

125 Years of Building History

2025 | 2026
Sustainability Report

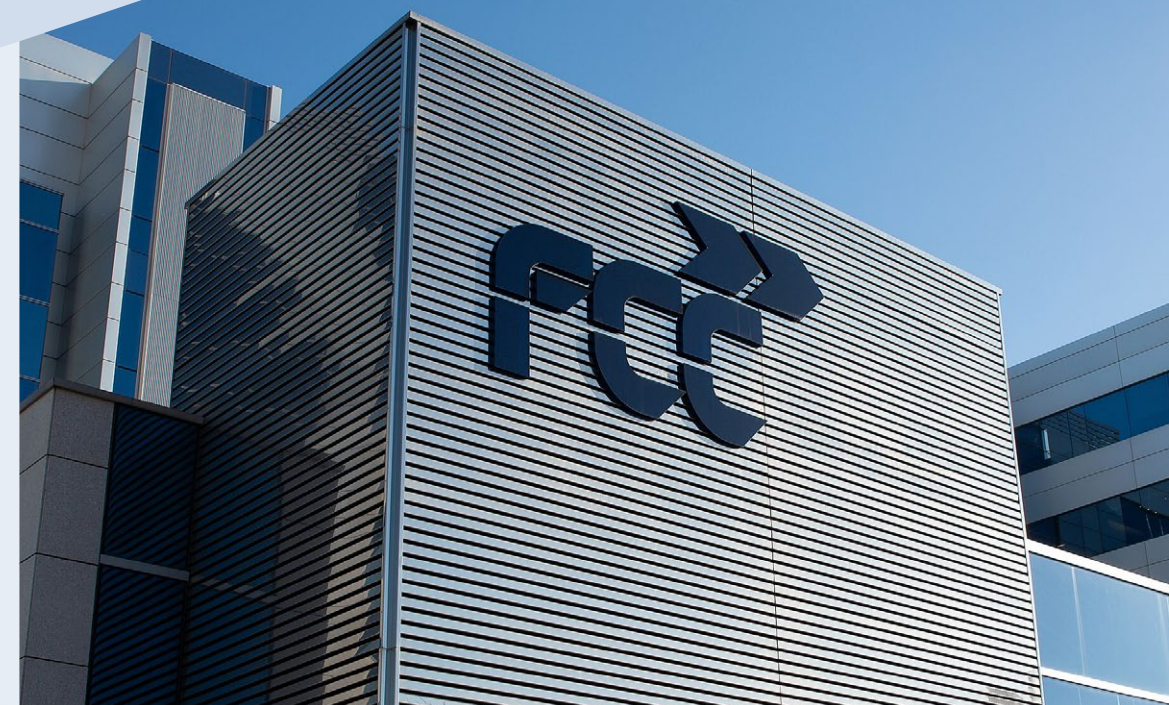


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Interview with our CEO

FCC Headquarters.
Madrid, Spain.



Interview with Pablo Colio, CEO of FCC Group

GRI 2-22

125 years in business. What does it mean to for a company like FCC Construcción to have come this far?

Our 125-year track record reflects the organisation's ability to earn and retain the trust of its stakeholders in highly variable economic, technological and geopolitical environments. It is not just about pushing through, but rather demonstrating our ability to adapt without compromising our strategic positioning, not to mention our value proposition and purpose.

Our performance is the result of an organisational culture based on continuous improvement, knowledge management and the execution of infrastructure projects that combine significant technical complexity, stringent operational demands and excellent standards of execution, hallmarks of our company.

This anniversary is a time for celebration but more importantly a time for reflecting and fully embracing our role in society. After 125 years developing infrastructure that forms part of people's everyday lives, our pledge for the future is to continue to evolve our business model, under the highest standards, in order to respond to an increasingly demanding and changing environment.

2025 was a year of growth. What lies behind the numbers?

Behind the numbers lies a strategy we have been steadfastly cementing. Revenue amounted to €3.09 billion, growth of 3.4% from 2024, and the orderbook increased by 50%, to €9.58 billion. However, the most important takeaway from our 2025 figures is the underlying geographic make-up: the international orderbook stood at over €6.8 billion at year-end, confirming diversification as a growth driver.

We are present in the markets that are taking the most strategic decisions around infrastructure worldwide: Canada, the US, Saudi Arabia, Australia, Romania, the Netherlands, Norway, Colombia, Mexico, Peru, Chile, Portugal and the UK, among others, without overlooking the importance of our domestic Spanish business, which also continues to grow.

"

125 years of building history have taught us that sustainability is not a destination but a way of building a business trajectory while empathising with society.





Nou Mestalla Stadium.
Valencia, Spain.

Interview with our CEO

What projects would you say best represent what FCC Construcción is today?

All of the projects we participate in reflect our way of operating and are governed by a shared set of high standards in terms of quality, talent, innovation and accountability. Over the course of our history, we have been adjudicated infrastructure projects with a significant community impact component; some bring access to essential services; others are catalysts for the local economy; and others have strategic and symbolic value.

Among the projects that truly stand apart for their uniqueness, symbolism or technical complexity, I would mention the Santiago Bernabéu Stadium, construction of the new stadium for Atlético de Madrid, execution of lines 4, 5 and 6 of the Riyadh Metro and Terminal 4 at Adolfo Suárez Madrid-Barajas Airport, a major international mobility hub.

Turning to the present, we are currently involved in some very high-profile international projects, including the Rubí Metro line in Porto, the Qiddiya Stadium design in Saudi Arabia, construction of the PALLAS nuclear reactor in the Netherlands and the design and construction of 490 social housing units in Australia. All of these

ongoing projects will improve people's lives. This sample of projects offers a small glimpse into the diversity - and complexity - of our business.

We are currently present in over 25 countries, where we carry out a wide range of projects: railway and road infrastructure; residential and distinctive buildings, the latter including hospitals, stadiums, cultural and social venues and data centres; industrial and energy infrastructure, notably including photovoltaic facilities; the production of prefabricated materials; corporate branding projects; infrastructure maintenance work; and the regeneration and conservation of forests, riverbeds and coastal areas, our environmental line of activity.

Let's talk about sustainability. How is it integrated into these projects?

There is little doubt that sustainability, in its four dimensions (economic, environmental, social and governance), is a fundamental component of corporate competitiveness. We were one of the first to grasp this, fully integrating it into FCC Construcción.

Our Management and Sustainability System, which goes back more than three decades,

articulates the systematic articulation of environmental, social and governance (ESG) criteria into our management and decision-making processes. Our Sustainability Strategy guides us along our roadmap by defining measurable targets for the short, medium and long term; those targets are aligned with our stakeholders' expectations and market realities.

Moreover, we are firmly convinced that it is not sufficient to embed sustainability principles into our day-to-day activities: we must also assess our performance and make transparency a core pillar that sets FCC Construcción apart.

That conviction is borne out in this Sustainability Report, along with the myriad other reports we publish throughout the year, including our Environmental Communication, which we pioneered in 2000, and our carbon and water footprint reports.

With this Report, we are also reiterating our commitment to the United Nations Global Compact, which we first endorsed back in 2005 as a participant, which means that we are driving the integration of the platform's 10 principles across our organisation.

The sector is changing at high speed, fuelled by technology and innovation. How is FCC Construcción positioned in that scenario?

The sector is undergoing a transformation that is impacting the entire value chain, from procurement models to infrastructure execution and maintenance processes. We are seeing more stringent requirements around sustainability, digitalisation and corporate citizenship.

The new projects we are participating in are increasingly being framed by those trends and FCC Construcción’s response is to leverage what it has learned to attain operational excellence. To that end, we are consolidating our capabilities and gradually embedding these new demands into our management processes and models.

In terms of digitalisation, in recent years our projects have been making growing use of new technology such as Geographic Information Systems (GIS), digital twins, advanced data capture capabilities and drones (for topographical surveys). We have invested more than €5.25 million in implementation of Building Information Modelling (BIM) methodology, which has been used in a total of 75 projects completed or in progress.

As for sustainability and corporate citizenship, our flagship projects increasingly feature sustainability criteria aimed at unlocking gains in terms of decarbonisation, resource efficiency and environmental protection.

Through what lens do you look to the future?

With the certainty that what we have built over the years is underpinned by solid foundations: quality, excellence and a highly skilled and committed team.

We look to the future with clear eyes about the challenges associated with the energy transition, digitalisation and the shift in procurement models and confidence about our ability to adapt our operations for these circumstances.

We are evolving and holding ourselves to similar standards to those we bring to bear when designing and executing our projects: a high bar, the positive impact we strive to generate and the quality of the relationships we build with the various agents we engage with.

We are at the back end of our current Sustainability Strategy and towards the end of 2026 we will embark on a new cycle, applying the lessons learned and consolidating our roadmap for building a more sustainable business.

I would like to point out that the achievements set out in this Report are the result of the shared hard work of our people: teams, customers, investors, suppliers and local communities. My sincerest thanks to you all. Everything we have achieved together in 2025 is the best proof of what we are capable of doing when we are moved by a shared vision and purpose.

125 years at your side

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Paseo del Prado paving.
Madrid, Spain. 1925.



1.1 About us

GRI 2-1

We have been building for 125 years. We have played a role in how cities and the services which make them run have evolved.

We are FCC Construcción, the FCC Group's emblematic Construction Area and a global benchmark in the design and execution of civil engineering projects and residential and non-residential buildings, along with other industrial and environmental activities. We are part of a business group which has, from the outset, had its roots in urban development and the optimal provision of services essential for society. Throughout our history, we have forged **a diversified business model focused on long-term value creation** articulated around five levers:

01 Project design and execution

We take a multidisciplinary approach, combining different areas of expertise that are key to **running cities and communities**: we build civil engineering infrastructure, such as roads, bridges and railways, and industrial, commercial and residential properties.

Our projects are tailored for the requirements specific to each situation, facilitating mobility, providing access to essential services and connecting people with their surroundings, contributing to economic and social community development in the process.

Our holistic approach implies coordinating multiple actors, resources and processes along each project's life cycle, covering the value chain end-to-end.

02 Experience and specialisation

Over the course of our 125-year history, we have proven our ability to take on large and complex projects, building and earning our position as benchmark in the construction sector.

We organise our activities around different business lines, in turn structured by geographic regions. That structure is complemented by a horizontal management model articulated around committees, reinforcing coordination, decision-making and cross-cutting supervision.

Our organisational model combines **a clear hierarchical structure with functional and cross-functional management bodies** designed to facilitate internal communication, strategic alignment and knowledge-sharing across areas and investees.

This management model allows us to tackle complex projects in a broad range of areas, framed by a common approach based on efficiency, quality and innovation.



Corgo Bridge.
Vila Real, Portugal.



Mersey Gateway Bridge.
United Kingdom.

03 Innovation and sustainability

Our work methods draw on a combination of technical experience, managerial capabilities and an unwavering commitment to innovation and advanced technologies (including **BIM modelling** and other **digital data management and processing systems**) and to **sustainable construction** principles. Sustainability is embedded in a cross-cutting manner across all our activities with a view to reducing our negative impacts on the environment and contributing to social and economic development in our local communities.

04 International footprint

We are currently **operating in 24 countries**, which paints a picture of our ability to adapt to diverse environments and respond to the specific needs thrown up by each situation.

05 Strategic partnerships

Our business activities require the coordination of **a broad and diverse value chain** involving a host of stakeholders, including investors and shareholders, employees, customers, suppliers, subcontractors, local communities, public authorities, workers' representatives, business associations, occupational health and safety officers and other external organisations such as foundations, NGOs, universities and technology centres.

We also partner with specialist firms from different sectors to offer comprehensive and innovative solutions tailored for each project. These alliances make us more competitive and bring in new know-how and technology.

Areas of the Chain of Activities

Studies and Tendering

It encompasses the preliminary analysis of the viability of the project and the presentation of formal proposals by the company such as the development and preliminary design of the project.

- Opportunity identification and analysis
- Development and preliminary project design

Operations

It includes the activities originating during the execution of the projects, including design, construction, commissioning, maintenance and operation.

- Detailed project plan: technical design and execution planning
- Acquisition of materials and logistics
- Monitoring and evaluation
- Proposal of improvements
- Maintenance
- Monitoring and tracking of quality and safety
- Start-up
- Construction
- Operation



Suppliers and Strategic Partners

Activities derived from the works carried out by strategic partners and actors within the value chain.

Human Resources

Execution of internal personnel management and employee administration throughout the company.

Governance

Development and implementation of internal corporate governance systems at all levels of the value chain.

An additive group

FCC Construcción is part of the FCC Group, an organisation active in a range of business activities which leverages diversification in order to reinforce its long-term positioning.

That model allows the FCC Group to broaden its presence in strategic sectors, generate synergies across its business lines and forge a solid structure, capable of adapting to shifting environments.

Aside from the Construction Area, the Group is active in other key and complementary areas:



The **Environmental Area**, through **FCC enviro**, which provides environmental services, including road cleaning, waste collection, recycling, energy recovery and building management.



The **Water Area, Aqualia**, specialised in management of the full water cycle, from supply to filtering and reuse.



The **Concessions Area FCC Concesiones**, a company wholly-owned by FCC devoted to the development, financing, administration and operation of social and transportation infrastructure concessions.

The combination of these capabilities makes it possible to tackle the challenges facing cities from a broader perspective in which infrastructure and services are understood as integral parts of the same system.



A mutually-reinforcing ecosystem of companies

FCC Construcción combines capabilities in **construction, industrial activities and other complementary services** through different companies that bring expertise in key areas:


[Go to web >](#)

FCC Industrial, specialised in energy projects, industrial facilities and assembly, provides phased or turnkey execution, as well as facility operation and maintenance.


[Go to web >](#)

Áridos de Melo is active in the extraction, processing and sale of aggregates for the construction industry, including concrete, asphalt mixes and granular materials.


[Go to web >](#)

Convensa carries out construction projects in the rail sector, both line maintenance and upgrade work and the execution of new infrastructure.


[Go to web >](#)

Prefabricados Delta is devoted to the manufacture of prefabricated elements for civil engineering and industrial construction. Its activities are concentrated at two factories


[Go to web >](#)

Matinsa operates in two clearly differentiated business lines: (i) the conservation and operation of transportation, water and port infrastructure; and (ii) environmental services, specifically forestry management and river and coastal protection and restoration.


[Go to web >](#)

Megaplas is specialised in the design, manufacture, installation and maintenance of corporate branding elements for businesses.



FCC Construcción, as the articulating business, focuses on the design and execution of civil engineering, industrial and building infrastructure in Spain and abroad, bringing experience in highly complex technical projects.

[Go to web >](#)

We build in different areas, with a common goal

Our business is articulated around three major areas, reflecting the breadth and specialisation of our projects: civil engineering, building construction and industrial construction, complemented by a fourth prong, focused on environmental protection, conservation and restoration. Each caters to specific needs but all three share the same approach: **quality, innovation and commitment to our surroundings.**



Almonte Viaduct on the Madrid-Extremadura High-Speed Line, Spain.

Environmental protection, conservation and restoration

The environmental projects developed and executed by this area include the following activities:

- Forestry maintenance
- Fire prevention and extinction
- Vegetation control
- River and coastal conservation and restoration

Industrial Construction

This is one of FCC Construcción's most specialised and diversified activities. It includes the execution of complex facilities and the development of advanced technical solutions, including:

- Distribution networks
- Industrial piping
- Electromechanical facilities
- IT systems, facility maintenance and energy efficiency
- Energy efficiency services
- Manufacture of prefabricated construction products
- Corporate branding solutions

Civil Engineering

The infrastructure we build is key for connectivity and community development. Our civil engineering business takes on large, international projects. Our footprint spans several continents and we boast a solid track record building complex infrastructure.

We participate in the design and construction of:

- Motorways, dual carriageways and other roads
- Bridges and tunnels
- Rail and airport infrastructure
- Maritime and hydraulic engineering works
- Water treatment facilities
- Infrastructure maintenance and conservation

Building Construction

We boast extensive experience in residential and non-residential construction and building refurbishment. We build places which form part of people's everyday lives:

- Housing
- Hospitals, stadiums, museums and offices
- Refurbishment work

1.2 Our performance

125 years building history

Key milestones in FCC Construcción's history

1900

The beginning

Fomento de Obras y Construcciones, the origin of the FCC Group today, was born in Barcelona and associated from the outset with urban and infrastructure development.



1911

Maiden urban services

The company expanded into public services with **water management and urban maintenance contracts**, adding construction and services from a very early stage.

1929

Construction of Plaza de España and the exhibition grounds

The company executed those works for **the World Fair (Expo 1929) in Barcelona**.



1944

Growth of the construction business

Construcciones y Contratas was set up in Madrid, reinforcing the civil engineering and infrastructure side of the business.



1950-1965

Development of transport infrastructure

FCC expanded into the **development of transportation and communication infrastructure**, getting involved in the construction of roads, railways and underground rail networks.

1970-1985

International expansion and diversification

The company embarked on its **international expansion** with its first projects outside of Spain.

During this period it also added water management to its portfolio of strategic business lines, developing solutions for ensuring efficient supply.



1992

Creation of FCC Group

- Participation in the **World Fair in Seville (Expo 92)**, building emblematic bridges and pavilions.
- Contribution to the deployment of **high-speed rail in Spain**, participating in the development of new infrastructure.
- The merger between Fomento de Obras y Construcciones and Construcciones y Contratas gave rise to today's FCC Group.



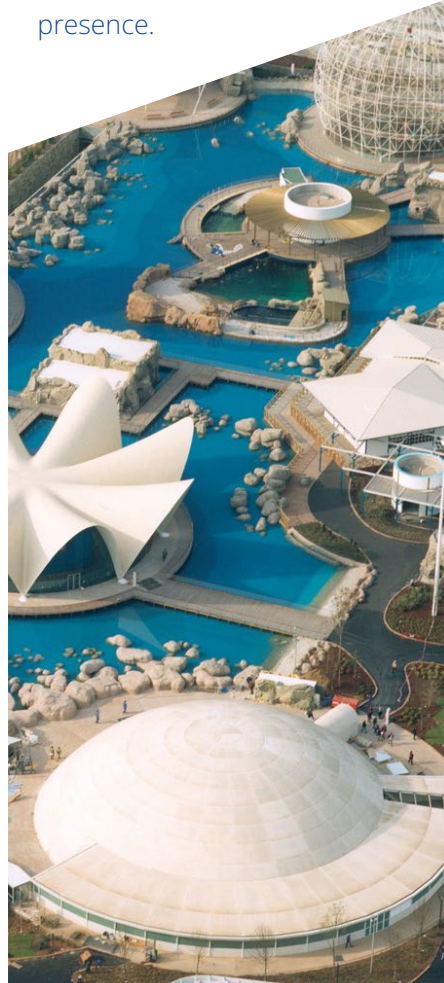
1990s-2000s International expansion

FCC Construcción embarked on its international expansion and consolidated its presence by participating in high-profile infrastructure projects in Europe and the Americas.



2002 New economic context in Europe

Out with the peseta and in with the euro. FCC adapted its activities for a **more integrated European economic** environment and reinforced its international presence.

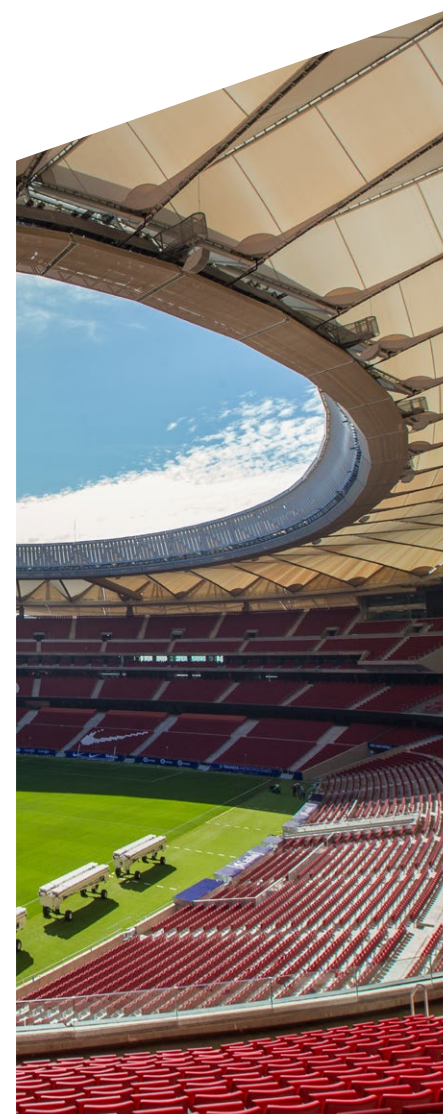


2000-2010 Major global infrastructure

Completion of **highly complex technical** projects in transportation, civil engineering and building construction

2013-2014 Shareholder reconfiguration

FCC Group welcomed **international investors and reinforced its financial structure**, ushering in a new period of growth and consolidation.



2015-2020 Innovation and sustainability

FCC reinforced its strategic commitment to **technological innovation and sustainability**, embedding both into all areas of its business

2020-Present Leadership in complex infrastructure

FCC Construcción continues to participate in **large-scale international projects** in the mobility, energy and urban infrastructure spaces, further cementing its technical and operational know-how.



1.3 Our purpose

To understand the way we build, you first need to understand the underlying principles.

FCC Construcción's **mission**, **vision** and **values** define how we work, how we make decisions and how we engage with our surroundings. They are the basis of a shared corporate culture which guides how we go about all of our projects, in all of the markets where we operate.

Transformational mission

We are committed to designing and executing infrastructure construction projects which improve citizens' quality of life and contribute to local community development.

Forward-looking vision

We intend to remain an international benchmark in major infrastructure construction projects. We strive to offer comprehensive and innovative solutions for managing resources and improving infrastructure so as to contribute to society's sustainable progress and position ourselves as an agent of change in the sector.

Core values

We share the values espoused by the FCC Group and those values guide our unwavering dedication and way of doing things:

01

Honesty and respect

We act honestly and transparently in all of our dealings, building trust with employees, customers and suppliers.

02

Rigour and professionalism

We constantly hone our capabilities to offer efficient and innovation solutions, meeting a high technical bar and ensuring a positive impact on society.

03

Results orientation

We eke out continuous improvement and excellence in every project with the overriding aim of generating value on a sustained basis.

04

Loyalty and commitment

We foster diversity and an inclusive work environment, recognise talent and foster career development and well-being for our professionals.

05

Community well-being and development

We contribute to environmental protection and sustainable development by fostering well-being in our local communities.



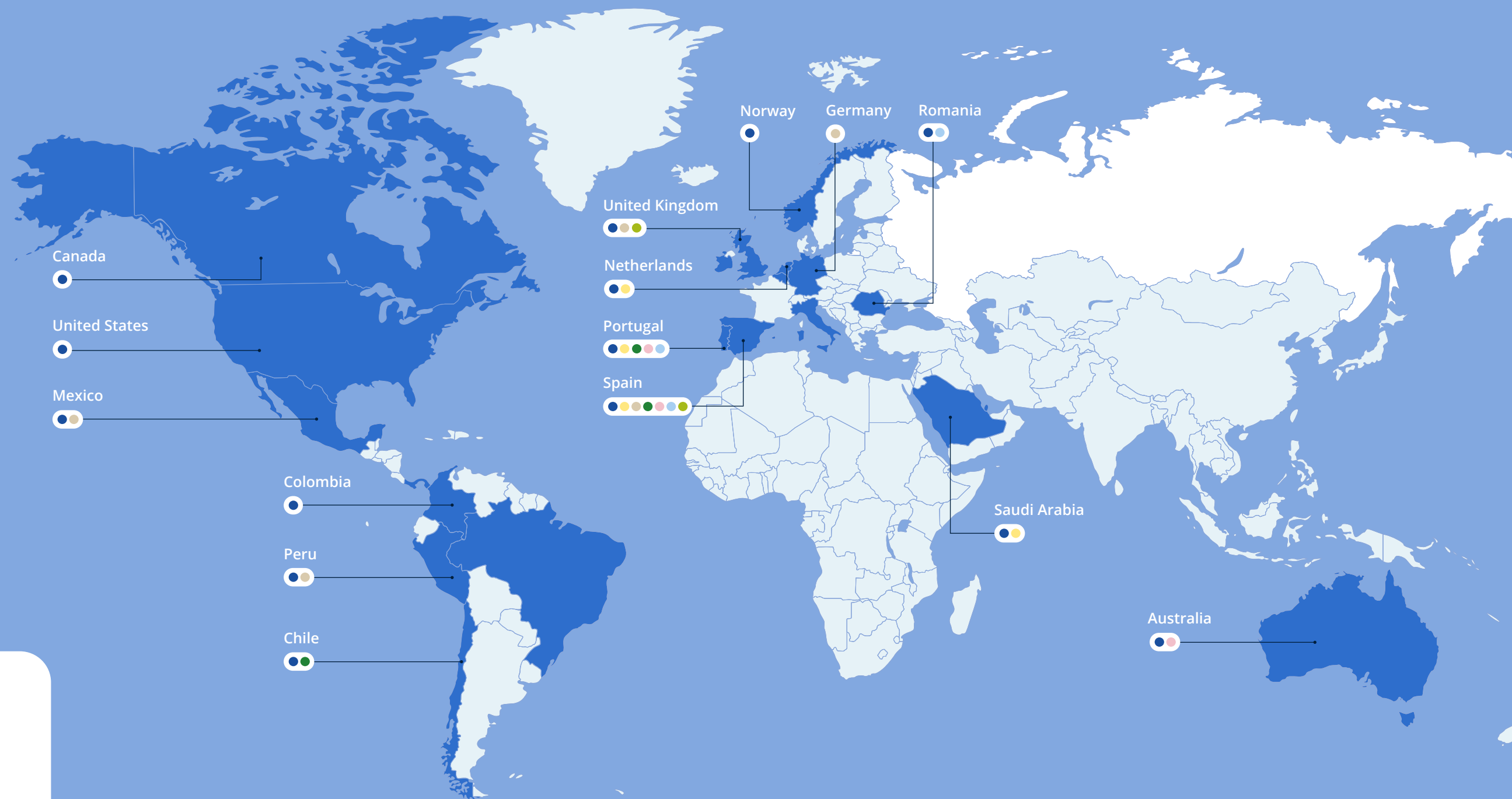
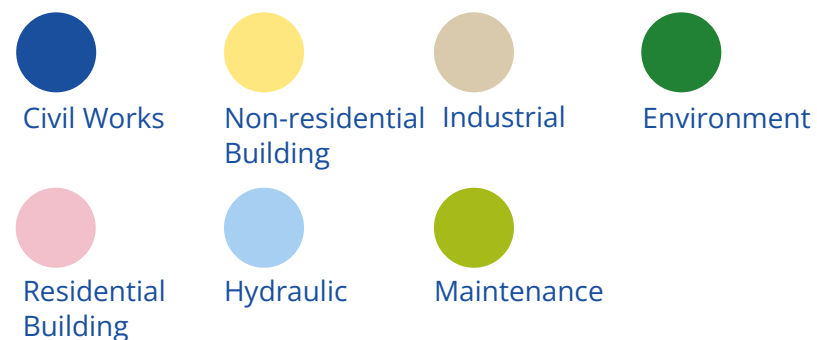
1.4 Global footprint

GRI 2-1

We carry out our business activities in different international markets, which gives us the experience and ability to undertake projects in different contexts and adapt to specific needs on the ground.

We are currently active in several key regions:

- **Europe:** Spain, Portugal, Germany, the United Kingdom, Ireland, Belgium, the Netherlands, Norway, Italy, France and Romania
- **Americas:** United States, Canada, Mexico, Peru, Chile, Colombia, Panama, Brazil and Costa Rica
- **Africa:** Egypt
- **Asia:** Saudi Arabia and Qatar
- **Oceania:** Australia



Concrete Pipe and
Precast Factory
(Humanes, Spain)

Concrete, Bituminous
Mixture, and Spreading Plant
(Madrid, Spain)

Megaplas Plant
(Madrid, Spain)

Gravel Pit
(Cuenca, Spain)

Concrete Pipe and
Sleeper Factory
(Puente Genil, Spain)

Megaplas Plant
(Turin, Italy)

Where we build, we bring transformation

+25 countries

Presence of FCC Construcción

70%

of revenue comes from civil engineering

Infrastructure built

+10,000 km

of roads

+1,000 km

of tunnels

+3,500 km

of railroad, of which 1,500 km are high-speed lines and 450 km are underground lines

+1,850

bridges and viaducts

Buildings and urban development

+130,000

houses built

+5.5 Mm²

of airport runways

+2.5 Mm²

of airport terminals

+1,000

concrete caissons built

+40 Mm²

of non-residential buildings



Water and energy infrastructure

60 km

of dykes

+20,500 km

of water pipes

+3,000 km

of gas and oil pipelines

50 km

of quays

+110

treatment plants

+50

dams



Success story

Reinventing
an icon for the
21st century

Santiago Bernabéu Stadium



Santiago Bernabéu
Stadium. Madrid, Spain.



The refurbishment of the Santiago Bernabéu Stadium is one of the most iconic **landmark building** projects of recent years.

FCC Construcción has successfully transformed an iconic and historic building, dating back more than eight decades, into a model 21st-century stadium, while tackling the added challenge of its location in the very heart of Madrid and ensuring that sporting fixtures continued throughout the construction work. The project involved transforming an urban icon into a world-class facility and has been recognised both for its innovation and its high level of construction complexity.

Carried out using a **Fast-Track** Design and Build model, the project required extremely rigorous planning and coordination. Key milestones included the installation of a **new integrated fixed roof**, supported by four new independent columns, designed to absorb the loads from the movable structures and façade without affecting the historic building. In addition, a **retractable roof** has been added, creating the possibility of closing off the central opening overlooking the pitch.

An **automated system was developed for the playing field**, comprising an underground chamber more than 26 m deep and movable structural trays, together with the cantilevered reconstruction of the west stand, which allows preservation of the natural grass despite the stadium's multifunctional use; and a **mechanised folding stand** that provides new access to the pitch for heavy vehicles, as well as a **three-dimensional envelope formed by more than 13,000 unique slats**. The geometry of these slats was created using parametric algorithms that incorporate criteria relating to glare, ventilation, joint movement and thermal expansion.

The work done by FCC Construcción amounted to **€830 million** and was completed over a period of **66 months**, which is equivalent to **61.6%** of the total accumulated investment of **€1.35 billion** announced by the developer.

The new Bernabéu has, without a doubt, not only established itself as a landmark construction project, but also as a multifunctional venue designed to host cultural, entertainment and business events, helping to revitalise this part of the city.

ESG as a cross-cutting vector

ESG criteria were integrated into the planning, implementation and monitoring of the project, given the project's significance and location.

In the environmental dimension:

- We implemented measures to **minimise impacts on the surrounding city area**, including traffic management, dust control and environmental monitoring via measuring stations.
- We formulated a **Noise Emissions Control Plan** featuring solutions such as enclosures and gates at access points, noise barriers, sound-absorbing materials and monitoring systems.
- We carried out internal and external audits covering quality, the environment, energy efficiency and greenhouse gas emissions.

In the social dimension:

- We **invigorated the local economy** by contracting local businesses and suppliers and creating opportunities linked to the project.
- We ensured that construction work did not interfere with the venue's sporting, cultural and commercial activities, **guaranteeing service continuity**.
- We improved the public space and pedestrian accessibility in the surrounding area, better integrating the stadium into the cityscape.
- We achieved a high level of customer satisfaction, with an overall rating of 'Very Good', including high praise for our responsiveness, adherence to deadlines and effective adaptation to changes and complex challenges.

In terms of governance and operational excellence:

- The organisation of the project into 44 sub-projects, supported by BIM methodology, collaborative platforms and quality, safety and sustainability audits, **strengthened coordination, traceability and control over execution**.

Innovation and added value:

- We developed **R&D&I**-certified innovations, including hybrid structures, controlled support devices, retrievable anchors and a three-dimensional façade.

The refurbishment of the Santiago Bernabéu has consolidated our position as a leader in **landmark building projects**, demonstrating our ability to carry out technically complex projects to the highest standards of quality, safety and sustainability.

The project has been recognised as the **best stadium in the world** by the World Football Summit, and its execution has been honoured with the **Potencia Award** for the best construction project.

Accolades

Best Stadium in the World by World Football Summit

Potencia Award for the Best Construction Project, awarded by the specialist journal, *Potencia*

Award for the Best Project. Madrid Chapter of the School of Civil Engineers (CICCP)

2025 Fomento Award for Excellent Project in Spain

ENR Awards. Best Sports Infrastructure

> 7 million inhabitants

Beneficiary city

€1.35 billion

Total investment in the project

44 sub-projects

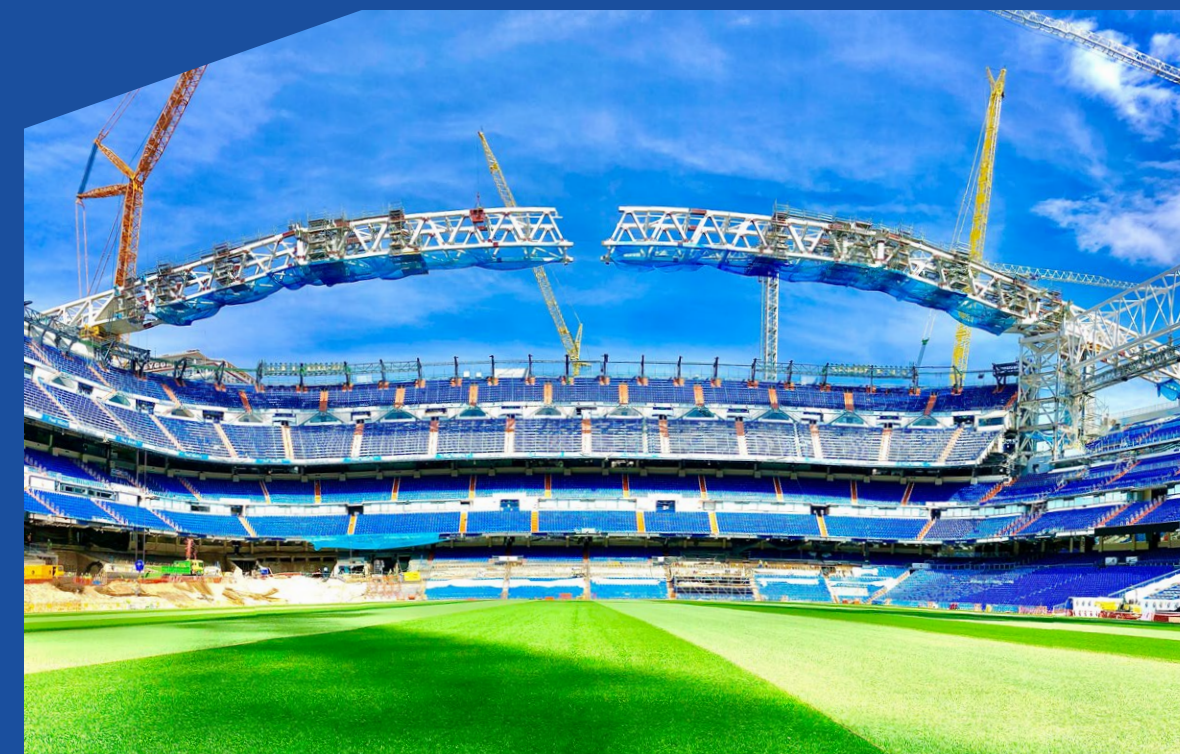
Share of FCC Construcción

€830 million

Contract amount

61.62%

Share of FCC Construcción



Success story

Future-looking mobility transformation: Riyadh Metro



WEB INFORMATION:
[FCC City: Riyadh Metro](#)
[Lines 4, 5 and 6](#)

The **Riyadh Metro** is one of the world's most ambitious urban rail projects and marks a turning point in the transformation of mobility in Saudi Arabia.

Total length of the section/package executed:
64 km

- Line 4 (yellow): 6.22 km, built using the cut-and cover tunnelling method
- Line 5 (green), built using two tunnel boring machines (TBMs). This line stretches a total of 13.7 km.
- Line 6 (purple): 3.12 km, using the cut-and cover tunnelling method

For FCC Construcción, this project constituted an opportunity to play a part in an infrastructure project **set to redefine the way people** travel in a city of over seven million people. Our involvement in Package 3, lines 4, 5 and 6, forms part of a six-line mega-project valued at **USD 30 billion**. Together with the FAST Consortium, we led one of the most significant international rail contracts in our history, worth over **USD 9.44 billion**, a share of **34.65%**.

Riyadh Metro.
Saudi Arabia.

Beyond the engineering aspect, the Riyadh Metro represents a structural change in the travel habits of a rapidly expanding city, facilitating more efficient, connected mobility and reducing dependence on private vehicles.

Fully integrated ESG criteria

The project has had a cross-cutting impact from the outset. In the environmental dimension:.



In the environmental dimension:

- We implemented an **environmental management system aligned with ISO 14001**, developing specific measures to control emissions, noise and vibrations, optimise water and waste management and protect the urban and natural environment, including the conservation of the landscape and tree cover.
- We developed **monitoring programmes**, regular audits and mechanisms for continuous improvement.



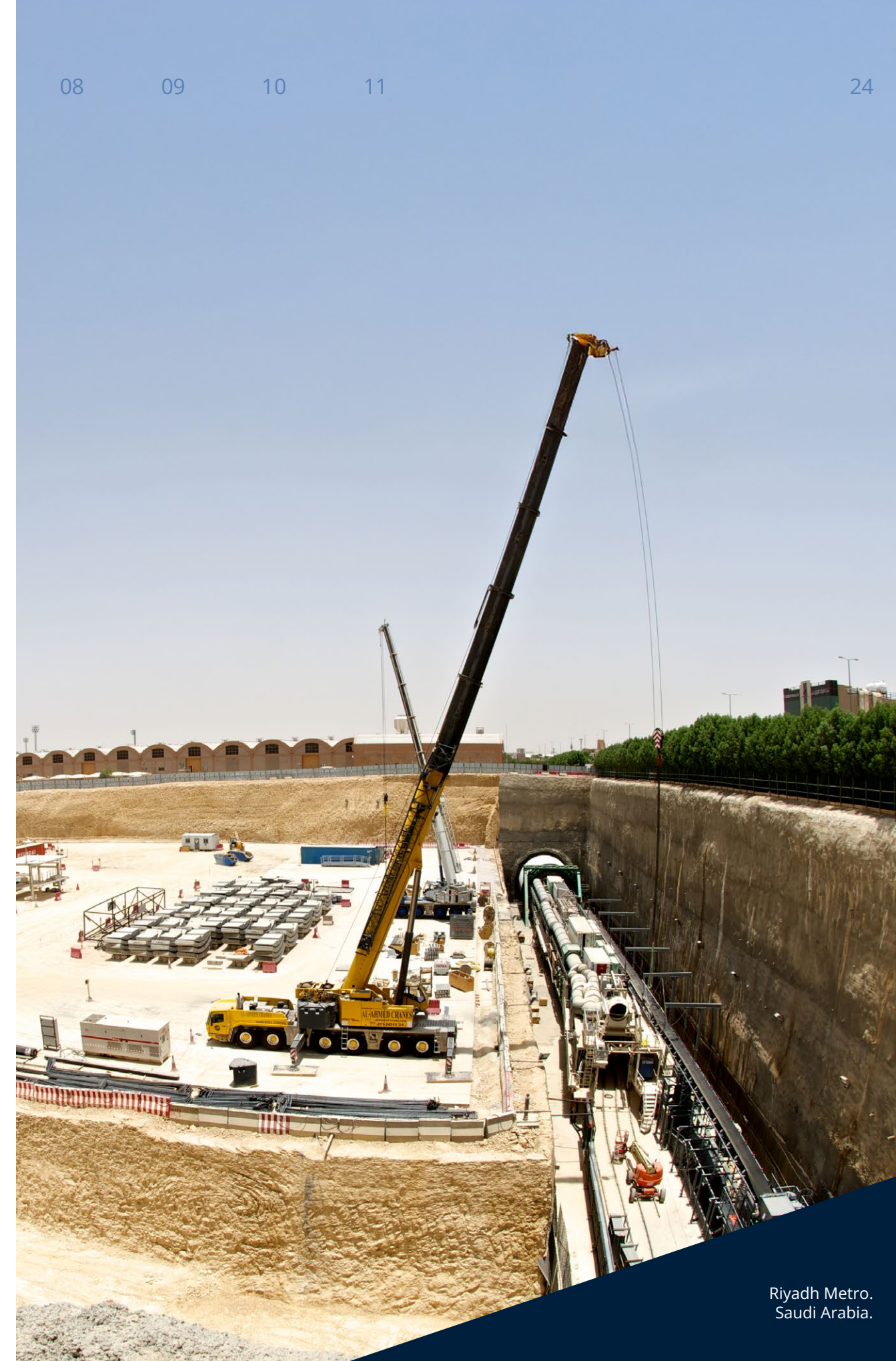
In the social dimension:

- The project created **jobs and career development opportunities** for thousands of people, fostering collaboration between multidisciplinary teams and professionals of different nationalities in a highly skilled working environment.
- We encouraged the involvement of **local suppliers** and helped to strengthen the local economy.
- We developed **training programmes, knowledge transfer initiatives and partnerships** with universities and educational institutions.



In terms of governance and operational excellence:

- Implementation of **ISO 9001-certified** quality management systems and **OHSAS 18001**-aligned health and safety management systems strengthened process traceability, management transparency and stakeholder confidence throughout all phases of the project's execution.



The Riyadh Metro has also consolidated our presence in the Middle East, a **strategic region for large-scale infrastructure projects**, and demonstrated our ability to integrate advanced construction solutions into urban environments presenting considerable technical and logistical complexity.

The project has also been recognised by the Saudi Arabian Ministry of Human Resources and Social Development, which awarded a **prize to the Riyadh Metro** project, highlighting its contribution to employment, safety and good management practices.

