improvement of accesses to the city of Iquique (Chile)

Award Merit of the "2020 Global Best Projects" awards of the international ENR magazine; road projects category.

| El Alamein Desalination Plant (Egypt)

Award Merit of the "2020 Global Best Projects" awards of the international magazine ENR; water projects category.

| Concessionaire of the Lima Metro (Peru)

Latin Finance magazine's "Structured Financing of the Year" award.

| Mersey Bridge (United Kingdom)

| Award of Madrid CICCIP Branch for the best performance in the field of engineering projects or construction works.

| Brownfield Awards 2020. Best Infrastructure project.

| Brownfield Awards 2020. Best re-use materials.

| General interceptors on the right bank of the Ferrol estuary (Spain)

Runner-up in the San Telmo Prize 2019.

| Urbanisation and accesses to the Wanda Metropolitano Stadium (Spain)

Award of Madrid CICCIP Branch for the "Best Project".

| A-23 Mudéjar Dual Carriageway. Section: Congosto de Isuela-Arguis (Spain)

Acueducto de Segovia Award, Honourable Mention, from the CICCIP and the Caminos Foundation.

| Almonte Viaduct (Spain)

Runner-up in the *Acueducto de Segovia* awards, from the CICCIP and the Caminos Foundation.

| Vallirana bypass (Spain)

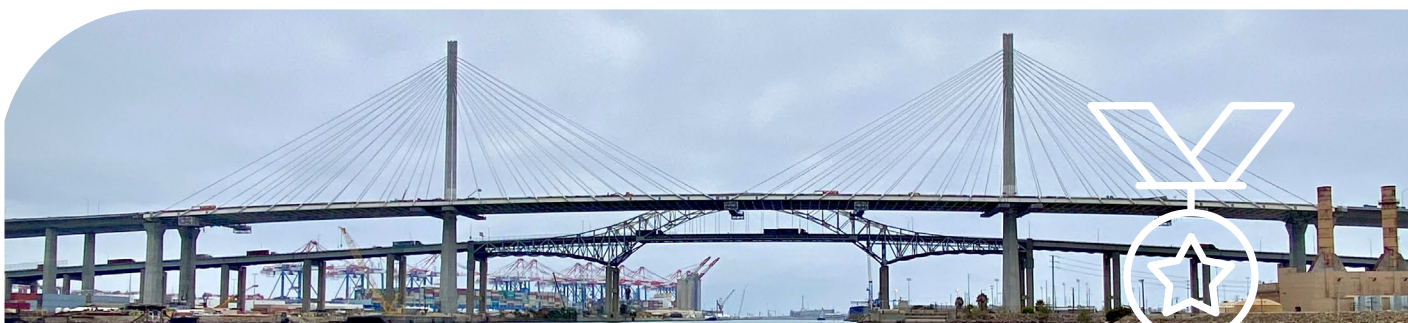
Best Infrastructure Award 2019, awarded by the Catalan Infrastructure Advisory Council.

| Zaragoza Tramway (Spain)

Finalist in four categories of the Global Light Rail Awards.

| Ramalho Rosa Cobetar (Portugal)

recognised for the good practice "Circular economy in the construction sector" in the category of Social Responsibility and Environment - Reduction of Impacts, by the Portuguese Association of Business Ethics.



Gerald Desmond bridge (United States)



3

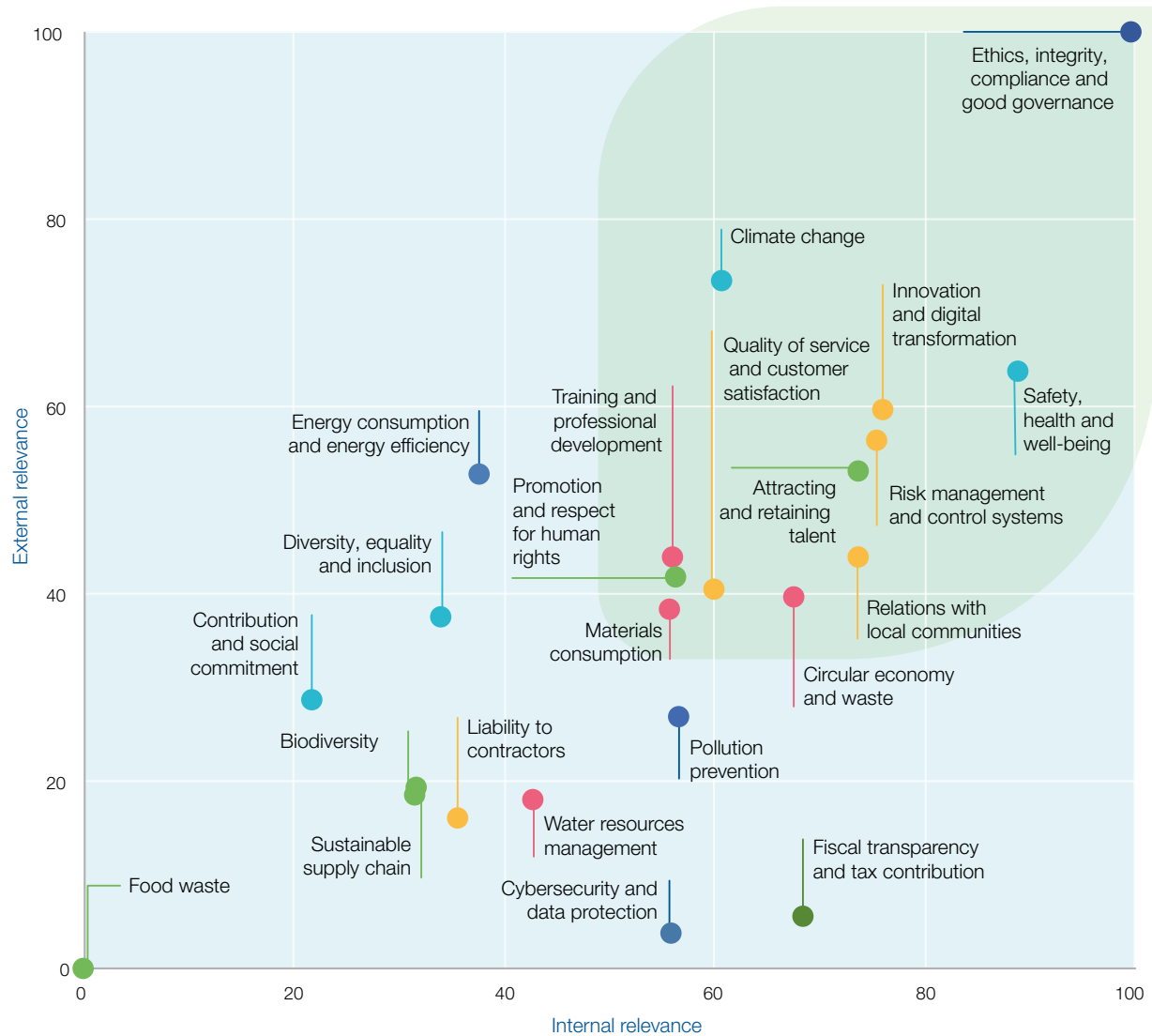
FCC Construcción, aligned with the SDGs

Gerald Desmond bridge (United States)





FCC Construcción materiality matrix





SDG-related material topics

Material topics in 2020

Relation to the SDGs

Material relevance

- | Ethics, integrity, compliance and good governance.
- | Risk management and control systems.
- | Quality of service and customer satisfaction.
- | Innovation and digital transformation.
- | Circular economy and waste.
- | Materials consumption.
- | Climate change.
- | Attracting and retaining talent.
- | Training and professional development.
- | Safety, health and well-being.
- | Promotion and respect for human rights.
- | Relations with local communities.



Internal relevance

- | Cybersecurity and data protection.
- | Fiscal transparency and tax contribution.
- | Pollution prevention.



This Sustainability Report can also be used as **FCC Construcción's Communication on Progress report on the 10 principles of the United Nations Global Compact.**



Material topics in 2020

Relation to the SDGs

External relevance

| Energy consumption and energy efficiency.



Non-material relevance

| Water resources management.

| Biodiversity.

| Food waste.

| Diversity, equality, and inclusion.

| Contribution and social commitment.

| Liability to contractors.

| Sustainable supply chain.



Ensanche de Vallecas Sports Centre. Madrid (Spain)



4

From challenge to opportunity

Santiago Bernabeu Stadium refurbishment (Spain)





4.1 Our commitment to the environment



Achievements 2020

- | Implementation and development of good environmental practices in the projects of FCC Construcción and FCC Industrial.
- | Performance of energy audits on 40 sites and premises of FCC Construcción in Spain, covering more than 85% of the annual energy consumption.
- | Reduction of energy and construction materials consumption compared to 2019.
- | More than 27,000 tonnes of particles not released to the atmosphere due to the application of environmental Good Practices.



Future challenges

- | Optimise the consumption of construction materials and the generation of waste.
- | Analyse the criteria of the European Green Deal and structure the company's environmental strategy around them.
- | Foster new initiatives to raise environmental awareness among stakeholders, focusing on our own employees, suppliers and subcontractors.
- | Strengthen engagement and involvement in national and international working groups on environment-related topics.
- | Align FCC Construcción's economic activities with the EU taxonomy for sustainable activities, in order to know our contribution to Europe's sustainability goals.

Application of environmental Good Practices

Worksites providing data on good practices



Application of good practices on construction sites



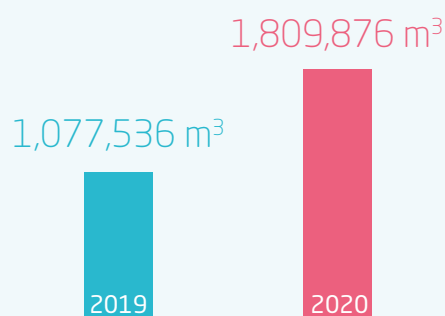
Worksites meeting the environmental target





Efficient management of natural resources

Water

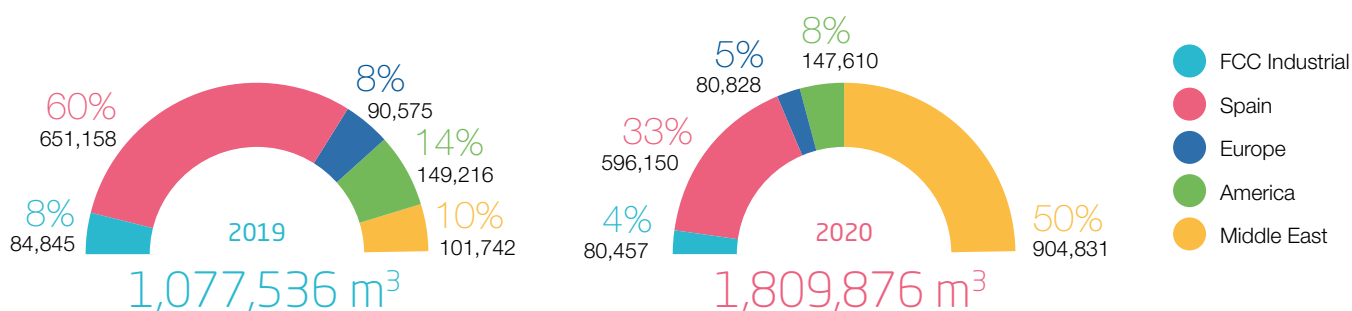


Water consumption (m³)

	2019	2020				
	Total	Total	FCC Industrial*	FCC Construcción		
				Spain	Europe	America
						Middle East
Water consumption	1,077,536	1,809,876	80,457	596,150	80,828	147,610
						904,831

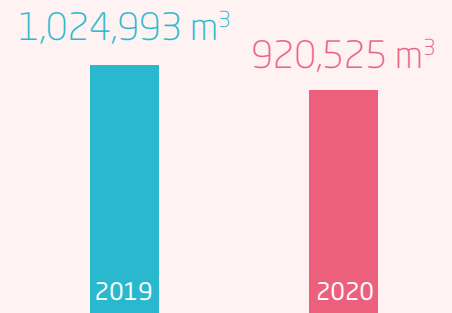
* FCC Industrial is an own brand that groups together various specialised companies. It includes data from FCC Industrial e Infraestructuras Energéticas (FCC IIE), Matinsa, Prefabricados Delta and Megaplas, that are located in Spain.

Water consumption by geographical area





Energy

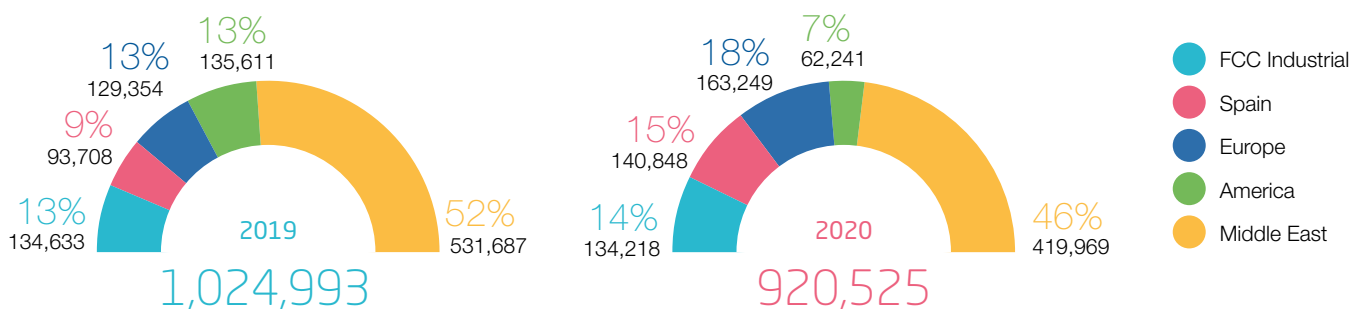


Energy consumption (GJ)

	2019		2020				
	Total	Total	FCC Industrial*	FCC Construcción			
				Spain	Europe	America	Middle East
Direct energy consumption	960,398	866,551	122,144	123,735	151,996	49,972	418,704
Indirect energy consumption (electricity)	64,595	53,974	12,074	17,113	11,253	12,269	1,265
Total	1,024,993	920,525	134,218	140,848	163,249	62,241	419,969

* FCC Industrial is an own brand that groups together various specialised companies. It includes data from FCC Industrial e Infraestructuras Energéticas (FCC IIE), Matinsa, Prefabricados Delta and Megaplas, that are located in Spain.

Energy consumption by geographical area





Materials



13,557,428 t



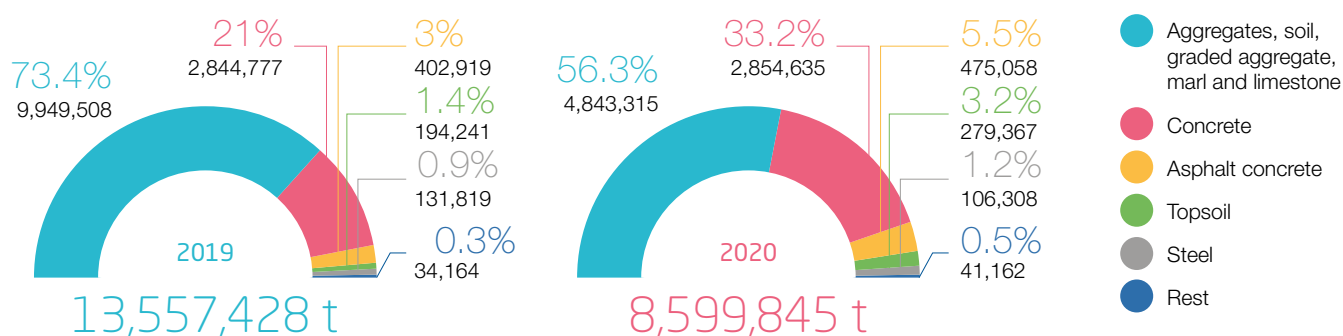
8,599,845 t



Materials consumption (t)

	2019		2020	FCC Construcción			
	Total	Total	FCC Industrial*	Spain	Europe	America	Middle East
Aggregates, soil, graded aggregate, marl and limestone	9,949,508	4,843,315	85,058	2,280,969	2,448,304	12,416	16,568
Concrete	2,844,777	2,854,635	45,630	1,722,465	555,014	402,228	129,298
Asphalt concrete	402,919	475,058	53,554	66,641	161,105	139,430	54,328
Topsoil	194,241	279,367	37,090	147,914	57,053	34,338	2,972
Steel	131,819	106,308	7,812	50,605	29,699	16,377	1,815
Bricks	20,643	24,193	219	22,291	1,683	0	0
Glass and non-ferrous metals	4,892	2,016	895	664	312	16	129
Paint, solvents, release agents, concrete-curing liquids, accelerants, concrete liquefiers, antifreeze and epoxy resins	6,590	4,642	586	1,344	1,545	381	786
Oils, grease and other harmful or hazardous substances	2,039	10,311	8,213	1,828	149	116	5
Total	13,557,428	8,599,845	239,057	4,294,721	3,254,864	605,302	205,901

* FCC Industrial is an own brand that groups together various specialised companies. It includes data from FCC Industrial e Infraestructuras Energéticas (FCC IIE), Matinsa, Prefabricados Delta and Megaplas, that are located in Spain.





Waste



2,851,894 t

2019

1,342,559 t

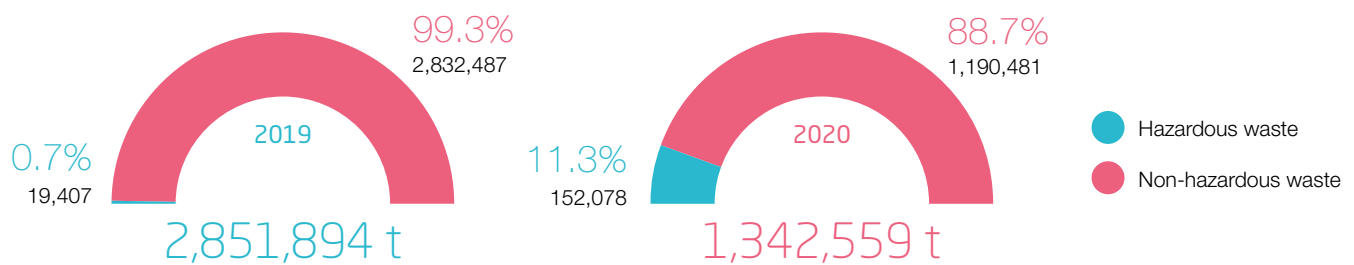
2020

Waste generated (t)

	2019		2020	FCC Construcción			
	Total	Total	FCC Industrial*	Spain	Europe	America	Middle East
Hazardous waste	19,407	152,078**	111	582	151,017	62	306
Non-hazardous waste	2,832,487	1,190,481	33,785	550,197	5,160	447,651	153,688
Total	2,851,894	1,342,559	33,896	550,779	156,177	447,713	153,994

* FCC Industrial is an own brand that groups together various specialised companies. It includes data from FCC Industrial e Infraestructuras Energéticas (FCC IIE), Matinsa, Prefabricados Delta and Megaplas, that are located in Spain.

** Hazardous waste has increased in 2020, due to the removal of contaminated soil at a railway construction site in Romania, whose construction project indicates that, as a result of analytical results, all excavated soil from former railway lines must be decontaminated in authorised facilities.



Circular Road in Tenerife (Spain)



Protecting biodiversity where we operate

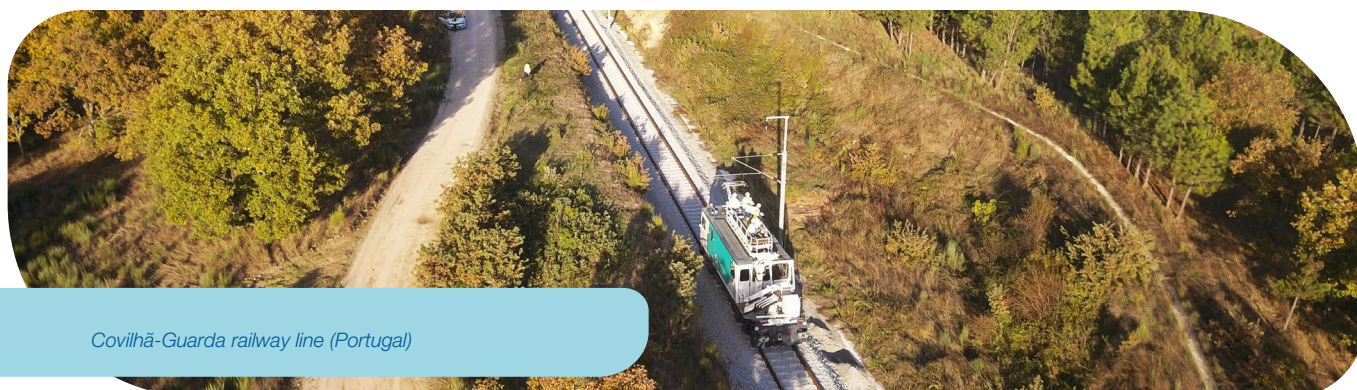
Biodiversity



Land adjacent to or within protected natural areas or unprotected areas with high biodiversity

Type of condition	2019		2020	
	No. of construction sites	Surface area (M. m ²)	No. of construction sites	Surface area (M. m ²)
Location in natural protected areas or areas of high biodiversity value	9	5.14	7	5.15
Location in an area with a landscape classified as relevant	10	13.64	8	9.55
Impact on natural watercourse in protected area	3	0.12	2	0.12
Impact on natural watercourse in areas of high biodiversity value	6	8.87	5	8.48
Impact on watercourses of very high or relevant value for local communities and indigenous populations	9	9.06	9	8.78
Impact on catalogued or protected vegetation	11	13.71	12	14.58
Impact on catalogued or protected animal species	14	14.64	12	13.94

In 2020, the sites located in the most relevant areas for biodiversity or local communities were in Belgium, Spain, Peru, Portugal and Romania.