Beyond the figures, the Riyadh Metro has created a lasting legacy: infrastructure that connects a city, fosters a new culture of mobility and helps shape an urban environment that is more sustainable, efficient and fit for the future.

- Contribution to **lower-carbon mobility**
- Reduced reliance on private vehicles
- Improved **urban connectivity**
- Alignment with the sustainable city vision and public transformation plans

> 7 million inhabitants

Beneficiary city

6 underground lines

Scope of the project

USD 30 billion

Total investment in the project

Lines 4, 5 and 6 (Package 3)

Share of FCC Construcción

> USD 9.44 billion

Contract amount

34.65%

Share of FCC Construcción

Accolades

ENR Awards – Best Rail Infrastructure

2025 Fomento Award for Excellent International Project



2025: an important year

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A-9 Motorway.
Badhoevedorp-Holendrecht,
Netherlands.



At FCC Construcción we see sustainability as a responsibility intrinsic to all of our activities: from the design and execution of infrastructure to industrial operations, maintenance, technical innovation and the production of materials. Our goal is to **contribute to economic development, improve people's quality of life and minimise our impact on the environment**, generating value responsibly with everything we do.

Seen through that lens, 2025 was a crucial year for assessing how that commitment is translating into specific results, as we are in the final strait of our 2023-2026 Sustainability Strategy.



2025 milestones

Reporting and transparency

- We championed transparency around investee sustainability information for the purposes of the Group Sustainability Report by tailoring the GRI indicators.
- We participated for the first time in the Global Compact's Forward Faster Reporting Questionnaire in the Finance & Investment Action area.
- For the third year in a row, we participated actively in the **Communication on Progress** (COP) and **Sustainable Finance** initiatives.
- We added new data quality, traceability and verification controls to the **Internal Control System for Sustainability Information** (ICSIS) in order to comply with the **Corporate Sustainability Reporting Directive** (CSRD) and the emanating **European Sustainability Reporting Standards** (ESRS) at a reasonable assurance level.
- We published our **CFO Annual Implementation Progress Report** on SDG Investments and Finance 2024, providing an account of the progress made on integrating the Sustainable Development Goals and sustainable finance criteria into our business.

Management and systems

- We implemented a new **ISO 44001-aligned collaborative business relationship** between FCC Construcción's **Quality and Environment** Department and its **Procurement** and **Communication** Departments.
- We created new **risk management, interface management and digitalisation** procedures, reinforcing the company's operating structure.
- We obtained **UNE-ISO 55001** certification for **Matinsa's** asset management system.

Supply chain

- We completed migration to the **GoSupply Achilles** platform, reinforcing the assessment, certification and oversight of suppliers under ESG criteria and increasing transparency around supply chain management.
- We developed, together with NTT Data, a **sustainability training** programme targeted at suppliers.

Strategy and materiality

- We updated FCC Construcción's materiality assessment to include new topics identified as material for the company's performance, including **water management**.
- We tightened collaboration with the Research Department, unlocking an improvement in our technical sustainability scores in tenders of **11%** and increasing the number of times we ranked in the top three by **22%**.
- We participated in an outreach process related to application of the EU Taxonomy through Spain's infrastructure contractor and concessionaire business association, SEOPAN.

Sustainability training

- We **increased sustainability-related training hours by 23%**, which is 11,000 hours more than were imparted in 2024.
- We gave specific **new courses** on BIM, carbon and water footprint measurement, the circular economy and the integrated management system and offered international welcome programmes, which include compliance training.
- We improved our **Madrid Excelente seal** score, consolidating external recognition for our management performance.

Challenges for 2026

Reporting, assurance and information systems

- Continuing to **implement and fortify the ICSIS** to ensure a reporting model that is fully aligned with CSRD-ESRS, capable of withstanding more demanding assurance processes and underpinned by uniform criteria across all countries and businesses.
- Updating and publishing the **Sustainability and Climate Change Strategies** following completion of their first implementation period: 2023-2026.
- Launching a **new satisfaction survey** addressed to stakeholders.

Cybersecurity and business continuity

- Obtaining medium-level cybersecurity certification from Spain's **ENS** for working with public sector entities.
- Aligning with the **NIS2 Directive** requirements, getting ahead of its transposition into Spanish law.
- Obtaining recognition as a **'Cybersecure Place' from Madrid Excelente**.
- Rolling out the **business continuity and corporate risk management system** at FCC Construcción, possibly with ISO 22301 certification.

Quality, certification and recognition

- Updating and improving our **EcoVadis** sustainability score.
- Obtaining **Trusted Origin** certification for FCC Construcción ([Project Mesías](#)).
- Obtaining **ISO 19443 certification**, the internationally recognised quality management system standard specifically designed for the civil nuclear energy supply chain to guarantee the safety and quality of critical products and services.
- Strengthening customer relations by means of at least **two collaborative agreements at projects** and renewal of the **project completion survey templates**.

Supply chain and shared sustainability

- Consolidating **responsible supplier management**, reinforcing ESG certification, sustainable procurement, traceability and risk assessment in the supply chain.
- Translating initial implementation into real and operational integration of the **Human Rights and Environment Due Diligence System** all along the value chain.

Sustainability training and culture

- Extending provision of the **course on sustainability in construction**, formulated in partnership with the Spanish Confederation of Business Organisations (CEOE for its acronym in Spanish) under the umbrella of SEOPAN, improving awareness at all levels.
- Designing and developing the **Executives in Sustainability course**.
- Ensuring **sustainability knowledge is embedded** across all countries and projects, aligning sustainability, production and research.

Key performance indicators

These metrics reflect not only the scale of our activities but also how we integrate environmental, social and governance criteria into our project management.



Our relationship with the environment

Carbon footprint

1,077,400.70 tCO₂e
emitted

1,009,500.92 tCO₂e
verified

194,033.46 tCO₂e
avoided

Energy consumption

913,911 GJ
of energy consumed in total

723,962 GJ
of energy consumed directly

189,950 GJ
of energy consumed indirectly

63,694 GJ
of energy generated from renewable sources

Water management

1,463,697 m³
of water withdrawn

65,608 m³
of water reused

1,389,100 m³
of water discharged

188,672,333 m³
water footprint

Circular economy: materials and waste

22,835,295 t

of materials consumed

9,832,464 t

of materials reused

7,689,630 t

of waste generated

7,301,992 t

of waste sent for recovery

Non-GHG air pollutants

411,097 kg

of total particles

2,134,558 kg

of particles reduced

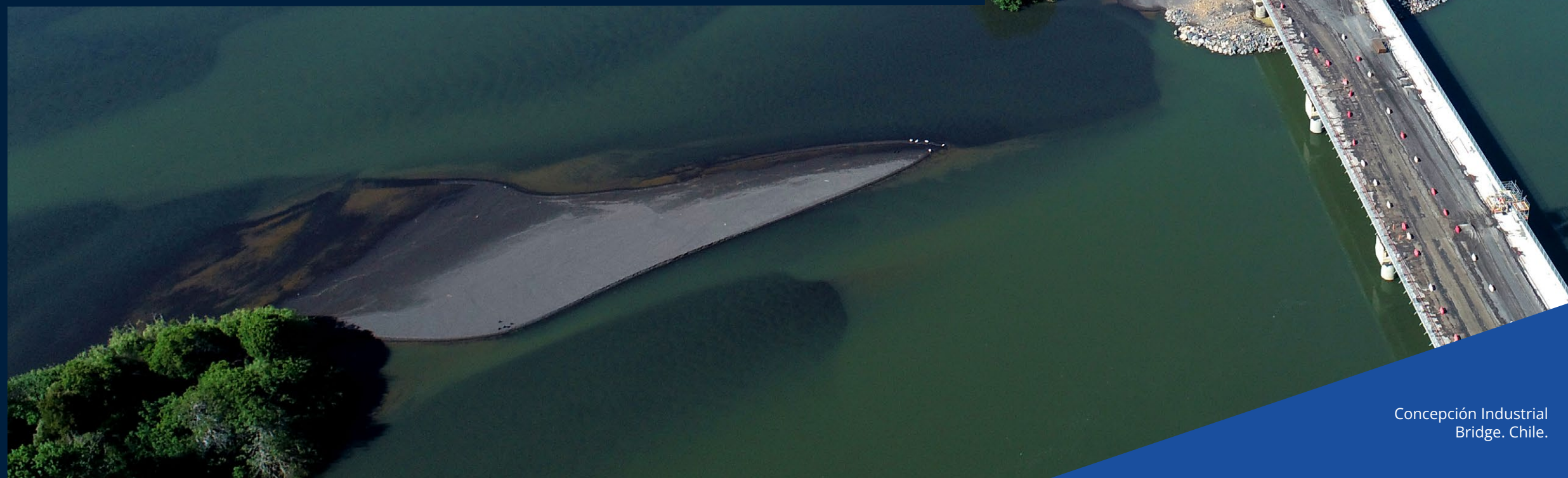
Biodiversity

30.09 ha

of protected areas

54.16 ha

of restored areas



Our financial metrics

Revenue

€2.99 billion
2024

€3.09 billion
(+3.38%)
2025

Orderbook

€6.34 billion
2024

€9.58 billion
(+50.45%)
2025

Our contribution to society

97.8%
of suppliers are local

ISO 19443
Obtaining certification for
nuclear quality

€1.02 million
earmarked to donations,
associations and sponsorships

>204,000
new users of FCC
Construcción's handles

>205,000
active users of FCC
Construcción's handles

Our people

6,632

employees

84%

male

16%

female

17.49

hours of training per
employee

115,988

hours of training

100%

of employees covered by OHS
system

Our strategic commitment to innovation and digitalisation

42

works in progress using BIM
methodology

75

works completed or under
execution using BIM worldwide

47

works executed in Spain using
BIM methodology

€5.25 million

invested in innovation

ISO 56001

certification (covering FCC
Construcción, FCC Industrial
and Matinsa)



Prizes and accolades

Spain



- City of Barcelona Prize - Llotja Pescadors Port Barcelona.
- Refurbishment of the Santiago Bernabéu Stadium. Award for the Best Project. Madrid Chapter of the School of Civil Engineers (CICCP).
- Award for the Best Public Works Project in Andalusia: High-speed rail platform, Murcia-Almería section. Andalusia, Ceuta and Melilla Chapter of the School of Civil Engineers (CICCP).
- Segovia Aqueduct Award (Caminos Foundation): Pajares railway line (Spain).
- Garcia Mercadal Award for the Best Project: Comprehensive Refurbishment and Departmental Building (nZEB) for the Faculty of Philosophy and Humanities at the University of Zaragoza.
- ACHE Engineering Award (Building Structure category) - Refurbishment of the Santiago Bernabéu Stadium.
- Prize for the Best Piece of Infrastructure in Catalonia in 2024: Barcelona Tram Connection via Diagonal.
- European Mobility Week recognition for FCC Construcción's work rebuilding infrastructure damaged by the flash floods of 2024.
- EL ESPAÑOL's 50 Disruptors Innovation Awards 2025: Large Enterprise category.
- 2025 Fomento Award for project excellence in Spain: Refurbishment of the Santiago Bernabéu Stadium.
- 2025 Fomento Award for international project excellence: Riyadh Metro (Saudi Arabia).
- 2025 Fomento Award for Innovation: New method for installing precast track slabs in railway infrastructure tunnels. Convensa.
- 2025 Fomento Award for Digitalisation: A-465 GIS PORTAL.
- Fomento 2025 Award for Sustainable Initiative: Installation of photovoltaic panels on road maintenance vehicles. Matinsa.
- Potencia Awards. Best ground infrastructure. A-465 Extension, Sections 5-6 (Wales, United Kingdom).
- 2025 Top LGBTI+ Leaders Award for our equality and inclusion policy.

International



- Award for Commitment and Contribution as a founding member of the Spanish Chamber of Commerce in Qatar.
- Business Achievement Award. Spanish Chamber of Commerce in Qatar.
- Scarborough Subway Extension SSE-SRS Project – winner in the Project Achievement of the Year in Canadian Rail category at the 2025 TRACCS Rail Achievement Awards.
- Best Spanish company in the United Kingdom. Eduardo Barrachina Golden Award 2025.
- Best Project in the United Kingdom 2025 - George Gibby Award - A465 Extension, Sections 5 & 6. Institution of Civil Engineers (ICE).
- ENR Awards. Best Sports Infrastructure. Refurbishment of the Santiago Bernabéu Stadium (Spain).
- ENR Awards. Best Rail Infrastructure. Lines 4, 5 and 6 of the Riyadh Metro (Saudi Arabia).
- Construction Excellence - Infrastructure Project of the Year. A-465 (Wales, United Kingdom).
- North America Project Controls Megaproject of the Year 2025 - Scarborough Subway Extension - Stations, Rails and Systems.
- Puerto Açu (Brazil)*. Innovation Award at the Cais Açu Lab Awards*.
- Constructing Excellence Wales Awards: "Delivering Innovation and Added Value". A-465 (Wales, United Kingdom).

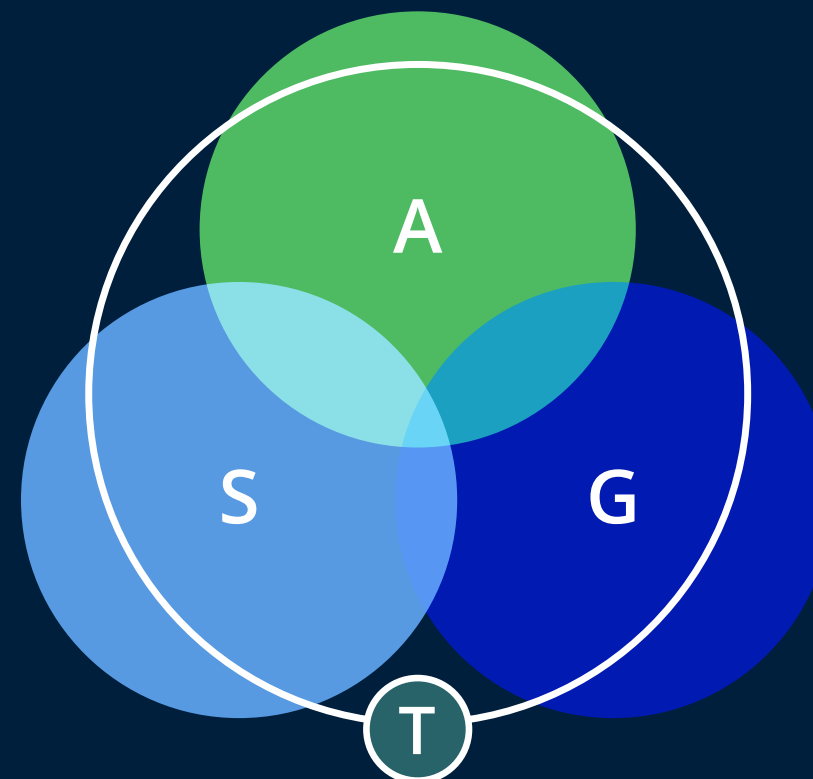
* A port located 315 kilometres north of Rio de Janeiro. It is the third largest in the world and the largest deep-water port in Latin America. It will have total capacity of 350 million tonnes per year when fully scaled.

2.1 Cross-cutting and strategic sustainability

FCC Construcción's 2023–2026 Sustainability Strategy, approved on 31 January 2023, was crafted with the goal of taking advantage of the major challenges facing the sector to advance towards a more responsible, resilient and innovative business model. In addition to setting down commitments, this strategy created a roadmap for integrating sustainability across all of the company's activities and investees.

The Sustainability Strategy is articulated around four major dimensions: **environmental, social and governance**, and a **cross-cutting** dimension designed to fuel key areas such as innovation, digitalisation, communication and alliances. This approach allows us to tackle sustainability in a holistic manner, joining the dots between environmental management, people, ethics and business transformation.

2023–2026 Sustainability Strategy



Environmental dimension

This dimension focuses on minimising the impact of our construction activities, driving the transition towards a low-carbon and resource-efficient economy.

The key lines initiatives include:

- Climate action and decarbonisation
- Circular economy and responsible waste management
- Energy efficiency
- Biodiversity protection



Governance dimension

This dimension represents the company's commitment to ethical, transparent and responsible management.

It works to:

- Promote a culture of ethical conduct and compliance
- Ensure responsible management of the supply chain
- Integrate ESG risks into corporate planning
- Track delivery of the strategic targets



Social dimension

Here the goal is to have a positive impact on the people and communities where the company operates.

The priorities lines of action are:

- Promoting and respecting human rights
- Developing human capital
- Ensuring occupational health and safety
- Embracing diversity, equality and inclusion
- Contributing to local social development



Cross-cutting dimension

The cross-cutting dimension acts as a lever for transformation by integrating innovation, digitalisation, communication and strategic alliances into all areas of the business.

Through this dimension we foster:

- The adoption of innovative methodologies (like BIM)
- Process digitalisation and knowledge management
- Better internal and external communication
- Engagement with sector players and international organisations

The Sustainability Strategy works with different time horizons, setting a mix of short-, medium- and long-term goals: targets for delivery in 2026, strategic objectives set for 2030 and a transformational vision aligned with a timeframe of 2050.

Given that we are in the final stages of the 2023–2026 plan, this year’s round of reporting represents a good juncture for assessing the level of delivery of the commitments assumed, identifying areas for improvement and reinforcing the lines of initiative set to be key to achieving the targets set.

This assessment not only helps us to measure our performance to date but also to identify what we have learned and lay the foundations for the next phase.

At the end of 2025:

- We had defined 116 strategic targets.
- We had delivered 63 targets.
- We have reached a 54% implementation compliance rate.

How we are doing

We have made significant progress on implementing the roadmap designed in the Sustainability Strategy, steadily integrating ESG criteria into different aspects of our business.

These numbers evidence considerable progress, as well as flagging the fact that many of the challenges associated with sustainability can only be achieved progressively over time, especially in areas related with operational transformation, decarbonisation, the value chain and international adaptation. Against this backdrop, we continue to reinforce our action plans and monitoring mechanisms so as to continue to advance on delivery of all of the commitments assumed.

116
total targets

53
under execution

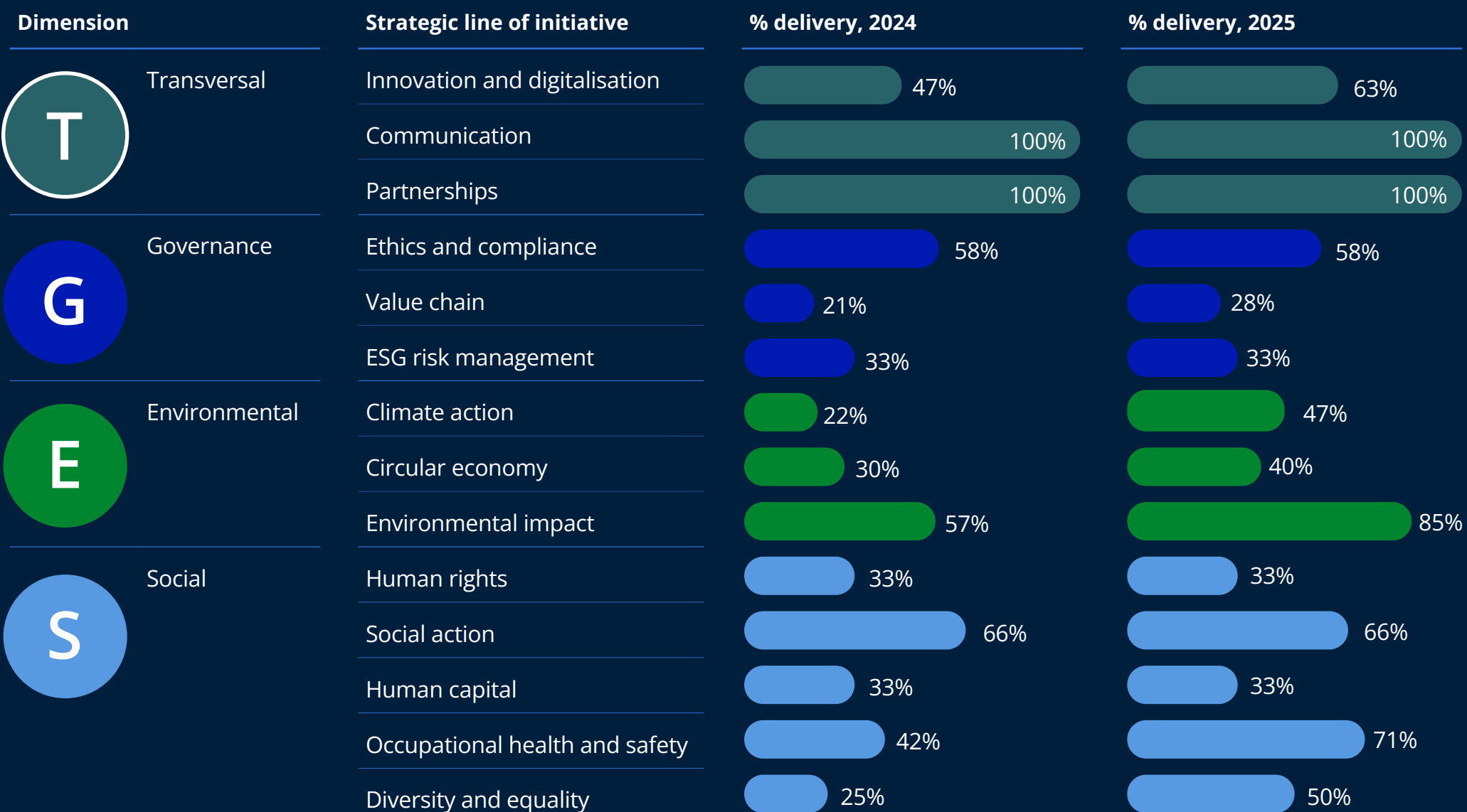
63
completed

54%
Total progress



Fira de Barcelona expansion.
Spain.

Target delivery as of 2025 by strategic line of initiative



Governance of the Sustainability Strategy

FCC Construcción's Sustainability Strategy is framed by a governance model designed to ensure its correct implementation, oversight and performance.

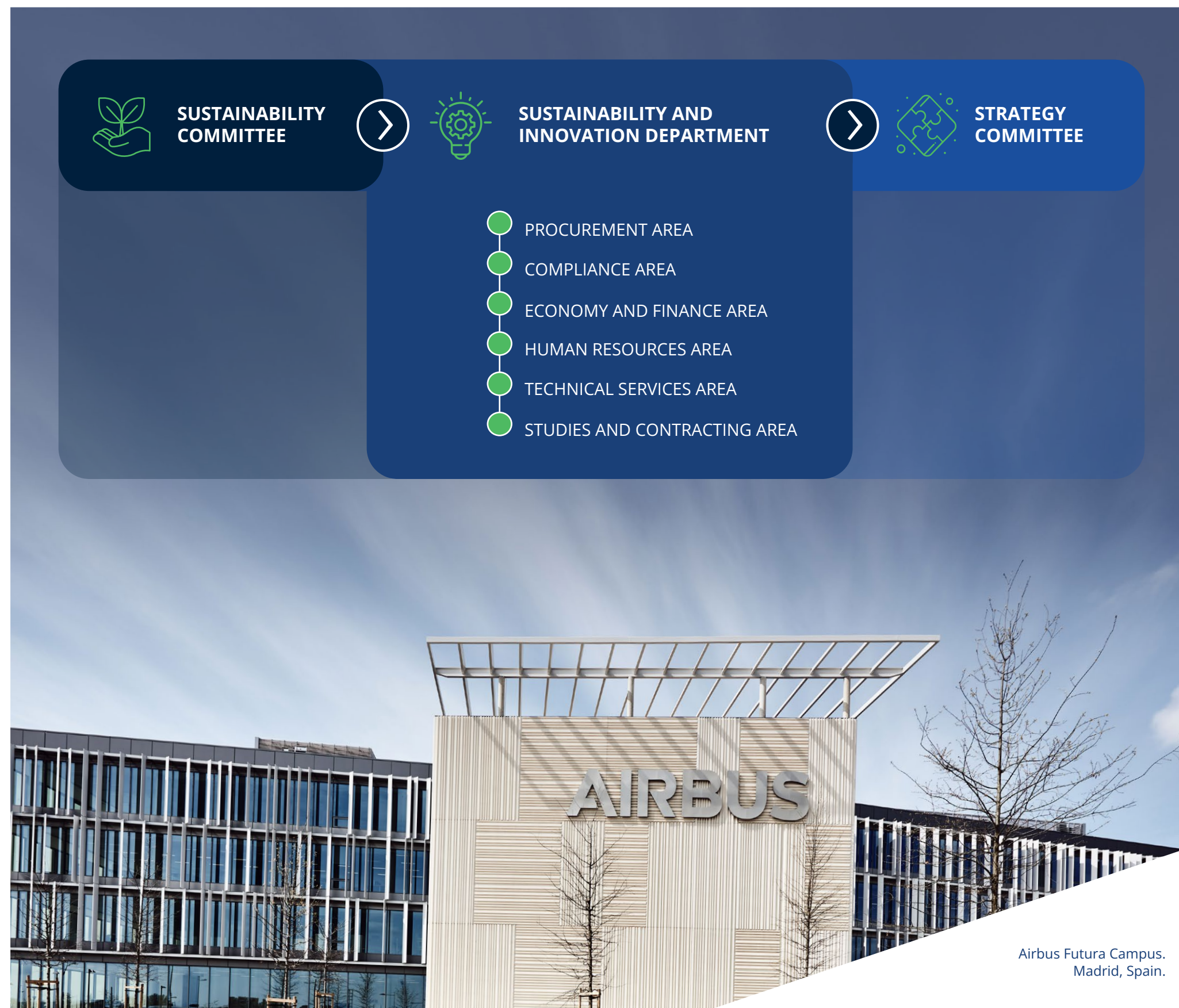
The **Sustainability Committee** is the body responsible for its approval, supervision and control and for authorising any potential updates. Strategy implementation and execution is coordinated by the **Sustainability and Innovation Department**, which also tracks progress and reports periodically to the Sustainability Committee.

In an attempt to bolster that process, in 2024, the company set up a **Strategy Oversight Committee** for closer monitoring of the different actions and assessment of the key performance indicators associated with the targets set.

Horizontal implementation

The cross-cutting nature of the Sustainability Strategy implies engaging different areas of the company, tasked with executing the strategic lines of initiative falling within their respective remits.

To do that, we have designated **Sustainability Coordinators in each area**, who channel oversight of the targets, report on progress and participate in the definition of action plans.





Lusail Walkways.
Qatar.

2.2 How we contribute to the SDGs

Here at FCC Construcción we have been layering sustainability into the way we do things for more than 20 years. We endorsed the **United Nations Global Compact** back in 2005, pledging to incorporate its 10 principles into our policies, operations and stakeholder engagement in key areas including human and labour rights, environmental protection and anti-corruption.

Following adoption of the **2030 Agenda**, we strengthened that commitment, aligning our activities with the United Nations **Sustainable Development Goals (SDGs)**. We contribute to those goals directly by building infrastructure that improves people's lives, contributes to economic and social development and makes communities more resilient.

In recent years, we have taken this commitment one step further by working actively to **strategically integrate the SDGs into our business model using proprietary measurement methodology**. This has allowed us to devise initiatives capable of generating economic, social and environmental value in a holistic manner and strengthened our contribution to a broader number of global challenges.

That commitment is borne out directly in our Sustainability Strategy, in which we analyse the impact of the company's strategic actions and lines of initiatives on the 169 targets comprising the SDGs.

2030 Agenda integrated into our activities

The very nature of our business is conducive to making a cross-cutting contribution to multiple SDGs. We make a very significant contribution to the following goals:

SDG	How it materialises	Impact of our activities on the 2030 Agenda	SDG	How it materialises	Impact of our activities on the 2030 Agenda
 SDG 5: Gender equality	We create workplaces free from inequality by fostering equal opportunities and ensuring full and effective participation by women.	10%	 SDG 12: Responsible consumption and production	We are committed to embedding circularity principles and best practices across all our processes, framed by this responsible consumption and production goal.	16%
 SDG 6: Clean water and sanitation	We take action to reduce the pressure our activities exert on water resources and the associated ecosystems.	4%	 SDG 13: Climate action	We embrace more environmentally-friendly practices and are committing to a business model aligned with a low-carbon economy. We calculate our carbon footprint and we are working to shrink it. We have a dedicated 2023-2026 Climate Change Strategy .	7%
 SDG 8: Decent work and economic growth	We offer job opportunities with decent conditions so that workers can work safely and risk-free, and ensure that their rights are guaranteed.	22%	 SDG 16: Peace, justice and strong institutions	We formulate and implement rules and control mechanisms to ensure we work ethically and honestly.	7%
 SDG 9: Industrialisation, innovation and infrastructure	We drive innovation as a core enabler of sustainable construction and infrastructure development and we are committed to technological development and digitalisation.	10%	 SDG 17: Partnerships for the goals	We collaborate with other companies, universities organisations and institutions on R&D projects. We have certified our collaborative business relationship management system	13%
 SDG 10: Reduced inequalities	We strive to effectively create diverse, inclusive and fair places of work through multiple initiatives, including awareness drives, partnerships with different organisations and participation in inclusion platforms.	4%			

In addition, we contribute significantly to other goals such as:

SDG	How it materialises	Impact of our activities on the 2030 Agenda
 SDG 3: Health and well-being	We create safe and healthy workplaces and implement measures designed to facilitate and encourage holistic well-being and healthy lifestyle habits.	13%
 SDG 11: Sustainable cities and communities	We develop infrastructure, services and construction solutions which help improve connectivity, mobility and resilience in cities and communities by layering in sustainability and innovation criteria.	

Impact measurement and decision-making

In order to enhance how we manage these commitments, in 2023, we developed a **proprietary tool to quantify and better understand the economic impact our economic activities have on delivery of the SDGs.**

The tool was developed under the framework of the **CFO Coalition for the SDGs**, on which FCC Construcción is the only representative from the construction sector. As a result, we are committed to integrating the principles championed by that Platform into our corporate strategy and reporting regularly on our progress and quantitative targets in the sustainability area.

This tool allows us to:

- Associate **revenue** (or **turnover**, using Taxonomy nomenclature), **CapEx** and **OpEx** with the 169 SDG targets.
- Measuring our economic contribution to each target using audited figures.
- Monitoring the current situation and identifying opportunities for improvement.

According to the results obtained, in 2025:

- **Seventy-seven per cent of FCC Construcción’s revenue in 2024** contributed to delivering one or more SDG targets.

Among the targets where our activities have a bigger impact, measured in terms of turnover, the following stand out:

- **SDG 7.b:** expand infrastructure and upgrade technology for supplying modern and sustainable energy services
- **SDG 9.1:** develop quality, reliable, sustainable and resilient infrastructure to support economic development and human well-being
- **SDG 11.1:** ensure access for all to adequate, safe and affordable housing and basic services
- **SDG 11.2:** provide access to safe, affordable, accessible and sustainable transport systems for all
- **SDG 11.3:** enhance inclusive and sustainable urbanisation
- **SDG 11.6:** reduce the environmental impact of cities, paying special attention to air quality and waste management



Vidin-Calafat Bridge, connecting Bulgaria and Romania over the Danube River.

2.3 Double materiality

GRI 3-1; 3-2; 3-3

Since 2023, FCC Construcción has been using the **double materiality** principle as the basis for identifying, prioritising and managing its most critical sustainability impacts, risks and opportunities.

That approach requires analysing, in a complementary manner:

- **Impact materiality (inside-out):** how our activities impact our surroundings (environment, society, human rights).
- **Financial materiality (outside-in):** identifying the risks and opportunities that could affect our financial performance and sustainability in the long term.

Through this dual lens, we embed sustainability into our decision-making, aligning our management efforts with the requirements set down in the European **CSRD Directive** and the **ESRS**.

Updated materiality assessment in 2025

In 2025, we updated our double materiality assessment once again with the aim of identifying potential new material topics and updating the assessment for developments last year.

That update involved a review of the methodology in order to enhance the level of detail, accuracy and applicability of the assessment variables used for each material topic.

Main results

The results of the assessment carried out in 2025 were, in general, **consistent with the material topics identified in prior years**, yielding no major changes in the most significant impacts. The assessment update did identify one new topic as material for FCC Construcción in 2025: Water use and consumption.

Specifically, in 2025, 28 sub-topics were identified as material. Of the total, 12 classified as both impact and financially material (43%); 13 were only material on account of their impact (46%); and three were only material in terms of their financial risk (11%). In total, 25 topics were identified as having a material impact and 15 as being financially material.

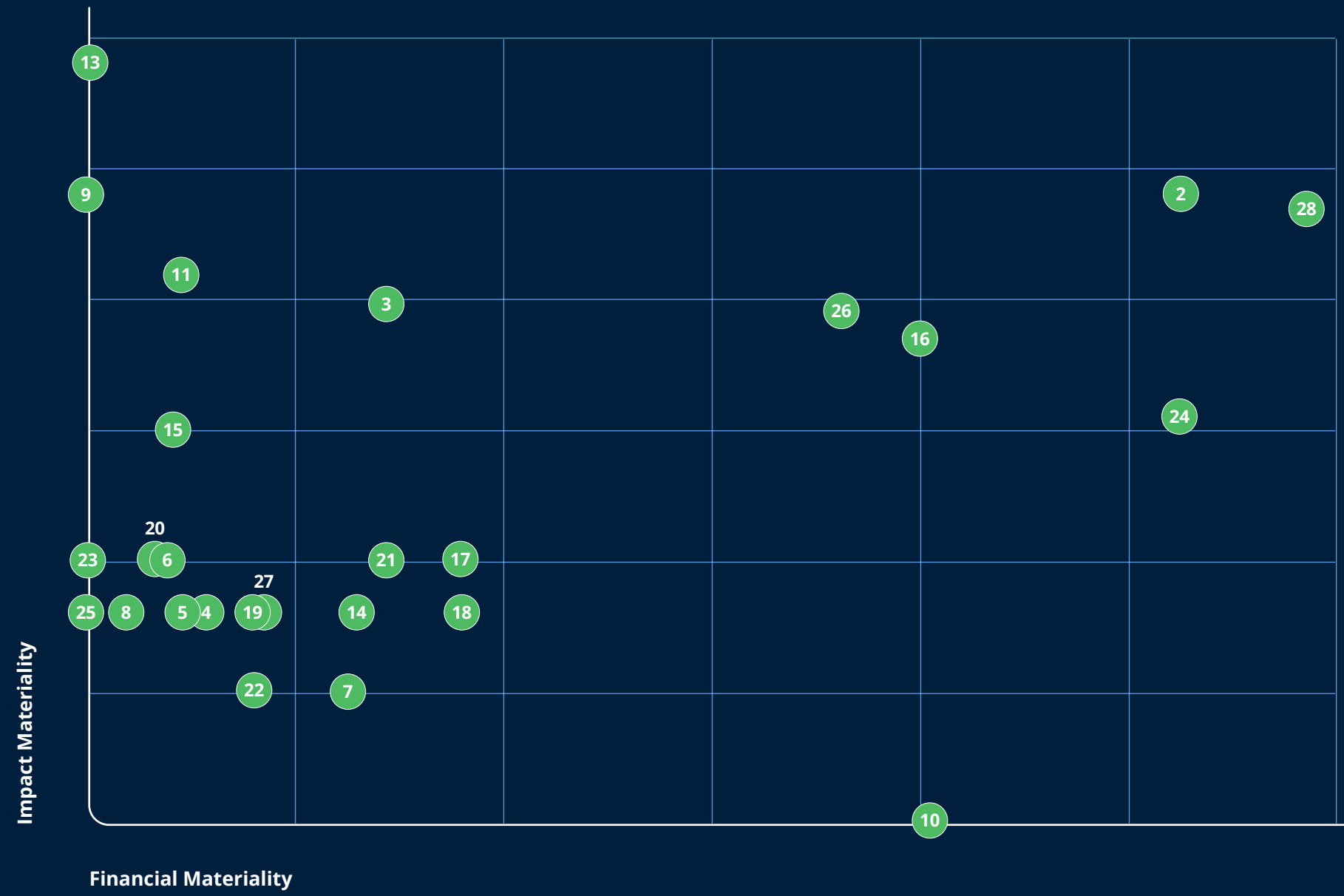


List of material topics

No.	ESRS	Material Sub-Topic	GRI Table Topic
1	Entity-specific	Tax	ETHICAL BUSINESS CONDUCT
2	ESRS E1: Climate change	Climate change adaptation	CLIMATE CHANGE AND ENERGY
3	ESRS E1: Climate change	Climate change mitigation + Energy	CLIMATE CHANGE AND ENERGY
4	ESRS E2: Pollution	Pollution of air	POLLUTION
5	ESRS E2: Pollution	Pollution of water	WATER RESOURCES
6	ESRS E2: Pollution	Pollution of soil	POLLUTION
7	ESRS E2: Pollution	Substances of concern + SVHC	POLLUTION
8	ESRS E2: Pollution	Microplastics	POLLUTION
9	ESRS E2: Pollution	Water (pollution)	WATER RESOURCES
10	ESRS E3: Water and marine resources	Water	WATER RESOURCES
11	ESRS E4: Biodiversity and ecosystems	Direct impact drivers of biodiversity loss	BIODIVERSITY
12	ESRS E4: Biodiversity and ecosystems	Impacts on the state of species	BIODIVERSITY
13	ESRS E4: Biodiversity and ecosystems	Impacts and dependencies on ecosystem services	BIODIVERSITY
14	ESRS E5: Resource use and circular economy	Resources inflows, including resource use	MATERIALS
15	ESRS E5: Resource use and circular economy	Resource outflows related to products and services	MATERIALS
16	ESRS E5: Resource use and circular economy	Waste	WASTE
17	ESRS G1: Business conduct	Corporate culture	ETHICAL BUSINESS CONDUCT
18	ESRS G1: Business conduct	Management of relationships with suppliers	SUBCONTRACTING AND SUPPLIERS
19	ESRS G1: Business conduct	Corruption and bribery	ETHICAL BUSINESS CONDUCT
20	ESRS S1: Own workforce	Labour conditions	LABOUR CONDITIONS
21	ESRS S1: Own workforce	Equal treatment and opportunities	EQUALITY AND DIVERSITY
22	ESRS S1: Own workforce	Other work-related rights	LABOUR CONDITIONS
23	ESRS S2: Value chain worker	Labour conditions	LOCAL COMMUNITIES
24	ESRS S3: Affected communities	Communities’ economic, social and cultural rights	HUMAN RIGHTS
25	ESRS S3: Affected communities	Communities’ civil rights and political rights	HUMAN RIGHTS
26	ESRS S4: Consumers and end-users	Information-related impacts for consumers	CUSTOMER HEALTH AND SAFETY 2016
27	ESRS S4: Consumers and end-users	Personal safety of consumers	CUSTOMER HEALTH AND SAFETY 2016
28	ESRS S4: Consumers and end-users	Social inclusion of consumers	LOCAL COMMUNITIES

Double materiality matrix 2025 - FCC Construcción

Legend



No	Sub-topic	Materiality
1	Tax	Impact OR Financial
2	Climate change adaptation	Impact AND Financial
3	Climate change mitigation + Energy	Impact AND Financial
4	Pollution of air	Impact OR Financial
5	Pollution of water	Impact OR Financial
6	Pollution of soil	Impact AND Financial
7	Substances of concern + SVHC	Impact OR Financial
8	Microplastics	Impact OR Financial
9	Water (pollution)	Impact OR Financial
10	Water	Impact OR Financial
11	Direct impact drivers of biodiversity loss	Impact OR Financial
12	Impacts on the state of species	Impact OR Financial
13	Impacts and dependencies on ecosystem services	Impact OR Financial
14	Resources inflows, including resource use	Impact AND Financial
15	Resource outflows related to products and services	Impact OR Financial
16	Waste	Impact AND Financial
17	Corporate culture	Impact AND Financial
18	Management of relationships with suppliers	Impact AND Financial
19	Corruption and bribery	Impact AND Financial
20	Labour conditions	Impact OR Financial
21	Equal treatment and opportunities	Impact AND Financial
22	Other work-related rights	Impact OR Financial
23	Labour conditions	Impact OR Financial
24	Communities' economic, social and cultural rights	Impact AND Financial
25	Communities' civil rights and political rights	Impact OR Financial
26	Information-related impacts for consumers	Impact AND Financial
27	Personal safety of consumers	Impact OR Financial
28	Social inclusion of consumers	Impact AND Financial

How the results of the materiality assessment are integrated into strategy

The results of the materiality assessment are integrated directly into our **Sustainability Strategy**, informing definition of our priorities, targets and lines of initiative.

In this manner, we ensure that in carrying out our activities, we pay attention to the aspects where we have the biggest impact and where the main risks and opportunities are concentrated.

2.4

We generate sustainable value



International growth and major tenders

In 2025, FCC’s Construction Area continued to perform well, consolidating its positioning in strategic markets and reinforcing its international portfolio.

Revenue amounted to €3.09 billion, up from €2.99 billion in 2024, driven mainly by growth in the civil engineering arm, which remains the biggest business line, accounting for €2.07 billion of revenue.

One of the most noteworthy milestones last year was the sharp growth in the orderbook, which ended 2025 at **€9.58 billion**, year-on-year growth of 50%. That growth evidences our ability to lock in large-scale, long-term projects in priority markets, such as North America, the Middle East and Europe. The main adjudications last year included new rail, transportation infrastructure and major equipment projects in **Canada, the US, Mexico and Saudi Arabia**.

The international pipeline continued to increase its share of the overall backlog, ending 2025 at **€6.85 billion**, bolstering the company’s geographic diversification and presence in stable markets with regulatory visibility.

Profitability and prudent financial management

EBITDA amounted to **€85.8 million** in 2025, implying an EBITDA margin of 2.77%. The company’s management strategy is articulated around rigorous project selection, continuous financial controls and prioritisation of contracts with sustainable financial structures and attractive cash flow profiles.