Covilhã-Guarda railway line (Portugal)



4.2 Adapting to and mitigating climate change



Achievements 2020

- | Extending the scope of the activity verified under the ISO 14064-1 Standard to 100% of the countries in which FCC Construcción operates.
- | Obtaining "calculate and reduce" seal of the Carbon Footprint and CO₂ Offset and Absorption Projects Register, awarded by the Spanish Ministry for Ecological Transition to FCC Construcción.
- | Promoting training sessions for employees on climate change and environmental sustainability.
- | A total avoidance of 7,447 t CO₂e, thanks to the implementation of environmental Good Practices on site.



Future challenges

- | Innovate to make materials, technology, processes and building methods more efficient, which will entail a smaller carbon footprint of the construction projects.
- | Establish strategies for the company's adaptation to climate change.
- | Study alternatives for setting quantitative emission reduction targets.
- | Adapt the System to the new version of the ISO 14064-1 standard, from 2018, to be used in the verification of GHG emissions for the 2021 financial year.
- | Outline a plan to achieve climate neutrality by 2050.

Greenhouse Gas Emissions (t CO₂e)

	Total*		Total verified**	
	2019	2020	2019	2020
GHG emissions	579,367	694,007	458,211	652,819
Direct emissions (Scope 1)	70,579	63,272	21,234	54,892
Indirect emissions (Scope 2)	5,379	3,801	3,250	2,960
Other indirect emissions (Scope 3)	503,409***	626,934	433,727***	594,967
Avoided GHG emissions by implementation of Good Practices	5,544	7,447	5,271	7,367

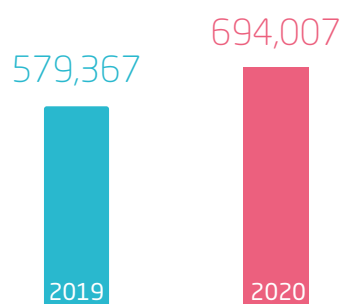
* Emissions calculated based on activity data reported by different organisations and countries; 94% of emissions calculated in 2020 have been verified by third parties.

** Emissions verified by AENOR. In 2019 the data include verified emissions from sites and premises located in Spain, Portugal, Romania, United Kingdom, Nicaragua, Costa Rica, Panama, El Salvador, Mexico, Colombia, Chile and Peru; while in 2020 the data include verified emissions from sites and premises located in 21 countries the 12 already mentioned for 2019 and Bulgaria, Ireland, Belgium, Netherlands, Norway, United States, Canada, Qatar and Saudi Arabia. For more information, you can consult the FCC Construcción [2020 GHG emissions report](#).

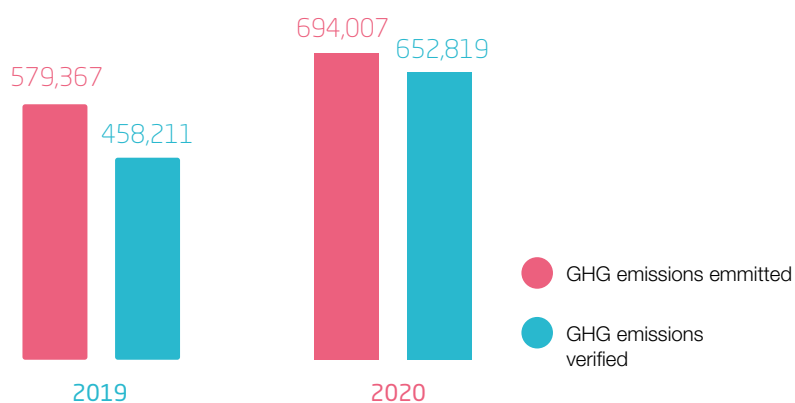
***In order to allow for a proper comparison, the Scope 3 emissions of 2019 have been recalculated, due to improved accuracy of the emission factors used in the 2020 exercise.



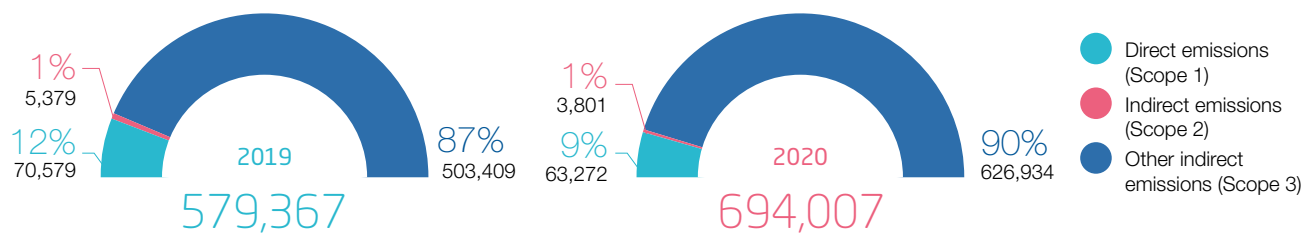
GHG emissions evolution (t CO₂e)



Total Greenhouse Gas emissions (t CO₂e)



Greenhouse Gas emissions by scope (t CO₂e)





4.3 Construction and circularity



Achievements 2020

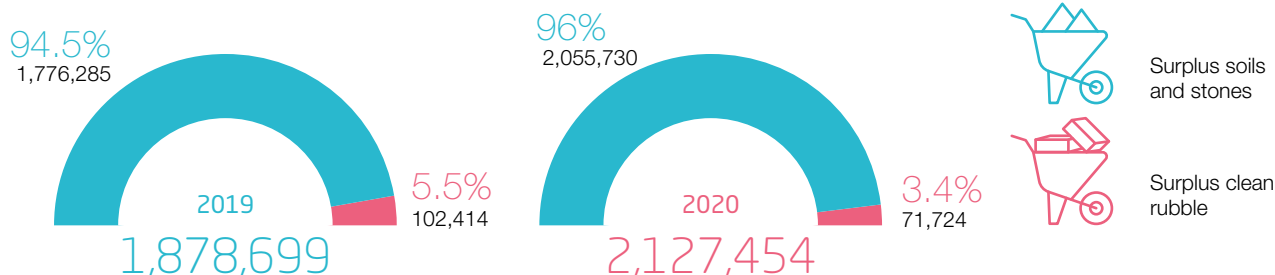
- | Fostering digitalisation, via the BIM methodology, which is key to optimising the consumption of resources when the projects are still in their early stages.
- | Reduction in total waste generated compared to the 2019 financial year.
- | Reuse of more than two million cubic metres of surplus soils and surplus clean rubble from the projects of 2020.



Future challenges

- | Incorporate new circular economy criteria into company processes.
- | Share "lessons learned" from the "Zero Waste" certification process with other projects, thereby promoting waste minimisation measures.
- | Raise awareness among employees and other stakeholders regarding circular economy.
- | Commitment to innovation, promoting the use of new sustainable and reusable materials.

Use of resources from waste* (m³)



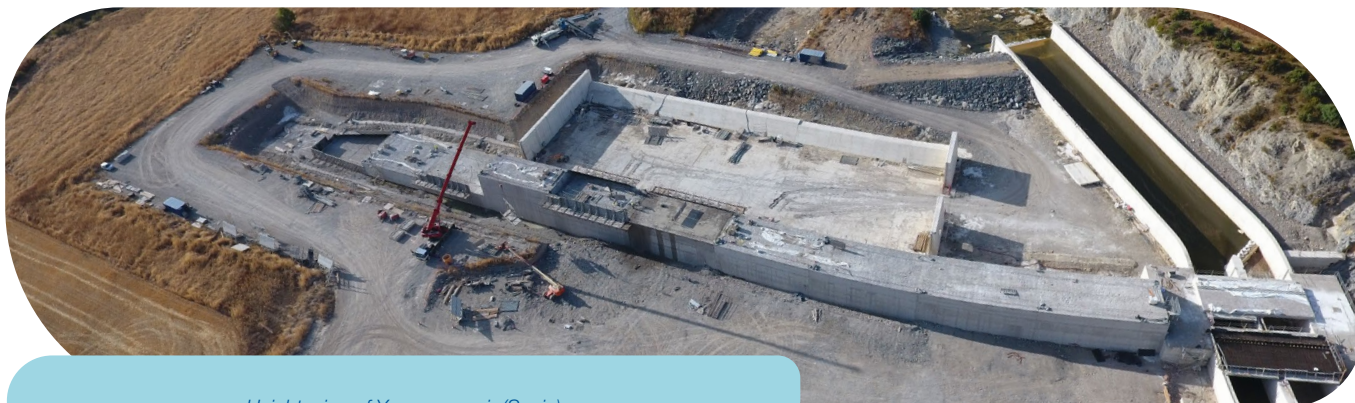
* Data of the projects executed by FCC Construcción (not including data from FCC Industrial and Áridos de Melo)

Water reuse (m³)





4.4 Innovation in construction: approach to sustainability



Heightening of Yesa reservoir (Spain)



Achievements 2020

- | €3.4 million investment in R&D, 27% of which corresponds to issues related to Sustainability and Environment.
- | Preparation of R&D proposals on strategic lines related to Technology Watch.
- | Extending the scope of the BIM methodology to a broader spectrum of the company, supporting its strategy and on-site implementation with specific projects in partnership with companies specialized in BIM methodology.
- | Use of industrial protection mechanisms in strategic construction processes for the company.
- | Participation in organisations and working groups related to innovation and sustainability.
- | Involving customers and public administrations in the development of innovation projects.



Future challenges

- | Participate in calls for proposals under the new Horizon Europe 2021-2027 programme, especially those aimed at research related to society challenges and the reinforcement of technological and industrial capacities.
- | Encourage the involvement and participation of different organisations in certifying projects.
- | Ongoing involvement in projects related to strategic topics of technological leadership, leading new R&D partnership initiatives within the sector, both in Spain and abroad.
- | Achieve certification of the R&D Management System according to UNE 166002 standard in MATINSA and FCC Industrial.
- | Explore the possibility of raising Next Generation recovery funds for the preparation of new proposals.



Investment in R&D (€)

	2019*	2020
Total investment in the year	3,275,779	3,435,183
Percentage of investment allocated to sustainability and environment related projects	44.9%	26.6%
Received grants	89,039	171,781
Credits obtained under advantageous conditions	1,869,634	1,653,816

* The R&D investment figure for 2019 has been recalculated, as it was disaggregated in previous years. Now, the figure shows the total investment for 2019 and 2020, indicating which part of it is subsidised.