Key financial figures

€ m	2024	2025
Revenue	2,991	3,092
EBITDA	169.7	85.8
EBITDA margin	5.70%	2.77%
Orderbook	6,368	9,582

Revenue breakdown by area of activity

€ m	2024	2025
Civil Engineering	2,143	2,132
Residential Construction	75	159
Non-Residential Construction	641	674
Other	165	126
Total	3,025	3,092

Breakdown of the orderbook by area of activity

€ m	2024	2025
Civil Engineering	4,747	7,128
Residential Construction	248	118
Non-Residential Construction	1,273	2,239
Other	99	96
Total	6,368	9,582

Revenue breakdown by geographical area

€ m	2024	2025
Spain	1,171	1,349
Middle East	265	154
Latin America	327	190
Europe	877	879
US and other	350	521
Total	2,991	3,092

Breakdown of the orderbook by geographical area

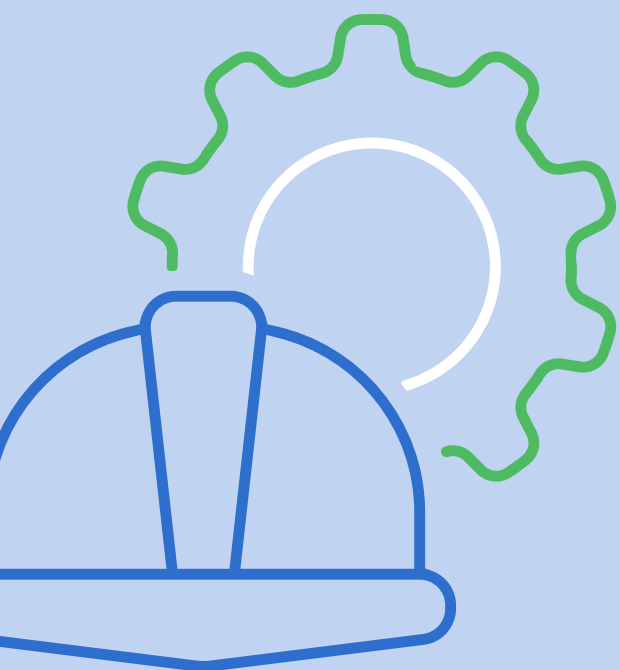
€ m	2024	2025
Spain	2,412	2,736
International	3,956	6,846
Total	6,368	9,582



A year of international consolidation and major transformational projects

In 2025, we continued to consolidate our international presence and reinforce our positioning in some of the highest-profile and most complex infrastructure projects in the world. Indeed, 56.4% of revenue was generated outside of Spain.

Throughout the year we continued to make progress on emblematic projects that reflect the breadth and specialisation of our technical capabilities.



Some of the most noteworthy projects include:

- The transformational overhaul of the commuter rail network, Regional Express Rail On-Corridor, and the extension of Line 2 of the Toronto Metro, the Scarborough Subway Extension.
- The Penndot Major Bridges programme for bridge rehabilitation in Pennsylvania.
- The extension of the New York Metro along Second Avenue.
- The development of a new road corridor to improve the Bergen-Sotra link, as part of the Sotra Link consortium.
- The construction of the new liquefied gas terminal in Stade (Germany).
- The project to build Lines 2 and 4 of the Lima Metro (Peru).
- The new Pallas nuclear reactor in the Netherlands.

All these projects underline our ability to take on technically complex projects with a major impact on the surrounding communities.

2025 was also a very important year in terms of the order intake. Some of the new orders secured included:

- The Saltillo–Nuevo Laredo passenger train in Mexico.
- The Yonge North Subway expansion in Canada.
- The management contract for the MBS Stadium in Qiddiya, Saudi Arabia.
- Phase II of the EPC contract for the Berlin-Charlottenburg thermal power station in Germany.

In parallel, we continued to execute projects with important social, urban and economic ramifications in Spain, notably including:

- Construction of the new Valencia C.F. football stadium, Nou Mestalla.
- The high-speed rail line between Burgos and Vitoria.
- Expansion of Line 5 of the Madrid Metro.
- Expansion of the Fira venue in Barcelona.
- Atlético de Madrid's High-Performance Centre.
- The MEP installations for PowerCo's battery gigafactory.

We also participated in emergency rail infrastructure repair work following the deadly flash flooding in Spain in October 2024, helping to restore infrastructure that is essential for mobility and connectivity.

Sustainable finance

Sustainability not only shapes how we design and execute our projects. It also increasingly influences how we evaluate investments and analyse risks so as to orient our activity towards infrastructure capable of generating long-term environmental, social and economic value.

To that end, we continue to make progress on the integration of ESG criteria into our financial and business strategies, gradually aligning our activities with the main international sustainable finance frameworks, as well the European Union's Taxonomy.

FCC Construcción continues to participate actively in sustainable finance-related initiatives championed by United Nations. The company sits on the **CFO Coalition for the SDGs** and is in fact the only construction firm represented in this international initiative.

It is also part of **Forward Faster**, an initiative backed by the **United Nations Global Compact** for accelerating corporate action around key aspects of the 2030 Agenda. Participation in these kinds of international platforms allows us to share knowledge, stay ahead of regulatory developments and trends and continue to embed sustainability criteria into our decision-making and business development.

Alignment with the EU Taxonomy

The European Union (EU) Taxonomy constitutes a common framework for identifying economically sustainable activities as a function of six environmental objectives: climate change mitigation; climate change adaptation; sustainable use of water resources; transition to a circular economy; pollution prevention; and biodiversity protection.

For an activity to be considered Taxonomy-aligned, it must meet the substantial contribution criteria defined for each objective, the do no significant harm (DNSH) criteria with respect to the other environmental objectives

and the minimum social safeguards associated with human rights, labour rights, governance and anti-corruption efforts.

At FCC Construcción, we have been identifying and analysing potentially Taxonomy-eligible projects since 2022, also assessing their alignment with the EU's environmental objectives. As a result of that effort, in 2025, we identified 28 eligible economic activities, associated primarily with the following areas: sustainable mobility, rail infrastructure, water, energy efficiency, renewable energies, rehabilitation work and sustainable construction.

(Refer to the Appendices for a list of the eligible activities).



Mersey Gateway Bridge.
United Kingdom.

Sustainable infrastructure and responsible financing

Over 700 contracts were analysed for Taxonomy purposes in 2025, an exercise that yielded the following alignment results for FCC Construcción:

Turnover (or revenue in financial reporting nomenclature) alignment at FCC Construcción FY 2025

	TOTAL Turnover	Not eligible Turnover	Eligible Turnover	Not aligned Turnover	Aligned Turnover
€ m	3,060.8	1,104.6	1,956.2	620.2	1,336.0
%	100.0%	36.1%	63.9%	20.3%	43.6%

CapEx alignment at FCC Construcción. FY 2025

	TOTAL CapEx	Non-eligible CapEx	Eligible CapEx	Non-aligned CapEx	Aligned CapEx
€ m	51.8	39.7	12.2	6.7	5.5
%	100.0%	76.5%	23.5%	12.8%	10.6%

OpEx alignment at FCC Construcción. FY 2025

	TOTAL OpEx	Not eligible OpEx	Eligible OpEx	Not aligned OpEx	Aligned OpEx
€ m	119.5	40.6	78.9	43.0	35.9
%	100.0%	34.0%	66.0%	36.0%	30.0%

These results imply that a significant portion of FCC Construcción's activity is already linked to eligible activities that are aligned with the EU Taxonomy, particularly in terms of revenue. This outcome reinforces the nexus between business performance and sustainable finance by evidencing that the projects we carry out not only generate economic value, but also help channel investments in infrastructure aligned with verifiable environmental criteria, improving traceability, comparability and responsiveness in the face of growing regulatory and market stringency.



Áridos de Melo: materials for more circular and efficient construction



Melo de Vicálvaro
Aggregate Plant. Spain.

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01

02

2025: an important year

03

04

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06



Áridos de Melo is the company within the Construction Area specialised in the production and supply of aggregates, concrete, asphalt mixes and recycled materials, with an operating centre in Vicálvaro (Madrid), a plant in Móstoles (Madrid) and a quarry in Cuenca. Its activities range from extraction and manufacturing to the recovery of construction and demolition waste, enabling more efficient and circular management of materials throughout the entire value chain.

07

08

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51

Circular
economy

Recovery of over 99% of the waste accepted at the recycling facility

Energy
efficiency

Over 2,200 MWh of energy savings certified through Spain's white certificate scheme (CAES)

Self-
consumption

Photovoltaic installations at two of the three operating centres

Applied
innovation

In-house development of solutions for road surfaces, concrete and asphalt through a specialised laboratory

Sustainable
solutions

Porous concrete for urban drainage Pigmented bituminous mixtures ('cool pavements') that mitigate the 'urban heat island' effect

Digitalisation

Digital platform for production management, delivery notes and document control

For more information about Áridos de Melo's activities, visit its [website](#).

Circular economy and waste recovery

The company operates a facility authorised by the regional government of Madrid for the management and recovery of construction and demolition waste (CDW), where materials such as asphalt, concrete and ballast are recovered for reuse in new production processes. The recovery rate for the materials accepted exceeds 99%.

Noteworthy projects include:

- **Recycling of the road surface from the R-5 (Madrid):** recovery of milled material from the motorway for reuse in new asphalt mixes.
- **Manufacture of treated materials using cement with 100% recycled aggregate for road surface layers,** reducing the consumption of virgin raw materials.
- **Reuse of by-products from the asphalt mix manufacturing process,** preventing them from being directed to landfill and incorporating them back into production.

Decarbonisation and energy efficiency

Áridos de Melo is working to reduce energy consumption and the emissions associated with its production processes by using renewable energy for self-consumption, electrifying its facilities and monitoring its climate performance.

Key initiatives include:

- **Photovoltaic installations for self-consumption** at the Vicálvaro and Cuenca sites.
- The company obtained its first white certificates under the CAES scheme following the replacement of bitumen storage tanks heated by natural gas with electrically-heated tanks in Vicálvaro. This measure delivered energy savings of 2,225 MWh and a 90% reduction in the energy consumption associated with this process.
- **Renewal of carbon footprint registration with the Spanish Climate Change Office** (OECC for its acronym in Spanish), strengthening the monitoring and reduction of emissions.

Innovation applied to materials and processes

Technical innovation is one of the factors that sets Áridos de Melo apart; the company has its **own laboratory devoted to the design, testing and quality control of construction materials**. Thanks to this laboratory, the company can apply its R&D capabilities directly to its production processes, facilitating the development and validation of new solutions.

A few notable innovations:

- **High-strength permeable and porous concrete for car parks and permeable urban spaces,** subsequently included by Madrid City Council in its technical specifications.
- **Pigmented bituminous mixtures,** based on colourless synthetic bitumens, designed to produce shades similar to those of natural aggregate, while mitigating the ‘urban heat island’ effect.
- **Portable curing chamber for concrete test specimens,** designed to ensure controlled temperature and humidity conditions on site and improve the reliability of material strength tests. Currently undergoing validation through a pilot test.
- **In-house application digitalising the management of delivery notes,** centralising information on production, quality, the environment and health and safety, and enabling real-time decision-making.
- **Geolocation and fleet management systems** for optimising routes, improving the traceability of supplies and reducing operational inefficiencies.

Environmental restoration and responsible land management

Mining operations include measures for the progressive restoration of quarried land, ensuring that mining activities are compatible with other land uses. At the Cuenca site, agricultural activity continues in the areas not yet mined, while restoration work is carried out in areas where mining has finished in order to integrate them into the surrounding landscape.

People, safety and business development

In recent years, Áridos de Melo has **overhauled its Vicálvaro site**: new access routes, the separation of pedestrian and vehicle routes, the expansion of production activities and the construction of a new, more efficient office building.

The company has designed knowledge-sharing initiatives between experienced professionals and new recruits, **fostering generational succession in highly specialised areas** such as the materials laboratory and the paving teams.

It also **engages continuously with its local communities**, collaborating to find solutions that reconcile industrial activity with the mobility and well-being of local residents.

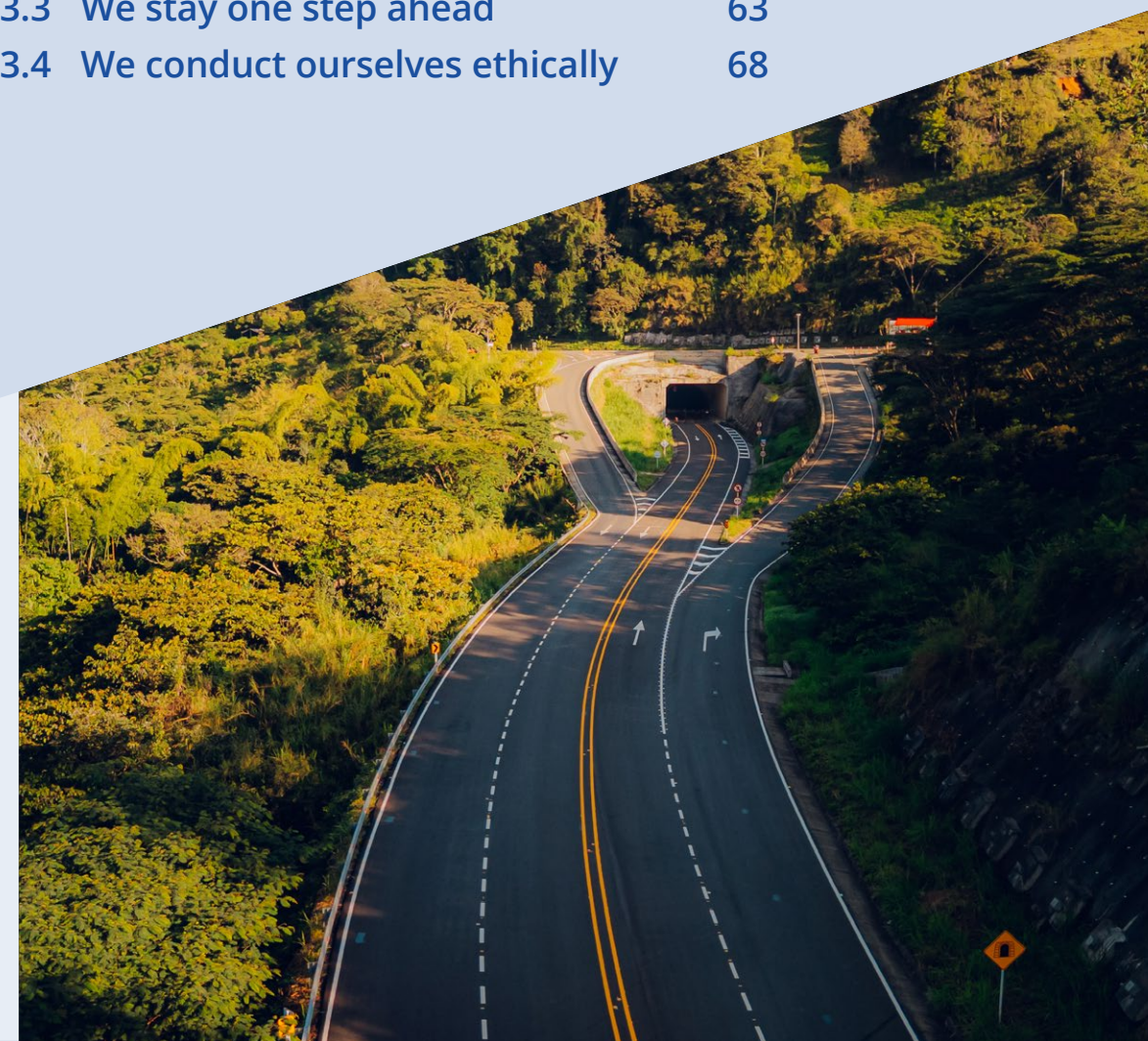
Challenges and next steps

- Consolidation of the new concrete plant in Móstoles to optimise supply to construction sites in the Madrid area and reduce logistics journeys.
- Increased recovery and reuse of construction waste.
- Extension of digitalisation tools to all phases of operations.
- Continuation of the emissions reduction and offset strategy.
- Development of new sustainable materials with high percentages of recycled materials.

The foundation of everything we do

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Guillermo Gaviria
Echeverri Tunnel.
Antioquia, Colombia.



3.1 We are strengthening our governance

GRI 2-17; 206-1; 411-1

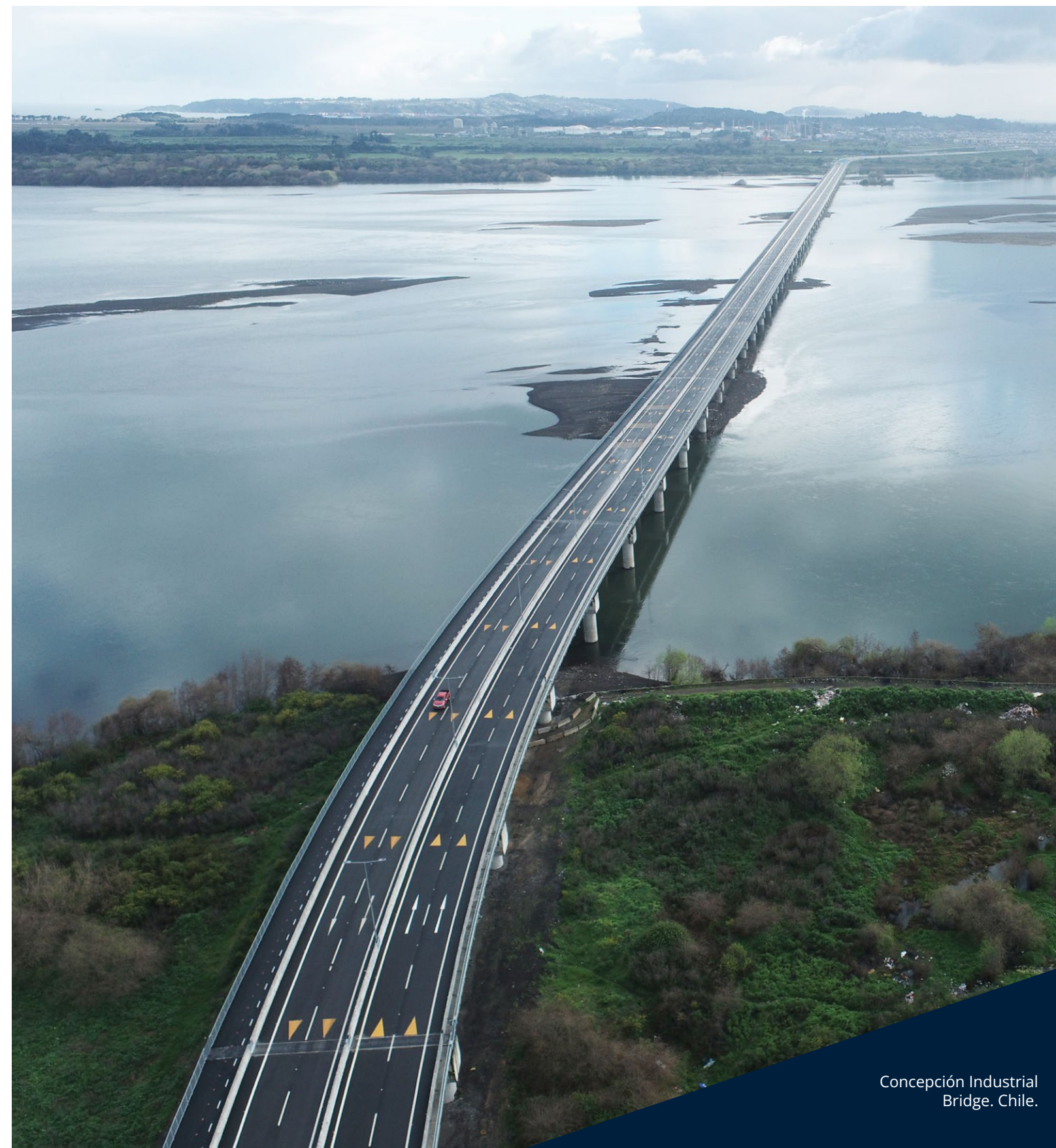
Here at FCC Construcción, our work doesn't begin onsite; it begins with the way we make decisions. Before starting a project, we define how we want to proceed: with **integrity, transparency and accountability**. This way of governing is the foundation upon which we have built our trajectory and upon which we continue to shape our future. Our system integrates sustainability into every decision, every process and every project, ensuring that what we do is aligned with who we are.

As part of the FCC Group, we operate under a common governance model, which articulates the organisation into different Business Areas

united by the same set of principles, policies and standards. This framework ensures coherency and consistency across the Group and is underpinned by the **Code of Ethics and Conduct**, which guides and informs the conduct of our professionals, associates and business partners, and the FCC Group's **Compliance Model**.

The direct involvement of top management, transparent management, accountability and compliance are the essential components of this system, which evolves constantly in response to new regulatory, business and social demands.

In 2025, we continued to make progress on the implementation of the improvements identified in the course of revising and updating the **Compliance Model**, in place at the Group for many years and the subject of intense reinforcement and realignment with best practices and the latest regulatory developments since 2018. The steps being taken not only strengthen the internal control system but also our management approach: rigorous, accountable and focused on the long term.



Concepción Industrial
Bridge. Chile.

2025 milestones

We cemented a more independent and robust Compliance Model

In 2025, we took key steps to reinforce the structure, autonomy and oversight of the Compliance Model in the Construction Area:

- Formal appointment of the **Compliance Officer** and the other members of the Area's **Compliance Committee** by the Board of Directors.
- Approval of the **Compliance Committee Regulations**, setting out its operating procedures, rules of conduct and supervisory powers.
- Formal separation of the **Compliance** function, reinforcing its operational independence by having it report directly to the Board of Directors of FCC Construcción.
- Approval of the Compliance function's **annual work plan**, planning its activities in a more structured and traceable manner.

We extended the model to the entire organisation

One of the most important achievements last year was the rollout of the Compliance Model to more groups of professionals and more geographies.

- In 2025, 100% of the members of the governing body and all of the FCC Group's online employees were informed about the organisation's anti-corruption **policies and procedures**.
- We created an **international communication plan** specifically for offline employees in the Construction Area with the aim of familiarising the people who are more involved in our day-to-day operations with the Code of Ethics and Conduct. That campaign included putting up posters, handing out leaflets and projecting the **"Familiarity with the Code of Ethics and Conduct"** video, also raising awareness about the Whistleblowing Channel.
- Training is the other essential enabler of this shared culture. In-person and online sessions were imparted around anti-corruption, conflicts of interest, the Code of Ethics, Compliance Model and Whistleblowing Channels, some of which abroad, including in-person sessions in Australia, Germany, Portugal and Colombia.

We tightened control and supervision over the model

Continuous improvement of the system has been underpinned by a far-reaching review and validation of its control mechanisms:

- Reassessment of the **risk model** with the help of an independent external advisor.
- Certification of performance of **100%** of the model controls and processes.
- Adaptation of the **control certification system**, switching from six-monthly to annual performance frequency, reflecting the level of maturity attained.



2025 milestones

We reinforced our ethics culture and listening mechanisms

We are making our ethics culture stronger through management, oversight and continuous improvement. The Whistleblowing Channel remains a core tool for identifying, analysing and managing possible improprieties, enquiries or situations needing attention.

- In 2025, the Group's Whistleblowing Channel fielded **22 notifications pertaining to the Construction Area**. Of the total, 16 were classified as non-applicable, four as applicable, one as "Other notifications" and one as an enquiry.
- FCC Construcción did not **receive any claims related to corruption, bribery or unfair competition** in 2025.
- We participated actively in the United Nations **Think Lab on Business Integrity** and the update of the **Anti-Corruption Ethics and Compliance Programme for Business: A Practical Guide** being spearheaded by the Global Compact and UN Office on Drugs and Crime.

We reinforced our commitment to human rights

Accountable governance includes extending our principles to how we engage with people and our value chain.

- The company **did not record any human rights violations** or infringements of the rights of indigenous communities in 2025.
- It assessed **100% of its supplier contracts** to ensure the inclusion of the clauses related to the United Nations Global Compact, which set down fundamental human and labour rights and principles, including the right to associate and to collective bargaining and the elimination of child and compulsory labour.

We updated our rules and regulations for the changing context

In 2025 we reviewed and reinforced key elements of our body of internal rules and regulations to keep them aligned with the latest regulatory requirements and FCC Construcción's business reality.

- Review of the Conflicts of Interest Management Protocol.
- Update of the Sponsorship, Membership, Partnership and Donations Management and Control Procedure.
- Adaptation of the Whistleblowing Channel and Internal Reporting System for the requirements introduced by Spanish Law 2/2023, reinforcing assurances around confidentiality, guardrails against retaliation and whistleblower protection.
- Expansion of the Compliance Model to cover new subsidiaries: Germany, Australia, Mexico and Saudi Arabia.
- In 2025, we also enhanced direct reporting to the Board of Directors by reinforcing the traceability of actions taken and supervision of the model within the governance structure.

Challenges for 2026

The Compliance Model is ever-evolving. The progress made in 2025 creates a solid base for additional fine-tuning. The new challenges we face in order to consolidate and further expand the governance model in 2026 include:

01

New certifications of Compliance Model controls and processes in Spain and abroad.

02

Ongoing addition of new subsidiaries to the Compliance Model.

03

Model adaptation for local regulatory requirements, with a focus on the US and Italian markets.

04

Reinforcement of the training programmes covering compliance, ethics, competition, anti-corruption and harassment (workplace, sexual or gender-based), including new editions of the Code of Ethics and Conduct and new formal endorsement of the latter by all Area online employees.

05

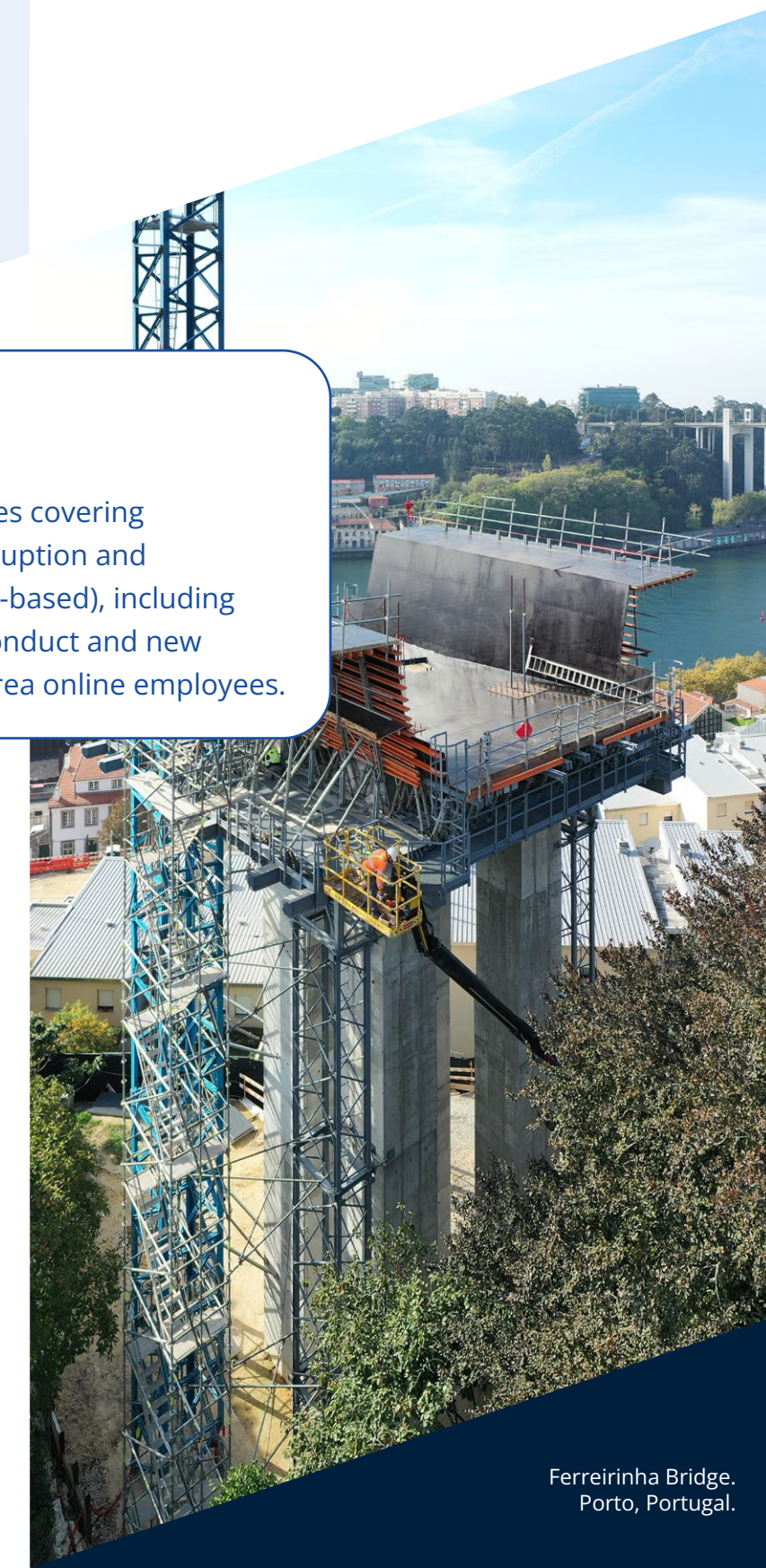
Lifting the number of in-person sessions in Spain and abroad.

06

A new risk assessment procedure for the Construction Area in 2026.

07

Consolidation of the model for reporting to the Board of Directors and oversight bodies.



3.2. How we organise ourselves

GRI 2-9; 2-10; 2-11; 2-12; 2-13; 2-14; 2-18; 2-19; 2-20



Bajo Frío Dam.
Chiriquí, Panama.

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The foundation of everything we do

A structure designed to deliver consistency and control

For every project to be underpinned by responsible decision-making, we need a structure capable of linking up **strategy, oversight and day-to-day management**. At FCC Construcción, that structure is part of the FCC Group's governance model, tailored for our operating reality, so that sustainability, compliance and control form part of the way we work.

Our model combines strategic guidance, independent supervision and operational management. In this manner, the different levels of the organisation work in a coordination way, under a common framework, aligned with best corporate governance practices and Spain's **Code of Good Governance for Listed Companies**. This commitment is borne out, for example, in the update and approval each year of documents such as the Annual Corporate Governance Report and Annual Director Remuneration Report, boosting transparency and credibility vis-a-vis our stakeholders.

Governance is articulated at two different levels. Firstly, at the level of the Group to which FCC Construcción belongs. The FCC Group's corporate governance system creates a shared oversight, control and good governance framework. Secondly, at the level of FCC Construcción, which adapts that framework for its business idiosyncrasies and ensures effective deployment of the sustainability strategy in its day-to-day management.

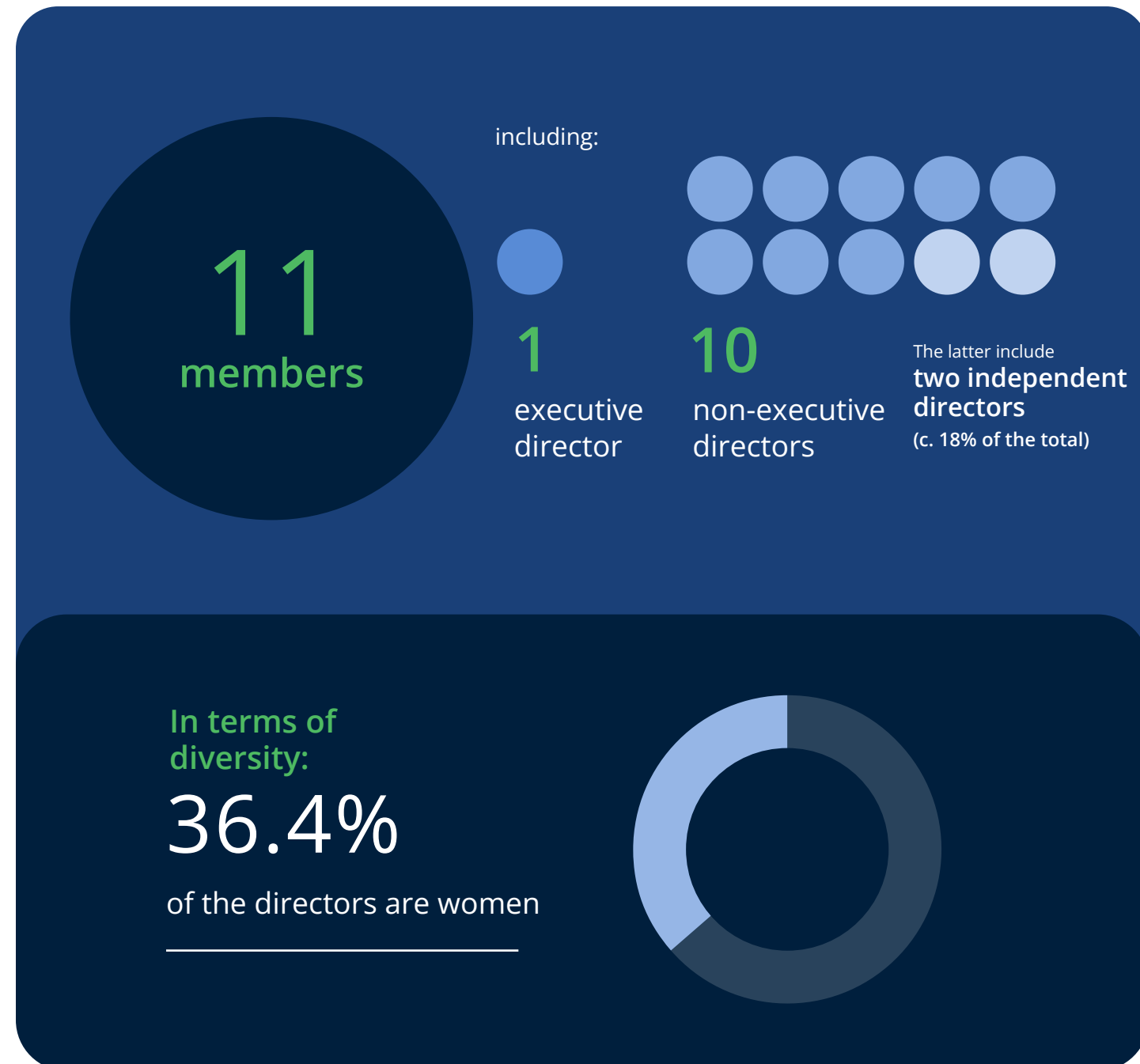
A shared corporate governance framework

The FCC Group's corporate governance model is articulated around five governing bodies with different roles and responsibilities:

- The **General Shareholders' Meeting** is the highest decision-making body with respect to the matters within the scope of its legal powers. Its powers include approving the annual financial statements, non-financial reports and motions for the appropriation of profit, discharging the Board for its performance, amending the Bylaws and ratifying director appointments and remuneration policies.
- The **Board of Directors** is the body tasked with steering, managing, administering and representing the FCC Group. It focuses its activities on oversight and control of the Group's day-to-day management and debating strategic matters. On the sustainability front, it oversees delivery of the FCC Group's Sustainability Policy.

Annually, the Board of Directors carries out a self-assessment of its performance and that of its committees, chairperson and CEO. That process flags areas for improvement and makes its governing bodies more effective. For more information, refer to the FCC Group's 2025 Sustainability Report.

In 2025, the FCC Group's Board of Directors met eight times. It is made up of:



To enhance its effectiveness, the Board is assisted by specialist committees with expertise in key areas:

Executive Committee, a standing body tasked with decisions relating to investments, disposals, borrowings, sureties and other financial instruments. It met seven times in 2025.

Audit and Control Committee, responsible for overseeing the internal control, internal audit and financial and non-financial risk management systems, the Compliance Model and the financial and non-financing reporting efforts. It met eight times in 2025.

Appointments and Remuneration Committee, tasked with evaluating and recommending the appointment, re-election and dismissal of directors and officers and their compensation terms and conditions. Its mission also includes ensuring boardroom diversity. It met four times in 2025.

For more information about the composition and organisation of the Board of Directors and its committees and director remuneration, refer to the corresponding sections of the FCC Group's [Annual Report](#) and [Sustainability Report](#).

FCC Construcción adapts this common framework for its own purposes, creating a specific structure that guarantees correct execution of its strategy, monitoring of its targets and integration of sustainability principles into its day-to-day activities. FCC Construcción has its own Board of Directors, which is the Area's highest governing body, with the following members:

Pablo Colio Abril,
CEO of the FCC Group |
Managing Director of FCC
Construcción

**María Luisa Carrasco
Martínez**, Vice-Chair

Felipe Bernabé García Pérez,
Director and Secretary

Cristina López Barranco,
Vice-Secretary (non-member)

Sustainability and oversight bodies

At the Group level, the governance structure is articulated around sustainability, underpinned by three fundamental pillars:

- The Board of Directors, which oversees delivery of the FCC Group's Sustainability Policy.
- The Sustainability Committee and Business Areas, which coordinate the sustainability actions of the different areas of the business and are responsible for formulating, implementing and enforcing the Sustainability Policy.
- The Compliance and Sustainability Department, which falls under the General Secretariat, assists the Sustainability Committee with its duties and establishes systems for tracking key performance indicators related with the FCC Group's sustainability practices.

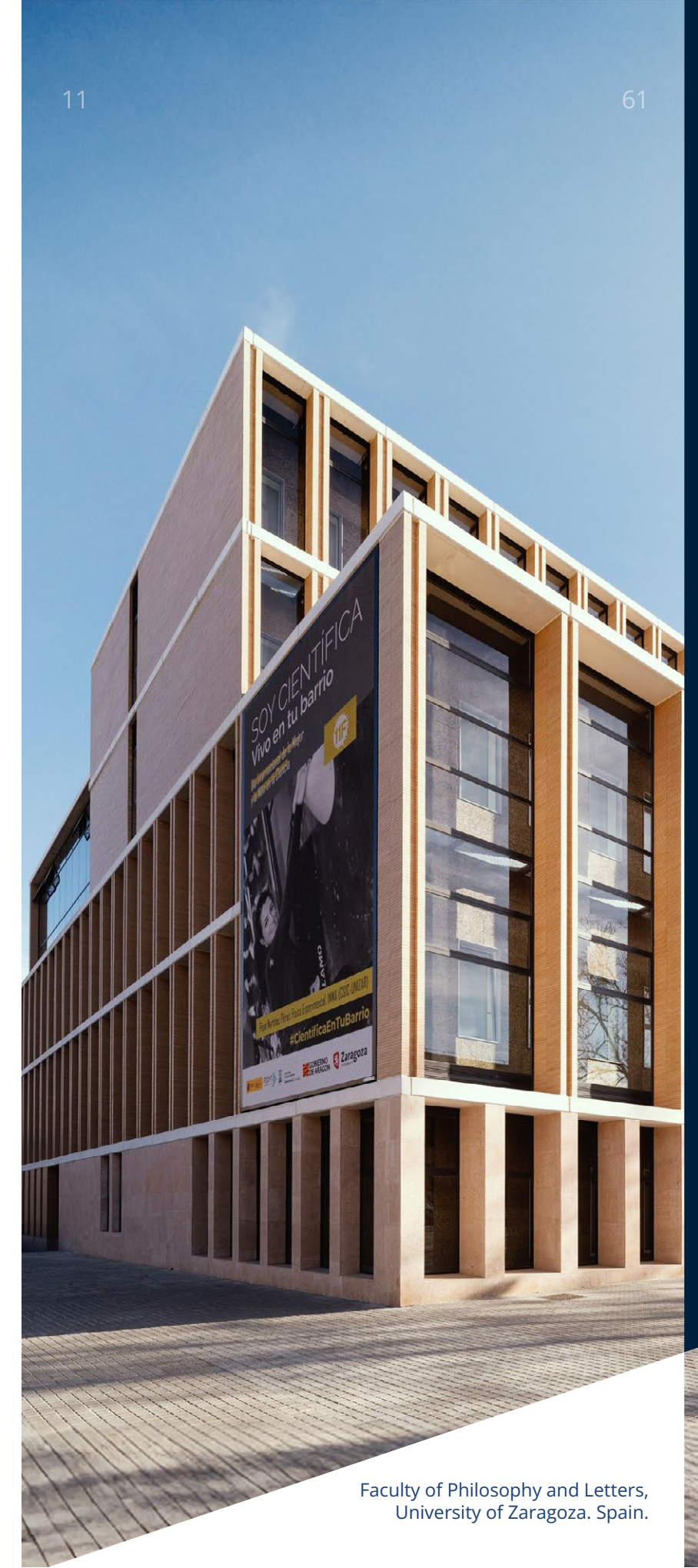
At the level of FCC Construcción, that structure is embedded into our governance by means of specific bodies which drive, supervise and monitor the strategy.

FCC Construcción's Sustainability Committee is responsible for approving, supervising and monitoring delivery of the Area's 2023-2026 Sustainability Strategy and signing off on any updates. It plays a key role in ensuring that the commitments assumed are implemented consistently across the organisation and are adapted for unfolding developments.

Alongside these committees, the **Sustainability and Innovation Department** coordinates the rollout of ESG initiatives and compiles FCC Construcción's sustainability information. Its work makes it possible to link strategy to management, helping the different areas integrate environmental, social and governance criteria.

The job of the **Sustainability Strategy Oversight Committee** is to supervise the key performance indicators and report on their performance to the Sustainability Committee. Thanks to this effort, we can measure progress towards our targets, identify deviations and activate the measures needed to continue to move forward.

This structure is rounded out by the different **corporate departments and functional areas**, which incorporate the various sustainability, compliance and control principles into their day-to-day operations. As a result, governance is not limited to the formal bodies but rather trickles down to the way in which we plan, execute and evaluate our activities.





Riyadh Metro.
Saudi Arabia

Organisational structure and internal control

Our organisational structure is based on clearly defined roles, duties and reporting lines, aligned with the FCC Group's internal corporate rules. This clarity leads to orderly decision-making, tightens internal coordination and ensures that information flows as it should up and down the different levels of the organisation.

Responsibility for the design and updating of this structure lies with the CEO, along with the various corporate departments, which set and update the lines of reporting and authority across the organisation.

We also have internal procedures designed to ensure:

- The correct allocation of duties
- Adequate internal communication
- The reliability of the information reported
- Ongoing supervision of the control systems

Sustainability governance

Governance is one of the pillars underpinning FCC Construcción's **Sustainability Strategy**. Governance is not seen merely as a control framework, but also a system that guides decision-making, reinforces internal consistency and ensures effective integration of ESG criteria all across the organisation.

This approach is articulated around three strategic lines, which reflect our priorities and our way of managing our current and prospective challenges:

- **Ethics and compliance.** We foster a cross-cutting culture of ethics underpinned by the FCC Group's Code of Ethics and Conduct, constant reinforcement of the Compliance Model and continuous realignment with applicable regulatory frameworks. This commitment translates into **training, awareness, supervisory and continuous improvement actions** with the overriding aim of ensuring that everyone in the organisation upholds the same principles of integrity, accountability and transparency.
- **Value chain.** We spread our sustainability principles beyond the organisation, embedding them into our relationships with suppliers and customers. This translates into **ESG assessments of strategic suppliers**, the development of more environmentally-friendly construction solutions and the inclusion of variables linked to sustainability in customer satisfaction measurement.
- **ESG risk management.** We integrate **environmental, social and governance risks** into our management systems, reinforcing their identification, assessment and oversight. This approach allows us to anticipate impacts, improve our ability to respond and forge a more resilient organisation.

3.3. We stay one step ahead

GRI 2-25

At FCC Construcción, looking ahead is part of how we do things and how we build. Each project arises in different circumstances; each has its own techniques, social, environmental, regulatory and economic characteristics. For that reason, risk and opportunity management is not an isolated exercise, but rather an ongoing practice which allows us to take more informed decisions from tendering through execution until the end of each project.

In an increasingly complex context, the ability to effectively identify, assess and manage risks is key to ensuring business continuity, making the organisation more resilient and creating long-term value.

Our risk management model is aligned with that of the FCC Group, which embeds financial and non-financial risks (including ESG risks) into decision-making in a structured manner. We don't view risk simply as a threat to be mitigated but also as a source of learning and an opportunity to improve our processes, stay ahead of trends and strengthen our way of working.

In 2025, we engaged an outside consultant to reassess our risks in order to gain a deeper understanding of what we could be doing better and we have incorporated all of the feedback received with a view to building a more robust and efficient model.



Organisation-wide risk management model

Our risk management model is structured into three levels:

01

High level - FCC Group

The FCC Group has built a Risk Management Model and Compliance Model aligned with its strategy, culture and corporate values, ensuring a common and consistent vision across all Business Areas.

02

Corporate - FCC Construcción

FCC Construcción integrates risk and opportunity management into its contracting processes, definition of the organisation's context and the various systems in place, including its health, safety, environment and quality (HSEQ), IT and other management systems and its relationships with business partners.

03

Operating - Works and projects

Risk management is tailored for the reality at each site, project, factory and geography, factoring in environment-specific characteristics, contractual requirements, applicable legislation and stakeholder expectations.

This structure allows us to frame our operations with a **top-down vision**, while giving us the proximity necessary to manage each risk from the place where it arises. In this manner, we combine strategic perspective with realistic on-the-ground management.

At the organisational level, we identify and assess the risks and opportunities related to the company's **strategic and business context**, our stakeholders' needs, compliance and the systems in place.

At our sites and permanent bases, we focus on analysing the risks and opportunities specific to the **local environment and type of project**. This process considers our relationships with customers, local communities, authorities and other stakeholders; legal and contractual requirements; relevant environmental impacts; health and safety conditions; financial risks; and the activities implied by each project.

Understanding the context and taking action

To assess our risks and opportunities, we use SWOT (strengths, weaknesses, opportunities and threats) analysis, which allows us to observe the organisation end to end and take more informed decisions.

Among other things, this analysis considers:

- The economic, social, regulatory and geographical context we are operating in.
- The needs and expectations of our stakeholders, including customers, employees, local communities, authorities and strategic partners.
- The nature, scope and complexity of the sites, projects, products and services we are working on.
- The organisation's specific characteristics, including its structure, processes, resources and corporate culture.

Building from this assessment, we define actions aimed at preventing or mitigating risks, reinforcing controls, unlocking opportunities for improvement and strengthening the organisation's ability to respond and adapt to new challenges and business scenarios.

The findings and conclusions drawn are included in the **Risk Management System Report**, which is analysed by top management and approved annually by the Sustainability Committee.

ESG risks: an increasingly cross-cutting approach

Sustainability is part of how we manage risk. To that end, we continue to work to integrate ESG risks into our overall risk management model, reinforcing their identification, assessment and oversight.

This approach helps us anticipate impacts derived from factors such as climate change, material availability, the supply chain, regulatory developments, health and safety, the need to protect ecosystems, cybersecurity and stakeholder expectations.

It also allows us to **link risk management to the major challenges facing our activity**: reducing dependence on fossil fuels, advancing on the use of lower-impact materials, managing waste more efficiently, protecting biodiversity, digitalising sustainability management and strengthening information security.

In this sense, ESG risks are not managed on a standalone basis, but as part of an integrated approach to the business. Every important decision can have environmental, social, economic or reputational consequences, which is why we are working to make sure these factors are taken into consideration in planning, monitoring and executing our projects.

Oversight and control

The Risk Management Model features oversight mechanisms to ensure its correct application and effectiveness. The FCC Group's **Audit and Control Committee** plays a key role in the ongoing supervision of the internal control and risk management systems, which cover financial, non-financial, environmental and reputational risks.

It is assisted in this process by specialised functions and experts including the Internal Audit function, the Finance Department and the Corporate Compliance Officer. In 2025, the oversight effort included matters related to cybersecurity and compliance, the notifications received through the Whistleblowing Channel, and the financial and non-financial information reported.

The organisation's various committees and areas also participate in the risk identification, assessment and monitoring process to ensure a comprehensive, up-to-date and coordinated approach. This supervisory structure reinforces transparency, traceability and responsiveness in the event of possible deviations.

Operational risk and opportunity management

Operational risk and opportunity management is an integral part of FCC Construcción’s management model and is applied specifically during the different phases of the life cycle of its projects.

During **tendering**, we anticipate risks by examining the project before execution begins. We analyse the technical, financial, contractual, environmental and social risks from the outset, and we do that in coordination with our in-house teams, designers, suppliers and other stakeholders.

This forward-looking approach allows us to assess the viability of a project, identify threats and detect opportunities for improvement before adjudication. Among other aspects, this analysis encompasses:

- Assessment of the technical, financial and contractual risks associated with the project.
- Analysis of the regulatory environment and market conditions.
- Identification of the significant ESG risks.
- Identification of opportunities for improvement in terms of efficiency, innovation, circularity, including the scope for reducing environmental impacts and incorporating more sustainable construction solutions.

During the tendering phase, we also analyse social and environmental risks, the results of which are shown below:

Social and environmental risk levels assessed during tendering phase (% of all projects)

Year	2024	2025
C: Projects with zero or minimal risk	87.6%	87.6%
B: Projects with average risk	7.9%	7.9%
A: Projects with high risk	4.5%	4.5%

Once a **project has been adjudicated**, risk management shifts to continuous monitoring mode, tailored for the specifics of each site. During this phase, we update the risk identification analysis to reflect real project conditions, we implement specific control and mitigation measures and we monitor the risks flagged regularly.

Projects are classified by risk levels and supervision requirements, as set down in the risk log. Projects identified as presenting greater technical complexity, higher potential impacts or exposure to material risks are included in a specific programme (PETRA) so as to reinforce control and monitoring of activities that could have significant consequences from the operational, safety or social perspective.



Os Peares Blue Bridge.
Ourense, Spain.

Environmental risk levels

Year	2024	2025
No. of risks opportunities identified	7,626	9,502
Average no. of risks opportunities identified	81.13	85.60
No. of actions identified	11,471	14,467
Average no. of actions identified	122.03	130.33
Total no. of projects with reported environmental risk opportunity data	94	111

A dynamic and evolving system

At FCC Construcción, risk management is not static. It evolves in tandem with the organisation, its projects and its operating environment. To that end, we continue to work to make our risk management more coordinated, traceable and adapted for the growing complexity of our geographies, activities and regulatory frameworks.

The progress being made allows us to improve how we update our risk matrices, monitor our controls, integrate new risks derived from the international context and gradually add tools for enhancing information quality, availability and traceability. In addition, in keeping with ISO 14001, we are running processes to identify and assess environmental and social risks and opportunities at all of our sites and permanent bases.

In 2025, we compiled and analysed environmental information pertaining to a total of **118 projects (83 civil engineering and 35 building projects)**, as well as the company's **39 permanent operating bases**, all of which under the umbrella of the active environmental risk monitoring and reporting system.

3.4. We conduct ourselves ethically

GRI 3-3; 2-6; 2-9; 2-12; 2-13; 2-15; 2-16; 2-17; 2-13; 2-24; 2-25; 2-26; 2-27; 205-1; 205-2; 205-3; 206-1; 207-1; 207-2; 207-3; 205; 407-1; 408-; 409-1; 411-1

Acting ethically is not just a requirement, it is a way of building. A way of taking decisions, engaging with our teams, customers, suppliers and partners and ensuring that each project is framed by integrity, transparency and accountability.

At FCC Construcción we understand the need to build trust before breaking ground. We build when we comply with rules and regulations, when we act with rigour, when we prevent risks and when we are able to respond responsibly to any situation that could compromise our principles.

To embody our principles into our day-to-day activities, we have a series of systems, procedures and supervisory bodies in order to identify, prevent and manage the key associated risks. These mechanisms allow us to tighten internal control, ensure compliance and cement a culture based on ethics, transparency and corporate citizenship.

System mechanism	Associated risk	Purpose function
Compliance Model and Crime Prevention Manual	Corruption, bribery, compliance breaches	Preventing illicit conduct, reinforcing the ethics culture and ensuring regulatory compliance
Audit and Control Committee	Financial, ESG and reputational risks	Supervising the internal control, risk management and compliance systems
Whistleblowing Channel	Possible improprieties or conduct in breach of the Code of Ethics and Conduct and Compliance Model Possible violations of prevailing legislation, including those that could constitute criminal offences or serious or very serious administrative offences and breaches of European Union law	Facilitating the confidential reporting and detection of possible breaches
Cybersecurity and digitalisation systems	Cyberattacks, data losses, technology risks	Reinforcing digital security, safeguarding information and ensuring business continuity
Double materiality and ESG risk assessment	Climate, environmental, social and governance risks	Identifying, assessing and prioritising material impacts, risks and opportunities
Supplier certification and due diligence	Risks derived from supply chain and business partnerships	Guaranteeing ethics, social and environmental standards are upheld by suppliers and business partners
Tax control and transparency system	Tax and compliance risks	Identifying, assessing and managing tax risks under the umbrella of the Group's Tax Control Framework, providing transparency through the Tax Transparency Report and reporting mechanisms like the Whistleblowing Channel
Sustainability plans and strategies	Climate change, GHG emissions and business adaptation	Integrating ESG targets and strengthening business resilience and adaptation
Training plans and awareness-raising	Lack of knowledge around compliance and sustainability	Boosting internal capabilities around ethics, compliance and sustainability

The Code of Ethics as the common denominator

The FCC Group's **Code of Ethics and Conduct** is the guide for translating our values into rules of conduct. It embodies the principles that inform our professional conduct and establishes a common framework for all persons linked to the Group, regardless of their contract type, role or geographical location.

The Code puts FCC's shared values into practice and feeds a culture based on compliance, accountability and long-term value creation. Its principles similarly apply to all FCC investees over which it has management control, and also to suppliers, contractors, associates and other business partners.

The Code is part of the FCC Group's **Compliance Model**, designed to prevent, detect and manage compliance risks, including risks related to criminal offences. The model is implemented through policies, procedures, internal controls and supervisory processes which are revised and updated on an ongoing basis.

To adapt the model for our different operating environments and activities, we carry out **regular compliance risk**

assessments, defining responsibilities, controls and specific lines of action. We also **provide third-party training and perform compliance and due diligence assessments**, with a focus on matters related to corruption, money laundering, fair competition, conflicts of interest, human rights and data protection.

The model is supervised by the **Compliance function**, with the help of the Compliance Committee, Audit and Control Committee and Internal Audit function. Each Business Area also has its own Compliance Committee and Compliance Officer, tasked with coordinating the implementation and oversight of the model within their purviews.

The system is complemented by the FCC Group's Whistleblowing Channel, accessible to serving and former employees, executives, directors and vested third parties (such as suppliers, contractors, shareholders and business partners), which allows the confidential and even anonymous notification of potential breaches of the Code of Ethics or other internal rules and regulations.



All notifications received are analysed and investigated following established procedures, guaranteeing confidentiality, protection against retaliation and respect for the rights of the implicated parties.

Code breaches can lead to **disciplinary measures**. Persons related to the FCC Group must expressly endorse its principles. The Code is revised and updated from time to time to introduce new regulatory requirements, improvements derived from compliance reviews and best international practices.

Pajares Tunnels, part of the high-speed rail bypass connecting León and Asturias. Spain.

A living Compliance Model

At FCC Construcción, we carry out our activities under the umbrella of the FCC Group's Compliance Model, adapting it for our operating reality and the risks specific to our business. The Compliance Model is designed to prevent and detect the risk of breaches of the law, the Code of Ethics and Conduct or other internal rules and regulation, including the risk of criminal offences. It allows us to respond to potential deviations, minimise their impact and reinforce a culture based on zero tolerance of any form of illicit conduct or behaviour that goes against our principles.

The model is implemented through internal codes, policies and procedures, which are revised and updated on an ongoing basis. The goal is to make sure that ethics and compliance do not depend solely on individual will but are embedded into how we organise, supervise and conduct our business.

In 2025, we continued to fine-tune this model, reinforcing its structure, independence, supervisory powers and alignment with regulatory and business developments. The most important developments last year included the review of the Conflicts of Interest Management Protocol, the update of the Sponsorship, Membership, Partnership and Donations Management and Control Procedure and the incorporation of new international subsidiaries into the Compliance Model (Germany, Australia, Mexico and Saudi Arabia).

We also continued to execute the annual training plan contemplated in the current three-year programme and reinforced third-party evaluation processes by adding new due diligence steps, complementing the growth in the number of assessed suppliers recorded in prior years.

Internal regulations

FCC Group

- Code of Ethics and Conduct
- Compliance Policy
- Crime Prevention Manual
- Compliance Committee Regulations
- Internal Reporting System Policy
- Anti-Corruption Policy
- Investigation and Response Procedure
- Policy on Relationships with Partners in relation to Compliance
- Agent Policy
- Bidding Policy
- Gift Policy
- Human Resources Policy
- Internal Reporting System Procedure
- Harassment Prevention and Eradication Protocol
- Competition Policy



The Compliance Model is designed to prevent and detect the risk of breaches of the law, the Code of Ethics and Conduct or other internal rules and regulation.

FCC Construcción

- Human Resources Policy
- Third-Party Compliance Due Diligence Procedure
- Sponsorship, Partnership and Donations Management Procedure
- Conflicts of Interest Management Protocol
- Construction Area Compliance Committee Regulations

Compliance through a coordinated lens

Our Compliance Model is underpinned by a clear accountability system and due separation of duties. At the Group level, there is a corporate Compliance Officer and a corporate Compliance Committee. Below that, each Business Area has its own compliance function, tailored for its business reality.

The Compliance Committee is chaired by the Area Compliance Officer, as well as the heads of the corporate Legal Advisory and Human Resources Departments. Between them, they analyse compliance risks, control status and possible incidents on an ongoing basis to ensure effective supervision and informed decision-making. To do that, they hold regular monitoring meetings and *ad-hoc* sessions as required to address specific matters.

The model is built around three lines of defence:

- The **first line** consists of the areas responsible for the business and corporate activities, who are responsible for ensuring compliance with the obligations associated with their processes and application of the established controls.
- The **second line** of defence is the Compliance function, which is independent from the first line and is tasked with supervising, advising, coordinating and bringing about correct implementation of the model.
- The **third line** is the Internal Audit function, which acts independently and reviews how the system is working on the basis of the associated annual plan.

This structure reinforces prevention, tightens supervision and ensures compliance is factored into decision-making at all levels.

Its function is to ensure consistent and effective application of the Group's regulatory and ethics framework, acting as liaison between corporate strategy and day-to-day operations in each Business Area, providing compliance-related input for decision-making. This approach reinforces the model's effectiveness and ensures uniform application across all of the Business Areas.

At FCC Construcción, this model is reinforced by our own **Compliance Department**, tasked with ensuring correct implementation, operation, monitoring and continuous improvement of the Compliance Model within the Infrastructure Area.

Oversight of the Crime Prevention Model

Annual assessment using the Compliance Tool

Following a review of the model, the control certification frequency has been changed from six-monthly to annually. In total, 818 controls (100%) were verified in 2025.

Due diligence and integrity

In 2025, the Compliance Department completed a total of 104 due diligence and integrity reports on potential business partners. Of the total, 70 were rated as positive with qualifications (67.31% of the total). The remaining 34 reports were classified as positive without qualifications (32.69%). There were no negative reports in 2025.

Different environments, same culture

FCC Construcción's international presence means that our Compliance Model needs to be solid but also flexible and adaptable for the risks and regulatory requirements applicable in every country where we do business.

This approach is based on ongoing identification and assessment of compliance risks in the different geographical locations so that we can adjust the model dynamically for each regulatory context.

In 2025, we made specific adjustments in different countries, strengthening risk assessment, counterparty due diligence and model alignment with local regulatory frameworks. These actions should be seen as part of the Group's larger due diligence effort, designed to identify, prevent and mitigate risks all along the value chain.

In **Portugal and Colombia** steps were taken to address specific risks, in keeping with each country's regulations and the risks that could affect the legal entity in different ways. In Colombia, additionally, the model features responses to requirements derived from the SAGRILAF AML framework and the so-called Business Transparency and Ethics Programme, which translates into a reinforced 'know your counterparty' approach that extends beyond business partners and suppliers to include customers, individuals hired by the company and workers.

In **Australia**, an external expert was engaged to verify the model's alignment with local legislation. That expert confirmed broad alignment of the model, which was tweaked, for example introducing an annex to the Compliance Policy tailored for Australian requirements. These external reviews help assess the model's effectiveness and allow us to ensure its alignment with best international practices.

In **Canada**, the fact of carrying out our business alongside partners required agreeing specific compliance models, including ethics codes, gift policies and whistleblowing mechanisms for certain joint ventures. This provides us with assurance that the projects being carried out in joint ventures are framed by adequate integrity frameworks even when they involve partners with their own systems and standards.

Lastly, in the **US**, we reinforced counterparty due diligence processes, with a focus on suppliers subcontractors and business partners. That exercise involved reviewing potential penalties, records and sentences that could affect the companies or their directors and executives with the goal of preventing risks in particularly sensitive markets and ensuring we only work with counterparties who share our ethics principles. In the event of red flags, specific analysis and monitoring procedures are set in motion so as to be able to take informed decisions and take corrective action if required.



Undergrounding of the R2 Rodalies line in Montcada i Reixac. Barcelona, Spain.

We prevent corruption and bribery

Prevention of corruption, bribery and anti-competitive conduct is a constant priority. Here at FCC Construcción we take a zero tolerance stance and work to ensure that everyone in the organisation is aware of their obligations, can identify risky situations and have the tools they need to respond correctly. We analyse 100% of our transactions to identify potential corruption risks and establish the required controls.

In line with this principle, the FCC Group's Compliance Model sets down this commitment in its Code of Ethics and Conduct and in its Anti-Corruption Policy, which establishes the principles and guidelines needed to guarantee honest, ethical and transparent business conduct. This framework is complemented by other key policies (for example, the Policy on Relationships with Partners in relation to Compliance, Agent Policy, Gift Policy and Competition Policy) in place to prevent risks and foster a culture of integrity throughout the organisation.



No cases of corruption, bribery or unfair competition were recorded in 2025.

In 2025, 100% of the members of the governing body and all of FCC Group's online employees were informed about the organisation's anti-corruption policies and procedures.

To also reach groups with reduced access to our online channels, we also ran an international communication drive targeted at offline employees in the Construction Area. The campaign included putting up posters, handing out leaflets and projecting the "Familiarity with the Code of Ethics and Conduct" video, reinforcing awareness about the Code's principles and the Whistleblowing Channel.

Thanks to these actions and the monitoring mechanisms in place, **no cases of corruption, bribery or unfair competition were recorded in 2025.**

Business integrity was also tightened in our relationships with third parties. Through certification and due diligence processes, we assessed aspects related to compliance, integrity and supplier and partner alignment with our principles. In the event a red flag is detected, the Compliance function carries out a specific analysis to assess the risk and guide decision-making.

This approach is particularly important in a business like ours, where many of our projects are carried out with partners, suppliers and contractors, in joint ventures and consortia. Understanding who we are working with is a way of protecting the business, boosting confidence and making sure that our projects are worked on with partners who align with our values.

This commitment has also led us to participate in benchmark international initiatives. In 2025, FCC Construcción participated in the United Nations **Think Lab on Business Integrity** and collaborated on the update of the **Anti-Corruption Ethics and Compliance Programme for Business: A Practical Guide**, spearheaded by the Global Compact and UN Office on Drugs and Crime. Through online meetings and one in-person session in Vienna, we contributed our experience to the process of updating the guide to adapt corporate ethics and compliance programmes for new business, regulatory and sustainability challenges. Our participation in the process reinforced our idea of integrity as a shared responsibility and a way of helping make markets more transparent, just and trustworthy.

Whistleblowing Channel: listening to take action

The FCC Group’s Whistleblowing Channel is a core component of its Internal Reporting System. It is designed to facilitate the reporting of possible breaches of the Code of Ethics and Conduct, the Compliance Model or indeed any other internal rules or regulations. It can also be used for making enquiries or submitting suggestions about how to improve internal control.

It guarantees the receipt, investigation and effective processing of the notifications received, including those received anonymously, safeguarding confidentiality, protecting whistleblowers, prohibiting retaliation and upholding the rights of all affected parties.

In 2025, the Construction Area received a total of **22 notifications** through the Whistleblowing Channel. Of the total, 16 were classified as non-applicable, four as applicable, one as “Other notifications” and one as an enquiry.

Notifications received through the Whistleblowing Channel are managed and

processed by the Compliance Committee. Due guarantees are provided to ensure that the information reported, which can be submitted anonymously, is kept confidential throughout, in keeping with prevailing regulations around whistleblower protection.

By analysing and monitoring these notifications, it is possible to investigate possible improprieties, evaluate the existence of breaches and, if necessary, introduce corrective actions and/or disciplinary measures and reinforce internal controls. This process also helps evaluate how well the channel itself is working and identify ways of improving the compliance system, while constituting an active listening mechanism within the organisation.

In our mind, the fact that people are using the Whistleblowing Channel is a sign of trust in the system. It means they understand the tool, know how to use it and see it as a legitimate channel for sharing doubts, concerns and possible breaches. Its continued use strengthens the entire organisation’s culture of integrity and transparency.

Ways to report potential breaches:

By post

Apartado de Correos
19312, 28080 Madrid,
Spain.

Online:

Through FCC’s
corporate website and
the websites of other
Group companies as
appropriate.

The FCC Group’s
intranet and its **mobile
app, FCC360**.

Email:

canaletico@fcc.es

In person:

An in-person meeting can
be requested and must be
held within a maximum
of seven days from
submitting the request.

The availability of multiple
channels facilitates access
to the system and ensures
that anyone can notify a
potential breach in a secure
manner, suited to their
specific needs.

Training to put principles into daily practice

Training is a key tool for gelling a culture of shared ethics. Making rules is not enough: people need to be familiar with them, understand them and know how to follow them in real situations. A number of online and in-person compliance-related training initiatives were carried out in 2025, tailored for different groups, geographies and levels of responsibility. These initiatives are part of the annual compliance training programme, which is aligned with the risks identified in each Business Area and geography. Noteworthy training initiatives included:

Anti-corruption training in the US, targeted at the teams active in the US and garnering a participation rate of 84.21%.

Zero Tolerance towards Corruption, which has been provided to 89% of employees following completion of the second edition.

Corruption offences related to the Group's business, where participation was running at 70.15% after completion of the first round.

Training on the **Protocol for responding to police or anti-trust inspections (CNMV)**, targeted at specific groups.

Training on **conflicts of interest in Romania**, where the participation rate was 87.44%.



Yesa Dam.
Zaragoza, Spain.

In addition to these online courses, **11 in-person courses were imparted outside of Spain in 2025**, specifically covering the Compliance Model, Code of Ethics and Whistleblowing Channel in Australia, Germany, Portugal and Colombia. These sessions educated these international offices about the work of the Compliance function, answering their questions, increasing familiarity with the model and providing the teams with compliance contacts in the event needed.

An awareness session was also organised as part of the **Third Administration and Finance Day**, targeted at international teams, reinforcing the importance of compliance in key areas for control, traceability and responsible management.

The Compliance function monitored all these training initiatives continuously with the aim of maximising participation and ensuring that their content reached the groups they were designed and intended for. Monitoring also allows evaluation of the effectiveness of the training and paves the way for continuous improvement as a function of its outcomes.

We extend ethics to our value chain

Our responsibility does not end at the organisation's doors. As a construction firm with an international presence, we are aware that our projects also depend on the work and conduct of suppliers, contractors and partners. We extend our ethics commitments to the value chain through contractual clauses, certification processes, due diligence procedures and requirements linked to the FCC Group's Code of Ethics and Conduct.

This is exemplified by our **supplier certification process, GoSupply**, where we have questionnaires structured into different assessment blocks, checking for the existence of ethics codes, whistleblowing channels, compliance officers and potential relevant sanctions or records, as well as requiring acceptance of the Group's terms and conditions. In the event a red flag is detected, the Compliance function carries out a specific analysis to analyse the case and inform decision-making. This helps us get to know our suppliers and appraise their alignment with the FCC Group's commitments.

In addition, in 2025, **100% of contracts were evaluated** to verify the inclusion of clauses related to the United Nations Global Compact. Those clauses set down fundamental human and labour rights and principles, including the right to associate and to collective bargaining and the elimination of child and compulsory labour. No cases of human rights violations or infringements of the rights of indigenous communities were recorded in 2025.

For more information about our procurement effort and supplier relationships, refer to section **Strengthening our value chain** of **Chapter 5. We care for people.**



New rail yard and railway complex in Valladolid. Spain.

Success story

Urban regeneration with a social focus



Mapocho River Park,
Chile.



At FCC Construcción, we remain firmly committed to strengthening human rights management through active participation in international initiatives promoted by the **United Nations Global Compact**. Between 2024 and 2025, we took part in the Business and Human Rights Accelerator programme, a global initiative aimed at promoting the effective integration of human rights into strategy, operations and the value chain.

That programme, which combines specialised training, working sessions and the development of action plans, reflects the company's commitment to making structured progress in **managing social risks and impacts**, in line with the United Nations Guiding Principles on Business and Human Rights.

In that forum, we presented our human rights and environmental assessment system, a key tool for identifying, prioritising and managing risks and impacts associated with our activities and value chain.

Practical application and value creation

Beyond its training component, the programme fosters the exchange of experiences and best practices amongst participating organisations, enabling them to compare approaches and learn about real-world examples of the application of the **United Nations Guiding Principles on Business and Human Rights**. These learning opportunities help strengthen due diligence processes and advance the integration of human rights into business management.

We shared our experience at the **Parque Mapocho Río project in Chile**, one of the country's most extensive urban regeneration initiatives, covering 52 hectares and stretching 9 kilometres in the western part of Santiago. Its design is the result of local community engagement (>2,000 contributions) which took the form of outreach, workshops with young people and neighbourhood consultations, putting into practice the principles of community participation and equitable access to public space promoted by the United Nations.

Active involvement in initiatives such as the Business and Human Rights Accelerator and the practical application of its principles in real-world projects reinforce our commitment to responsible management, due diligence and continuous improvement, while generating lessons that can be applied to other areas of activity.



Mapocho River Park,
Chile.



Mersey Gateway Bridge.
United Kingdom.

Tax compliance and transparency

Ethical business conduct is also embedded into how we uphold our tax obligations. The FCC Group first endorsed the Spanish tax authority's Code of Best Tax Practices, evidencing its commitment to responsible taxation, back in 2010. It has been presenting annual Tax Transparency Reports to that same authority since 2017, boosting transparency and access to information about its tax management and performance.

As part of the FCC Group, we align our conduct with its **Tax Code of Conduct** and **Tax Compliance Policy**, which create the framework for tax management, fostering transparent and trust-based relationships with the tax authorities in every jurisdiction.

This approach is based on compliance with applicable tax rules and regulations, the avoidance of tax risks, cooperation with the tax authorities and continuous improvement of the tax compliance system.

In addition, at the Group level, FCC:

- **Identifies and manages tax risks** as a function of their potential impact.

- **Publishes an annual Tax Transparency Report**, accessible to stakeholders.
- Maintains the **Whistleblowing Channel**, configured for receiving and handling reports of potential tax-related improprieties or breaches.

FCC Construcción carries out its business activities in keeping with the FCC Group's corporate **Tax Code of Conduct** and **Tax Compliance Policy**, which lay out the codes of conduct and control mechanisms designed to ensure compliance with its tax obligations in every country where it does business.

At FCC Construcción we apply those guidelines across the board to all our markets and operations, layering the Group's principles into our tax management. This approach reinforces our commitment to transparency and fosters an open and constructive relationship with our stakeholders.

Even though specific quantitative targets have not been defined with respect to this matter, we are unwaveringly committed to complying with the tax regulations applicable

in every jurisdiction and we rely on internal procedures and controls designed to avoid tax risks and ensure responsible and transparent management.

The tax management framework is supervised by the FCC Group's governing bodies. Specifically, the Board of Directors is ultimately responsible for the Tax Code of Conduct and Tax Compliance Policy, while the Compliance function, which reports to the Audit and Control Committee, supervises its correct application within the Group's Compliance Model and Code of Ethics, which likewise serve as the benchmark frameworks for FCC Construcción and the other Business Areas.

For more information about the FCC Group's performance around compliance, the reader is referred to the [2025 Sustainability Report](#) and the [2025 Annual Report](#), available directly from the corporate website.

We work to prevent money laundering and terrorist financing

Integrity also materialises in how we manage our financial transactions and how we verify the origin and use of the flows of funds associated with our business activities. FCC Construcción is strongly committed to the **prevention of money laundering and terrorist financing**, in line with the FCC Group's Compliance Model, applicable local legislation and benchmark international AML standards.

Money laundering prevention is also part of our Code of Ethics and Conduct and requires us to remain on constant alert for possible illicit activities and behave with particular diligence when dealing with third parties. To that end, we pay special attention to effective identification of our customers, partners, suppliers, associates and other counterparties; the origin of funds received; possible fractioned or structured payments; operations without apparent business substance or reasonable explanation; and payments or receipts linked to accounts, individuals or entities resident in high-risk territories.

At FCC Construcción, we apply the FCC Group's general policy, under which neither cash payments nor cash receipts are permitted. Any exception must be duly substantiated and authorised, relate to small amounts, comply with applicable local legislation and, in the case of payments to third parties, respect internal thresholds. This principle is complemented by controls aimed at verifying the source and destination of funds, preventing improper payments or disguised donations and ensure transparency around transactions.

Also, we regularly assess the risk of possible illicit practices, **flagging issues such as internal control deficiencies**, procedural shortcomings or reporting obligation breaches. On the basis of those assessments, we roll out control and oversight mechanisms to reinforce our ability to prevent, detect and respond to possible compliance risks.

- A supervisory body tasked with monitoring preventive measures;
- Maintenance of an up-to-date Money Laundering Prevention Manual;
- Ongoing training to teach staff how to spot and react to suspicious transactions;
- Systematic reviews of purchase agreements with a view to detecting possible improprieties and ensuring their lawfulness.

In addition, any suspicion or indication of an improper transaction can be reported via the Whistleblowing Channel, which provides a secure way to communicate potential breaches or risky situations. In this manner, we reinforce a culture of responsible surveillance, transparency and accountability, ensuring that our operations are framed by the utmost integrity and that the prevention of illicit conduct forms part of our way of building trust.



Concepción Industrial Bridge. Chile.

Industrial
experience
applied to critical
infrastructure



Prefabricados Delta.
Puente Genil, Spain.

00

01

02

03

04

05

06

The foundation of everything we do



With nearly 60 years' industrial experience, Prefabricados Delta is one the FCC Construcción investee specialised in the **manufacture of precast concrete components** for water and rail infrastructure. From its production centres in Humanes de Madrid and Puente Genil (Cordoba), it mainly manufactures concrete pipes with steel casings for water supply and irrigation, as well as railway sleepers for new lines and maintenance work.

07

08

09

10

11

81

Production
centres

2

Humanes (Madrid) and Puente Genil (Cordoba)

Industrial
track record

~60 years

Sleepers supplier

> 5.8 million

Tubing fitted
in water
infrastructure
projects

> 1,800 km

A year shaped by water and sustainable mobility

Prefabricados Delta's activities contribute directly to the development of two types of infrastructure critical for society: **efficient water management** and rail transport, considered one of the modes of transport with the lowest environmental impact.

Throughout 2025, the company continued to benefit from the drive to modernise irrigation systems and from rail investments linked to the **Next Generation EU** funds.



Despeñaperros Bridge.
Jaén, Spain.

Industrial modernisation and continuous improvement

Growth at Prefabricados Delta is underpinned by a **strategic plan** centred on customers, processes, sustainability, quality and safety.

Key achievements from 2025 included:

- The drive to implement the **Manufacturing Execution System (MES) industrial digitalisation project**, aimed at improving production traceability, digitising processes, reducing paper use and advancing the adaptation of factories to Industry 4.0 principles.
- The **recovery and reuse of obsolete materials**, promoting the reuse and recycling of steel and concrete.
- The development of new **Environmental Product Declarations** to enhance the environmental transparency of its solutions.
- The search for alternatives for reducing energy consumption associated with manufacturing, including the study of more efficient curing systems and technologies based on renewable energy.
- The **gradual replacement of mineral-based release agents** with plant-based alternatives, reducing the environmental impact associated with production processes.
- The reuse of water in various manufacturing processes and the study of new measures to optimise its use.

People and environmental commitment

One of the most notable social milestones of 2025 was the recognition from the Red Cross for the Puente Genil factory's collaboration on **job placement programmes for migrants**, combining specialised training, work placements and employment opportunities.

The company also continued to drive improvements in **ergonomics, safety and well-being at work** across its production sites, reinforcing its commitment to its workforce.

Priorities for 2026 and beyond

Prefabricados Delta plans to continue modernising its facilities, further digitalising its production processes, improving energy efficiency and making its operations more sustainable, framed by an ongoing commitment to quality, safety and the development of essential infrastructure for water management and sustainable mobility.

In harmony with our environment

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Riyadh Air
Metropolitano
Stadium.
Madrid, Spain.



4.1 How we do things

Our business context is marked by a pressing need to move towards construction models that are more sustainable, resilient and resource-efficient. Our projects must not only comply with legal environmental requirements, but also with the contractual obligations stipulated by our customers and the expectations of our stakeholders, who are increasingly environmentally-conscious, demanding ever-higher standards of sustainability.

Acting responsibly is not an option for us. At FCC Construcción, we strive to go one step further, making environmental management a key component of the way we plan, execute and supervise our projects. We work to integrate the **management of environmental considerations** along our entire chain of activity. This commitment is embodied in our Sustainability Strategy.

The environmental dimension of that strategy is articulated around **five priority lines of action: climate action, efficient water management, the circular economy, pollution prevention** and **biodiversity protection**. These lines steer target-setting, the identification of opportunities for improvement and the development of initiatives that allow us to move towards an increasingly sustainable business model that is ready to face future challenges.

Rigorous measurement of environmental impacts is an essential tool for advancing this process. To that end, we continue to strengthen our measurement, monitoring and verification systems, progressively expanding the scope and quality of the information available on key aspects such as greenhouse gas emissions, resource consumption, waste generation and our water footprint. This knowledge is helping us make more informed decisions, drive innovative solutions and accelerate the integration of sustainability across all our activities.



2025 milestones

Climate change

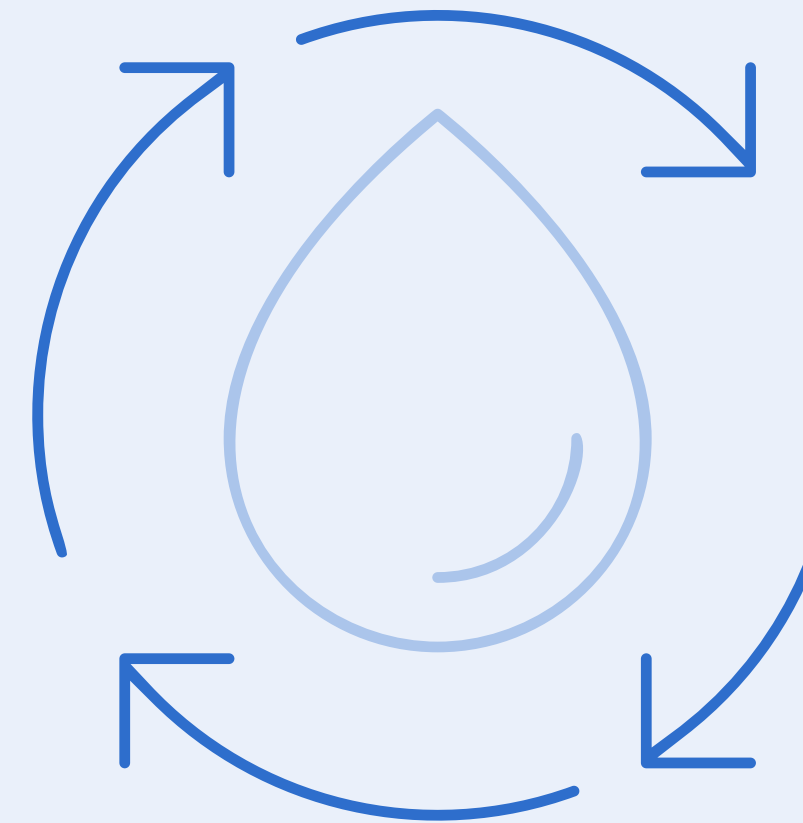
- We published our new **Climate Action Policy**, strengthening the framework that guides the integration of climate-related risks and opportunities into our strategy, decision-making and business operations.
- We improved our **carbon footprint calculation methodology** to calculate the company's environmental performance more accurately, incorporating significant advances in both the scope and the criteria for quantifying emissions.
- We purchased **Guarantees of Origin (GOs) for the electricity consumed** in 2025 in Spain and Europe, reinforcing our commitment to using energy generated from renewable sources.
- We renewed **Level 5 certification under the CO₂ Performance Ladder for the A9 BaHo project (Netherlands)**, the highest distinction awarded under this international standard. This certification attests to advanced energy and emissions management and entails a commitment to reducing CO₂ emissions by 3,750 tonnes annually.
- We renewed our **'Calculate, Reduce and Offset'** seal from the **Carbon Footprint, Offset and CO₂ Absorption Projects Register of the Spanish Ministry for Green Transition**, through participation in the Tierra de Campos I absorption project, located in the province of Palencia.
- We took part, once again and independently, in the **Carbon Disclosure Project (CDP)**, achieving a B rating, reflecting the level of maturity attained in the management and disclosure of matters related to climate change.

Water

- For the second year in a row, we certified **our water footprint calculation**, performed following the **Water Footprint Network (WFN) methodology** and covering all our domestic and international activities.

Circularity

- We drew up the FCC Construcción **Zero Waste Guide**, a tool designed to bring about the reduction, sorting and recovery of waste, facilitating the consistent application of circular economy criteria across our projects.
- We obtained **AENOR's Zero Waste certification** for the Benissa Bypass works (N-332 road, Spain), **recovering over 99.999%** of the waste generated during the project's execution.



Challenges for 2026

Environmental management

- Completing adaptation of our environmental management systems for the new versions of the **ISO 14001 and ISO 9001 standards**, fully integrating the latest requirements into our management processes and tools.
- Strengthening internal environmental management capabilities by providing **specific training on carbon and water footprinting** for key areas of the company, with the dual aim of raising awareness and highlighting the company's full potential in these areas.
- Enhancing our environmental performance at the operating level through **better alignment between the investments made, monitoring indicators and results achieved in projects**.

Water

- **Expanding the scope of our water footprint calculations** to include business travel, creating a more comprehensive view of the impacts associated with our activities.
- Participating in **CDP Water** for the first time, strengthening transparency and accountability and gaining a deeper understanding of the risks and opportunities related to water management.

Climate change

- Gradually expanding the purchase of **Guarantees of Origin (GOs)** across our various operating markets, increasing our consumption of electricity from renewable sources.
- Continuing to execute our commitment to decarbonisation by **seeking alternative renewable energy sources and improving energy efficiency in our processes**. Although the market is not yet sufficiently mature, we will continue offset our emissions voluntarily.
- Moving forward with adherence to the **Science Based Targets initiative (SBTi)** in order to align our emissions reduction targets for the near term and for the medium to long term with climate science and strengthen our framework for climate change action.
- Formulating a **Corporate Climate Risk Plan and a dependency analysis** to strengthen the identification, assessment and management of the risks and opportunities arising from climate change.