Priority R&D topics at FCC Construcción

Knowledge management	Railway infrastructure	Maritime construction works	Digitisation of the construction sector (BIM - Building Information Modelling and Processes)	Sustainable construction
GAUDÍ	In2Rail	StarPort SAFE	ROBIM SAFETY4D ONLYBIM CYBERSEC	REFORM2 RESALtO Bicisendas Life Impacto Cero



BIM methodology as a hub for innovation

ROBIM



Autonomous robotics for inspection and assessment of existing buildings with BIM integration

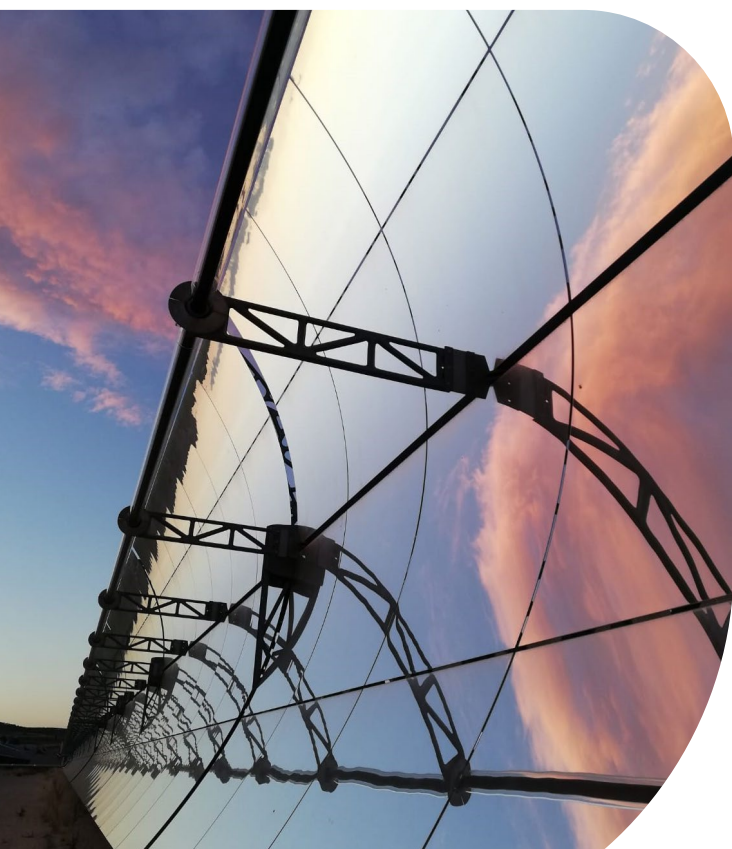
The objective is to obtain detailed information on works under construction and any deficiencies found in the projects analysed. This automated and multidisciplinary technology consists of a robot that moves around and inspects the building envelope, capturing the relevant data for subsequent assessment and diagnosis of the state of conservation and energy efficiency of the existing building. With this data, a detailed analysis of the building's situation and pathologies is obtained, with the possibility of linking it with existing BIM tools.

ONLYBIM



Development of a module for the design and execution of non-linear works under BIM methodology

ONLYBIM is a design tool for non-linear projects, such as esplanades, ponds and sewage treatment plants, which enables different projects to be interconnected with BIM technology, and is integrated into the IS-TRAM®/ISPOL® package for non-linear projects. The company's aim is to facilitate design and execution of non-linear projects, in accordance with the BIM requirements of projects and 5D connectivity.



Villena Solar Thermal Power Plant (Spain)

SAFETY4D



Advanced and high performance process for the prevention of occupational hazards in construction works, with implementation of BIM methodology

Based on BIM methodology, the Safety4D application in the field of occupational health and safety aims to significantly reduce the risk of accidents on site and minimise the use of resources in this area.

This is achieved thanks to the virtual analysis prior to the project, during the planning stage of the tasks to be carried out, in order to make the right decisions regarding the application of preventive measures and the necessary protective equipment at all times. Safety4D also designs the management of prevention systems during the execution stage, thanks to the control of risks and the coordination of site, prevention and BIM technical teams.



Outstanding projects

CYBERSEC



Research on emerging technologies for cyber secure and resilient infrastructures

The objective of the CYBERSEC project is to research into different technologies, techniques, tools, methodologies and knowledge aimed at developing technological solutions for the securitisation of highly critical connected environments, such as Industry 4.0, Smart Cities or critical infrastructures, against cyber-attacks.

GAUDÍ



New knowledge management platform based on artificial intelligence algorithms and content curation techniques

The Gaudí project seeks to bring together the knowledge and know-how existing between companies in the sector, through the management systems of the participating companies, by capturing, storing, processing and disseminating information through a shared platform.

This tool uses Content Curation processes, through the development of Machine Learning, Deep Learning and Artificial Intelligence algorithms to extract data and apply it in the most effective and collaborative way among users.

PIELSEN



3D homeostatic envelope architecture to create adaptive smart and sensitive skin on building façades

The project aims to develop an intelligent building envelope that acts like a Sensitive Skin. The starting point is to build it on the basis of 3 components (3P): hydrogel/polymer piezoelectric envelope material (skin), support structure of the envelope material (folds) and 3D sensor mesh system (pores). The functioning of the whole is initiated by the signals captured in the pore, constituted by sensors self-powered by latent energies in the building, which will be developed to be customisable to any building, to be sustainable and in accordance with the PIEL (skin) sought for the construction.

STARPORT



Distributed wireless monitoring, prevention and action system for coastal management

The project aims to develop an intelligent platform capable of providing detailed and multiple real-time information on the state of any coastal and maritime infrastructure, and which is capable of automatically and intelligently quantifying changes over time, such as pathologies or other anomalies. It is also intended to develop advanced sensor networks that can be integrated within the infrastructure itself and enable significant and reliable data to be obtained on the state of the infrastructure.

ACUSCOIN/ECO



Acoustic emission system for corrosion assessment in reinforced concrete infrastructures

The main technical objective of the project is to evaluate the degree of corrosion of a reinforced concrete structure using the Acoustic Emission technique. This technique is based on the detection of ultrasound generated by a redistribution of stresses in a solid medium. In our

case, the corrosion produces an increase in the volume of the steel which causes cracks in the surrounding concrete. The ultrasound generated by these cracks will be detected, analysed, and used to determine the degree of corrosion.



5

Our visioning: how we work

Grangegorman University (Ireland)



5.1 Our people



Achievements 2020

- | Addressing the difficulties arising from the economic crisis resulting from COVID-19.
- | Signing of the third Equality Plan for FCC Construcción, S.A.
- | Granting of the extension of the equality label.
- | Launch of the FCC Group's you_ brand in human resources management, with projects such as you_diverse (commitment to diversity), you_health (culture of healthy living) and you_digital (training actions for the digital transformation of workers).
- | Commitment to management by transversal competencies throughout the FCC Group.
- | Preparation and dissemination of the Road Safety Plan for the Construction area.
- | Publication of a COVID-19 good practice report, with the most significant measures adopted in the workplaces.
- | Continuous reporting of good practices related to health and safety in the workplace, with subsequent dissemination of an annual report to the entire organisation.
- | Improved machine safety, including rear-view cameras to improve visibility from the driver's cockpit.
- | Implementation of the corporate virtual training platform "CAMPUS FCC" in the Construction area.
- | Substitution of face-to-face courses by virtual classrooms, so that practically all the scheduled training could be carried out, despite the pandemic situation.
- | Launch of various employee communication campaigns linked to equality, sustainability and corporate values.
- | Increase in the average number of training hours per employee.
- | Continued digitisation of technical courses in HTML5 format and, therefore, increased online training in the technical area.



University Hospital of Salamanca (Spain)



Future challenges

- | Continue to develop the project of assigning job positions and duties for employees to complete the dynamic map of the workforce.
- | Increase the presence of women in the workforce.
- | Continue to promote the preventive culture in the company.
- | Encourage the involvement of production managers in health and safety issues.
- | Reduce the accident rate by learning from incidents.
- | Reinforce the information provided to subcontractors on health and safety risks at the start of activities considered hazardous.
- | Develop specific actions for the control of exposure to chemical agents.
- | Develop and disseminate good practices in safety, health and welfare in the company.
- | Commitment to innovation in occupational risk prevention through the development of specific R&D projects related to the health and safety of workers.
- | Continue with the deployment of "CAMPUS FCC".
- | Increase online training.
- | Promote training in BIM methodology for designated staff.
- | Continue with training in the Code of Ethics for all new recruits.
- | Identify and train in-house trainers to develop their activity through concrete actions that enable the development of their skills.
- | Continue to select external training providers with a high technical component.



Storm Tank Gijón (Spain)



Profile of FCC Construcción's workforce



7,323
employees



12%
women



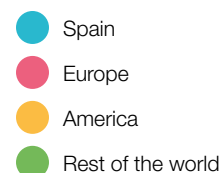
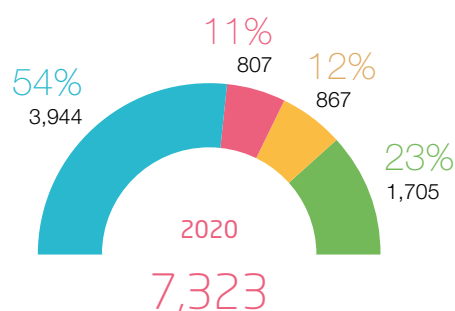
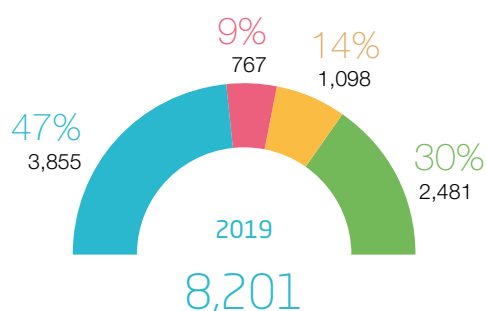
88%
men

Distribution of employees by gender, contract type and geographical area

	2019	2020				
	Total	Total	Distribution by gender		Distribution by contract type	
			Women	Men	Permanent	Temporary
Spain	3,855	3,944	474	3,470	2,336	1,608
Europe	767	807	159	648	240	567
America	1,098	867	124	743	381	486
Rest of the world*	2,481	1,705	144	1,561	207	1,498
Total	8,201	7,323	901	6,422	3,164	4,159

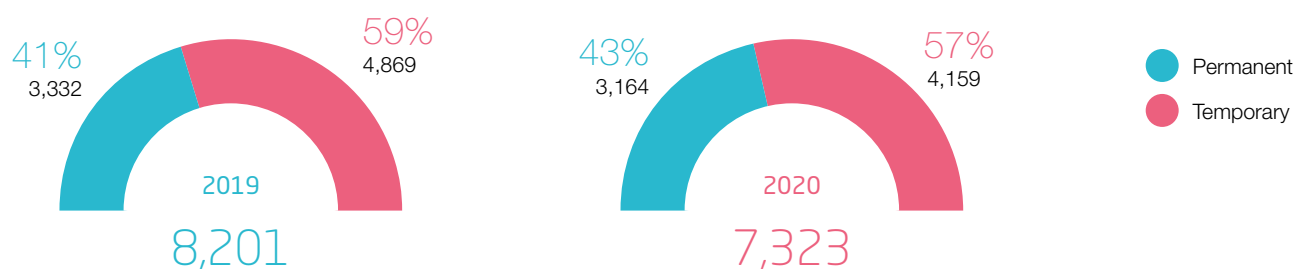
* Rest of the world: North Africa and the Middle East.

Distribution of employees by geographical area

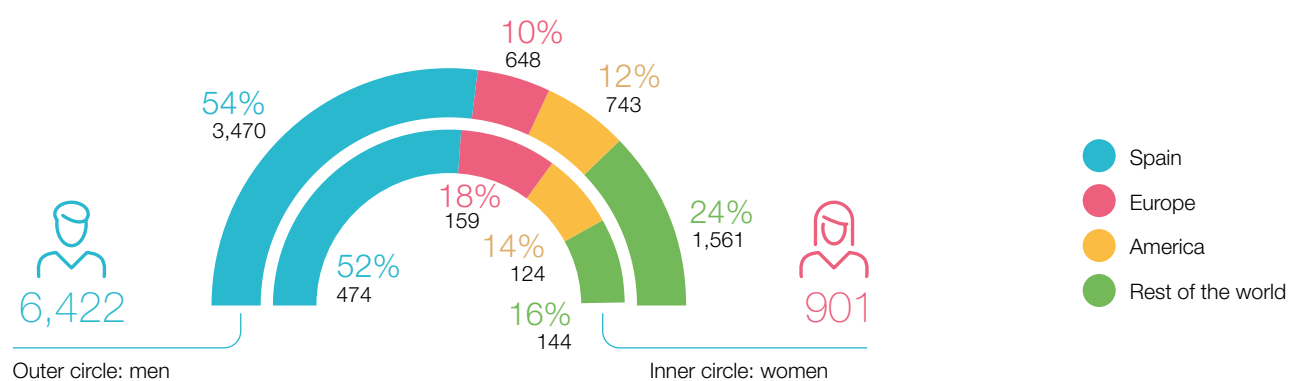




Distribution of employees by contract type



Distribution of employees by geographical area and gender (2020)



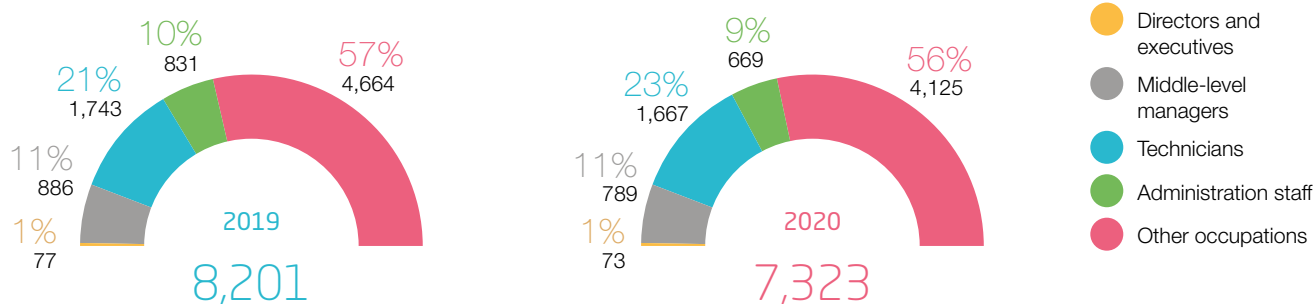
Gouvães Dam (Portugal)



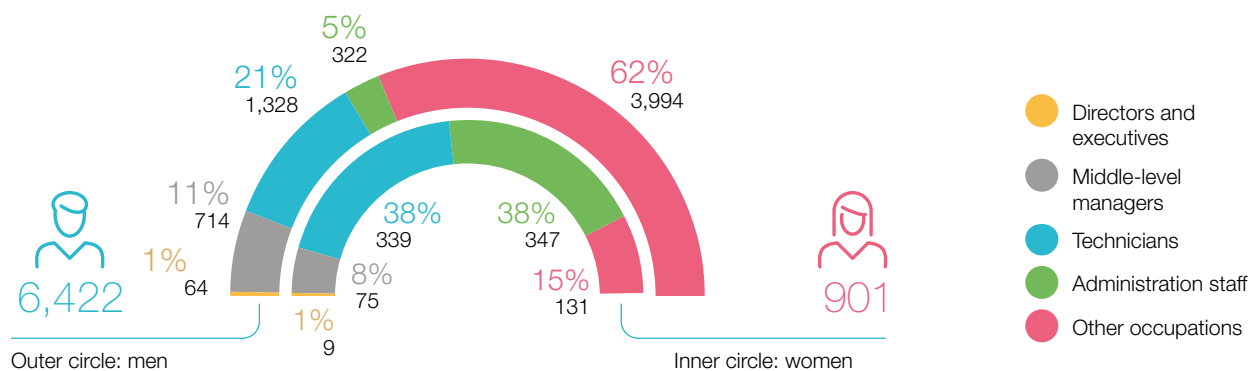
Distribution of employees by gender and professional category

	2019			2020		
	Total	Women	Men	Total	Women	Men
Directors and executives	77	10	67	73	9	64
Middle-level managers	886	81	805	789	75	714
Technicians	1,743	343	1,400	1,667	339	1,328
Administration staff	831	424	407	669	347	322
Other occupations	4,664	135	4,529	4,125	131	3,994
Total	8,201	993	7,208	7,323	901	6,422

Distribution of employees by professional category



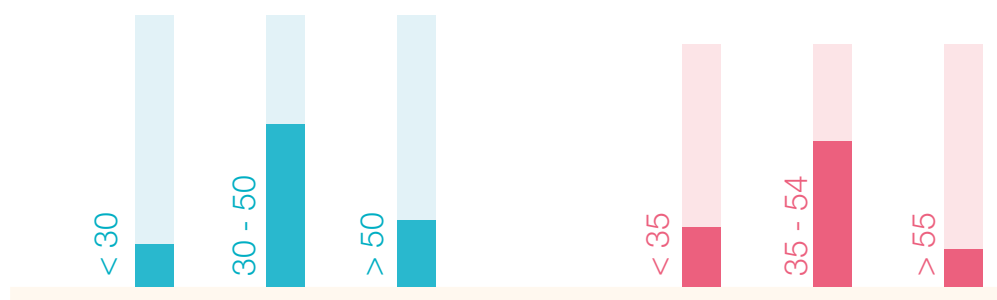
Distribution of employees by gender and professional category (2020)





Distribution of employees by age group and professional category

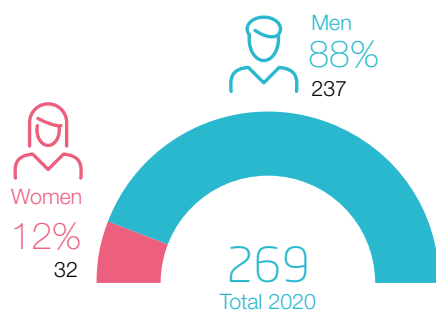
	2019				2020			
	Total	< 30 years	30-50 years	> 50 years	Total	< 35 years	35-54 years	> 55 years
Directors and executives	77	0	31	46	73	1	51	21
Middle-level managers	886	38	460	388	789	49	501	239
Technicians	1,743	165	1,086	492	1,667	313	1,077	277
Administration staff	831	295	365	171	669	277	297	95
Other occupations	4,664	797	2,961	906	4,125	1,168	2,462	495
Total	8,201	1,295	4,903	2,003	7,323	1,808	4,388	1,127



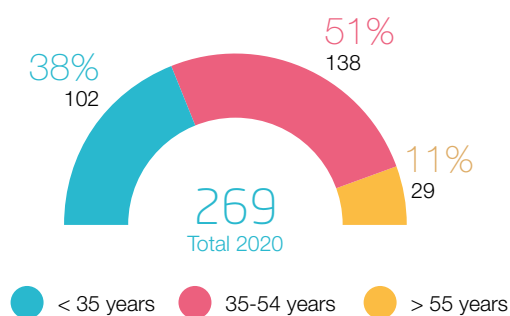
Voluntary turnover rate

3.7%

Distribution by gender



Distribution by age group



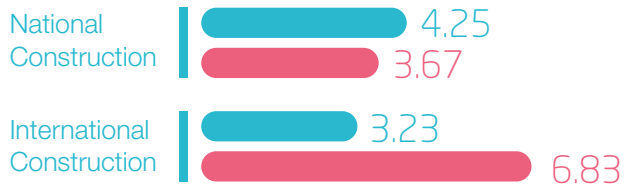
● < 35 years ● 35-54 years ● > 55 years



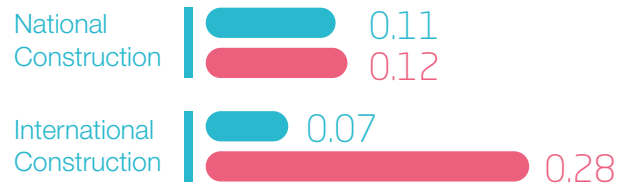
Employee health and safety

Injury rates of FCC Construcción

Lost Time Incident Rate (LTIR)¹



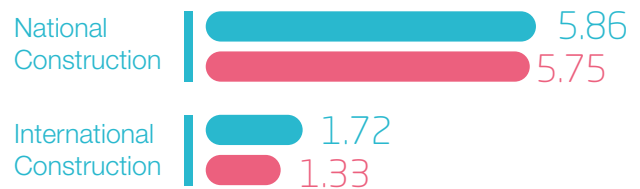
Severity Rate (SR)²



Incidence Rate (IR)³



Absenteeism index⁴



● 2019 ● 2020

The breakdown of the injury rate by sex is not relevant in the construction sector, given that almost all workers on site are men.

¹ Lost Time Incident Rate (LTIR): number of accidents with medical leave per 1,000,000 hours worked.

² Severity Rate (SR): number of days lost due to registered accident with medical leave per 1,000 hours worked.

³ Incidence Rate (IR): number of accidents with medical leave per 100,000 workers, divided by the average number of workers.

⁴ Absenteeism index: a measure of the actual days lost by an absent worker, expressed as a percentage of the total number of scheduled working days for workers during the same period.