Circularity

- Reinforcing our commitment to the **Pact for a Circular Economy** promoted by the Spanish Ministry for Green Transition, of which we have been a signatory since 2016, by updating our indicators and driving initiatives aimed at accelerating the transition towards more circular production and consumption models.

4.2

We embed environmental management into governance and management

We integrate environmental management into our management and governance structure. Our model is underpinned by a **Management and Sustainability System** developed over more than three decades, which provides a common framework for identifying, assessing and managing the environmental aspects associated with our activities, regardless of their geographical location or type.

This system is **aligned with the latest ISO 14001 requirements** and ensures consistent management of environmental risks and opportunities across the entire organisation. Through this system, we monitor key indicators related to resource consumption, emissions, waste, effluents, biodiversity and the environmental efficiency of projects, facilitating continuous improvement based on objective and verifiable data.

Management and Sustainability System certification



The **information is collected and consolidated using various in-house reporting tools**, including **DISCON**, which is used at FCC Construcción and FCC Industrial, and **VISION**, used at Matinsa; both are corporate platforms that centralise environmental information generated at construction sites and workplaces. These tools are fundamental to monitoring the company's environmental performance, facilitating the traceability of information, as well as the integration and analysis of sustainability performance indicators.

In 2025, we continued to make progress on the digitalisation of environmental management processes by improving platform functionality and integrating new developments in KPI calculation and monitoring. A highlight was the full integration of the water **footprint calculation methodology into DISCON**, enabling the automation of processes that previously required additional tools and enhancing the consistency and reliability of the results obtained.

We also continued to promote our **System of Good Environmental Practices®**, a sector-pioneering initiative that encourages the voluntary implementation of measures aimed at reducing impacts, optimising resource use and improving

environmental performance at the project level. This system enables the company to share experiences and solutions developed across different construction sites and geographical areas, facilitating the transfer of knowledge and wider adoption of measures that have proven their effectiveness under real operating conditions.

With the aim of further strengthening the quality and robustness of the information we report, in 2025 we completed the design of an **Internal Control over Sustainability Reporting System (ICSRS)**. Thanks to this system, we have identified the organisation's material environmental indicators, defined specific controls associated with their generation and validation, and established a supervisory framework aimed at reinforcing the traceability, consistency and reliability of the data. Gradual implementation of these controls will continue in the coming years by integrating them into new corporate information management tools.

4.3 We are tackling climate change

GRI: 3-3; 201-2; 302-1; 302- 2; 302-3; 302-4; 302-5; 305-1; 305- 2; 305-3; 305-4; 305-5

At FCC Construcción, climate action is a top priority. Our business model is closely linked to activities and materials with a significant impact on the climate, particularly due to the scale of the indirect emissions associated with the production and transport of materials, the execution of subcontracted works, and the energy consumed in our operations.

Moreover, the energy performance of many of the infrastructure projects and facilities we build is determined by the technical, regulatory and contractual requirements set by our customers. Against this backdrop, FCC Construcción focuses its efforts on the phases of the life cycle over which it has direct influence, layering energy efficiency and sustainability criteria into the design, procurement and construction processes, as well as into the selection of solutions and materials where project specifications allow.

We are driving the inclusion of sustainability criteria into our projects by strengthening emissions measurement systems and promoting efficient and circular construction solutions aligned with decarbonisation.

Since 2010, we have been calculating and verifying our carbon footprint, starting at the national level and then expanding it to cover the international dimension, gaining an increasingly comprehensive overview of our emission sources in the process. In 2025, we strengthened this process by **improving our calculation methodology, expanding the scope of the carbon footprint and making progress on initiatives aimed at reducing, avoiding and offsetting emissions.**

Climate management brings together energy efficiency, material selection, the circular economy, innovation, risk management and stakeholder transparency. Thanks to this holistic approach, we are moving towards a more resilient business model that is aligned with global decarbonisation targets.



Climate governance and strategy

In 2025, we enhanced our climate agenda by developing tools and action plans aimed at reducing emissions and boosting our resilience. A key development was the approval of our new **Climate Action Policy**.

Climate Action Policy

A key milestone in 2025 was our new **Climate Action Policy**, which sets out the principles guiding our actions on climate change and reinforces the organisation's commitment to the transition to a low-carbon economy. It provides a common framework for all companies in the Construction Area and helps integrate climate considerations into the planning and execution of our activities.

Our actions are channelled through the **2023-2026 Climate Change Strategy**, which is aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

That strategy is in turn structured into three articulating lines of initiative:

01

Mitigation:
Taking steps towards
climate neutrality

02

Adaptation:
Climate-resilient
construction solutions

03

Stronger climate
change governance

Key steps taken last year included the fine-tuning of the methodology for calculating the carbon footprint, the purchase of Guarantees of Origin for electricity consumed in Spain and other European markets, the renewal of certifications related to climate management, and ongoing participation in international initiatives promoting climate transparency and awareness.

FCC Construcción's Climate Change Strategy



Risks, opportunities and resilience

The increasing frequency and intensity of extreme weather events, changes in the regulatory framework and the transformation associated with the transition to a low-carbon economy are creating new risks for organisations, but also opportunities to create more sustainable, innovative and resilient solutions.

With the aim of anticipating these challenges, **we integrate climate risk and opportunity management into our analysis and decision-making processes**, so as to assess their impact and define adaptation and mitigation measures. Throughout 2025, we continued to expand our analysis of climate-related risks and opportunities in line with the requirements of the **EU Taxonomy** and the recommendations of the **Task Force on Climate-related Financial Disclosures (TCFD)**. This effort is underpinned by specific methodology that allows us to identify, assess and prioritise physical and transition risks, analyse opportunities associated with decarbonisation, and estimate their potential financial impacts on the organisation's activities. Based on that analysis, we define adaptation and response measures aimed at strengthening the resilience of our operations and projects in the face of the effects of climate change.

The main risks identified include:

- Potential impacts on productivity as a result of extreme temperatures
- Operational disruption caused by adverse weather events
- Higher costs associated with fossil fuel consumption
- The need to adapt to increasingly stringent climate regulations

In parallel, we are identifying **opportunities** linked to the development of resilient infrastructure, growing demand for projects targeting decarbonisation and climate adaptation, the possibility of tapping sustainable financing mechanisms and enhanced positioning as a leader in sustainable construction.

Climate resilience is an essential component of our strategy. To that end, we are embedding adaptation and resilience criteria into both project design and execution, fostering solutions capable of withstanding future climate conditions and helping climate-proof the regions and communities where we operate.



Soria Hospital.
Spain.

FCC Construcción’s risks and opportunities related to climate change, 2025

Category	Name of the risk opportunity	Type of risk opportunity	Time horizon	Value chain phase	Potential impact indicator
Physical risk	Higher energy consumption due to rising temperatures and heat waves	Chronic and acute physical risk	Short term	Own operations	Higher energy spend associated with high temperatures
	Activity/service interruption due to heavy rainfall and floods	Acute physical risk	Short term	Own operations	Losses associated with delays and interruptions during construction
	Interruption of activity/service due to extreme weather events	Acute physical risk	Medium term	Own operations	Losses associated with delays and interruptions
Transition risks	Adaptation challenges posed by heterogeneous regulations around climate change	Current regulations	Short term	Own operations	Fines or penalties in the event of breaches
	Increase in vehicle fuel prices as a result of the EU Emissions Trading Scheme II (EU ETS 2)	Market	Short term	Own operations	Potential increase in the cost of fossil fuels (petrol and road diesel)
	More stringent customer requirements around climate change (sustainable materials and low emissions)	Market	Short term	Own operations	Increase in construction costs related to the use of sustainable materials
Opportunities	Services targeted at boosting climate change resilience and post-catastrophe recovery	Products and services	Short term	Own operations	Increase in demand for emergency and repair works following climate-related catastrophes and events
	Benefits of using new technology: Blockchain	Resource efficiency	Short term	Own operations	Grants to finance the adoption of new technology
	Funding for R&D&I work around sustainability and climate change solutions	Market	Short term	Own operations	Growth in income due to higher demand for the construction of infrastructure for the purposes of decarbonisation and climate change adaptation

The methodology used to analyse the risks and opportunities related to climate change is described in detail in the FCC Group’s [2025 Sustainability Report](#), specifically in the section headed *Material impacts, risks, and opportunities related to climate change and biodiversity*.

FCC Construcción also has a climate risk matrix which itemises the financial impacts associated with those risks and the cost of the measures taken to manage the material risks and also the opportunities identified.

Emissions measurement and management

We have been calculating and verifying our greenhouse gas emissions for over a decade in accordance with internationally recognised standards, such as **ISO 14064** and the **Greenhouse Gas Protocol (GHG Protocol)**, and we were the first Spanish construction company to subject this process to annual external verification.

Over the years, we have progressively expanded the scope of our calculations, incorporating new sources of emissions, extending its geographical coverage and enhancing the quality and traceability of the information. In 2025, we made further progress on this process by **improving our carbon footprint calculation methodology and strengthening our data collection and analysis systems**, providing us with an increasingly complete and accurate picture of our climate performance.

The emissions calculation, carried out using the operational approach and covering the three scopes defined by the Greenhouse Gas Protocol and four of the categories set out in ISO 14064, enables us to assess both the direct emissions derived from our activities and those associated with energy consumption and our value chain, providing a comprehensive view of the climate impacts associated with our operations.

- **Scope 1:** direct emissions associated mainly with the consumption of fuels in machinery, generators and vehicles.
- **Scope 2:** indirect emissions derived from the consumption of energy.
- **Scope 3:** other indirect emissions associated with the production and transport of materials, the execution of subcontracted works, waste management, business travel and commuting, among other sources.

We currently calculate and verify our carbon footprint in all the countries where we operate and for the companies included within the Construction Area's reporting scope.

In 2025, FCC Construcción's total calculated emissions amounted to **1,077,400.70 tCO₂e**. Scope 3 emissions continued to account for the largest share of our carbon footprint, at around 95% of the total. This result reflects the significant contribution made by the production and transport of materials, as well as the activities carried out along our value chain, to the overall climate impact of our operations.

The reported emissions correspond to all activities included within FCC Construcción's reporting scope.



New Aranda de Duero
Hospital. Burgos, Spain.

GHG emissions, 2025 (tCO₂e)

1,077,400.70

Total 2025

348.4

tCO₂/€k



51,175.52

Scope 1

8,614.32

Scope 2

1,014,929.84

Scope 3

The breakdown of the emissions and identification of the sources, base year and general calculation methodology are set out in the various Emissions Reports of the companies included in this Report.

External verification of the carbon footprint is carried out progressively throughout the year and, at the date of publication of this Report, **1,009,500.92 tCO₂e** had already been verified. Once the annual process is complete, verification will cover 100% of reported activities.

Reducing emissions associated with materials requires moving towards models that are more efficient in their use of resources and encouraging the value chain to embrace circularity criteria. This commitment is complemented by initiatives developed by the different companies aimed at promoting the reuse and recovery of construction materials.

Elsewhere, the emissions avoided in 2025 were tallied at **194,033.46 tCO₂e**, thanks to the measures and actions taken to reduce the climate impact of our activities. The avoided emissions stem mainly from the use of electricity generated from renewable sources, improved energy efficiency across facilities and equipment and the use of alternative fuels.

Putting our data into context

**Greenhouse gas emissions avoided
by FCC Construcción (tCO₂e)**

194,033.46

Total emissions avoided

which is
equivalent to
nearly 307,000
Madrid-New
York return
flights.



**Scope 1 & 2 GHG emissions reduction
targets, compared to 2021**

15%
Target
2026

35%
Target
2030

100%
Target
2050

The information yielded by this measurement and analysis process is essential for defining our climate strategies and initiatives, taking action to make the measures in place more efficient and continuing to move towards our ultimate goal of becoming climate neutral by 2050.



Wastewater treatment plant.
Abu Rawash, Egypt.

We are bringing climate action to the value chain

The transition to a low-carbon economy requires the involvement of all stakeholders who participate in the execution of our projects. To that end, we are working in partnership with employees, customers, suppliers, public authorities, local communities and industry bodies to make progress on reducing emissions, improving energy efficiency and developing more sustainable construction solutions.

Stakeholder engagement is particularly important in areas such as:

- Selecting materials with a lower carbon footprint
- Incorporating environmental criteria at the project level
- Innovation aimed at decarbonisation
- Team training and awareness efforts
- Driving new solutions designed to improve the resilience of infrastructure to climate change

This collaborative approach allows us to broaden the scope of our actions, share knowledge and accelerate the implementation of measures that contribute to the company's climate objectives.

Stakeholder	Contribution to climate action
Employees	Training, awareness and application of good practices
Customers	Integration of sustainable construction solutions
Suppliers	Lower-carbon materials and processes
Investors	Support for sustainable projects and initiatives
Communities and authorities	Development of resilient assets aligned with community needs

Decarbonisation and energy efficiency

Given the nature of our activities, the consumption of fuel and energy associated with the operation of machinery, equipment, facilities and vehicles represents one of the organisation’s main sources of climate impact. We are working to **rationalising the use of energy in our projects and workplaces** through operational efficiency measures and the introduction of more efficient technologies.

In 2025, total energy consumption amounted to 913,911 GJ, marking a significant reduction from 2024. This performance was influenced, among other factors, by the suspension of the NEOM project contract, due to the energy sources available at the site and the construction characteristics of the project, as well as the completion of several major contracts.

Generally speaking, our indicators mirror the variability of our operations, as consumption levels move around depending on the type of project, its stage of execution and the characteristics of the site and surroundings, among other factors, making it hard to analyse trends on an aggregate basis. However, specific measures are taken both on construction sites and at permanent bases to reduce energy consumption.

Key measures include the replacement of conventional lighting systems with LED technology on construction sites, the installation of self-consumption systems using photovoltaic solar panels, the conversion of our vehicle fleet to electric vehicles, the use of more efficient machinery and the control of its use, along with continuous monitoring of energy consumption to detect and correct deviations.

Energy consumption (GJ)

1,693,158

Total 2024

913,911

Total 2025

1,517,873

Direct energy consumption, 2024

723,962

Direct energy consumption, 2025

175,285

Indirect energy consumption, 2024

189,950

Indirect energy consumption, 2025

Energy intensity (GJ/€m)

566.08

Total 2024

305.55

Total 2025

Liquid fuels continued to represent the organisation’s main source of energy consumption in 2025, driven primarily by the use of machinery and vehicles associated with project delivery. In parallel, **electricity** continued to play a significant role in certain industrial activities and workplaces, contributing to the performance of our operations in the various markets in which we operate.

Detailed analysis of our energy consumption allows us to identify opportunities for improvement, guide efficiency measures and make progress towards gradually reducing the energy intensity of our activities.

The transition to energy sources with a **lower climate impact** is one of the cornerstones of our decarbonisation strategy. In 2025 we purchased **Renewable Guarantees of Origin (GOs) for the first time** to cover the electricity consumed in Spain and the rest of Europe, a measure that **reduced the Scope 2 emissions associated with these purchases to zero**, bringing forward one of the targets set out in our climate roadmap. We are also working to gradually extend the purchase of Guarantees of Origin to other operating markets to further increase our consumption of electricity from renewable sources and make fresh progress towards our decarbonisation targets.

More specifically, we continue to encourage the **use of electricity generated from renewable sources** and make progress on implementing mechanisms that help reduce the emissions associated with energy consumption in our operations.

These actions are complemented by initiatives aimed at rationalising energy consumption, improving equipment performance and strengthening the integration of energy criteria into project planning and execution. They notably include preventive maintenance measures for machinery and construction equipment, actions aimed at optimising fleet operations through vehicle speed control and the promotion of self-consumption solutions and electricity from renewable sources. These initiatives help improve the energy efficiency of our operations and progressively reduce the energy intensity associated with our business.



Railway line.
Romania.

Type of energy consumed (GJ)

Direct energy consumption

Fuel Oil	0
Natural gas	52,972
Road diesel (grade A)	358,657
Off-road diesel (grade B)	260,895
Heating/industrial diesel (grade C)	8,845
Petrol	41,944
Biodiesel	315
Bioethanol	0
Biomass	77
LPG	213.38
Butane	0.23
Propane	43.66

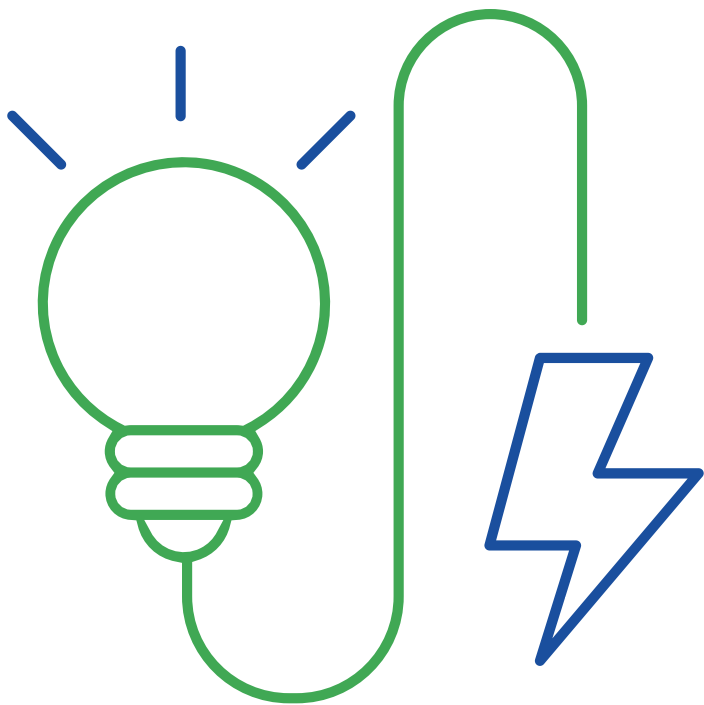
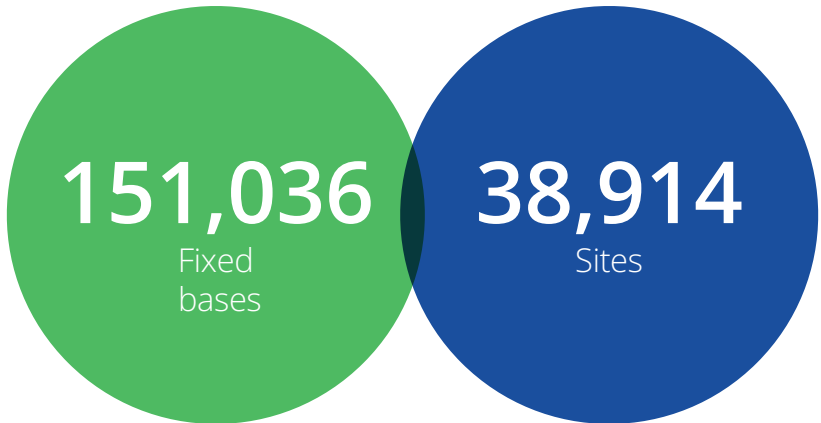
Indirect energy consumption

Electricity	126,255
Renewable electricity	63,694

Total

2024	1.693.156
2025	913.911

Indirect energy consumption broken down between fixed bases and project sites, 2025 (GJ)



Detailed monitoring of energy consumption at our fixed bases and construction sites yields a more accurate picture of the consumption patterns associated with our various activities and helps us define measures tailored to the specific characteristics of each line of activity.

Continuous improvement in energy performance is set to continue to play a key role in meeting our emissions reduction targets for 2026, 2030 and 2050, reinforcing our contribution to the transition towards a low-carbon economy.

In addition, and with the aim of providing a comprehensive overview of our energy performance, data relating to the energy consumed outside the organisational boundary is presented below.

This analysis broadens the scope of energy monitoring by incorporating consumption associated with external activities that form part of the value chain and are relevant to the overall assessment of our energy impact and associated emissions.

Energy consumption outside the organisation, 2025 (GJ)

163,769

2024

190,370

2025

The breakdown by type of energy source in 2025 reveals the significant shares represented by liquid fuels, notably **road (A-grade) diesel** (85,945 GJ), **off-road (B) diesel** (60,677 GJ) and **heating/industrial (C-grade) diesel** (1,925 GJ), and **electricity** (17,265 GJ), followed by **natural gas** (8,702 GJ) and **petrol** (11,483 GJ). The volumes of **biodiesel** (4,336 GJ), **biomass** (29 GJ), **LPG** (2 GJ), **butane** (1 GJ) and **propane** (5 GJ) consumed were smaller. No fuel oil or bioethanol consumption was recorded in 2025.



Awards, certifications and transparency initiatives

We complement our emissions reduction and decarbonisation efforts with initiatives aimed at enhancing the quality of the information reported, driving continuous improvement and facilitating external assessment of our progress.

In 2025, we participated in internationally recognised initiatives and assessment schemes that help strengthen the credibility and comparability of the organisation's climate-related disclosures. Notable among which:



We took part, once again and independently, in the Carbon Disclosure Project (CDP), achieving a B rating, reflecting the level of maturity attained in the management and disclosure of climate change-related issues.

We renewed the Calculate, Reduce and Offset seal awarded by the Spanish Ministry for Green Transition. We achieved this recognition through our participation in the Tierra de Campos I carbon sink project, located in the province of Palencia, reinforcing our commitment to reducing and offsetting emissions as part of an increasingly ambitious climate strategy.



CO₂ PERFORMANCE LADDER

We renewed **Level 5 certification under the CO₂ Performance Ladder for the A9 BaHo project (Netherlands)**, the highest distinction awarded by this international standard. This certification attests to advanced energy and emissions management and endorses the commitment to reducing CO₂ emissions by 3,750 tonnes annually.

Success story

Less carbon, more circularity



A9 BaHo Project.
Amsterdam, Netherlands.



On the A9 BaHo motorway project in Amsterdam (Netherlands), we are working to demonstrate that major infrastructure can be built in a planet-friendly way, within the framework of the CO₂ Performance Ladder, at level 5, the most demanding.

Our aim is to reduce CO₂ emissions by 30,000 tonnes over the course of the project (2020-2028), broken down into three areas:

- **Scope 1** (direct emissions): 300 t
- **Scope 2** (energy consumed): 300 t
- **Scope 3** (materials): 29,400 t, this being where the real environmental impact is concentrated

In 2025, direct emissions (Scope 1 & 2) amounted to 2,930 tonnes of CO₂. The accuracy of these measurements has improved substantially thanks to project and supplier-specific **life cycle assessments** (LCAs), featuring, for the first time, actual emission factors for the main construction materials - concrete, asphalt, steel and sheet piling - based on EPD data verified by the suppliers themselves.

In Scope 3, steel and concrete account for 90% of the emissions associated with materials, which directly informs the reduction measures. The main initiatives carried out through to 2025:

- **Reuse of milled asphalt:**
7,450 t of CO₂ reduced
- **Rationalisation of distance travelled:**
6,179 t
- **Reuse of soil on site:** 1,938 t
- **Reuse of sheet piling:** 1,921 t
- **Reuse of steel beams:** 1,738 t

Circularity in action

One of the most notable initiatives of 2025 was the **circular concrete project** developed in collaboration with Renewi and Heidelberg Materials. Renewi processed 40,000 tonnes of concrete from the demolition of viaducts on the A9, transforming it into recycled aggregates and sand of sufficient quality to be incorporated into new structures within the same project. The result is a viaduct built entirely from materials extracted from previous demolitions, closing the concrete cycle and reducing reliance on virgin raw materials.

This model of cross-sector collaboration has earned external recognition: in 2025, Rijkswaterstaat invited VeenIX to take part in the Procura+ CityMatch as a benchmark example of circularity in Dutch infrastructure.

Amsterdam, Netherlands

Location

CO₂ Performance Ladder – Level 5

Benchmark framework

2020–2028

Project timeframe

30,000 t CO₂

Total emissions reduction target

~3,750 t CO₂

Annual reduction committed to

Reuse of milled asphalt:

7,450 t CO₂

Biggest driver of reduction unlocked

40,000 t

(circular project with Renewi and Heidelberg Materials)

Recycled concrete processed

4.4 We are closing the loop

GRI: 3-3; 301-1; 301-2, 301-3; 306-1; 306-2; 306-3; 306-4; 306-5

In a resource-intensive sector like ours, the ability to rationalise materials, extend their useful life and reintroduce them into new production processes is essential both for reducing waste generation and for easing pressure on natural resources and reducing the emissions associated with the supply chain.

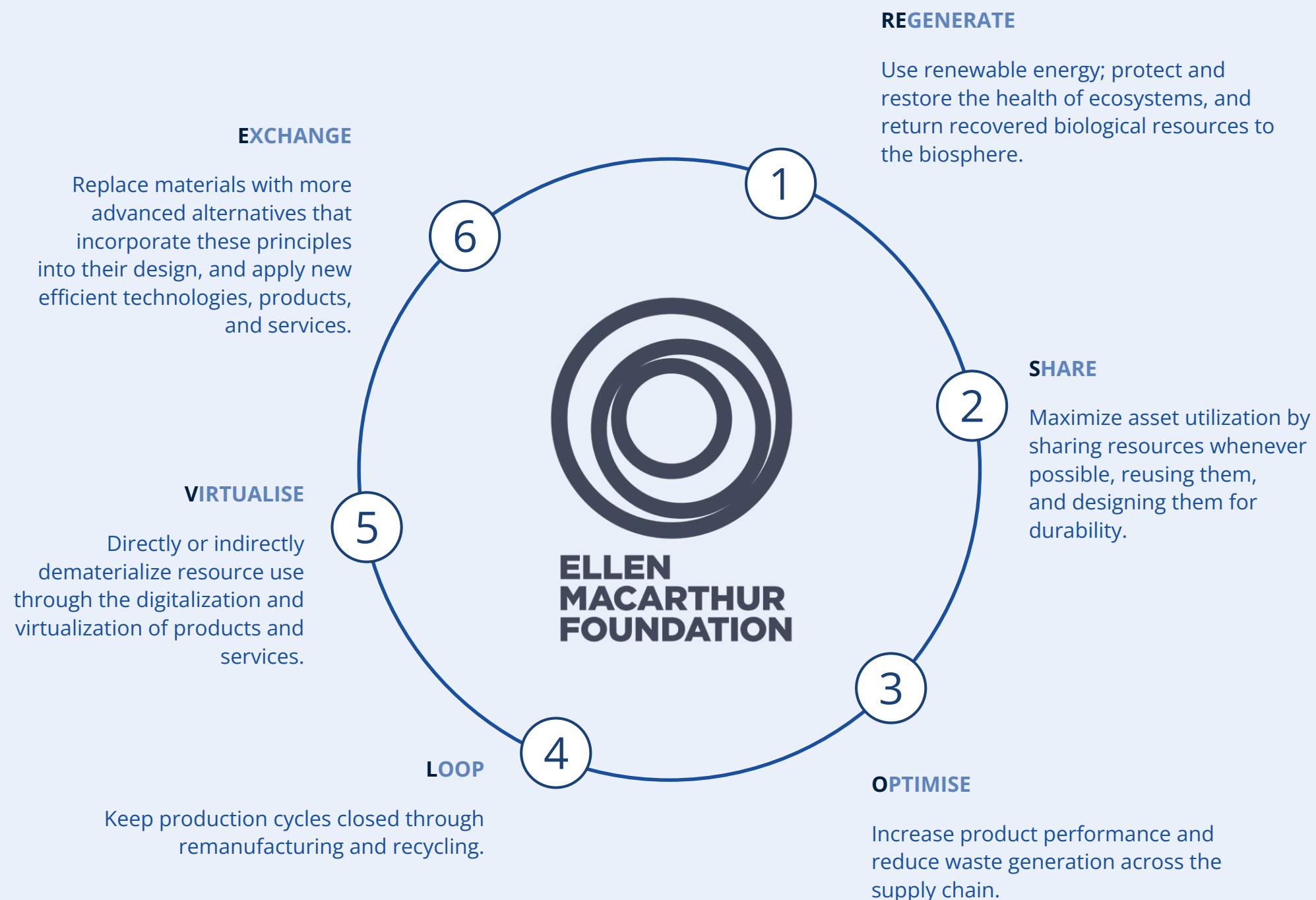
At FCC Construcción, we see the circular economy as an opportunity to transform the way we design, execute and manage our projects. To this end, we are integrating circularity criteria throughout the entire life cycle of our activities, promoting the reuse of materials, the recovery of waste, the rationalisation of resources and the gradual incorporation of recycled and recyclable materials.

This line of initiative is becoming increasingly relevant in the current context, as materials account for a significant proportion of the sector's environmental impact and indirect greenhouse gas emissions. Moving towards more circular models helps us take action in this area, yielding more efficient resource management and contributing to the company's decarbonisation targets.



Circular strategy

Our circular strategy is inspired by the principles promoted by the **Ellen MacArthur Foundation** and by the **ReSOLVE** model, an international framework for facilitating the transition towards more circular production systems. Framed by that approach, we drive initiatives aimed at regenerating resources, optimising the use of materials, extending their useful life, encouraging reuse and promoting innovative solutions for decoupling business growth from resource consumption.



Furthermore, FCC Construcción has been a signatory to the Pact for a Circular Economy since 2016, an initiative led by the Spanish Ministry for Green Transition that seeks to engage key economic players in the transition towards a more circular production model by getting them to endorse its seven lines of commitment.

We have set ourselves the target of **recovering 100% of the waste we generate** by 2050 and **increasing the use of more sustainable materials** - those that are durable, repairable, recycled and recyclable - to over 90%, thereby bringing about more efficient resource management throughout the entire value chain.

To this end, we have implemented specific measures ranging from project planning to the management of materials and waste onsite, incorporating circularity criteria both at our permanent bases and across the various activities we carry out internationally.

The key measures taken include:

- Reuse of soil and materials from excavations and earthworks.
- Use of recovered and surplus materials from construction sites.
- Recovery of construction and demolition waste.
- Progressive incorporation of recycled and recyclable materials.
- Development of specific Zero Waste management procedures.
- Leveraging monitoring and control tools to improve material and waste traceability.

We also encourage our employees, suppliers and business partners to get actively involved in the implementation of best circular economy practices, reinforcing waste separation at source, waste prevention and the identification of opportunities for reuse and recovery.

These measures are complemented by the specific waste management and minimisation plans tailored to the characteristics of each project. In parallel, improvements to the methodology for calculating the environmental footprint associated with material production and waste management are helping better highlight the impact of these decisions and raise internal awareness.



Efficient use of materials

In 2025 we consumed a total of **13 million tonnes of materials**.

Material consumption (t)

14,395,593

2024

13,002,831

2025

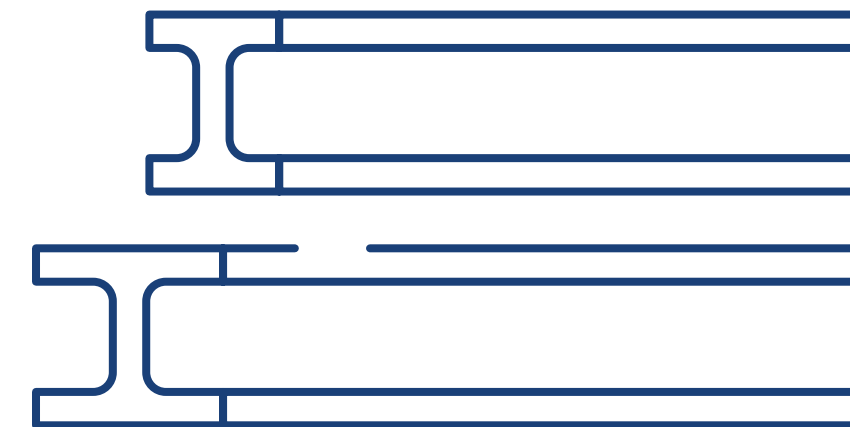
The scope of the **materials inventory was expanded in 2025** by including two new materials - timber and large prefabricated elements - which were not recorded in previous reporting periods, creating a more comprehensive and accurate overview of the resources used in our projects. Note that the increases observed in the consumption of certain types of materials reflect the nature and composition of the projects carried out during the period.

Efficient material management is one of the areas of our sustainability strategy presenting the greatest potential for transformation. Our activities, by their very nature, consume large volumes of resources, so we are working to rationalise their use, improve procurement planning and promote the use of materials with a lower environmental impact.

Beyond the volume of materials used, we continue to make progress towards more accurate management of the information associated with the resources employed. Last year, we **strengthened monitoring of the recycled content of certain materials** and incorporated new categories relevant to our activities, improving our ability to measure the impact associated with resource use and identify opportunities for improvement.

As a result of these methodological improvements and the expanded scope of the information collected, the 2025 data are not fully comparable with those reported in previous years.

Reused and recovered materials, together with aggregates, soil, gravel, loam and limestone, continued to account for the majority of the resources used, collectively representing 82.6% of our total material consumption in 2025. They were followed by concrete, which accounted for 12.5% of total consumption, while asphalt mixes, steel and cement together accounted for 3.7%.



Material consumption by type (t)

Type of material	2024	2025
Reused recovered materials	10,729,755	9,832,464
Aggregates, soil, crushed stone, loam and limestone	10,762,964	9,033,900
Asphalt aggregate	342,766	481,791
Concrete	3,038,184	2,857,333
Cement	79,298	144,838
Steel	136,655	206,974
Brick	13,870	21,680
Glass, metal and insulation	1,793	5,515
Large prefabricated elements	New	190,366
Timber	New	2,633
Packaging and other materials (ACM, paper, methacrylate, bitumen, soapy mixture, vinyl, others)	18,385	20,022
Paints, solvents, formwork release agents and other ancillary products		36,575
Oils, grease and other hazardous substances	1,678	1,204
Total	25,125,348	22,835,295

The geographic breakdown of our materials footprint reflects a high concentration of activity in Spain, which accounts for around 59% of all materials consumed in 2025. This figure is largely explained by the 7.56 million tonnes of materials reused and recovered in projects carried out in the country, accounting for a very significant share of the total recorded. The rest of Europe accounts for 32%, while the Americas and Middle East account for approximately 5% and 0.5%, respectively.

Material consumption by area (t)

Area	2025
FCC Industrial	76,260
Matinsa	80,575
Prefabricados Delta	122,520
Megaplas	999
Áridos de Melo	556,313
Spain	13,461,035
Rest of Europe	7,335,324
Americas	1,091,812
Middle East	110,457
Total	22,835,295

Reused and recovered materials

We are working to **make better use of materials throughout the entire life cycle of our projects**, promoting the reuse of available resources and reducing, wherever technically and environmentally feasible, the need to use virgin raw materials. This approach helps both minimise waste generation and reduce the impacts associated with the supply chain.

The reuse of excavated soil remains the main tool for rationalising resource use in our projects. Although the geotechnical characteristics of excavated materials, construction requirements or environmental conditions can limit their use in certain cases, we prioritise their recovery wherever feasible. This line of action forms part of the strategic objective of moving towards a 90% recovery rate for earth moved, boosting the reuse of excavated materials and their incorporation into new applications wherever technical, geotechnical and environmental conditions permit. In 2025, the reuse of excavated materials reached 97%, up from 59% in 2024.

Last year, FCC Construcción used **11 million tonnes of recycled, reused or recovered materials**. Of the total, reused or recovered materials amounted to 9.8 million tonnes, equivalent to 93% of the total, emerging as the main path to circularity in resource management.

Recovered or recycled natural raw materials totalled 1.16 million tonnes, representing 6.4% of the total. The remaining recycled materials accounted for significantly smaller shares, with steel standing out at 37,205 tonnes (0.34% of the total), concrete at 7,128 tonnes (0.06%), and glass, metals and insulation materials at 1,117 tonnes (0.01%).

Relative to the company's total material consumption, recycled, reused and recovered materials accounted for 46.22% of the resources used in 2025.



Putting our data into context

9,832,560 t

Total of reused materials

which is equivalent to more than 2,400 times the weight of the Eiffel Tower or about 7 million cars.



In 2025, FCC Construcción expanded the scope and level of detail of its tracking of recycled, reused and recovered materials, adding new material categories and classification criteria that had not been recorded in a uniform manner in previous years. For this reason, the 2025 data constitute a new baseline and are not fully comparable with the 2024 data; consequently, no year-on-year changes are presented for this indicator.

Growing regulatory and market demands around decarbonisation are transforming the supply chain for construction materials, particularly for high-carbon products such as cement, steel and concrete. As a result, resource rationalisation and circular solutions are becoming increasingly important vectors for improving project efficiency and competitiveness.

Materials recycled | reused (t)

Material Category	2025
Reused recovered materials	9,832,560
Natural raw materials	674,141
Asphalt aggregate	914
Concrete	7,128
Cement	48
Steel	37,205
Brick	8
Glass, metal and insulation	1,117
Large prefabricated elements	254
Timber	18
Packaging and other materials	0
Paint, solvents, release agents, etc.	21
Oils, grease and other hazardous substances	0
Total	10,553,414

Circular waste management

Beyond simply complying with applicable legal requirements, we work to minimise waste generation at source, encourage its reuse and maximise its recovery, ensuring that materials continue to be used for as long as possible within the production cycle.

This approach is integrated into all phases of our projects through advanced planning of waste management, sorting at source, identifying opportunities for reuse, and collaborating with authorised waste management operators who ensure the appropriate recovery of the materials generated.

The nature of our activities involves the generation of various types of waste, particularly construction and demolition waste (CDW), soil and mineral materials. We continue to strengthen our control and monitoring mechanisms to enable us to track material flows more accurately, identify opportunities for improvement and move towards increasingly efficient management models.

In 2025, we generated a total of **7,689,630 tonnes of waste**, compared to 8,835,338 tonnes in 2024, a **reduction of 13%**. Of the total generated, 99.99% was non-hazardous waste and less than 0.01% was hazardous waste. Within the non-hazardous waste category, inert waste continued to account for the largest share.

The year-on-year reduction is mainly attributable to the different nature and stage of progress of our construction projects in 2025 compared to 2024, as waste generation varies depending on construction stage and project type.

In harmony with our environment

Waste generated by type

8,718,753

Non-hazardous waste (t)

2024

7,688,876

Non-hazardous waste (t)

2025

116,584

Hazardous waste (t)

2024

753

Hazardous waste (t)

2025

8,835,338

Total waste (t)

2024

7,689,630

Total waste (t)

2025

Waste generated by type (kg)¹

Type of waste	2024	2025
Hazardous waste at FCC Construcción - Total	116,584,971	684,064
Hazardous waste - Subcontracted work	68,121	112,266
Hazardous waste - Own operations	116,516,850	571,798
Non-hazardous waste at FCC Construcción - Total	8,718,753,300	7,666,836,129
Non-hazardous waste - Subcontracted work	1,011,833,990	791,598,896
Non-hazardous waste - Own operations	7,706,919,310	6,875,237,233
Inert waste - Total	8,512,051,923	7,231,647,586
Inert waste - Subcontracted work	1,007,832,914	788,602,897
Inert waste - Own operations	7,504,219,009	6,443,044,689
Inert waste - Total	4,596,412	3,726,225
Municipal solid waste - Subcontracted work	416,713	889,128
Municipal solid waste - Own operations	4,179,699	2,837,097
Other non-hazardous waste - Total	182,816,337	431,462,318
Other non-hazardous waste - Subcontracted work	3,584,363	2,106,871
Other non-hazardous waste - Own operations	179,231,974	429,355,447
Total (kg)	8,835,338,271	7,667,520,193

Waste diverted from disposal by recovery operation (kg)

Type of waste	2024	2025
Hazardous waste diverted from disposal	74,556,591	263,504
Hazardous waste - Reuse	3,470	8,295
Hazardous waste - Recycling	175,070	36,002
Hazardous waste - Other recovery operations	74,378,051	219,206
Non-hazardous waste diverted from disposal	2,965,630,220	7,301,728,485
Non-hazardous waste - Reuse	171,899,703	994,326
Non-hazardous waste - Recycling	1,190,452,887	5,972,346,499
Non-hazardous waste - Other recovery operations	1,603,277,630	1,328,387,659
Total waste diverted from disposal (kg)	3,040,186,812	7,301,991,988
Total waste diverted from disposal (t)	3,040,187	7,301,992

Waste directed to disposal by recovery operation (kg)

Type of waste	2024	2025
Hazardous waste - Total	42,028,380	490,244
Hazardous waste - Incineration with energy recovery	161,620	22,592
Hazardous waste - Incineration without energy recovery	0	5,188
Hazardous waste - Landfill	41,730,558	282,486
Hazardous waste - Other disposal operations	136,202	179,978
Non-hazardous waste - Total (kg)	5,753,123,080	387,147,335
Non-hazardous waste - Incineration with energy recovery	401,259	1,200,770
Non-hazardous waste - Incineration without energy recovery	17,127	8,966
Non-hazardous waste - Landfill	5,749,051,378	385,544,739
Non-hazardous waste - Other disposal operations	3,653,315	392,859
Total waste directed to disposal (kg)	5,795,151,459	387,637,579
Total waste directed to disposal (t)	5,795,151	387,638

¹ The figures disaggregated between subcontracted work and own operations relate exclusively to FCC Construcción, S.A.. and do not include the rest of the companies comprising the Construction Area.

Zero Waste: maximising resource value

In 2025, we strengthened our waste management model by developing and updating our Zero Waste Procedure and our **Basic Guide to Implementing the Zero Waste Management System**, an internal tool that sets out common criteria for improving the prevention, sorting, traceability and recovery of the waste generated by our activities, as well as ensuring transparent reporting. The guide is based on AENOR's Zero Waste certification scheme and sets out our commitment to achieving a recovery rate of over 90%. This procedure is underpinned by the Basic Waste Guide, which sets out the operating procedures and best practices developed by FCC Construcción regarding waste prevention and recovery, facilitating their consistent application across the various projects and regions where we operate.

As part of this process, we review and enhance the internal procedure associated with the Zero Waste Model with the aim of extending its application to all our construction sites, regardless of whether or not they are seeking specific certification.

A good example of this is the **Benissa Bypass (N-332 road, Spain), which obtained AENOR's Zero Waste certification after achieving a recovery rate of over 99.999%** of the waste generated during the project's execution.