Ensanche de Vallecas Educational Centre (Spain)



Lines 4, 5 and 6 of Riyadh metro project (Saudi Arabia)

Committed to retaining top talent



80,240

hours of training
48,353 hours of online
training



1,071,569

euros invested in
training



11,950

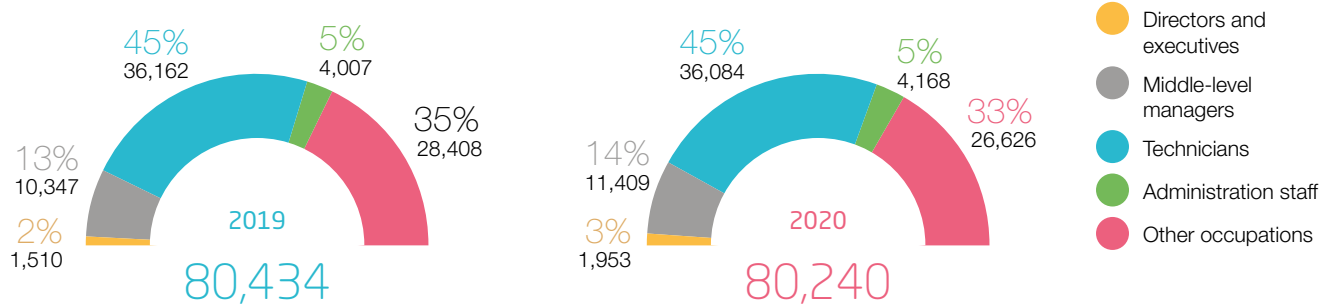
attendees

Number of training hours, distributed by gender and professional category

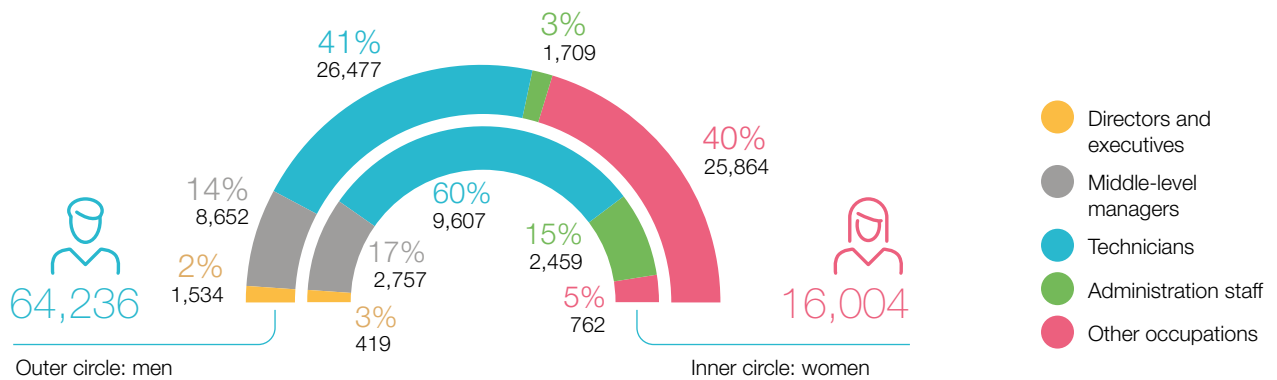
	2019	2020		
	Total	Total	Women	Men
Directors and executives	1,510	1,953	419	1,534
Middle-level managers	10,347	11,409	2,757	8,652
Technicians	36,162	36,084	9,607	26,477
Administration staff	4,007	4,168	2,459	1,709
Other occupations	28,408	26,626	762	25,864
Total	80,434	80,240	16,004	64,236



Number of training hours, distributed by professional category



Number of training hours, distributed by gender and professional category (2020)

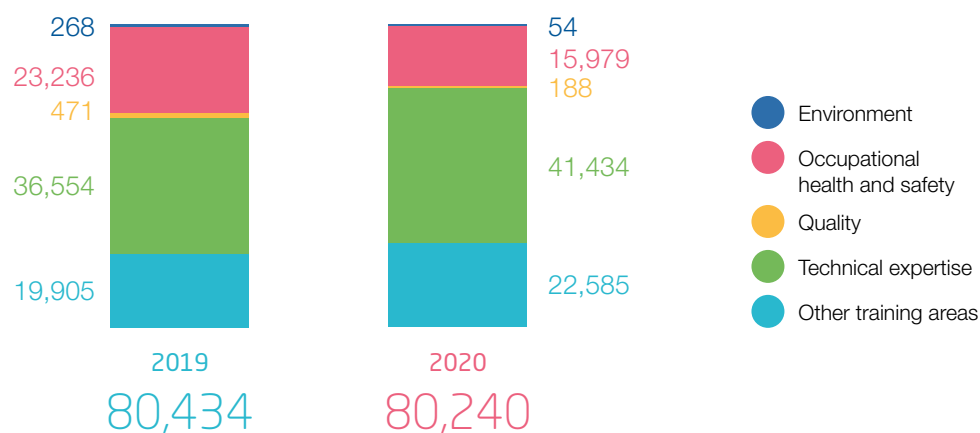


Average training hours per employee, distributed by gender and professional category

	2019	2020		
	Total	Total	Women	Men
Directors and executives	19.6	26.8	46.6	24.0
Middle-level managers	11.7	15.8	37.6	13.3
Technicians	20.7	22.9	28.3	21.4
Administration staff	4.8	9.9	10.5	9.1
Other occupations	6.1	9.0	6.0	9.1
Total	9.8	13.9	20.4	12.9



Training hours of training, distributed by topic



Equality and diversity principles

Percentage of women

	2019	2020
As percentage of total workforce	12%	12%
As percentage of management positions	13%	12%
On the Board of Directors	29%	29%

Minority groups

	2019		2020				
	Total	Total	Distribution by gender		Distribution by age group		
			Women	Men	< 30 years	30-50 years	> 50 years
Directors and executives	0	0	0	0	0	0	0
Middle-level managers	4	4	0	4	0	0	4
Technicians	15	10	2	8	2	5	3
Administration staff	23	24	13	11	3	15	6
Other occupations	20	21	1	20	1	13	7
Total	62	59	16	43	6	33	20

* The data provided correspond to employees with disabilities, on the payroll in Spain.

5.2 Third-party relationships



Achievements 2020

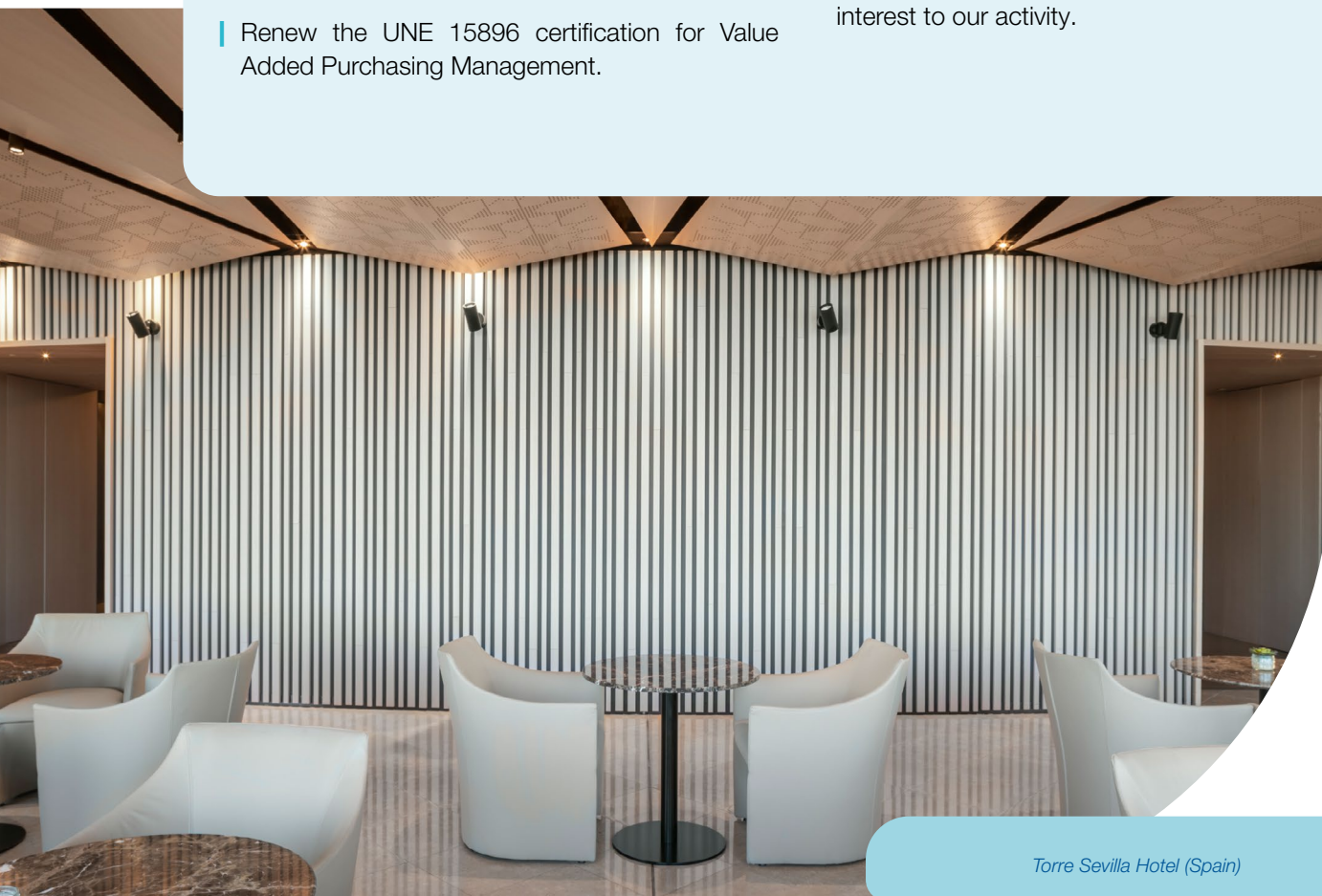
- | Promoting the use of collaborative business relationships in the establishment of alliances to achieve FCC Construcción's strategic objectives, promoting SDG 17.
- | High customer satisfaction in final work-completion surveys, with the performance of FCC Construcción and its companies rated as "Very Good" in 89% of the surveys received in 2020.
- | Promoting effective knowledge transfer through organisation of conferences with Quality and Environment Technicians.
- | Definition of an index for the archive of the Digital Documentation generated in the project, with the collaboration of a multidisciplinary and international team.
- | Launch of the FCC360 mobile application to connect all employees online and enrich internal communication.
- | Restructuring of the corporate intranet to adapt it to new communication trends.
- | Implementation of a local communication policy for the communities in which we operate.
- | Implementation of ad hoc campaigns, following the crisis caused by COVID 19.
- | Updating of the FCC Group Purchasing Manual.
- | Updating of the supplier management procedure, to define the single methodology for the FCC Group's supplier certification process.
- | Drafting and implementation of the Purchasing Standard in the international areas of FCC Construcción.
- | Management of purchases of means of protection against COVID-19.
- | Implementing measures to minimise local impact during construction works and implementing social projects with benefits for local communities.
- | Participation in events for the dissemination and promotion of knowledge.
- | Endorsement of the #ApoyamoslosODS campaign on the 5th anniversary of its adoption by the United Nations.
- | Solidarity campaign "No home without food" in favour of food banks, with the aim of helping the most vulnerable families who have been affected by the crisis caused by COVID-19.
- | Celebration of the International Day for Tolerance, the International Day for the Elimination of Violence against Women and the World Science Day for Peace and Development.





Future challenges

- Modify the DISCON incidents module to enable to register complaints from stakeholders other than customers.
- Develop a guide for maintenance and operation activities to be applied to contracts in which FCC Construcción's involvement extends beyond the commissioning date.
- Develop a new organisation-wide documentation management system that facilitates access, consultation and participation by all users.
- Restructuring the websites of the countries in which we operate.
- Digitise communication actions through the different media developed.
- Continue brand positioning around innovation and sustainability.
- Renew the UNE 15896 certification for Value Added Purchasing Management.
- Make arrangements related with purchases at international construction sites.
- Increase the number of framework agreements with suppliers serving production.
- Optimise the improvement ratios in the purchasing process.
- Manage price increases of raw materials with the different manufacturers.
- Establish and implement a supplier certification questionnaire that covers social, environmental and compliance aspects.
- Continue to promote sourcing from local suppliers.
- Continue to develop actions and initiatives to involve local communities in the company activity.
- Collaborate and participate in working groups of interest to our activity.