We also continue to promote awareness-raising and training initiatives targeted at site teams to reinforce the correct segregation of materials and improve the recycling results achieved.

The circularity push encompasses all the different companies that make up FCC Construcción. For example, **Áridos de Melo** is currently developing a line of business for the recovery of construction and demolition waste by transforming it into new resources for the sector.

Through its recycling facilities, this company recovers materials from asphalt milling, concrete and other mineral waste to put them to new productive uses, so reducing the consumption of virgin raw materials and unlocking more efficient use of available resources. In 2025, the recycling plant maintained recovery rates of over 99% of the materials received, consolidating a model based on resource recovery and material life cycle optimisation.

Traceability and innovation to lift circularity

Innovation and digitalisation are playing an increasingly important role in the transition towards circular construction models. Having reliable and traceable information on materials and waste enables better decision-making, increases process efficiency and facilitates the identification of opportunities for reuse and recovery.

In 2025, we continued to develop tools and methodologies aimed at strengthening traceability around the materials used and the waste generated, thereby enhancing the monitoring of resource flows throughout the entire project life cycle.

We also continued to participate in innovation initiatives linked to the circular economy, notably including DEMOLTECH, an R&D&I project researching **smarter and more circular demolition**. More specifically, we are leveraging BIM tools and advanced methodologies to improve the estimation, characterisation and management of construction and demolition waste (CDW), facilitating the planning of selective demolition operations and lifting the recovery of recoverable materials.

Success story

Prefabricated modular housing in Australia



Prefabricated modular housing. Cairns, Australia.



Industrialised construction is emerging as one of the most promising ways to meet the growing demand for affordable housing. In Australia, where the modular construction market is already worth over **AUD 11,000 million**, public authorities are backing this model through specific investment programmes and support for the industrialisation of housing. Against that backdrop, we are acting as the **main contractor** in the development of Queensland's largest social and affordable housing complex using modular construction.

The project, located in Cairns (Australia), involves the delivery of **490 homes** through the on-site assembly of more than **1,000 prefabricated modules**, manufactured in advance in a controlled industrial environment. The initiative forms part of the Queensland Government's programme to increase the supply of social and affordable housing and is being carried out with the support of schemes such as the Housing Investment Fund, designed to foster more efficient and industrialised construction models.

Industrialised construction with a positive impact

The offsite manufacture of the modules allows a significant part of the construction process to be moved to a controlled environment, improving planning, quality and efficiency during execution. This model helps to **reduce construction times, thereby lowering financial costs, delivering labour cost savings** and providing **budgetary certainty**, minimising the usual risks associated with traditional construction.

From the sustainability perspective, the project delivers benefits across all three ESG dimensions:

- Environmental:**
 - Offsite construction reduces resource consumption, drastically minimises the generation of waste and unused material and cuts down on the polluting emissions associated with traditional construction processes.
- Social**
 - The project will expand the supply of social and affordable housing in Queensland, helping to improve access to housing for the most vulnerable groups.
 - The homes and communal spaces have been designed to meet the needs of different user groups, including older people and people with disabilities.
- Governance:**
 - We are combining and coordinating public policy goals, guidelines from financial institutions and our proven industrial technical expertise in a transparent and effective manner, creating an exemplary model of public-private partnership.

This success story in Australia is not an isolated case: it is a model that is highly replicable and scalable in other markets, particularly in tight markets where demand for housing is high and decarbonisation targets are pressing. This project cements our position as a leader in the transition towards more industrialised, efficient and sustainable construction.

490
Houses planned

Social and affordable housing
Project type

> 1,000
Prefabricated modules

> AUD 54 million
Public support scheme for offsite housing construction

Cairns
(Queensland, Australia)
Location

Government of Queensland
Developer

4.5 We use water carefully

GRI: 303-1; 303-2; 303-3; 303-4; 303-5

Efficient water management is becoming an increasingly important factor in the sustainable development of our activities. Although the construction sector is not characterised by intensive water consumption, the growing pressure on water resources, together with the effects of climate change, underscore the need to move towards management models that leverage knowledge, efficiency and continuous improvement.

Due to the nature of our operations, most of the water used in our activities is returned to the natural environment, although its quality may be altered during use. Water consumption is concentrated in activities such as dust control, equipment and surface cleaning, machinery cooling and the production and curing of concrete. Some of our activities generate wastewater that is discharged into various water bodies, which are subject to control and monitoring.

FCC Construcción is developing measures aimed at improving water efficiency and encouraging its reuse at its construction sites and workplaces. Those measures include the **collection and storage of rainwater** for ancillary uses, the **reuse of water from construction processes**, the **regular monitoring of consumption to identify opportunities for improvement** and the **prioritisation of alternative sources to mains water** where technical conditions permit.

We also pursue measures to minimise our impact on water quality, through the installation of onsite treatment systems, the sedimentation of suspended solids, the monitoring of physico-chemical parameters, the adjustment of the pH where necessary and regular analyses to verify compliance with environmental requirements prior to discharge.

In 2025, water consumption totalled **1,463,697 m³**, marking a **reduction of 8.8%** from 2024. The mains supply network remained the main source of water, followed by groundwater and collected and stored rainwater.

Water consumption (m³)

1,605,439

2024

1,463,697

2025



Water withdrawal by source (m³)

	2025
Surface water	65,330
Groundwater	220,613
Water supply networks	972,108
Seawater	0
Water recycled reused in own operations	65,608
Rainwater captured and stored	140,038
Other	0
Total 2025	1,463,697
Withdrawal from areas with water stress (2025)	1,171,422
Withdrawal from areas with water stress (2024)	1,273,286

* In 2025, all the sources of water used presented a concentration of dissolved solids of less than 1,000 mg/l, reflecting the nature of the water withdrawn, none of which was saline.

In 2025, we reused 65,608 m³ of water at sites and workplaces, compared to the 4,636 m³ reported in 2024, for other operational uses. The year-on-year increase reflects, in part, tighter control and better recording of the volumes of water managed, particular with respect to discharges, yielding more accurate information about water reuse. It also reflects the efforts made to use water more efficiently and reduce reliance on conventional supply sources whenever the technical and operating circumstances permit.

Putting our data into context

65,608 m³

Total of water reused onsite

which is equivalent to 26 Olympic size swimming pools or the annual consumption of approximately 459 Spanish households.



Water consumption by source (m³)

Supply source	Consumption 2025	% of total
Surface water	65,330	4.5%
Groundwater	220,613	15.1%
Water supply networks	972,108	66.4%
Water recycled reused in own operations	65,608	4.5%
Rainwater captured and stored	140,038	9.6%
Other water derived from the extraction, processing or use of raw materials	0	0.0%
Seawater	0	0.0%
Total	1,463,697	100%

At FCC Construcción, water withdrawal tallies, in practice, with the volume of water we consume: given the nature of our activities, most of the water is returned to the environment after use. Nevertheless, the net water consumption figures, understood as the difference between the volume of water withdrawn and that discharged, are provided below:

Water consumption (water withdrawn - water discharged)

1,148,246

Areas with water stress (m³)
2024

649,016

Areas with water stress (m³)
2025

1,302,498

m³
2024

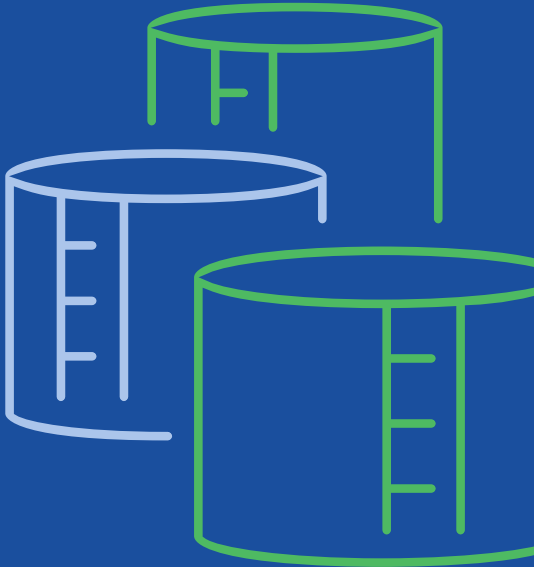
74,597

m³
2025

At some of our construction sites, the net water consumption figure can even be negative; for example, in areas where the water table is very close to the surface, water can seep out, in which case it is treated as a discharge.

In 2025, the total volume of water discharged amounted to 1,389,100 m³, which is 4.5 times the 2024 figure. This increase is mainly attributable to improved recording and monitoring of discharges at the construction sites; in previous years, there was not always a standardised system for tracking this information.

As detailed below in the section on *Minimising our impact on water*, the breakdown of the different types of discharge provides a better understanding of this trend.



Water footprint and refining our understanding of this resource

One of the key developments of 2025 was the consolidation of FCC Construcción's water footprint management and assessment model. In 2025, for the second year in a row, we **verified our water footprint** in accordance with the **Water Footprint Network** methodology, covering both domestic and international operations, thereby strengthening the reliability, traceability and comparability of our information on water use.

Categorisation of our water footprint (m³)

Water footprint by component	2024	2025
Azul Directa	1,343,937.00	1,043,031.68
Azul Indirecta	60,432,134.00	186,145,195.44
Gris	170,729.00	1,484,105.98
Total	61,946,800	188,672,333

The verification process has been accompanied by continuous improvements to the calculation methodology and internal data management systems. In 2025, we fully integrated water footprint calculations into the **DISCON corporate platform**, which has automated processes, improved the quality of the information reported and facilitated the monitoring of indicators across all our operating regions.

We also strengthened **training initiatives** for the teams responsible for reporting and monitoring water indicators, raising awareness of the importance of efficient water management and helping to improve the quality of the data collected. This effort has resulted in more exhaustive monitoring of water consumption and discharges, and a better understanding of the main areas of impact associated with our operations.

As part of this methodological fine-tuning, we have incorporated new analytical criteria to more accurately assess the significance of each project based on variables such as water stress at the location, the socio-economic conditions of the surrounding area and the relative scale of water consumption associated with each project. This approach facilitates the identification of priority areas for action and strengthens the organisation's capacity to steer decision-making on water management.

Water consumption in 2025 by withdrawal source and water stress (m³)

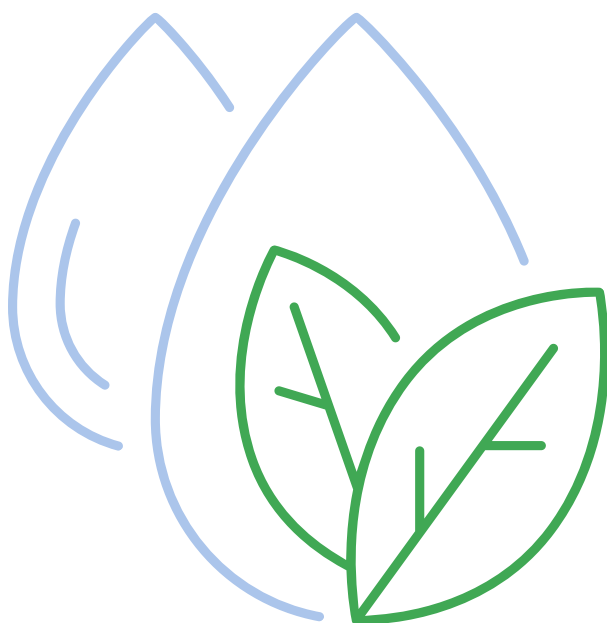
Withdrawal source	Total 2025	Total in areas with water stress 2025
Surface water	65,330	59,689
Groundwater	220,613	220,613
Water supply networks	972,108	685,530
Seawater	0	0
Water recycled reused in own operations	65,608	65,608
Rainwater captured and stored	140,038	139,981
Other water derived from the extraction, processing or use of raw materials	0	0
Total	1,463,697	1,171,422

In the coming years, we plan to continue to deepen our knowledge and management of our impacts on water through gradual expansion of the scope of our water footprint and tighter reporting and transparency mechanisms, including preparation for participation in the CDP Water initiative for the first time.

4.6 We are polluting less

GRI: 3-3; 303-2; 303-4; 305-7

The nature of our projects implies constant interaction with the environment, which is why we have specific measures aimed at minimising our impacts on air quality, protecting water resources and preventing soil contamination.



Minimising our impact on water

Certain activities generate wastewater which, once treated and monitored, is discharged into various receiving bodies of water. With the aim of preventing impacts on water bodies and ensuring compliance with applicable environmental requirements, we implement specific control and monitoring measures in all projects involving discharges.

Control of discharges is an essential aspect of our environmental management effort. We continuously monitor the wastewater generated by activities involving discharges, applying treatment, control and verification measures to ensure compliance with environmental requirements and minimise impacts on receiving bodies of water.

These steps notably include:

- Installation of onsite treatment systems
- Sedimentation of suspended solids
- Monitoring of physico-chemical parameters
- Conducting regular analyses to verify water quality prior to discharge

All discharges are carried out under the relevant authorisations issued by the competent authorities and in accordance with the conditions stipulated in each instance.

In 2025, we managed a total volume of discharges of **1,389,100 m³**, compared with **302,942 m³** in 2024. This year-on-year increase is attributable to both tighter control and accounting mechanisms for discharges at construction sites and the nature and development of the projects carried out in 2025. Of the total, 457,431 m³ underwent treatment prior to discharge, helping to minimise the impact on receiving water bodies. We also carried out specific monitoring of discharges totalling 522,406 m³ in areas subject to water stress in 2025.

The continuous monitoring of discharges and implementation of preventive measures reduce our impact on water bodies and strengthen environmental protection at all stages of project execution.



Wastewater discharged (m³)

Water discharged by destination	Total 2024	Total 2025
Public water domain (surface water) (m³)	142,754	537,438
Public water domain (groundwater) (m³)	5,643	6,142
Public maritime-terrestrial domain (seawater) (m³)	0	0
Sewerage network (third-party water) (m³)	91,048	655,245
Sealed septic tank (third-party water) (m³)	63,496	190,275
TOTAL water discharge (m³)	302,942	1,389,100
TOTAL in areas with water stress (m³)	125,040	522,406
Water treated (m³)	50,634	457,431

Water discharges by type of water 2025

	m³	%
Total with dissolved solids of ≤ 1000 mg/l	1,204,126	86.68%
Total with dissolved solids of > 1000 mg/l	184,974	13.32%
TOTAL water discharge (m³)	1,389,100	100%

Water discharges by type of water in areas with water stress 2025

	m³	%
Total with dissolved solids of ≤ 1000 mg/l	339,171	65%
Total with dissolved solids of > 1000 mg/l	183,235	35%
TOTAL water discharge (m³)	522,406	100%

Discharge by destination 2025

	m ³	%
Treated water sent to public water domain (surface water)	537,438	38.7%
Treated water sent to public water domain (groundwater)	6,142	0.4%
Sent to sewerage network	655,245	47.2%
Sent to sealed septic tanks	190,275	13.7%
TOTAL	1,389,100	100%



Volume of wastewater discharged (m³) 2025

1,389,100

Total discharges

100.0%

Total discharges (% of total discharges)

65,608

Water recycled in own operations

4.7%

Water recycled in own operations
(% of total discharges)

457,431

Water treated

32.9%

Water treated (% of total discharges)

Air quality

The use of machinery and equipment, the transport of materials, earthworks and certain production activities generate air emissions and airborne particulates that affect the environment surrounding our projects.

To minimise these impacts, FCC Construcción takes **preventive measures** tailored to the characteristics of each activity, aimed both at reducing emissions associated with energy consumption and controlling the generation and dispersion of dust. Notable among which:

- Wetting of surfaces and roads
- Covering of stockpiles
- Cleaning of areas of transit
- Productive process optimisation
- Preventive maintenance of machinery and equipment

Emissions monitoring is key for driving continuous improvement. To that end, we regularly monitor the main air pollutants and analyse the emissions associated with our various areas of activity separately. We also break down particulate emissions by type of operation to identify the activities with the greatest potential for improvement and enhance the effectiveness of the measures implemented.

In 2025, particulate emissions totalled 411,097 kg, concentrated mainly in activities related to the crushing of aggregates, earthworks and the transport of materials. In parallel, the control measures in place prevented the emission of more than 2.1 million kilograms of dust, reducing our impact on the environment and local communities.

The year-on-year reduction in nitrogen oxide (NOx) emissions is mainly attributable to the completion of the NEOM project, which led to a very significant reduction in fuel consumption and associated emissions.

Nitrogen oxides, sulphur oxides and other significant air emissions (kg)

	Total NOx emissions	Total SOx emissions	Total CO ₂ emissions	Total NH3 emissions	Total VOC emissions	Total particulate matter emissions	Avoided dust emissions, 2025
Total 2025	5,244,565	1,374	947,548	1,421	238,232	411,097	2,134,558
Total 2024	10,808,497	2,671	NEW	NEW	490,947	392,886	2,423,666



Particulate matter emissions and avoided dust emissions, 2025 (kg)

Particulate matter emissions

392,886

2024 (kg)

411,097

2025 (kg)

+4.6%

Change

Avoided dust emissions

2,423,666

2024 (kg)

2,134,558

2025 (kg)

-11.9%

Change

Putting our data
into context

2,135 t

of dust emissions avoided

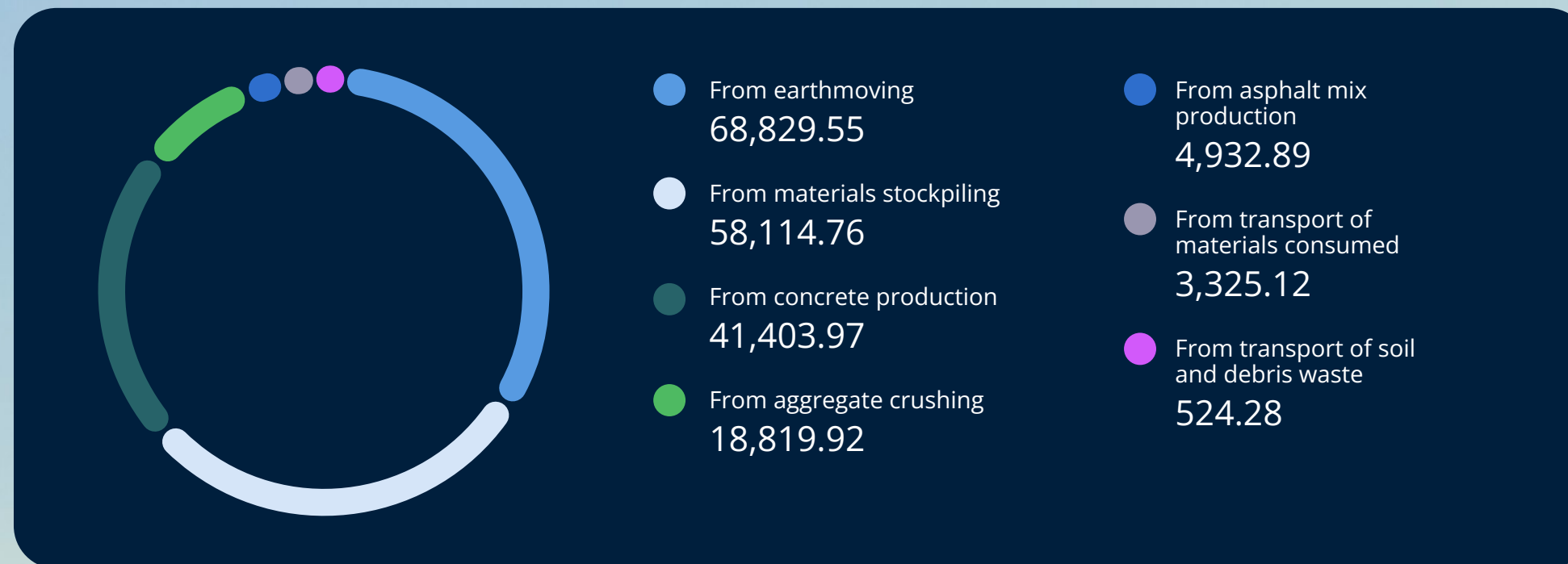
is equivalent
to 21,135 10-kg
bags of cement
or the weight
of around 270
adult African
elephants.



Dust emissions by activity (kg)

Activity	Particulate matter emissions, 2025	% of total
Production of asphalt aggregate	567	0.1%
Production of concrete	15,186	3.7%
Crushing of aggregates	178,748	43.5%
Stockpiling of materials	38,458	9.4%
Earthworks	104,849	25.5%
Transport of materials used	55,251	13.4%
Total 2025	411,097*	100.0%

Dust Emissions (kg)



* Data for FCC Construcción, S.A. only.



Soil protection and spill prevention

The prevention of soil pollution forms part of the environmental control measures we implement in our projects. Our preventive approach is complemented by the installation of containment systems, the continuous monitoring of environmental conditions in work areas and the implementation of response protocols designed to minimise the risk of accidental contamination and respond swiftly and effectively to any incident.

In 2025, we recorded 63 incidents relating to accidental spills and soil damage, encompassing a total volume of 76 m³. Of the total, 18 were linked to episodes of soil contamination or inappropriate soil disturbance, and 45 involved inappropriate, uncontrolled or accidental discharges. Most of these incidents occurred in Spain and the Americas, regions where a significant proportion of our operations are concentrated.

Material impacts on soil at FCC Construcción

	Inappropriate or uncontrolled soil contamination or alteration, #	Inappropriate or uncontrolled soil contamination or alteration, volume (m3)	Inappropriate, uncontrolled or accidental discharges, #	Inappropriate, uncontrolled or accidental discharges, volume (m3)	Total accidental spills, 2025, #	Total accidental spills, 2025, volume (m3)
Total 2025	18	22	45	54	63	76



New Quisi Viaduct.
Alicante, Spain.

4.7 We take care of nature

GRI: 3-3; 101-1; 101-2; 101-4; 101-5; 101-6; 101-7; 101-8

Conserving and protecting biodiversity is one of the core commitments enshrined in our **Environmental Policy**. Specifically, we are committed to helping preserve natural capital, fostering the conservation of biodiversity and supporting the recovery of ecosystems, a commitment that is embodied in our Environmental Management System and the targets and actions set out in our Sustainability Strategy.

This commitment translates into the implementation of preventive, monitoring, restoration and, where appropriate, mitigation measures, aimed at minimising impacts on ecosystems and promoting their conservation, and extends throughout our entire value chain through supplier endorsement of our **Environmental Code of Conduct**. Furthermore, the FCC's Group's own **Code of Ethics and Conduct** stipulates ecosystem protection as a guiding principle.

Given the scale of our projects, they are subject to environmental assessment processes from the outset, when different development alternatives are studied, taking into account multiple factors, including their impact on biodiversity. These processes also incorporate **public outreach mechanisms** to enable different stakeholders to express their concerns and provide input.

As a result of these assessments, guidelines are established for steering project execution; at FCC Construcción, we are committed to integrating those guidelines into our Environmental Management System and applying them systematically. Furthermore, through our own Good Practices System, we identify and implement specific, proven measures aimed at the conservation and protection of biodiversity, which go beyond our legal and contractual requirements.

The identification of risks and impacts on biodiversity forms part of our Environmental Management System, through the analysis of the ecological sensitivity of the affected environments, identification of habitats and species of interest, presence of protected natural areas and other relevant factors.

Our approach combines **compliance with the environmental monitoring plans** derived from this environmental assessment process with the **implementation of specific prevention, monitoring and restoration measures tailored to the characteristics of each setting**. This management approach is particularly important for projects located in protected natural areas or areas of high ecological value, where we step up control and monitoring mechanisms to minimise impacts on ecosystems and promote their conservation.



Roof of Madrid City Council headquarters in Legazpi, Madrid, Spain.

In addition, we have a **Basic Guide to Biodiversity Management and Conservation**, which steers our actions in natural habitats or areas home to threatened animal or plant species, with the aim of protecting and conserving biodiversity, maintaining the benefits derived from ecosystem services and promoting the sustainable management of living natural resources.

We also engage and coordinate continuously with the relevant authorities and other stakeholders involved in each project, to ensure that environmental requirements are properly integrated and that the measures put in place are monitored.

When projects are carried out in particularly sensitive areas, such as Sites of Community Importance (SCI) or Special Protection Areas for Birds (SPA), we carry out focused monitoring aimed at preserving existing environmental values and ensuring due implementation of the planned protection, restoration or compensation measures designed to facilitate biodiversity conservation.

Depending on the characteristics of each project, the measures we implement include the protection of species and habitats of

interest, adapting works to the biological cycles of wildlife, reducing impacts derived from noise, vibrations or lighting and preserving aquatic environments and flora of particular ecological value. Through this preventive approach, which is integrated into the planning and execution of our projects, we seek to reconcile our business activities with the conservation of biodiversity and protection of the natural resources present in the surrounding area.

Biodiversity management also comes into play during the final phases of our projects, when we carry out environmental restoration and monitoring activities with the aim of spurring the recovery of the areas where work has been carried out.

The environmental protection, restoration and monitoring measures carried out in conjunction with our projects **also help to preserve the ecosystem services associated with the areas where we operate**, including the conservation of habitats for flora and fauna, water regulation in watercourses and wetlands, the protection of soil against degradation, and the preservation of the settings' ecological heritage and landscapes.

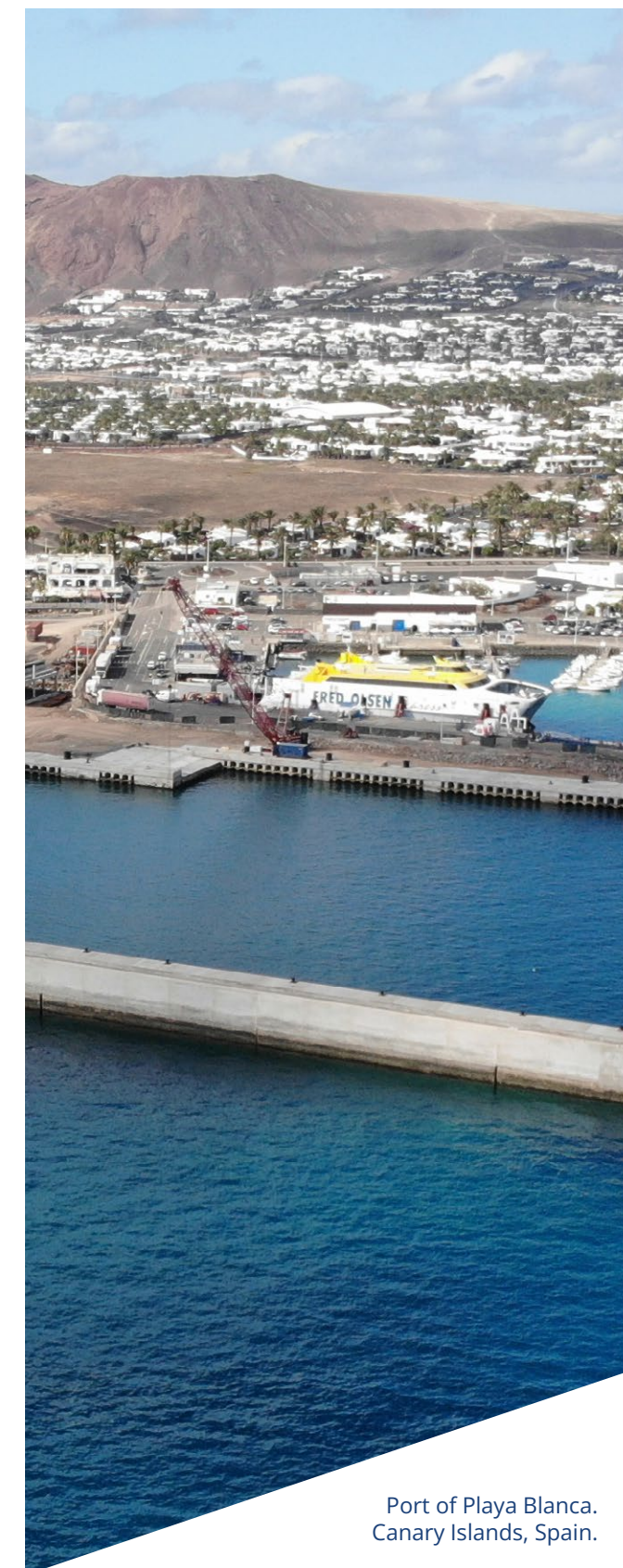
Protecting biodiversity at our projects

The construction sector has an impact on the natural environment; some impacts are unavoidable, but can be minimised. For example, the loss of flora, disruption to wildlife corridors, noise, night-time lighting and dust settling on plants. Early identification of these factors makes it possible to define specific prevention, monitoring and restoration measures tailored for the characteristics of each project.

These impacts are assessed before we commence work, and mitigation or compensation measures are put in place to address them. Our role is to ensure these measures are implemented and raise awareness of their importance.

Our actions include the due identification and characterisation of the areas surrounding our projects, identification of any sensitive features (habitats, species, watercourses, etc.) and adaptation of our work to minimise any adverse effects.

This process triggers a sequence of actions for implementation, based on the early identification of sensitive features, the adoption of preventive measures to avoid or minimise adverse effects, the implementation of environmental restoration measures in affected areas and, where appropriate, the implementation of the mitigation measures set out in the environmental assessments.



Port of Playa Blanca.
Canary Islands, Spain.

Sites near or located in protected nature areas or unprotected areas of high biodiversity value

Type of impact	2024		2025	
	No. of sites	Surface area (ha)	No. of sites	Surface area (ha)
Located in protected natural areas or areas of high biodiversity value	12	758	13	673
Located in an area with a landscape classified as significant	13	1,166	15	1,249
Impact on natural watercourses in protected areas	6	51	7	51
Impact on natural watercourses in areas of high biodiversity value	13	858	17	873
Impact on watercourses of very high value to local communities and indigenous peoples	7	64	11	65
Impact on watercourses of significant value to local communities and indigenous peoples	10	852	13	849
Impact on listed or protected flora	8	908	22	1,839
Impact on listed or protected fauna	18	905.18	23	1,467

In 2025, we carried out activities in areas varying levels of environmental sensitivity and significance for biodiversity. In total, we identified 13 projects located within protected natural areas, as well as 15 projects in areas with landscapes classified as significant.

A further 17 projects were identified as having the potential to affect natural watercourses in areas of high biodiversity value, and 23 projects were carried out in environments where the presence of listed or protected animal species was identified. Meanwhile, 22 projects involved interaction with protected plant ecosystems or plants of special conservation interest. These actions were carried out in environments including Natura 2000 sites, Special Protection Areas (SPAs), Special Areas of Conservation (SACs), national parks, wetlands and other areas of high ecological value, as well as in areas containing habitats and species of conservation interest.

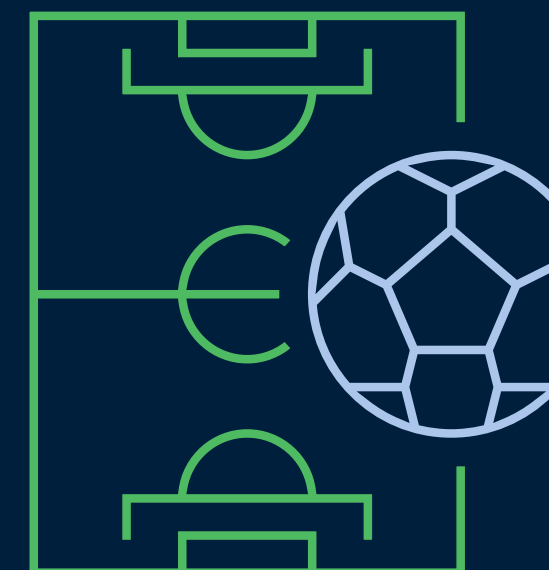
As part of the environmental monitoring and restoration activities carried out within our projects, in 2025, we implemented measures aimed at the recovery of affected areas and the conservation of sites of ecological interest. Thanks to these measures we were able to protect 30.09 hectares and restore 54.16 hectares in 2025, helping to maintain and restore habitats of interest and strengthen the conservation of species found in the areas surrounding our operations.

Putting our data into context

54.16 ha

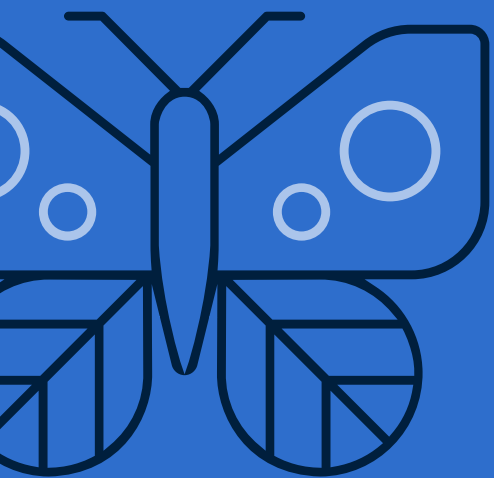
hectares of restored land

is equivalent to the recovery of an area the size of 72 football pitches, in other words, over half a million square metres of replenished nature.



Environmental protection and restoration initiatives were carried out in several of the countries where we operate, adapted for the ecological characteristics of each site and contributing to the conservation of habitats and species of local interest.

The table below sets out a **selection of projects carried out during 2025 in protected natural areas or in areas of high biodiversity value**. It outlines some of the main habitats, species and environmental features identified, as well as the protection, monitoring and restoration measures implemented to minimise potential impacts at the sites and surrounding areas.



00	01	02	03	04	05	06	07	08	09	10	11	128
In harmony with our environment												
País	Project name	Location and background					Impact and protection measures					
Chile	Industrial Bridge	Hualpén, Biobío region. This project runs through a wetland associated with the Biobío River.					The area is home to protected reptiles and amphibians. Environmental monitoring measures and measures to protect sensitive habitats, along with actions aimed at minimising the impact on the area's biodiversity.					
UK	A465 road	Brecon Beacons National Park (Wales), in areas within protected sites of conservation interest.					Protected species such as the marsh fritillary (<i>Euphydryas aurinia</i>), the great crested newt (<i>Triturus cristatus</i>) and the lesser horseshoe bat (<i>Rhinolophus hipposideros</i>) were identified, and specific protection and monitoring measures were implemented.					
Romania	Section 3: Gurasada-Simeria	Natura 2000 sites, including ROSCI0064 – Defileul Mureşului.					The project is located within protected areas designated for their high ecological value, where priority habitats and species of Community interest have been identified. Specific protection, monitoring and conservation measures were implemented during execution of the works.					
	Lugoj-Timişoara East	Natura 2000 sites, including ROSCI0373 – Râul Mureş între Brănişca şi Ilia.					This project is being carried out in an environmentally sensitive area, where protected species and habitats are present, requiring enhanced environmental monitoring and control measures.					
Spain	Seven sites	Various protected natural areas and areas of high ecological value. These include projects carried out in Natura 2000 sites, Special Protection Areas (SPAs), Special Areas of Conservation (SACs) and other areas of particular conservation interest.					The presence of protected flora and fauna species was identified, as well as listed plants and habitats of Community interest. Preventive, monitoring and restoration measures were implemented to minimise the impact on ecosystems.					
Portugal	Three sites	Protected natural areas and areas of significant environmental value.					The work was carried out in environments containing plants and wildlife of conservation interest, with specific measures for protection, monitoring and environmental restoration being implemented.					

The plant species identified on the IUCN Red List or on national conservation lists applicable in the areas where our projects were carried out in 2025 included:

- In Spain: halonitrophilous scrub; species such as the black hawthorn (*Maytenus senegalensis*); the saltwort (*Salsola papillosa*); the jujube (*Ziziphus lotus*); the Chio orchid (*Hymantoglossum*); and eelgrass meadows (*Zostera noltei*).
- In Romania: *Quercus cerris*, *Fagus sylvatica*, alluvial forests with *Alnus glutinosa*, as well as *Fraxinus excelsior*, *Alnus incana* and *Salix alba*.

Some of the wildlife species identified were:

- In Spain: Bonelli's eagle (*Aquila fasciata*), short-toed lark (*Calandrella brachydactyla*), Iberian sandgrouse (*Pterocles alchata*), European roller (*Coracias garrulus*), golden eagle (*Aquila chrysaetos*), European pond turtle (*Emys orbicularis*) and bottlenose dolphin (*Tursiops truncatus*).
- In Romania: European otter (*Lutra lutra*), common kingfisher (*Alcedo atthis*), golden eagle (*Aquila chrysaetos*), European pond turtle (*Emys orbicularis*) and various species associated with Natura 2000 sites of particular ecological importance.
- In the UK: the red-banded fritillary (*Euphydryas aurinia*), the dormouse (*Gliridae*), the great crested newt (*Triturus cristatus*) and the lesser horseshoe bat (*Rhinolophus hipposideros*).

The **Appendices** provide additional information about the impacts of our activities on different settings.

Success story

Building in
harmony with the
environment

Industrial Bridge project in Chile



Our **Industrial Bridge project** in Chile demonstrated that large-scale infrastructure can be developed in harmony with its natural surroundings. This project, located in the **Biobío region**, connects the towns of **Hualpén** and **San Pedro de la Paz** through a new piece of strategic infrastructure designed to improve regional connectivity and relieve congestion on key transport corridors such as **Route 160** and **Avenida Costanera**. The project encompasses a **2.5-km bridge** with a **total connection length of 6.5 km**, entailing an investment of approximately **€140 million** and a construction period of **36 months**.

From the initial stages of the works, biodiversity protection was built in as an operational priority. The site was highly environmentally sensitive, both due to the presence of native wildlife and its direct interaction with the **Biobío riverbed** and nearby areas of ecological value, including sections associated with the **Los Batros Wetland**. Against this backdrop, we implemented preventive, corrective and monitoring measures in line with the commitments set out in the project's **Environmental Assessment Resolution**.

Concepción Industrial
Bridge. Chile.

To this end, we rolled out a conservation programme that included:

- **Environmental training** for 100% of staff, including contractors and subcontractors, with technical sessions on species identification, impact prevention and action protocols.
- **Protection of nests and burrows**, signposting and demarcating sensitive areas, particularly during breeding seasons.
- **Control of machinery traffic**, restricted to authorised tracks to prevent the accidental destruction of reptile and rodent habitats.
- **Explicit prohibitions:** hunting, the use of fire to clear vegetation, and the use of substances harmful to wildlife.
- A **dedicated plan for the rescue and relocation of amphibians and reptiles**, developed in accordance with environmental regulations and supervised by experts. Specific measures were taken to rescue amphibians, reptiles and fish, with subsequent monitoring to verify their effectiveness. A total of **410 amphibians and reptiles and 133 fish** were rescued and relocated, including native species of interest such as *Batrachyla taeniata*, *Caudiverbera*, *Philodryas chamissonis*, *Liolaemus tenuis*, *Cheirodon galusdae*, *Galaxias maculatus*, *Percilia gillisi* and *Trichomycterus areolatus*.

The results endorse the approach: a 100% reduction in the presence of reptiles in the affected areas prior to the start of works, and full compliance with the commitments set out in the Environmental Assessment Resolution.

Overall, this project serves as an example of how the construction of strategic infrastructure can proceed in a manner compatible with the conservation of the natural environment. Beyond its contribution to mobility and regional development, the Chile Industrial Bridge demonstrates the ability to integrate biodiversity criteria, technical monitoring and regulatory compliance into the execution of complex construction projects, embodying a more responsible and proactive approach to construction that is aligned with the company's sustainability principles.

Biobío region, Chile

Location

6.5 Km
(bridge: 2.5 km)

Total length

Bridge and strategic road connection

Project type

€140 million

Investment

100%
(own workforce, contractors and subcontractors)

Staff trained on environmental management

100% reduction in the presence of reptiles in the affected areas prior to the start of works

Key outcome



Concepción Industrial Bridge. Chile.

Infrastructure conservation and environmental management

Comprehensive maintenance of Barcelona's ring roads and the municipal section of Gran Via Nord. (Matinsa)

00

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In harmony with our environment

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Matinsa

Matinsa is the company within the Construction Area specialised in **infrastructure maintenance and environmental management**. With over 30 years' experience, it is a leading player in the maintenance of major infrastructure, such as roads, railways and waterworks, all over Spain.

Its activities also extend to the protection and restoration of natural capital, through forest management, river and coastal regeneration and fire prevention. In recent years, Matinsa has exported its expertise, with the maintenance project for the A-465 road in Wales (UK), geographically diversifying this business activity.

Track record

> 30 years

Infrastructure maintenance

+4,870 km
of roads

100 km
of bridges

80 km
of tunnels

87 km
of the metropolitan network in Spain

Noteworthy projects in 2025

Joint maintenance and operation of the monitoring networks of the Júcar River Basin Authority

Maintenance and operation of the Somport international tunnel

Earlier milestone projects

Maintenance of the Casa de Campo, covering an area of 1,722 hectares, one of the most ecologically valuable forest areas in the city of Madrid

The Manzanares River restoration project (Madrid)

For more information about Matinsa's activities, visit its [LinkedIn profile](#).

In harmony with our environment

Reducing environmental impacts and environmental restoration

Matinsa's activities contribute directly to the conservation and improvement of ecosystems, integrating **biodiversity** and **circular economy** criteria into its projects. Some of the most noteworthy projects include:

- **Casa de Campo** and **Tres Cantos Forest Estate** (Madrid): end-to-end management of over 1,900 hectares, strengthening biodiversity and fire prevention. ([More information](#))
- **Manzanares River** (Madrid): river restoration and the reinforcement of native species through controlled releases.
- **Guadiana River** (Badajoz): control of invasive species and restoration of the riparian forest.
- **Cordoba Green Belt**: development of over 20 km of green corridors along livestock trails.
- **Riofrío Forest** (Segovia): forestry and grazing measures aimed at forest regeneration and carbon sequestration.
- **San Roque public port area (Cadiz)**: restoration of dune systems and control of invasive species.

Biomass from tree management work is recycled in composting plants as part of R&D&I projects such as BIOPROLIGNO (which transforms biomass waste into a natural herbicide for vegetation control).