Torre Sevilla Hotel (Spain)



Reaching out to stakeholders

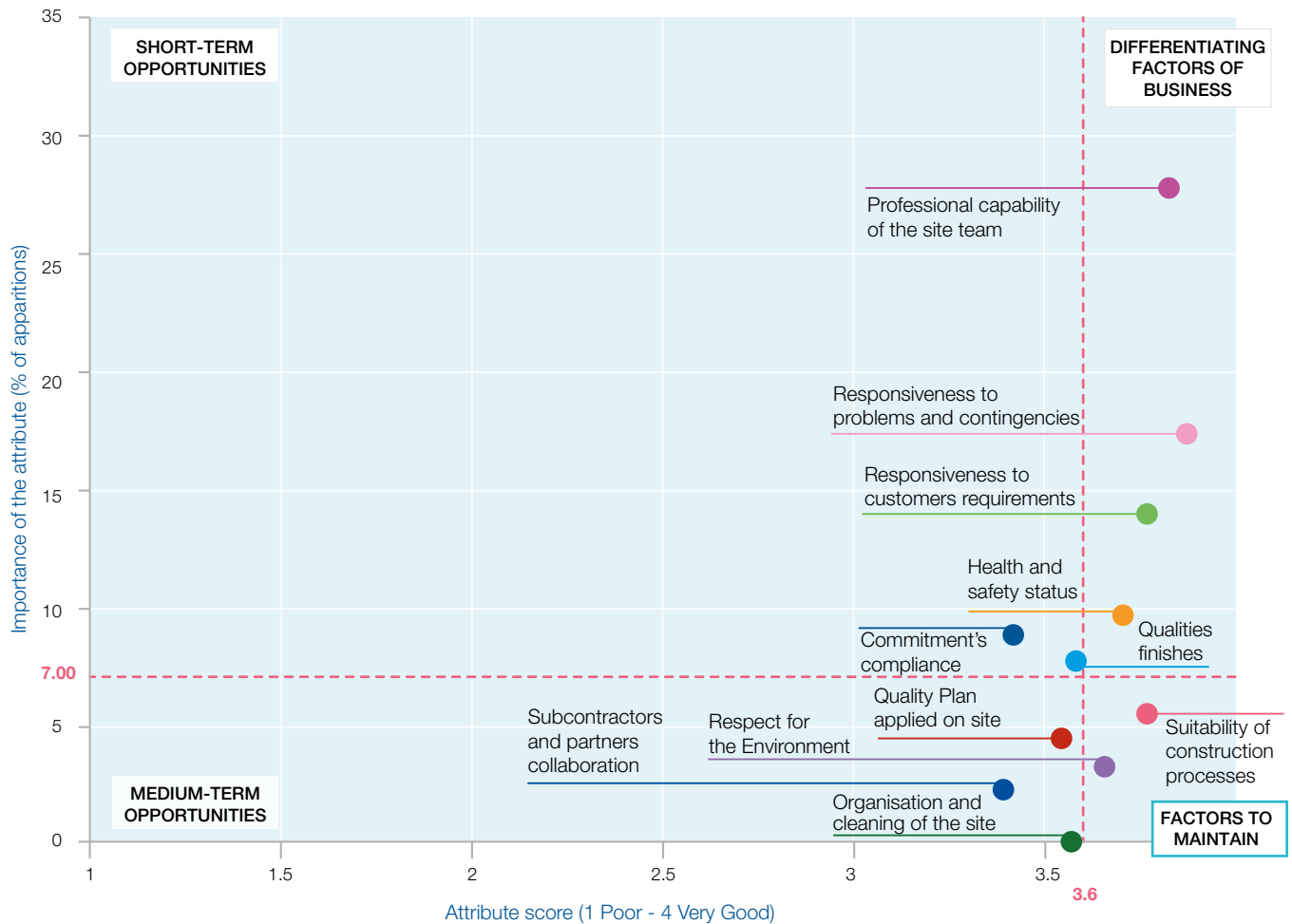
 Channel	Main channels of communication with stakeholders	 Stakeholder
FCC One Construcción	Main internal communication channel amongst company employees, featuring company news, statements, internal procedures of the different organisations, publications, videos and technical documentation.	1
FCC 360	Mobile application for channelling information between the company and employees and make other internal enquiries.	1
Websites and social networks	Websites of FCC Construcción and FCC Industrial in different countries, as well as those of the rest of the company's subsidiaries. FCCCo Live (video blog for external communication), FCCCo Youtube , FCC Construcción LinkedIn and FCC Construcción Instagram accounts.	1 2 4 5 6
FCC City	Online channel with two ways of interaction: a virtual city and a world map, showing more than 120 outstanding projects executed by FCC Construcción, organised by type of project and geographical location.	2 5 6
Corporate communications	The company's corporate communication is carried out through press articles, publications, posters, brochures, the Friday newsletter, the "Information capsule" channel, thematic videos or corporate videos, manuals, presentations and reports.	1
Sustainability Report and Environmental Report	Publications aimed at internal and external communication with all stakeholders, presenting our organisation's economic, environmental and social performance. They are published every other year, although the data is updated annually.	1 2 5 6 7 8 9
Customer-satisfaction surveys	Customer satisfaction is measured by works-completion surveys, in which our clients assess a number of different aspects of the work carried out by FCC Construcción, assigning them a score from 1 to 4 and grading their importance.	5
Customer liaison	Figure in charge of establishing partnerships, address any suggestions received, process the information gathered in meetings with customers and subsequently communicate them any actions undertaken as a result of their suggestions.	5
Trade fairs, conferences, courses and workshops	Presence at many forums, conferences, courses, colloquiums on current topics, public presentations, working groups and other events, to share knowledge and disseminate information and experiences acquired in our daily work and research activities.	1 6
Associations	FCC Construcción is a member and active participant of numerous sector associations and organisations (AENOR, Spanish Rock Mechanics Society, AETOS, ACHE, PTEC Foundation, Railway Innovation Hub, Technical Association of Ports and Coasts, AEC, Spanish Network of Global Compact, SPANCOLD, APTB, ENCORD, Technical Road Association, CICCOP, ECTP, SEOPAN, etc.).	2 3 6 7 9

- 1 Employees 2 Shareholders and investors 3 Foundations, NGOs and other external organisations
 4 Suppliers and subcontractors 5 Customers 6 Local community 7 Public Administrations
 8 Business sector 9 Trade unions

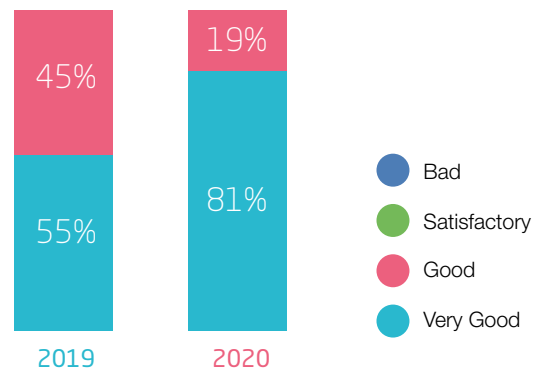


Addressing our customers' needs

Decision dashboard at FCC Construcción and FCC Industrial



Trend of FCC Construcción's global rating by the customers*



* Data from projects executed by FCC Construcción and FCC Industrial e Infraestructuras Energéticas (not including data from Matinsa, Prefabricados Delta or Megaplas).



Responsible procurement

Number and cost of suppliers by geographical region

	2019				2020			
	Total suppliers	Local suppliers	Total cost of suppliers (€M)	Cost of local suppliers (€M)	Total suppliers	Local suppliers	Total cost of suppliers (€M)	Cost of local suppliers (€M)
Spain	8,821	8,792	559	536	9,093	9,046	724	707
Europe	1,708	1,492	207	180	2,006	1,827	299	275
America	871	825	99	92	671	639	28	25
Rest of the world*	405	370	83	69	259	223	45	44
Total	11,805	11,479	948	877	12,029	11,735	1,096	1,051

* Rest of the world: Asia, North Africa, Middle East and Australia.

Supplier assessment

	2019	2020
Suppliers in the database	127,194	130,553
Irregular	4,370	4,430
Problematic	670	677
Banned	80	80

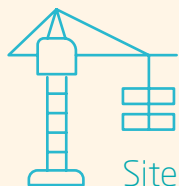
* To calculate the number of suppliers in 2020, duplications due to different addresses of the same supplier have been excluded. The figure for 2019 has been recalculated using the same criteria.





Maximising the positive community impact

Some social initiatives of our projects



Line 2 of Panama Metro (Panama)



Project description

FCC Construcción is a company committed to the local community in which it operates. In 2020, the company donated through the Panama Metro Line 2 Consortium more than 10,000 masks to Metro de Panamá for users and employees. Additionally, the Consortium also refurbished a former health care clinic located in the district of 24 de diciembre in East Panama. The facilities were prepared for treating patients with COVID-19. With a capacity of 100 patients, the new clinic was able to work in alignment with the Irma De Lourdes Tzanetatos hospital in Panama.

Mapocho River Park (Chile)

The proactive attitude of the FCC Construcción Mapocho River Park project to achieve maximum inclusion of women in the labour market has been praised by various Chilean administrations and the media. Especially in 2020, a year in which female employment has been hard hit by the health crisis caused by COVID-19, it is important to highlight those projects that are committed to gender equity when hiring their workers. This is especially important in a sector such as construction which, due to its particular features, is traditionally more male-oriented.

Arbeyal Storm Water Reservoir (Spain)

From the early planning stages of the project, it was identified that gas, high voltage, low voltage, telephone and water services were going to be affected as a result of the connection of a manhole to the storm tank reservoir. For this reason, early collaboration with the different companies of the affected services was initiated during the execution of the works. A relevant emergency plan was also established, so that the service to third parties was always maintained.

FCC Construcción (Corporate)

The Construction area of FCC Group believes in inclusive equality, making SDG 5 effective. Under this premise, the "Equality 365" campaign was launched in 2020, advocating that the concept of equality should not only be present on our agendas on 8th March, but 24 hours a day, 7 days a week, 365 days a year.

As an element of connection with the campaign, stickers with the "Equality 365" logo were handed out in all national and international projects, in order to attach them to the right side of each helmet and thus show the commitment of the employees and the company to equality.

FCC Construcción (Corporate)

In 2020, the Construction area of FCC Group once again organised the Fomento Awards which, since they were instituted in 1995, have been committed to recognising the high levels of technical qualification, innovation and capacity of the projects managed by the company around the world. This initiative, with a long history and deep roots within the organisation, awards two prizes for "Promotion of Quality for Excellent Project", both for building projects and civil engineering works projects, and one prize for "Promotion of Innovation". In 2020, the winning projects were the León Conference and Exhibition Centre (Building), the Doha Metro (Civil engineering works) and the University of Grangegorman (Innovation).