In parallel, Matinsa has been measuring its carbon footprint for three years and in 2025 committed to **achieving net-zero carbon emissions for Scopes 1 and 2** across various road maintenance contracts, through the use of lower-impact fuels for vehicles and snowploughs, the purchase of electricity with Renewable Energy Certificates, and the offsetting of verified residual emissions.



Innovation for safety and efficiency

Innovation is a key driver for improving the safety, operational efficiency and sustainability of the infrastructure managed by the company:

- **Participation in PRESAI:** development of maintenance processes for water infrastructure using artificial intelligence, robotics and digital twins, moving towards predictive management models. ([More information](#))
- **Modernisation of road tunnels** (in partnership with FCC Industrial): refurbishment of the Xeresa (Valencia) and Mascarat (Alicante) tunnels, incorporating advanced safety, ventilation, control and lighting systems.
- **Sustainable energy infrastructure:** Photovoltaic installation with energy storage and charging points distributed across the dams and offices of the Guadalquivir River Basin Authority.

In operations:

- **Innovation for more sustainable maintenance:** installation of solar panels on maintenance vans, recognised with the 2025 Fomento Award for Sustainable Initiatives.
- **VISION Platform:** digitalisation of operational management through quality control, machinery monitoring, incident tracking, inventory management and real-time geolocation.
- **Drones equipped with artificial intelligence** to inspect roads and detect incidents, reducing the need for patrols.
- **Reduction in the number of combustion-engine vehicles** in the machinery fleet by converting them to LPG and replacing them with electric vehicles. Social commitment and road safety.

Matinsa contributes to economic and social development in the regions where it operates, **creating local jobs** and helping to retain the population in rural areas. At the institutional level, it is a member of the World Road

Association (PIARC), the Technical Road Association (ATC) and the Association of Infrastructure Maintenance and Operation Companies (ACEX), and chairs the Association of Landscape and Environmental Restoration Companies (ASERPMA) and the Spanish Society of Dams and Reservoirs (SEPREM).

In terms of **people and safety**, Matinsa is reinforcing a comprehensive approach based on equality, prevention and training:

- **Equality and professional development:** progress towards the Ministry of Equality's 'Distinctive Mark of Excellence in Equality' and formulation of the second Equality Plan.
- **Road safety and fleet management:** Matinsa is fitting impact absorbers to maintenance vehicles and reusing older fleet vehicles to extend their service life, extending this practice to snow ploughs and fire-fighting vehicles.
- **Emergency training:** BLS-CPR, fire-fighting and emergency management programmes to strengthen response capacity in road maintenance environments.

We care for people

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Son Dureta Health
Park in Palma de
Mallorca. Spain.



5.1 People who build value

At FCC Construcción, we understand that our business is only possible through commitment to people and our surroundings. Behind every project are teams, partners, suppliers, customers and communities who populate a shared value chain and contribute, each in their own way, to building infrastructure with a positive impact.

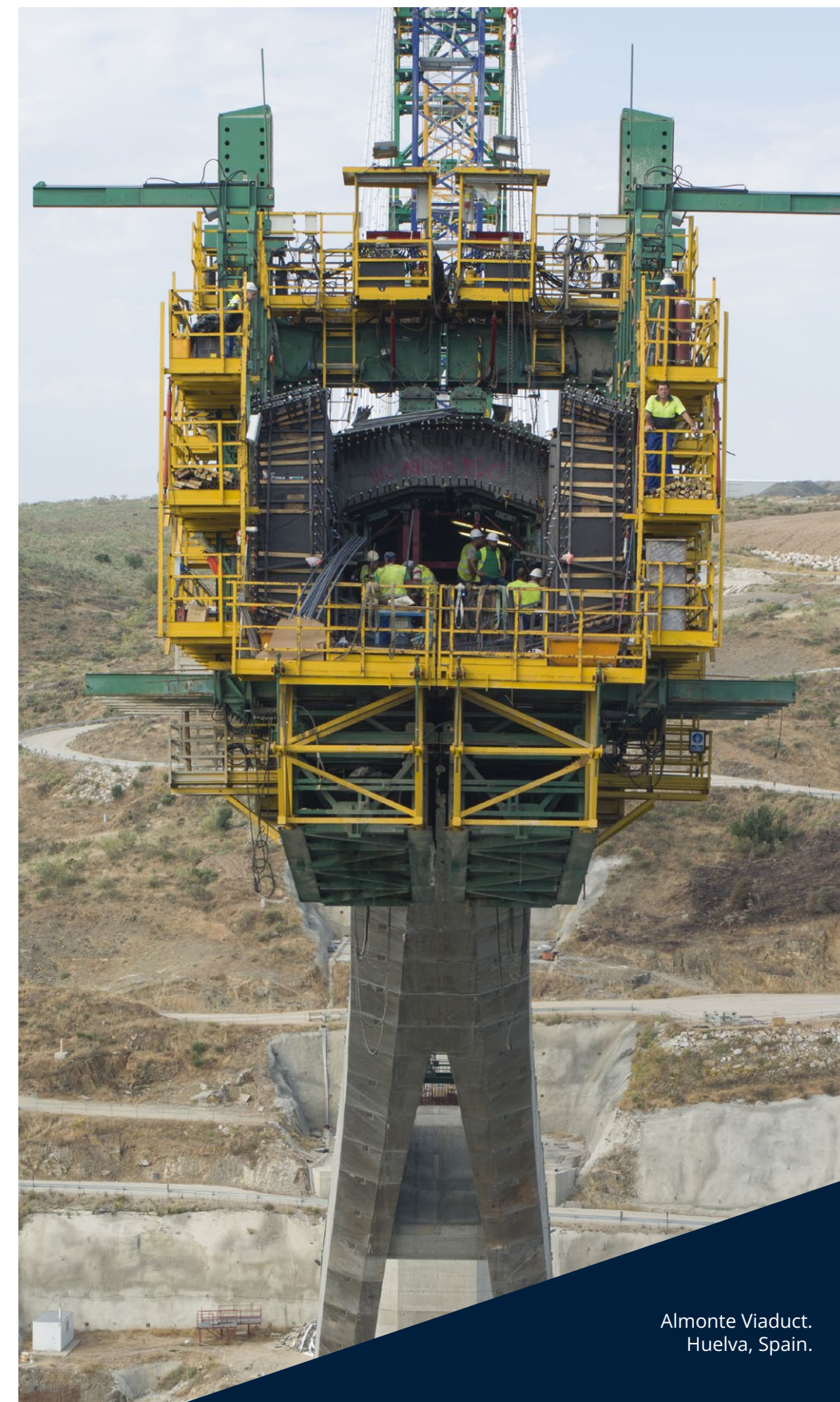
People are one of the fundamental pillars of our strategy. The complexity and diversity of the projects we participate in spur us to continue to invest in **skilled, diverse and inclusive teams**, capable of rising to the challenges thrown up by a sector undergoing constant transformation. To that end, we remain strategically committed to attracting, developing and retaining talent and creating **safe and collaborative places to work, conducive to their well-being**.

This commitment extends to our value chain. We work to maintain **solid and lasting relations** with suppliers and partners, integrating social, environmental and ethical criteria into our processes and fostering accountable and transparent management.

We also understand that the infrastructure we build has a direct impact on local communities. That is why we strive to engage in **meaningful dialogue with those around us**, encouraging active listening, collaboration and the generation of shared value.

Stakeholder trust is also earned through **transparent and two-way communication**. Hence our efforts to constantly fine-tune our internal and external communication channels and our presence on digital platforms and social media, with the ultimate aim of sharing what we are doing, sparking an exchange of knowledge and strengthening relations with our stakeholders.

In a context marked by new social, regulatory and environmental challenges, we continue to adapt our policies and practices so as to be able to respond responsibly and consistently to our stakeholders' expectations, remaining focused on people at all times.



2025 milestones

Fine-tuning of internal regulations and policies

- In 2025, we continued to adapt our people management models for **new regulatory and legislative requirements**, reinforcing the policies and procedures related to diversity, equality and inclusion.

Focus on quality

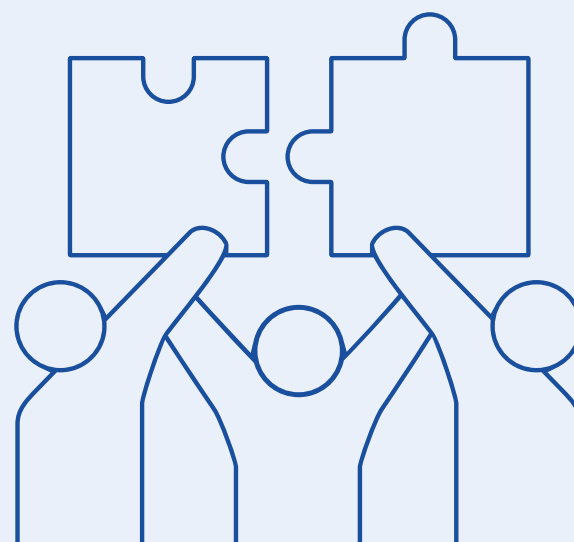
- **Contratas y Ventas, S.A.U. (Convensa)** signed its **2nd Equality Plan** last year, reinforcing the company's commitment to providing equal opportunities and career development in jobs traditionally dominated by men.
- We made further progress on **bringing more women into operational positions and manual trades**, unlocking year-on-year growth of two percentage points in female participation in these activities.
- The Human Resources Department championed **Explora**, a personal and career development programme targeted at women from all across the Group. Representatives from different areas of the Group, including FCC Construcción, participated in the 2025 edition of this female talent programme. The programme combines internal and external sessions aimed at reinforcing skills associated with leadership, self-confidence, professional growth and talent development.
- We continued to encourage participation in the **EOI's High Potential Female Talent Programme** focused on leadership skills and professional growth.

Inclusion of people with disabilities

- We worked harder to **integrate people with disabilities** all across the Construction Area, collaborating with foundations, special employment centres and social organisations. At FCC Industrial, for example, we meet the legal threshold of 2% despite the specific challenges implied by nature of the work in this sector.
- We continue to work on **inclusion strategies** tailored for the characteristics of each activity and operating environment, especially in field and site activities.

Corporate training and development

- We brought a number of our training initiatives abroad by **translating and adapting the content** for different countries and teams.
- We tightened collaboration with specialist external providers in order to provide **highly technical training**.
- We championed, together with the Training area, **specific sustainability actions** related to Zero Waste, carbon footprint calculation and verification and the Human Rights and Environment Due Diligence System.
- We rolled out the updated and translated **Alexandria** training programme in Saudi Arabia, the US, the UK and Portugal.
- We added **three new BIM courses** to the corporate training syllabus and consolidated training on the water footprint, led by the Sustainability Department.
- We strengthened **skills** training around the Code of Ethics and Conduct, anti-corruption, the Whistleblowing Channel and conflicts of interest.
- We rolled out the **ASUME programme** in **Madrid and Barcelona**, a support and emotional well-being initiative aimed at staff from different areas of the Group. Through regular - and confidential - sessions and dynamics, the programme addresses issues related to conflict management, interpersonal relationships and emotional well-being in the workplace.



2025 milestones

Procurement, digitalisation and supplier sustainability

- **88% of purchases** were managed through the PROCURA programme.
- We added **new features to PROCURA**, allowing automatic data integration with data from the sourcing module and the generation of requests for quotation.
- We implemented the process for **approving purchase requests** from the Fiori platform (SAP version).
- We increased the geographic scope of PROCURA, bringing in suppliers from **more than 25 countries**.
- We held our first **Internal Customer Day** and our second annual **Supplier Day**, reinforcing collaboration and knowledge-sharing between different areas and strategic partners.
- We finalised full transfer of supplier certification to the **GoSupply platform**.
- We retained **ISO 20400 sustainable procurement certification**, passing the first surveillance audit, along with UNE 15896 certification for our Value-Added Purchasing and Procurement Management.

Health and safety

- We strengthened the integration of **health and safety** through new initiatives driven by top management.
- We updated the **corporate catalogue of safety measures**.
- We consolidated the **system of joint health and safety inspections** between the production and health and safety departments.
- We implemented specific campaigns for measuring **respirable crystalline silica** at the **Madrid Metro construction sites**.
- We continued to hold **short health and safety talks** onsite to raise awareness around safety measures.
- We promoted nationwide checks to verify the fit for purpose of the **Health and Safety Plans** for the activities being carried out.
- We produced and distributed **corporate reports on good practices** in health and safety for 2025.



Challenges for 2026

Talent attraction and development

- Continuing to hire **skilled professionals** in a particularly tight labour market for people with technical and operational experience in the construction, rail and industrial sectors and tradespeople.
- Reinforcing **recruiting, selection and integration processes** to cater to the company's growth, while maintaining the overall technical quality and corporate culture.
- Making further progress around **gender diversity** in activities traditionally dominated by men by focusing on attracting and developing female talent with technical backgrounds and trade skills.
- Strengthening our **career development programmes** so as to cater to the needs and expectations of the new generations, specially around training, mobility and career trajectory.
- Continuing to drive the **inclusion of people with disabilities** through models tailored for the characteristics of each operating environment and activity.

Organisational transformation and regulatory adaptation

- Adapting tools, indicators and management models for **unfolding labour and ESG regulatory requirements**.
- Reinforcing the **traceability of the information** linked to people and sustainability in all our operating markets.
- Maintaining the **ability to adapt** in response to increasingly demanding and ever-changing regulatory and business environments.

Procurement, digitalisation and supplier sustainability

- Continuing to **digitalise and standardise** procurement processes through extension of the PROCURA platform.
- Improving the **traceability**, flows of information and uniformity of procurement processes at the corporate level.
- Tightening the use of **ESG criteria** in supplier assessments and adjudications through more ESG audits and tools like GoSupply.
- Continuing to broaden **supplier certification processes** and gradually extending implementation of GoSupply to new countries.

Corporate training and development

- Continuing to transform the **corporate training model** to create a comprehensive and accessible offering aligned with the company's international needs, including technical training.
- Consolidating the **FCC Campus as a Digital Library**, adding training content structured by schools and available in different languages.
- Boosting **continuous learning models** freely accessible by all using their corporate digital IDs.
- Furthering international expansion of the newly updated and translated **Alexandria** training programme.
- Continuing to implement **well-being programmes** in three core areas: mental well-being; health and diversity; and exercise and diet.

Compliance, ethics and corporate control

- Reinforcing **control and oversight mechanisms** across all the companies and geographies where the Group operates, in line with its Compliance Model.
- Continuing to strengthen the **ethics and compliance culture** through training and awareness programmes related to the Code of Ethics and Conduct, competition and anti-corruption.

Health and safety

- Implementing a nationwide, monthly **External Health and Safety Inspection Plan** to reinforce safety supervision mechanisms.
- Guaranteeing uniform and consistent application of our **health and safety standards** across our different activities and workplaces.
- Continuing to strengthen a **culture of safety** by organising awareness initiatives and sharing best practices organisation-wide.

The social dimension of strategy

People and social impact are essential components of how we understand sustainability. As a result, the social dimension occupies a priority position in FCC Construcción's 2023–2026 Sustainability Strategy, which sets out specific commitments around the development of our teams and how we engage with the communities and other stakeholders we interact with.

This approach is articulated around five strategic areas:



01

Human rights

We embed respect for human rights into our operations and our dealings with our value chain, strengthening our due diligence, risk assessment and monitoring processes across the various environments in which we operate.

02

Social action

We create initiatives that contribute to the development of local communities, encouraging the recruitment of local people and running social action programmes that are aligned with our sustainability strategy and the SDGs.

03

Human capital

We are committed to the professional development of our people through ongoing training programmes, recognition schemes and measures aimed at improving well-being, work-life balance and the work environment.

04

Health and safety

We are working to establish an end-to-end culture of prevention throughout the organisation, promoting safe and healthy workplaces through training, supervision and continuous improvement of our health and safety standards.

05

Diversity and equality

We strive to create more diverse, inclusive and equitable working environments by providing equal opportunities, developing female talent and helping more vulnerable groups find work.

5.2

Close to our stakeholders

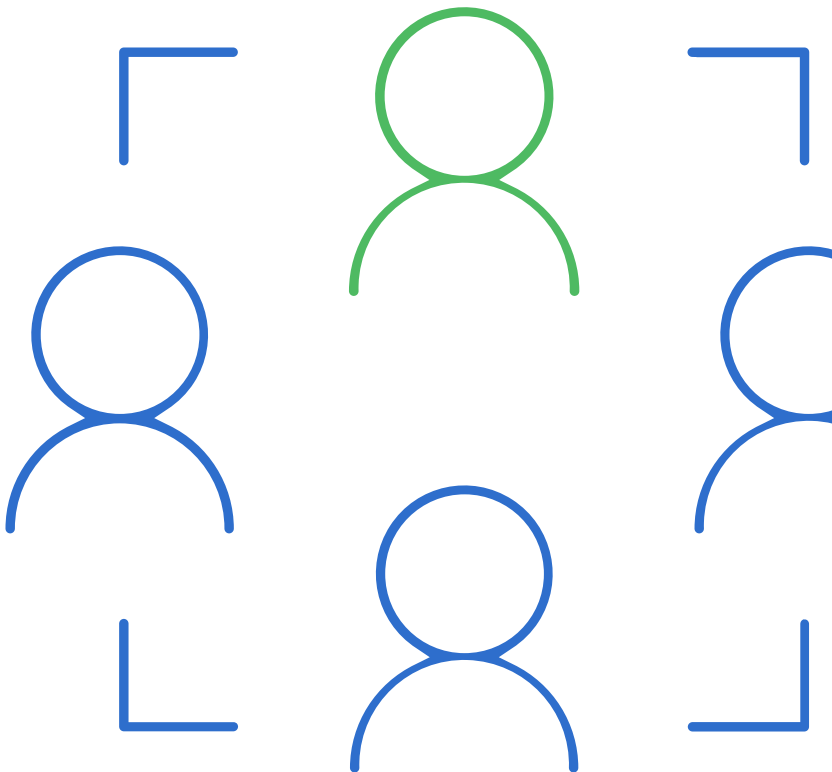
At FCC Construcción, we believe that having **close and transparent relationships** with our stakeholders is key to advancing towards a more sustainable, responsible and collaborative business model. We are working tirelessly to identify their needs, understand their expectations and create space for better dialogue based on trust and active listening.

Our stakeholders are all of the people, entities and groups that influence or are influenced by our activities. Listening to their needs and responding responsibly is what allows us to continually fine-tune our management and generate shared value.

Our stakeholders



* Foundations, NGOs, universities and technology centres.



Proactive communication

Communication, both internal and external, plays a strategic role in this effort. We are committed to providing clear, accessible and two-way communication underpinned by rigorous, verifiable and data-based information. This way of communicating is framed by our conviction that sustainability must be based on hard facts and results, the opposite of greenwashing.

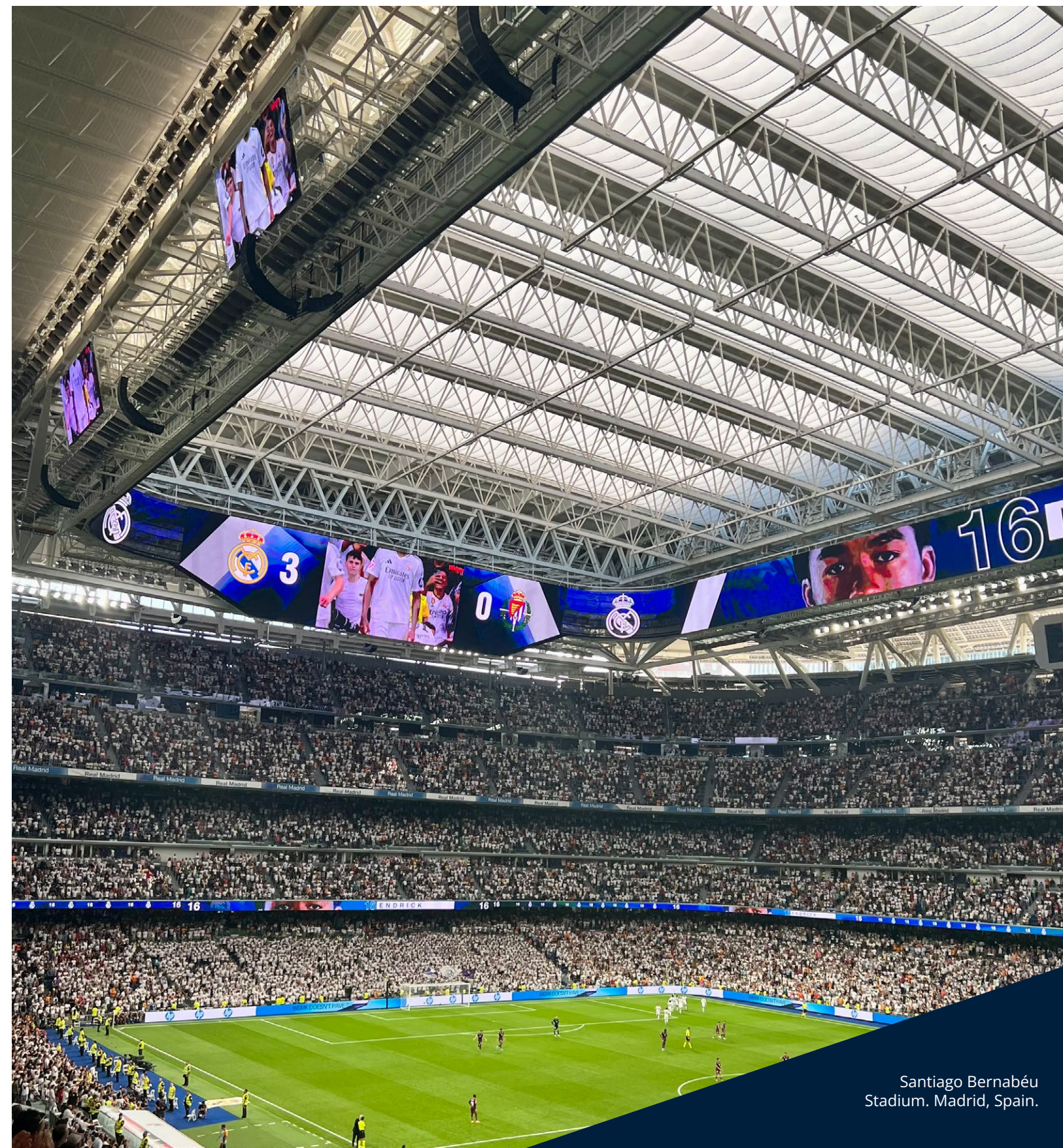
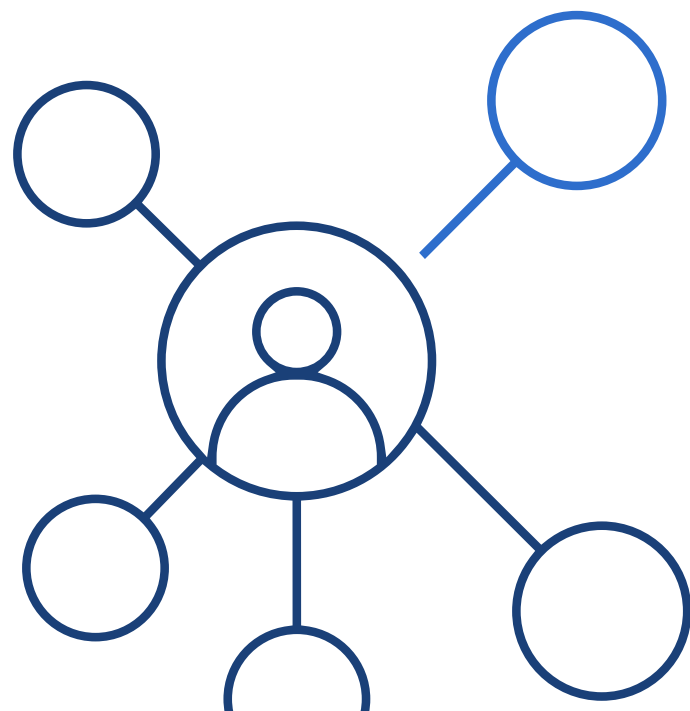
Against that backdrop, our **digital platforms and corporate channels** allow us to share our progress, projects and good practices, while reinforcing our corporate culture and body of in-house knowledge. In parallel, our social media profiles, particularly LinkedIn, continue to grow in strength as a strategic channel for shining light on our activities, enhancing our sustainability positioning and helping us attract talent.

At our communities' side

In a sector that has traditionally had a low communication profile, our strategy is to highlight the positive impacts of our activities and the role of infrastructure in people's everyday lives.

Our goal is to bring society in contact with projects and services that affect them daily, reinforcing the connection between FCC Construcción and our local communities.

In tandem, we continue to work to make our communication more approachable, aimed at society as a whole, complementing our traditional corporate and sector-specific communication efforts.



Communication channels

ONE intranet

Our corporate intranet, ONE, is our chief internal communication channel and provides our employees with a range of tools and corporate content. In recent years, the platform has been upgraded to make it more accessible, user-friendly and functional, facilitating participation and access to corporate information.

Stakeholders: Employees

FCC360 app

The FCC360 app provides employees with easy access to a range of administrative tasks and information related to training, benefits, equality and payroll. In 2025, it was upgraded for all employees, regardless of whether or not they have a corporate account.

Stakeholders: Employees

Corporate websites

The various companies comprising FCC Construcción have corporate websites that publish information about their projects and services, along with content of interest for their different stakeholders.

Stakeholders: All

Social media

We are active on social media such as LinkedIn, Instagram, X and YouTube, which have emerged as key channels for sharing projects, milestones and corporate initiatives.

LinkedIn remains our most important social media profile in terms of reach and community, while YouTube has become a benchmark audiovisual channel in the construction sector, thanks to the publication of informative content and short-form videos with a wide reach. Instagram raises the profile of projects of particular significance or with a big media impact.

Stakeholders: All

SOMOS FCC magazine

Our quarterly magazine, SOMOS FCC (which translates as We Are FCC), publishes news and highlights about the FCC Group's different Business Areas. The 2025 editions included special reports on FCC Construcción, including articles about the company's expansion in Canada and completion of the Riyadh Metro work. Of the four magazines published in 2025, FCC Construcción featured on the cover of two. The magazine is published in Spanish and English and sent to all employees and external staff.

Stakeholders: Employees

News bulletin

We use our regular bulletins to share news related to FCC Construcción and the FCC Group, including sustainability initiatives, corporate developments and participation in sector events. In 2025, a total of **386** news items were published about the Construction Area, some for internal consumption (corporate) and some for external consumption (media and stakeholders).

Stakeholders: Employees, shareholders and investors

Corporate presentations

We update our corporate presentations and annual reports regularly for the latest relevant financial and non-financial information, strengthening transparency and communication with shareholders, investors and other stakeholders.

Stakeholders: All

Sustainability Report and environmental communication

Our Sustainability Report provides an annual account of FCC Construcción's economic, environmental, social and governance performance, along with the main sustainability-related developments, targets and strategic actions.

We also draw up a number of technical and environmental reports, including reports on our water footprint and GHG emissions, reinforcing our commitment to the provision of technical, rigorous and data-driven communication.

Stakeholders: Customers, shareholders and investors, public authorities and other external organisations

External media

We maintain a close and constructive relationship with the Spanish and international media, fostering direct, transparent and technical communication regarding our activities and projects. This approach reinforces the credibility of the information we disseminate and highlights the positive impact of our actions.

Stakeholders: Media

Information boards and QR codes on site

We put up information boards and QR codes at our construction sites to make it easier to access compulsory training and relevant content, particularly for workers who do not have regular access to digital media or email.

Stakeholders: Employees

ServiceNow

ServiceNow is the corporate tool for managing technical incidents, IT support and cybersecurity-related matters. Its use guarantees traceability and efficient resolution of all service requests made.

Stakeholders: Employees

Whistleblowing Channel

Our confidential Whistleblowing Channel is accessible through our websites, by email and through the mobile app, enabling the notification of possible improprieties or breaches of the Code of Ethics. All notifications are handled following specific procedures, framed by confidentiality requirements and other safeguards.

Stakeholders: Employees, suppliers, contractors and local communities

Key communication and reach statistics for 2025

386

corporate news items published in 2025

+200

publications

generated by the "12 Best Photos of 2025" contest

171,000

views

188,067

LinkedIn followers of FCC Construcción's profile

+234,000

people

Direct reach in LinkedIn of over

34,700

subscribers

on YouTube, making us the most visited communication channel in the sector

+12.9 M

views

6,298

followers on Instagram

205

publications on Instagram

1,343

followers

212

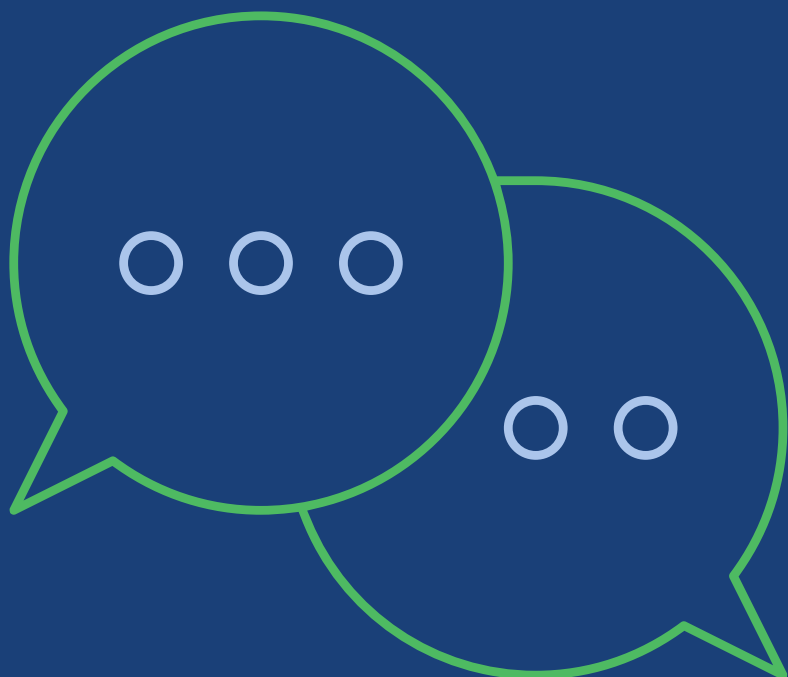
Likes

On X, for the 54 tweets published

234,069

citizens

Direct reach of the Construction Area of the FCC Group in LinkedIn



5.3 Our team

GRI 2-7; 2-8; 2-30; 401-1; 401-2; 401-3; 402-1; 403-1; 403-2; 403-3; 403-4; 403-5;
403-6; 403-7; 403-8; 403-9; 403-10; 404-1; 404-2; 405-1; 405-2; 406-1

In 2025, our workforce was made up of **6,632 people**, extending the growth experienced by the company in recent years and reinforcing its ability to take on increasingly complex and specialised projects.

The diversity of our workforce improved once again. We employ **5,556 men (84%) and 1,076 women (16%)**, with female representation increasing one point from 15% in 2024. That increase reflects the company's commitment to providing equal opportunities and gradually bringing in more women in different areas of the business, including technical positions and operational positions traditionally dominated by men.

Elsewhere, **86.6% of employees are on permanent contracts**. Employment continues to be concentrated in **Europe**, mirroring the company's geographic footprint.

Job stability is noteworthy, marked by a very clear predominance of **full-time work** over other arrangements. Specifically, full-time employees numbered 6,593.

By region, the workforce registered notable growth in the **Americas and Australia** by compared to 2024, in line with the growth in our international business and the execution of new projects in those markets.

6,632
people

1,076
Women
16%

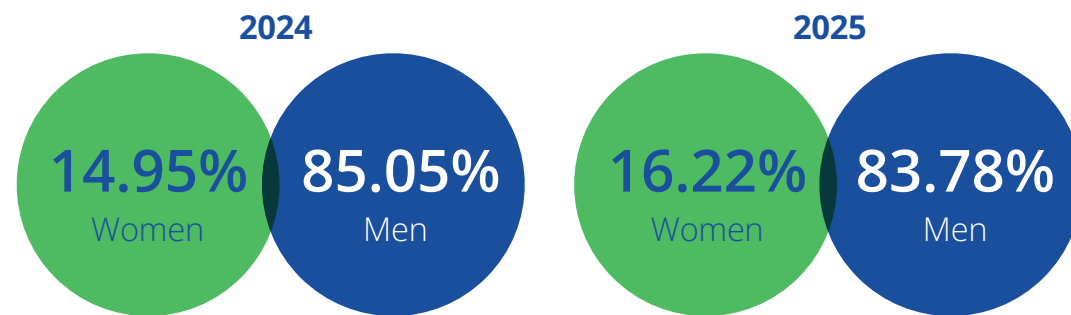
5,556
Men
84%

Workforce by geographic location and gender (Data as of 31 December 2025)

Country/ region	2024			2025		
	Women	Men	Total	Women	Men	Total
Americas	137	446	583	163	487	650
Australia	11	28	39	22	54	76
Europe	830	4,575	5,405	882	4,786	5,668
MENA	12	583	595	9	229	238
Total	990	5,632	6,622	1,076	5,556	6,632

* MENA: Middle East and North Africa.

Workforce by gender: 2024 vs. 2025
(Data as of 31 December 2025)



Mas Blau Interchange.
El Prat de Llobregat.
Barcelona, Spain.

Workforce by job category and gender
(Data as of 31 December 2025)

Job category	2024			2025		
	Women	Men	Total	Women	Men	Total
Executives and managers	12	68	80	13	64	77
Middle managers	88	795	883	96	824	920
Technical staff	496	1,726	2,222	553	1,745	2,298
Administrative staff	271	204	475	293	199	492
Tradespeople	123	2,839	2,962	121	2,724	2,845
Total	990	5,632	6,622	1,076	5,556	6,632

Breakdown of the workforce by contract type, working hours and region
(Data as of 31 December 2025)

	Americas	Australia	Europe	MENA*	Total
Permanent employees	534	75	4,948	186	5,743
Temporary employees	116	1	720	52	889
Total employees	650	76	5,668	238	6,632
Full-time employees	650	76	5,631	236	6,593
Part-time employees			37	2	39
Total employees	650	76	5,668	238	6,632

* MENA: Middle East and North Africa.

The age profile of our workforce changed notably in 2025.

Breakdown of the workforce by age (Data as of 31 December 2025)

Age category	2024		2025	
< 30 years	1,257	19%	662	10%
30 - 50 years	3,597	54%	3,223	49%
> 50 years	1,768	27%	2,747	41%

Turnover rate by gender (Data as of 31 December 2025)

	2024	2025
Women	0.95%	1.31%
Men	10.14%	8.35%
Total	11.09%	9.66%

The number of employees over the age of 50 increased significantly in 2025, from 1,768 to 2,747, from 27% of the total headcount to 41%. This trend evidences the strategic value being placed by the company on experience and technical know-how within the organisation, ensuring the pass-through skills and teams' operating continuity. By combining experience and new ideas, our teams are enriched, our corporate culture is strengthened and the knowledge built up over years is preserved, transmitted and enhanced.

We made **1,807 new hires** in 2025. Most were aged between 30 and 50, while one quarter were professionals under the age of 30, evidencing the commitment to generational renewal and attracting new talent.

In parallel, we continued to make progress on diversity, hiring 308 women with different backgrounds and of different ages in 2025.

The rest of the tables addressing the disclosure requirements stipulated in GRI 2-7 are provided in the [Appendices](#).

Our turnover rate was **9.66%** in 2025, down from the 11.09% recorded in 2024. By gender, turnover among male employees dropped to 8.35%, while female turnover remained significantly lower, at 1.31%. These figures depict our **female talent as a stable asset** within the organisation.

Breakdown of new hires by gender and age (Data as of 31 December 2025)

	2025		
	Men	Women	Total
< 30 years	356	95	451
30 - 50 years	822	174	996
> 50 years	321	39	360
Total	1,499	308	1,807

Workers in the value chain

Our value chain is broad and diverse, mirroring the breadth and range of projects and activities carried out by FCC Construcción. We adapt our way of working for the idiosyncrasies of each activity and country, albeit always framed by responsible supply chain management aligned with prevailing regulations.

We are currently working with professionals and companies of many kinds who are helping us carry out our business in the 25 countries where we are present. Below is a breakdown of the most important groups making up our value chain by form of arrangement and gender.

Breakdown of value chain workers by form of arrangement and gender (Data as of 31 December 2025)

	2024			2025		
	Women	Men	Total	Women	Men	Total
Self-employed	9	554	563	8	24	32
Temporary employment agencies	1	154	155	8	109	117
Subcontracted workers	136	10,737	10,873	505	10,822	11,327
Total	146	11,445	11,591	521	10,955	11,476



N-332 road bypass in Benissa. Alicante, Spain.



Toronto and
Hamilton commuter rail
network. Canada.

Caring for people and their well-being

Throughout 2025, we continued to strengthen our employment policies, devising measures aimed at improving our employees' well-being, diversity and work-life balance.

At each project, teams specialised in people management act as direct links between management and the operational teams to ensure correct application of the corporate policies and foster fair and balanced work environments.

We made progress on implementing flexible working hours at operating centres in an attempt to balance the needs of employees with production demands.

All of the people belonging to the same occupational category, subject to the specifics of the job and legal and collective agreement provisions of the country, have access to the same company benefits, irrespective of their working hours.

As for operational changes, FCC Construcción respects the minimum notice requirements stipulated in the applicable collective bargaining agreements and labour legislation in each country where it operates, ensuring adequate communication with employees and their legal representatives.

All of FCC Construcción's workforce in Spain, Portugal, Italy and the Netherlands is covered by collective bargaining agreements.

In countries where certain of the International Labor Organization's conventions have not been ratified, we have agreements with the Building and Wood Workers' International (BWI), the sector global union federation, acting at all times in conformity with applicable local legislation.

As for work-life balance, 99.97% of our workforce is entitled to related leave. In 2025, a total of 545 employees, or 7.2% of the workforce, made use of those measures: 454 men and 91 women.

Elsewhere, although mobility is an inherent part of some projects, we prioritise assignment to sites close to employees' homes, encouraging local employment and sustainable mobility. When travel is necessary, we provide allowances and associated benefits.

Equality and diversity

We are trying to build more diverse teams, more inclusive environments and development opportunities for everyone. For years, we have been driving another less visible and increasingly important transformation: building a diverse and inclusive corporate culture that is representative of the society we belong to.

In a sector historically dominated by men, we have designed initiatives aimed at increasing the share of women working at all levels of the organisation, with a particular focus on women in technical and operational roles and in positions of responsibility.

In 2025, women represented **16% of the workforce**, up from 15% in 2024, extending the recent positive momentum. The progress was particularly noteworthy in certain operating roles and trades, where women have traditionally had a very small presence.

One of the most important milestones in the human resources area in 2025 was execution of the **2nd Equality Plan at Contratas y Ventas, S.A.U. (Convensa)**. That milestone came on the heels of the signature in 2024 of the Fourth Equality Plan at FCC Construcción and the Second Equality Plan at Matinsa. The plan is to renew the Megaplas and Prefabricados Delta Equality Plans in 2026.

We are also running programmes targeted specifically at female leadership and career development within the organisation. For example, in 2025, we held the second edition of **Explora, a programme targeted at female professionals** from different areas of the FCC Group to hone skills related to leadership, self-confidence, personal development and professional growth. The programme combines internal and external sessions and has been very well rated by its participants.

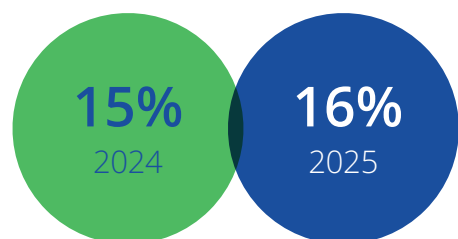
In parallel, we continued to encourage participation in external management development initiatives like the **EOI's High Potential Female Talent Programme**, designed to reinforce leadership skills and prepare women for managerial positions.

We also reinforced our equality awareness and education initiatives throughout the year. To mark International Women's Day, we launched a **campaign 'W for Woman'**, in order to highlight the progress made around equality and to raise awareness about ongoing challenges to achieving real and effective equality. The campaign featured professionals from the company and underscored the growing role being played by women in our projects, in technical positions and jobs that have long been dominated by men.

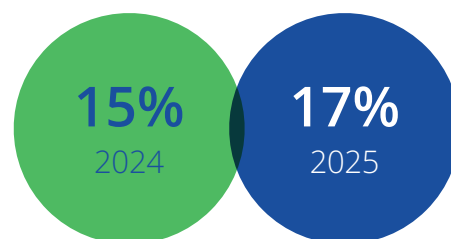


Women in the workforce (Data as of 31 December 2025)

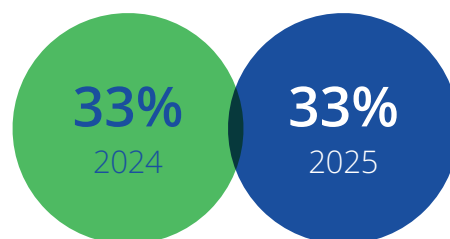
Share of FCC Construcción's workforce



Management positions



Board members



Average remuneration by gender, job category and age category in 2025:

Total average remuneration 2024

		< 35 years	35 - 54 years	> 54 years
Women	Executives and managers	-	129,238	94,434
	Middle managers	66,179	59,496	69,812
	Technical staff	43,603	52,508	53,646
	Administrative staff	25,215	26,664	33,074
	Tradespeople	18,657	21,222	21,461
Men	Executives and managers	-	170,133	166,102
	Middle managers	57,869	73,997	77,564
	Technical staff	50,467	58,002	64,020
	Administrative staff	31,909	39,116	37,570
	Tradespeople	24,624	27,936	29,384

Total average remuneration 2025

		< 35 years	35 - 54 years	> 54 years
Women	Executives and managers	-	135,171	106,396
	Middle managers	57,642	65,520	79,167
	Technical staff	44,791	54,773	53,413
	Administrative staff	25,601	29,715	34,877
	Tradespeople	23,239	23,882	25,693
Men	Executives and managers	-	181,235	185,178
	Middle managers	56,532	77,453	81,468
	Technical staff	52,179	60,564	65,689
	Administrative staff	39,988	35,995	40,951
	Tradespeople	24,220	28,909	31,248

FCC Construcción's Adjusted Pay Gap – which is calculated by taking into account factors so as to compare men and women in similar circumstances, such as length of service, job level, applicable collective agreement, etc. – stood at 8.22% in 2025, compared to 8% in 2024.