5.3 Good governance and effective risk management



Achievements 2020

- | 86.44% compliance with the recommendations of the Code of Good Governance for companies listed with the CNMW.
- | Review and update of the criminal risk map, focusing on risk assessment following the impact of COVID-19.
- | Approval and dissemination of the "Due Diligence Procedure for Third Parties in Compliance Matters" and the "Procedure for the management and control of Sponsorships, Collaborations and Donations" for the construction area.
- | Deployment and implementation of the Code of ethics and conduct and the Compliance regulatory block in all subsidiaries and geographies in the construction area.
- | Review of the design of controls in the field of international anti-corruption.
- | Coordination of the supervision of the Compliance Model in the construction area by Internal Audit.
- | Design and launch of new online training courses related to the Code of Ethics and Conduct and Criminal Prevention.
- | Conducted 38 due diligence assessments of third parties.
- | Identification of environmental risks and opportunities in 99% of FCC Construcción's sites and premises.



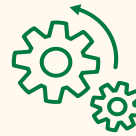
Future challenges

- | Launch new online training courses through the FCC Campus platform on the Code of Ethics and Conduct and Criminal Prevention.
- | Extend the scope of compliance training provided in Spain to international subsidiaries.
- | Assess the compliance risk of suppliers.
- | Carry out tests of the design and effectiveness of the controls established in the certifications of the criminal prevention model.
- | Certify the compliance management system.



Corporate-governance model

Where can I find information about Corporate Governance of FCC?



FCC Group Annual Report
(Governance and corporate ethics section)



Annual Corporate Governance Report





FCC's articles of association

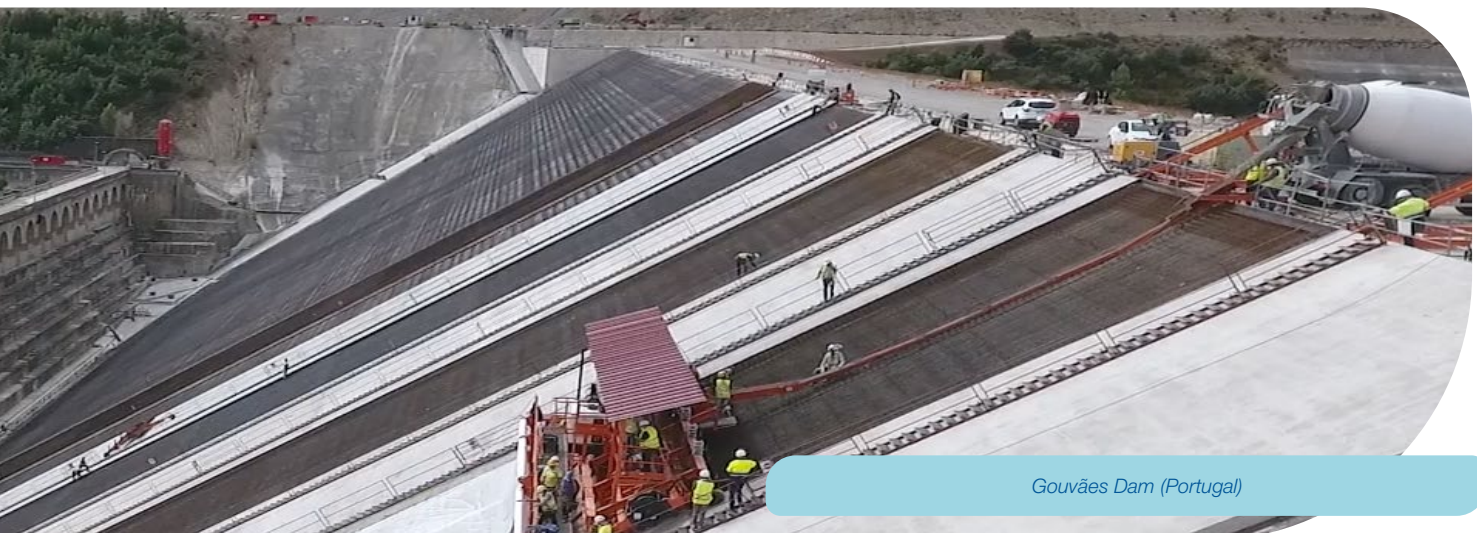


Board of Directors regulations



THEY FORMALLY INCLUDE:

- | Responsibilities of the company's governing body.
- | Identification of any kind of risk that may affect the business.
- | Supervision of proper operational functioning.
- | Decision making which ensures the interests of the company are protected in the long term.
- | Compliance with procedures that safeguard gender equality on the Board.
- | Agreement on members' remuneration, based on the Remunerations Policy.



Gouvães Dam (Portugal)



Compliance, ethics and integrity

Compliance model of FCC



ETHICS CHANNEL

FCC Group has numerous effective reporting mechanisms, which allow workers and other stakeholders to report event if potential breaches are detected.

▶ **117**
notifications
received in 2020
in FCC Group

▶ **86.3%**
resolved



REGULATORY BLOCK

- | | |
|--|---|
| Code of ethics and conduct | Compliance Committee Regulations |
| Criminal Offence Prevention Manual | Agent policy |
| Anti-corruption policy | Gift policy |
| Partner relationship policy in the area of Compliance. | FCC Group participation policy in bidding processes for goods or services |
| Investigation and response procedure | Harassment Prevention and Eradication Protocol |
| Ethical Channel Procedure | |
| Human Rights Policy | |



COMPLIANCE COMMITTEE

Responsible for ensuring the proper functioning of the Ethics Channel and assessing possible improvements in the controls and systems established in the company, being able to recommend corrective actions if deemed necessary.

2020 ▶ **11** ordinary meetings + ▶ **7** extraordinary meetings



TRAINING AND DISSEMINATION

Continuous training and communication programs on the Code of Ethics and Conduct for employees. In 2020, the following stand out:

Online training:

- | **301 FCC Construcción employees** attend the **training on the Code of Ethics and Conduct**
- | **1,715 FCC Construcción employees** attend the **training on Workplace and Sexual Harassment**
- | **73 FCC Construcción employees** attend the **training on Privacy Awareness**
- | **1,140 FCC Construcción employees** attend the **training on Anti-Corruption**
- | Launch of **3 information pills** from the **Spanish Network of Global Compact**
 - | The **United Nations Global Compact** and its 10 principles, finished by **598 employees**
 - | Introduction to the **United Nations Guiding Principles on Business and Human Rights**, **completed by 630 employees**
 - | Introduction to **gender equality in your organization**

Face-to-face training

18 employees who hold positions of responsibility at MATINSA, regarding the FCC Group's **Compliance Model and Code of Ethics and Conduct**.



MODEL CERTIFICATIONS

Those responsible for the controls designed to prevent criminal risks must carry out a semi-annual self-assessment.

2020

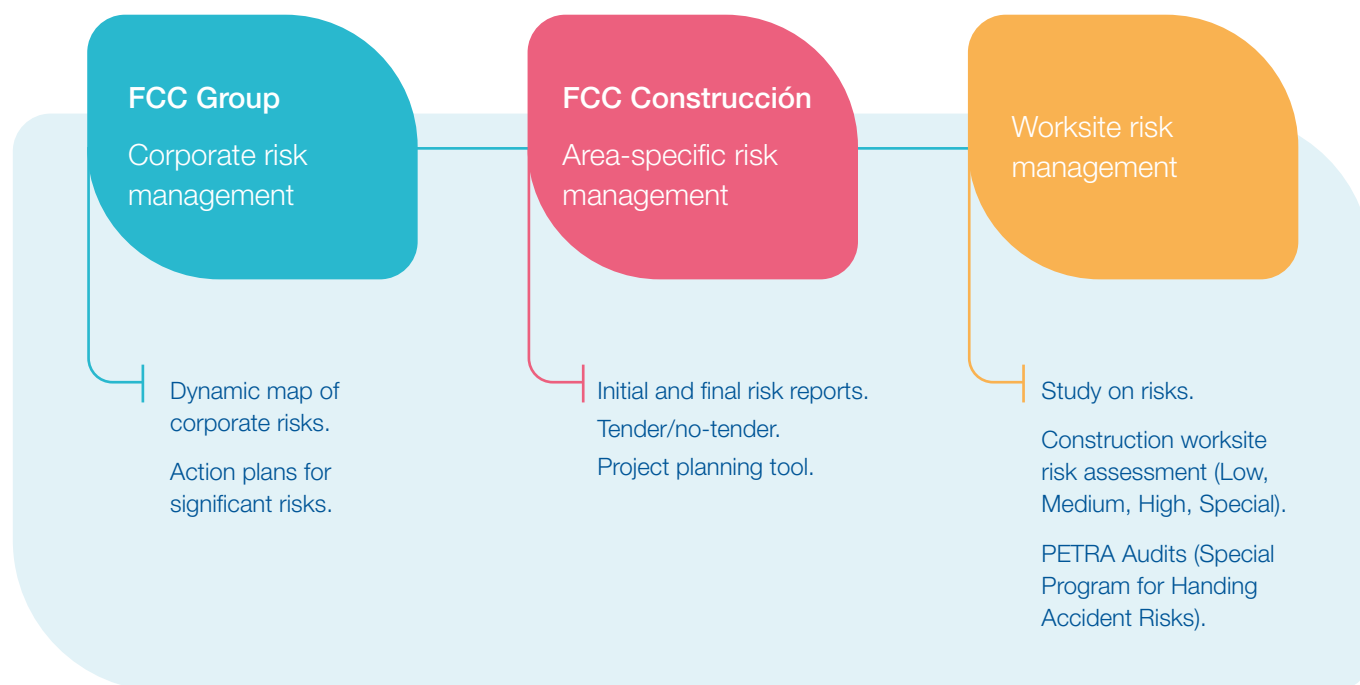
In 2020, the Construction area has carried out two certifications of the Criminal Prevention Model through the Compliance Tool.

600 and 583

controls assessed in each certification, with 99.69% and 100% of the controls answered.



ESG risks identification and prevention



Social and environmental risk of projects at the tender stage*

Level of socio-environmental risk	2019	2020
High-risk projects	15.3%	11.0%
Medium risk projects	84.6%	88.8%
Projects with minimal or no risk	0.1%	0.2%
Total projects studied and tendered	1,136	949

* Data from FCC Construcción and FCC Industrial e Infraestructuras Energéticas (does not include data from Matinsa, Prefabricados Delta, and Megaplas)

Environmental risks and opportunities of projects in the construction stage

	2019	2020
Number of identified risks/opportunities	3,438	4,802
Average number of identified risks/opportunities	26	37
Number of identified actions	6,457	8,915
Average number of identified actions	49	69
Total projects with environmental risk data	131	130



Av. del Camino de Santiago, 40. Madrid 28050.

Tel. +34 91 757 39 00

www.fcc.es

www.fccco.com

calidad_rsc_construc@fcc.es