As for the Gross Pay Gap, which is calculated as the percentage difference between the average total hourly pay of men and women, this measure amounted to 5.44% in 2025, down from 6.61% in 2024.

A culture based on respect and zero tolerance of discrimination

Building more inclusive working environments begins with a strong commitment to respect and equal opportunities and zero tolerance of any form of discrimination or harassment.

Every person associated with FCC Construcción, regardless of their contract type or the country they work in, must behave in accordance with the principles of the FCC Group's **Code of Ethics and Conduct**. That Code expressly repudiates any form of direct or indirect discrimination on the grounds of gender, age, origin, nationality, sexual orientation, disability, ideology or indeed any other personal or social trait not relevant to job performance.

This commitment is complemented by a zero tolerance stance towards workplace or sexual harassment, articulated in the **Harassment Prevention and Eradication Protocol**, which is supported by awareness and training actions gradually being rolled out in all of the company's operating markets.

For example, in 2025, FCC Construcción championed a campaign under the slogan **'Respect is also built'**, timed to mark International Day for the Elimination of Violence Against Women. That initiative highlighted the company's efforts to prevent violence and discrimination in any of its forms by creating workplaces based on respect, equality and collective awareness.

The Code of Ethics and Conduct, Equality Plans and internal protocols are the main tools for nurturing a corporate culture based on respect, inclusion and equal treatment.

FCC Construcción did **not record any cases of sexual or gender-based harassment or discrimination in 2025**. Should one arise, the company has specific protocols dictating what to do before, during and after case management, ensuring additionally that any necessary corrective measures are taken.



Concepción Industrial Bridge. Chile.

Recognition for the company's sustainability performance and reputation

In 2025, we reaffirmed our position in the sector ranking of the **most responsible firms in terms of ESG criteria** compiled by Merco, a benchmark monitor of corporate reputation and business sustainability performance in Spain. That achievement endorses the efforts made in areas related to sustainability, ethics, governance, innovation and responsible management.

FCC also continued to climb positions on Merco's business reputation ranking, rising to **78th position among the 200 best-reputed companies in Spain** and coming in fifth in the sector. The 2025 scores were the Group's best since 2014.

25 AÑOS
merco
MONITOR EMPRESARIAL DE
REPUTACIÓN CORPORATIVA



Inclusion of people with disabilities and other vulnerable groups

Building a more diverse organisation also involves creating genuine opportunities for people with disabilities and vulnerable groups to find work by fostering working environments where everyone can thrive and add value.

In the area of disability, we continue to promote workplace inclusion across the entire Construction Area, in collaboration with foundations, special employment centres and specialist organisations such as the **ONCE Foundation** and the **Adecco Foundation**. At FCC Industrial we met the legal threshold of 2%, which is a particularly remarkable milestone given the obstacles thrown up by the sector in this respect.

At the same time, we made progress on **inclusion models tailored to the specific characteristics of each activity**: in sectors such as construction, civil engineering or fieldwork, where technical and safety requirements are high, inclusion requires specific support measures and workplace adaptations.

To integrate people at risk of social exclusion, we work with **local councils, local employment services and support organisations**, which refer candidates to us from their integration programmes. This approach is particularly effective in areas where our activities are very location-specific, enabling us to connect with those who stand to benefit most from a stable job opportunity.

These efforts are complemented by internal awareness initiatives such as the campaign we ran under the slogan **‘Integrate talent, build the future’** in conjunction with **International Day of Persons with Disabilities**. That campaign focused on the value of a diverse body of talent as an engine of innovation and cohesion, linking inclusion to FCC Construcción’s purpose: building infrastructure that improves people’s lives.

At the end of 2025, FCC Construcción’s workforce included:

Indicator	Women	Men	Total
No. of people with disabilities	21	76	97
% of people with disabilities	21.65%	78.35%	100%
% of workforce	0.28%	1.00%	1.28%



Matinsa winter road maintenance operations. (Matinsa)

Success story

Diversity and inclusion as an engine of cultural transformation

At FCC Construcción, we understand that building diverse and inclusive environments is not just an ethical responsibility; it is also essential for attracting talent, strengthening our corporate culture and living up to the expectations of a changing society. For this reason, diversity is not managed as a stand-alone policy, but as a cross-cutting principle that permeates all levels of the organisation.

This approach is based on the conviction that diversity is built day by day. Driving diversity is particularly challenging in a sector that has historically been male-dominated; the sector's operating idiosyncrasies require concrete initiatives, perseverance and a genuine willingness to bring about change from within.

External accolades received in 2025

The progress made in this field has garnered external recognition, positioning us as a sector leader in the field of inclusion. FCC Construcción placed among the 25 most inclusive companies in Spain in the ranking compiled by *Actualidad Económica* (published by *El Mundo*), and has been recognised as a pioneer with a ripple effect across its value chain. In addition, REDI, a leading Spanish business network advocating for LGBTI+ diversity and inclusion, again in partnership with *Actualidad Económica*, named FCC Construcción as one of its **Top LGBTI+ Leaders 2025** for its contribution to creating inclusive, safe and respectful work environments. FCC Construcción was the first construction firm to join REDI in 2023 where it remains the sector's only representative.

Active initiatives and programmes

Our diversity and inclusion agenda is structured around several complementary areas of action:

- **Diversity Charter:** we have been part of this initiative backed by the European Commission and managed in Spain by the Diversity Foundation since 2014. In 2025, we renewed our commitment for 2025-2026, endorsing a set of ten principles aimed at building a more diverse workforce, promoting inclusion in all people management policies, fostering work-life balance, and extending these values to employees, suppliers and social partners. We also have an active partnership with the Diversity Foundation addressing the promotion of diverse talent management.
- **Female recruitment and visibility:** the share of women in the workforce increased to 16% in 2025, up two percentage points from 2024, marked by steady increases in women in technical roles and operational positions.
- **Explora:** a programme focused on the personal and professional development of women within the Group, with sessions centred on leadership, confidence and professional growth.
- **The EOI High Potential Female Talent Programme:** a training programme for aspiring female professionals with the potential to take on managerial responsibilities. Its goal is to accelerate their path to leadership positions, combining managerial skills with the sharing of experiences among professionals from different organisations.
- **'W for Women':** a corporate initiative launched to mark International Working Women's Day, which revives the core message that equality is an ongoing, day-to-day endeavour, highlighting the different generations of women who have contributed - and continue to contribute - to transforming the sector.
- **#CEOPorLaDiversidad alliance:** we participate in this alliance promoted by the Adecco Foundation and the CEOE Foundation, which strives to foster safe and inclusive work environments for LGBTIQ+ people by developing policies and strategies that integrate diversity as an ethical principle and competitive advantage.
- **LGBTI+ inclusion:** we were the first construction company to join REDI in 2023 (and remain the sector's only representative in the platform), with a pioneering policy for strengthening a corporate culture which recognises and values the diversity of identities and experiences. In 2025, FCC Construcción Portugal became a founding member of REDI Portugal, launched in conjunction with EuroPride Lisbon 2025.
- **Participation in the 'The value of words',** a campaign spearheaded by REDI as part of LGTBI Pride, aimed at fostering environments conducive to free and respectful expression, in which over 100 professionals and organisations participated. The initiative involved digital actions, meetings and awareness drives.

One of the Top 25 most inclusive companies in Spain (*Actualidad Económica* | *El Mundo*)

Inclusion ranking

Diversity Charter 2025-2026 (Diversity Foundation / European Commission)

Endorsements

First and only Spanish construction firm to join REDI (back in 2023)

Sector positioning

Top LGBTI+ Leaders 2025 (REDI)

LGBTI+ recognition

16% % of the workforce
(+2 pp versus 2024)

Female representation

We back talent

Training and development: building knowledge to tackle new challenges

In a context marked by technological transformation of the sector, growing project specialisation and the difficulty in finding certain skillsets, FCC Construcción remains strategically committed to training as a key tool for attracting, developing and retaining talent.

Developments in areas such as digitalisation, BIM, sustainability and new regulatory requirements require teams that are increasingly well-prepared and capable of adapting to complex technical environments and an increasingly international business. Against this backdrop, training is emerging as a cornerstone for driving professional growth and making the company more competitive.

In 2025, FCC Construcción imparted a total of **115,988 hours of training**, which translates into an average of **17.49 hours per employee**. In total, **14,587 participants** took part in training courses covering several subject areas.

101,397

No. of training hours

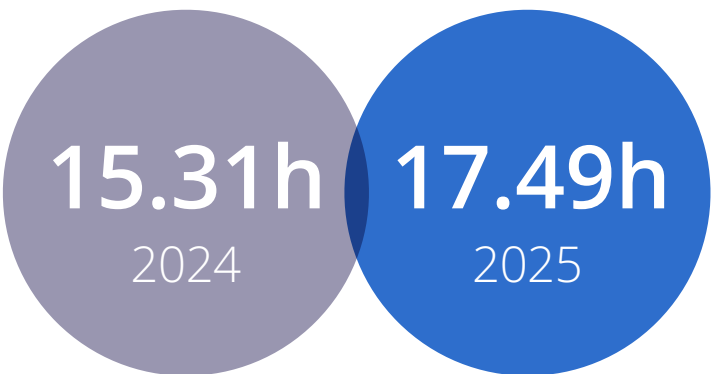
2024

115,988

No. of training hours

2025

Average hours of training per year per employee



For more tables related to training, refer to the [Appendices](#).

The programmes were concentrated in the following subject matters:

No. of training hours by subject matter

115,988

Total

3,066

Environment

48,032

Safety

1,609

Quality

38,928

Technical

24,352

Other topics*

The investment in training totalled **€2,276,965** in 2025, evidencing the company's sustained commitment to the development of its people.

* Training content related to software applications, financial matters, soft skills, languages, legal issues and other topics of interest.



This commitment to career development takes form in the **Annual Comprehensive Training Plan**, designed to deliver individual growth and improve the organisation's performance and operating capabilities.

That plan, which is accessible to the entire workforce with corporate digital IDs, includes content related to:

- Technical, legal and financial skills
- Digitalisation
- Sustainability
- Occupational health and safety
- Quality
- Compliance (including training on anti-corruption and the Code of Ethics)
- Innovative technology (such as BIM)
- Personal and professional upskilling

Training content is also tailored to the specific needs of each role, activity and work environment, enabling us to respond more flexibly to regulatory changes, technological advances or project-specific requirements. To this end, the Training Department works in close coordination with the various specialist technical departments

to foster the effective transfer of knowledge, in alignment with the company's activities.

In tandem, we continue to make progress on making the training model more international, adapting content for different languages and regulatory contexts and strengthening collaboration with local training providers and centres in the countries where we operate.

FCC Campus and Digital Library

One of the highlights on the training front in 2025 was the consolidation of the **FCC Campus and Digital Library**, an online platform available to everyone with a digital corporate ID which brings up free access to training content adapted for different roles and needs.

The catalogue combines courses with adapted content with others created specifically for FCC Construcción and is updated constantly to cover new topics, tools and business needs.

In 2025, the company **timed the launch of four new items of content** to relevant dates and events, such as International Women's Day and other events associated with health and diversity, helping to unlock a significant increase in usage and participation.

Although the Digital Library was mainly focused on Spain until the end of 2025, work was done throughout the year to gradually adapt it for use abroad by making content available in English.

International training and local adaptation

FCC Construcción's international expansion is transforming the company's training model. As a result, we are **translating and adapting content** for as many languages and regions as possible.

This process is particularly important for compulsory training, which requires specific adaptations for local legislation and regulations. The technical training shares common content for engineering and architecture roles, complemented by local resources and training centres.

This model makes learning content more uniform, reduces unnecessary travel and improves the transfer of information between regions and teams.

Towards a more digital and sustainable construction sector

Digitalisation remains a top priority of the corporate training plan. In 2025, we continued to strengthen content related to **BIM, Power BI, digital skills, cybersecurity and artificial intelligence**, one of the areas experiencing the strongest growth and generating the most interest amongst staff.

We added new BIM courses to the training plan and continued to expand programmes related to digital tools and data analysis, progressively rolling them out internationally.

We also provided specific sustainability training in 2025, including content related to:

- The water footprint (maiden edition in 2025)
- The carbon footprint (second edition)
- Zero Waste

We also provided the first round of sustainability-related training to suppliers, reinforcing the integration of ESG criteria along our value chain.

An introduction to our corporate culture

We reinforced our **onboarding content** to ensure uniform training of new hires across all of our operating markets.

At a minimum, that content includes training related to the Code of Ethics and Conduct, complemented by country-specific compulsory training depending on the country, activity and applicable regulatory framework.

In 2025, we expanded our onboarding programme, which now includes specific content for Spain, Latin America, Portugal and the English-speaking markets, adding new content for Australia, which was developed in response to specific regulatory requirements around anti-corruption, cyber-bullying and compliance.

We also added content related to artificial intelligence to the Spanish training programme.

Project Alexandria: knowledge-sharing

Project Alexandria continued its trajectory in 2025. This initiative was developed by the Knowledge Management Department to improve the organisation, processing and sharing of corporate documentation, framed by common criteria.

FCC Construcción provides specific and permanently accessible training on how to use this tool as part of the corporate training plan. That training was also provided in English in 2025.



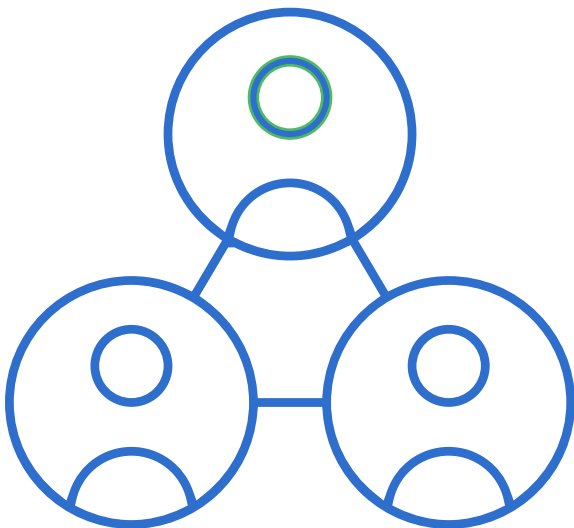
Fira de Barcelona expansion. Spain.

Well-being, diversity and personal development

Training also plays a significant role in personal well-being and all-round development.

Throughout 2025, we continued to develop programmes focused on health, nutrition, sport, emotional well-being and diversity. Some of the activities carried out were specifically aimed at women and people over the age of 45.

The online format of these workshops enabled us to significantly expand the reach of these initiatives and facilitate participation from different locations. In 2025, we began to provide our well-being courses abroad, holding one of the workshops in Latin America, the US and Canada.



Talent retention and career development

Career development remains a very important tool for attracting and retaining talent.

Last year we continued to bring in young talent under agreements with universities and educational centres, facilitating their transition to the world of work while fostering generational change at the company.

The internal mobility policy continued to prioritise coverage of vacancies from within the firm before resorting to external hires, creating opportunities for growth and development inside the organisation.

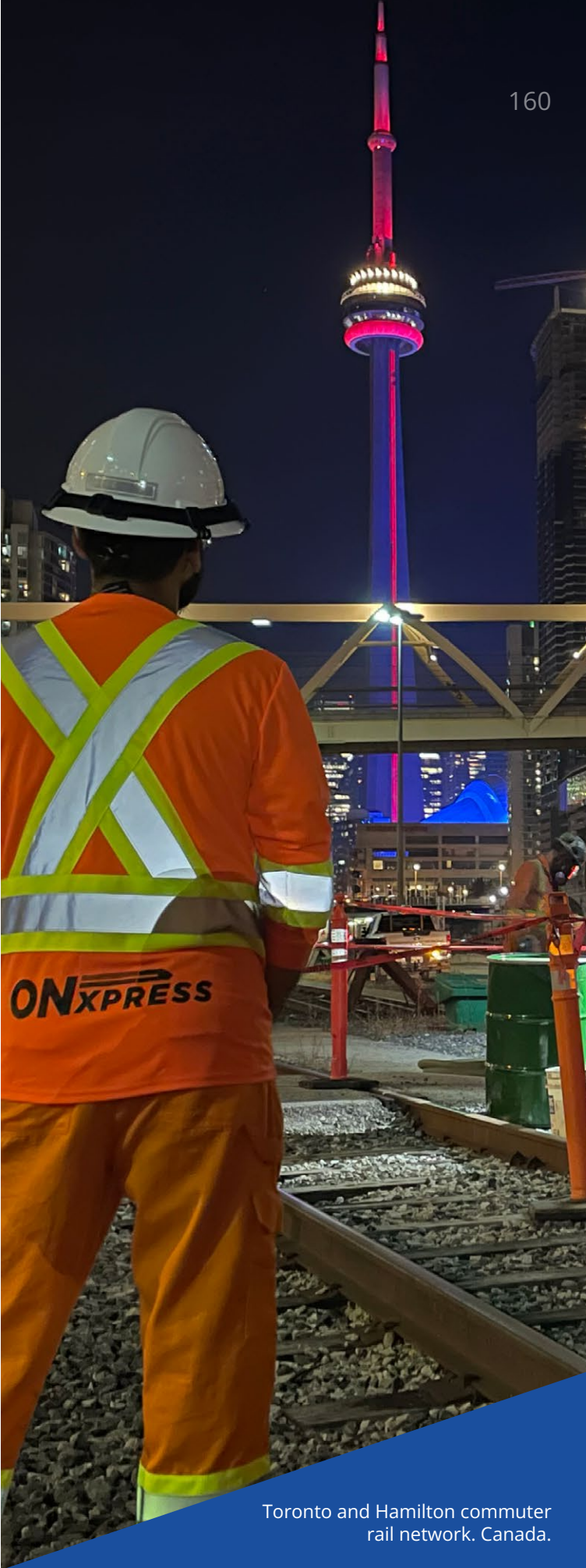
Here it is worth highlighting the **Young Talent Programme**, designed to expose young professionals to international work opportunities. In 2025, eight professionals participated in the scheme and were assigned to projects in the Netherlands after completing a period of training and preparation in Spain.

Among the best places to work in Spain

In 2025, the FCC Group ranked among the 50 best places to work in Spain in the InfoJobs Awards, placing 22nd out of the 120,000 organisations assessed.

This recognition is particularly significant as it is based on millions of genuine reviews and opinions shared by people who are currently part of the company or have been in the past. It is a direct reflection of the corporate culture we continue to build: one based on listening, respect, professional development and a commitment to our people.

InfoJobs Awards



Toronto and Hamilton commuter rail network. Canada.

Taking better care of ourselves

WE BUILD SAFE SPACES THROUGH PREVENTION

At FCC Construcción, health and safety is part and parcel of how we build. In a particularly demanding sector, exposed to complex operating risks, prevention is not only a regulatory requirement, it is seen as a **shared responsibility** and as such must be integrated into every decision, every process and every activity carried out.

This commitment is underpinned by a safety culture oriented around anticipation, continuous improvement and active participation by all of the people involved in our projects: our own workers, contractors, subcontractors and business partners.

FCC Construcción's **Occupational Health and Safety Policy** is the framework that guides all actions around health and safety with a focus on the creation of safe, healthy and respectful places of work. Under its umbrella, the company works to embed safety at all levels of the organisation, foster risk identification and control and promote safe habits at work and at home.

This commitment is implemented by means of our **ISO 45001-certified occupational health and safety (OHS) management system**, which covers 100% of FCC Construcción's activities and employees. The system is designed to anticipate risks, establish control mechanisms, perform ongoing monitoring and bring about continuous improvement around safety.

As for external certification under **ISO 45001**, coverage increased from 84.46% of our employees in 2024, to **88.86%** in 2025. Certification levels in Spain are particularly high, at close to 100%, with international coverage improving significantly, bearing out our commitment to continuous improvement and expansion of our safety practices worldwide.



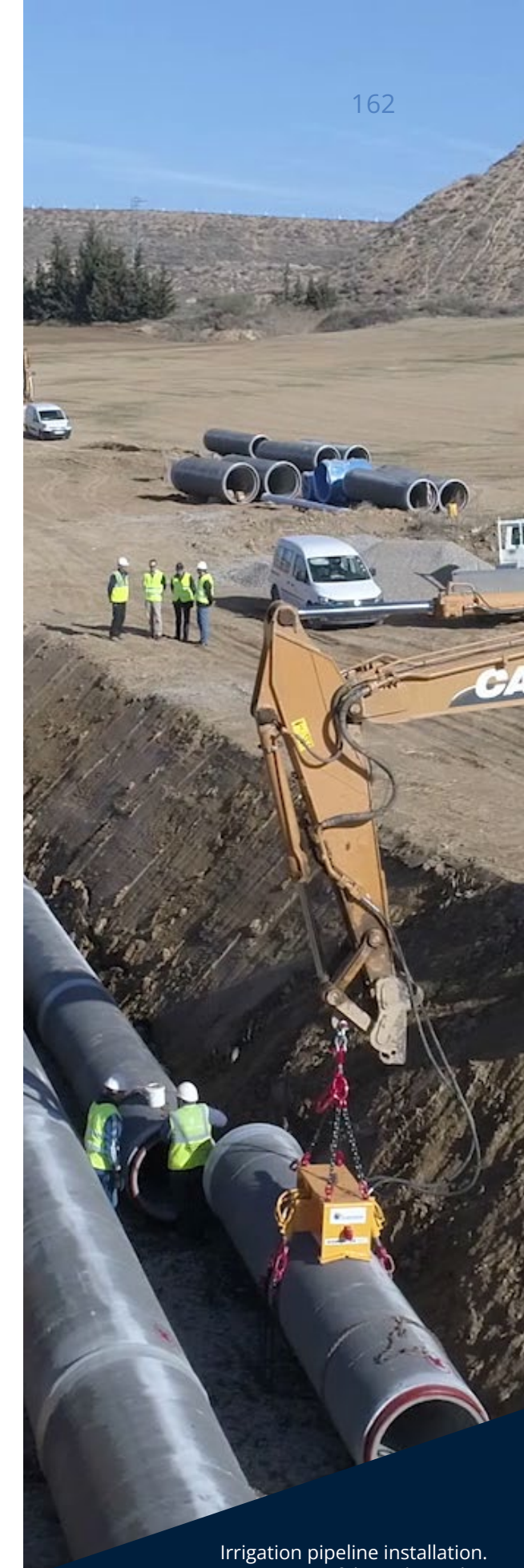
Santiago Bernabéu Stadium.
Madrid, Spain.

Workers covered by the OHS
management system

KPI	2024					2025				
	Total Construction	Total FCC Const.	Total FCC Ind.	Int'l Construction	Const. in Spain	Total Construction	Total FCC Const.	Total FCC Ind.	Int'l Construction	Const. in Spain
Percentage of employees and other workers* covered by the system	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Percentage of employees and other workers* covered by the system and subject to internal audit	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Percentage of employees and other workers* covered by the system and subject to external certification	84%	74%	99%	56%	100%	89%	88%	90%	63%	100%

* The term “workers” includes but is not limited to the organisation’s employees. There are other workers who are not employees whose work or place or work are controlled by the organisation. Examples of other workers include interns, apprentices, self-employed professionals and the people who work for organisations other than the reporting organisation, e.g. for suppliers. Subcontractors also fall into this category.

Safety is also part of our value chain management. We layer health and safety criteria into our **supplier and subcontractor assessment and certification processes**, reinforcing a shared culture of safety that permeates all work environments.



Increasingly embedding safety into day-to-day activities

In 2025, we bolstered the integration of health and safety into project management, encouraging greater involvement of the production and management departments in safety measures.

Most health and safety professionals are part of the organisation itself and have specialised technical training, including degrees in engineering or architecture and master’s in occupational health and safety. Their expertise unlocks rigorous, hands-on management, tailored for the specific characteristics of each work environment.

New initiatives were introduced last year to strengthen the safety leadership at the team and site management levels, encouraging their active participation in safety meetings, inspections, audits and monitoring activities.

The formula of **joint inspections between health and safety experts and production teams** was consolidated, strengthening onsite coordination and facilitating more nimble identification of risks and opportunities for improvement.

Lastly, specific measures were taken to ensure that the Health and Safety Plan is consistently aligned with the actual activities carried out onsite, thereby strengthening continuous safety monitoring at the project level.

Employee injury statistics, broken down by geographic location*

2025						
	Lost time injury rate (LTIR)	Severity rate (SR)	Incident rate (IR)	Absenteeism rate	Rate of fatalities as a result of work-related injury	Rate of high-consequence work-related injuries
Spain	3.58	0.21	605.06	11.81	33.70	0.00
International	0.74	0.01	97.47	1.85	30.50	0.00

2024						
	Lost time injury rate (LTIR)	Severity rate (SR)	Incident rate (IR)	Absenteeism rate	Rate of fatalities as a result of work-related injury	Rate of high-consequence work-related injuries
Spain	3.41	0.15	638.56	9.67	0.00	0.00
International	0.69	0.01	167.37	1.60	0.00	0.00

* The injury rates are calculated per one million hours worked.
The injury rates reported cover all of the companies included in the scope of the Report, except for FCC Industrial, S.A., due to limitations in the availability and comparability of the information needed to calculate those indicators.
The injury rates reported relate exclusively to the own workforce of FCC Construcción. The company does not currently have uniform systems to allow it to consolidate the information related to workers at subcontracted firms and temporary agencies, and self-employed professionals in accordance with the criteria stipulated in GRI 403 with a sufficient degree of reliability. However, due to the relevance of these groups of workers to its business, FCC does have operating security control systems and is working to improve its data compilation and reporting systems so as to be able to gradually include them in these statistics.

Two fatal accidents occurred in the course of carrying out company-related activities in 2025.

Culture of prevention and active participation

We continue to encourage proactive reporting using renowned methodologies such as that endorsed by Spain's OHS institute, the INSST, and standards set by our customers. Under this model, situations perceived as risky can be reported with assurances around confidentiality and guardrails against retaliation, in line with the FCC Group's Code of Ethics and Conduct and Whistleblowing Channel.

In the event of a work situation which employees believe could cause injury, ailments or illness, they must comply with the provisions of **Spain's OHS Act** (Law 31/95) in the event of a serious and imminent risk.

When an incident occurs, we carry out specific investigations to identify its causes and define corrective and preventive measures aimed at stopping it from recurring, while also monitoring implementation of the actions taken.

We carry out **preventive awareness-raising activities** through short health and safety talks delivered directly onsite, in a collaboration between production teams and health and safety staff experts. These sessions allow us to reinforce key messages in a personalised manner, tailored to the specific risks of each activity. We also provide employees with physical and digital suggestion boxes for enquiries and feedback.

As part of this engagement model, we carry out **outreach and participation events** covering health and safety matters, adapted for local legislation, and have health and safety committees that meet regularly to monitor working conditions and promote continuous improvement, in accordance with safety legislation in each jurisdiction.

Elsewhere, issues relating to health and safety at work are addressed in formal agreements with trade unions at the local and international levels. Those matters are set down in the corresponding **collective bargaining agreements**, which are negotiated at the sector level.

Sharing knowledge to feed the safety culture globally

In line with the philosophy of continuous learning, a new edition of the Report on Good Practices in Safety was produced in 2025. This initiative aims to identify, compile and disseminate replicable safety measures developed across the company's various international projects.

The report details initiatives carried out in Spain, the UK, Australia, Portugal, Norway and Chile, covering topics such as:

- Digital risk reporting systems using QR codes
- The use of drones to improve onsite safety planning
- Applications for managing adverse weather conditions
- Technical solutions for reducing electrical risks, falls or crushing
- Ergonomic tools for minimising the manual handling of loads



Undergrounding of the R2 Rodalies line in Montcada i Reixac. Barcelona, Spain.

Innovation and continuous improvement

Continuous improvement of working conditions remains one of the articulating lines of action around health and safety at FCC Construcción.

In 2025, we made progress on standardising our **corporate catalogue of safety measures** by implementing uniform solutions and common technical criteria throughout the organisation. FCC Construcción has an **area dedicated to the implementation of safety measures**, a model which sets it apart in the sector by reinforcing the quality, traceability and effectiveness of these measures.

We also run specific campaigns targeted at particularly relevant construction site risks, such as:

- Proximity to overhead power lines
- Risk of being buried in trenches and holes
- Safety in the face of adverse weather conditions

In this latter area, we continued to expand our long-running heatwave campaigns to also cover risks associated with extreme cold, heavy rain or storms, reflecting the need to continually adapt safety measures for new operational and climate situations, particularly in light of the rising incidence of extreme weather events.

Occupational health and safety is also evolving in tandem with digitalisation. Specifically, FCC Construcción has R&D&I projects devoted to the creation of safer working conditions, such as the '0 Accidents' project, which aims to minimise work-related injuries through the use of Industry 4.0 technology and intelligent control systems.

The idea is to build a comprehensive cognitive ecosystem capable of monitoring and anticipating, in real time, situations that could put employees at risk. To that end, it is incorporating solutions based on advanced sensor technology, autonomous robotics, connectivity and artificial intelligence.

FCC Construcción's IT Department is also developing digital tools to make it easier for different functional areas to access, capture and analyse relevant information. In terms of safety, these solutions make it possible to identify incidents, search key data and monitor performance indicators more efficiently, which is conducive to continuous improvement and more agile and safer management across the entire organisation.



Lima Metro Line 2. Peru.

COMPREHENSIVE WELL-BEING AS PART OF WHO WE ARE

At FCC Construcción, we view health and well-being as essential for professional and personal development. Promoting healthy, safe and balanced working environments forms part of the company's social commitment and is also a key and differential factor in attracting, developing and retaining talent in an increasingly demanding environment.

That commitment is set down in the FCC Group's Code of Ethics and Conduct and its Health, Safety and Well-Being Policy, one of whose core principles is facilitating healthy habits and physical, emotional and social well-being.

LIVE Healthy

In 2025, the Comprehensive Well-being Programme, framed by the LIVE Healthy corporate project, honed FCC Construcción's focus on caring for its professionals by creating initiatives designed to foster healthy habits, self-care and personal development.

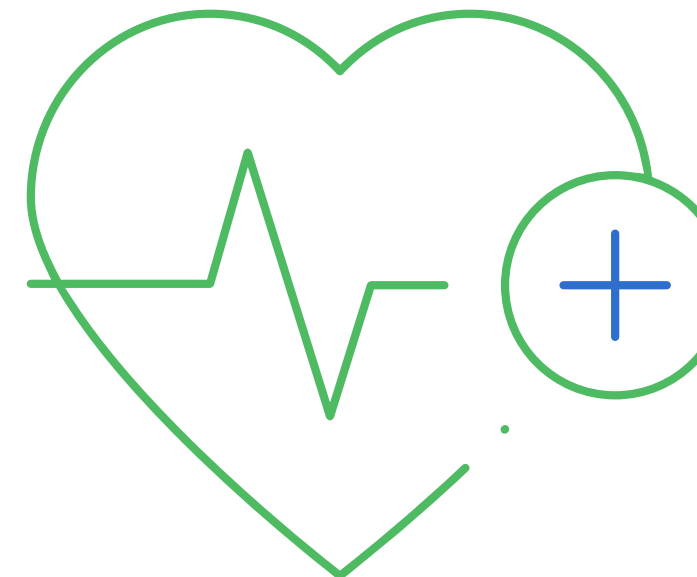
A suite of nine online workshops was developed to address topics such as:

- Psychological first aid
- Healthy relationships
- Brain health
- Healthy eating
- Exercise and emotional well-being

2025 marked the launch of the workshop **'The Laws of Healthy Relationships'** in English for the first time, allowing employees from different countries to participate, fostering a sense of belonging within an increasingly international organisation.

The LIVE Healthy space on the FCC ONE intranet continued to provide regular content, including news items, tips and articles of interest, with the aim of encouraging healthy habits to ultimately improve employee health and well-being.

The LIVE Healthy Platform, which is available on the website and the mobile app, also provides employees with access to resources, content and tools related to good health and healthy habits.



Undergrounding of the R2 Rodalies line in Montcada i Reixac. Barcelona, Spain.

Health checks and prevention

FCC's medical services play a crucial role in employee health, addressing physical, mental and social well-being holistically.

They run campaigns to detect, assess and control health risk factors, medical check-ups being one of the key tools for preventing illness and catching developments early.

The company has in-house medical services in several regions in Spain (Asturias, Barcelona, Madrid, Gran Canary Island, Tarragona, Valencia and Zaragoza) equipped to attend to any type of ailment, work-related or otherwise, and has agreements with health providers, such as Quirónsalud and Vithaly, so ensuring comprehensive medical care at work and outside of work. Abroad, we also collaborate with authorised local providers, guaranteeing adequate health coverage in all of our operating markets.

Our medical services keep a global dashboard is fed from the analytical and qualitative findings of the health oversight effort. This tool enables monitoring of a number of cardiovascular health indicators and assessment of the impact of the health initiatives implemented across the organisation.

In a new development in 2025, data from external health service providers was incorporated into the dashboard, allowing better diagnoses and fuller monitoring of employee health indicators.

Last year, the medical services organised a number of specific health and well-being campaigns, including:

- Stop smoking programmes.
- Healthy eating and weight control campaigns.
- Perimenopause monitoring and control activities.



5.4 We build shared value

GRI 2-29; 204-1; 308-1; 308-2; 414-1; 414-2

Strengthening our value chain

Our ability to have a positive impact does not depend solely on our direct activities. It is also built through the thousands of relationships that comprise our value chain: suppliers, subcontractors, associates and strategic partners who participate daily in the development, maintenance and operation of our projects in different countries and operating environments.

We are aware that the infrastructure, industrial services, maintenance solutions and materials we develop have a direct impact on their surroundings and communities. That is why we manage with a view to maximising social value, working to integrate our projects into the landscape and minimising the possible impacts linked to our activities.



We pass this approach along to our value chain and our strategic alliances. We embed sustainability criteria into our procurement processes, build responsible relationships with suppliers and collaborate with organisations, industry associations, institutions and taskforces working to develop standards, best practices and sustainable solutions for the sector.

Through this collaborative network, we continue to cement a growth model based on cooperation, knowledge sharing and having a long-term positive impact.



Riyadh Metro.
Saudi Arabia.

A responsible and structured procurement model

We manage our purchases using a structured model which combines coordination at the corporate level and operational capacity at the local level. At the Group level, we work under a centralised system aligned with UNE 15896, which facilitates coordination across business areas and tightens supplier and contractor control and traceability. In parallel, at the project or site level, we apply a specific internal procedure (PR/ FCC 310), which regulates procurement and subcontracting processes in projects, factoring technical, administrative, environmental and safety criteria into supplier assessment.

All suppliers are assessed in accordance with environmental, social, ethical and occupational health and safety criteria. This approach allows us to select partners who align with our corporate values and to continuously monitor their performance and compliance with the standards defined by the company.

No. of suppliers in the database



Prioritising local procurement

Whenever the technical and operational specifications of a project allow, we prioritise working with local suppliers and businesses, thereby contributing to economic development in the regions where we operate while helping to reduce the environmental impacts associated with transportation and logistics.

In 2025, procurement costs totalled **€2.49 billion**, of which **€2.41 billion** was provided by local suppliers, equivalent to **96.4%** of the total. This figure highlights FCC Construcción’s firm commitment to nurturing local business ecosystems, as virtually all of its procurement spend goes to nearby firms. In 2024, the percentage of local procurement was 97.3% (of a total procurement spend of €2.5 billion). Despite a small year-on-year movement, the figures were above 96% both years.

Trend in local procurement



We are strategically committed to hiring locally in order to contribute to our local communities’ economic and social development through job creation and skills training.

Our target for 2026 is to **keep local project hiring at over 90%**, further integrating our activities into the community and helping to develop more solid and resilient local economies.



Sotra Connection
Project. Knarrevika,
Norway.

Ethics and due diligence

All suppliers and partners must **endorse the FCC Group's Code of Ethics and Conduct** and behave in accordance with its principles, guaranteeing respect for human and labour rights, equal treatment and no discrimination, environmental protection and compliance with stringent health and safety standards.

Suppliers must also abide by the **Code of Environmental Conduct** and the contractual clauses obliging compliance with the ten principles of the United Nations Global Compact in the areas of human and labour rights, environmental protection and anti-corruption.

Framed by this commitment, in 2025 we made fresh progress on development of our **Human Rights and Environment Due Diligence System**, which is aligned with the European Directive on Corporate Sustainability Due Diligence (CSDDD). This system seeks to identify, prevent and mitigate environmental, social and governance risks along the value chain, with a particular focus on procurement and certification.

The scope of the **FCC Group's Harassment Prevention and Eradication Protocol** was expressly expanded to include all persons linked to the company, including suppliers and external partners. Lastly, the Whistleblowing Channel can be used by any person related to the value chain to report possible breaches of the Code of Ethics and Conduct.

Consolidation of Procura as the global procurement platform

One of the most important achievements of 2025 was the consolidation of the procurement management effort through Procura, the corporate platform based on SAP Ariba. Last year, **88% of the purchases handled by the Procurement Department were processed using the platform**, consolidating the digitalisation effort embarked on in 2024.

New features were added to the platform last year to improve the traceability, efficiency and accessibility of the procurement process:

- Automatic loading of procurement data between Procura and SAP
- Management of purchase request approvals through Fiori, SAP's mobile and simplified interface
- Expansion of the platform to new FCC Group markets and businesses

The rollout of Procura has implied a significant support and training effort FCC Construcción drafted manuals tailored for different positions, organised in-person and virtual training sessions and reinforced personalised support services for employees and suppliers in 2025.

Supplier certification, assessment and oversight

Building a responsible supply chain implies ensuring that all of the companies involved in our projects share the same ethical, social, environmental and compliance standards.

To this end, we made fresh progress on implementing corporate tools and processes to strengthen the approval, assessment and monitoring of suppliers in a consistent manner across all areas of activity. This model not only improves traceability and control across the value chain, but also allows us to anticipate risks, drive continuous improvement and forge relationships based on trust and transparency.

The certification process entails specific questionnaires that analyse financial, regulatory, operational and cybersecurity matters, as well as **ESG criteria**, and also includes statements of compliance and anti-corruption commitments. The depth of the assessment varies depending on the supplier's level of criticality and business volumes with the Group, so that the analysis can be calibrated for the potential impact of each business relationship.

Against this backdrop, in 2025, **deployment of the GoSupply platform**, the corporate supplier certification and monitoring tool, continued. Following a pilot test initiated in the Water Area, it was gradually rolled out to the rest of the FCC Group's areas and businesses last year, including FCC Construcción. With this system, information and document validation allows automatic assessment of different risk factors and detection of possible red flags requiring specific attention by the competent areas.

This new model represents a significant improvement on the previous system:

- FCC now assumes the cost of certification, eliminating financial barriers for suppliers
- Different certification levels have been defined as a function of supplier criticality and risk
- It features more specific and category-tailored questionnaires and document requirements
- Specific criteria have been added to address compliance, cybersecurity and sustainability matters

The platform provides a more visual and user-friendly snapshot of supplier performance through ESG scores and assessments, facilitating decision-making by the procurement teams

In parallel, in 2025, development of the key supplier audit module was beefed up, reinforcing continuous assessment and monitoring of risks and action plans related to the supply chain.



Sustainable and responsible suppliers

At year-end, FCC Construcción had **397 certified suppliers and contractors, all of whom are currently being managed through the new GoSupply** platform. Last year, **31 suppliers** underwent specific compliance, finance and cybersecurity assessments, with all of them passing.

Trend in certified suppliers

61% 45%

2024

2025

* This percentage is calculated over the total procurement spend adjudicated by the Procurement Department each year. The decrease observed in 2025 is attributable to migration from Nalanda to the GoSupply platform, a process which required all suppliers to restart their certification process.

The assessment includes social and environmental criteria, which if not upheld could lead to a supplier failing to be certified or being ruled out. Below are the results for 2025:

Supplier assessment

	2024	2025
Non-compliant	4,654	4,697
Problematic	55	55
Disqualified	84	83

Training, partnering and shared transformation

At FCC Construcción, we understand that transitioning to a more sustainable supply chain involves helping business partners with their transformation processes.

To that end, in 2025, we crafted new initiatives aimed at sharing know-how, good practices and sustainability criteria with suppliers and subcontractors, with a focus on small- and medium-sized firms.

The Construction Area’s Sustainability Committee embarked on a partnership with **NTT DATA** for the provision of free online sustainability training to suppliers and subcontractors from the construction sector. This initiative was publicised by the procurement managers and departments with the goal of sharing tools and knowledge for moving towards more responsible management models aligned with the latest regulatory and market demands.

Elsewhere, the FCC Group held its second consecutive annual Supplier Day, an event designed to strengthen relationships with business partners, share experiences and facilitate the exchange of best practices in the areas of sustainability, innovation, responsible procurement and ethical management.



Madrid City Council
headquarters in
Legazpi. Madrid, Spain.

5.5 Our end customers

At FCC Construcción, the customer relationship extends well beyond project execution. We work to build ties based on confidence, transparency and responsiveness, supporting each project by staying in close contact, listening actively and seeking out continuous improvement.

In an increasingly challenging environment, understanding the needs of our customers, end-users and the competent authorities is key to developing quality solutions that have a positive and lasting impact on people and their surroundings.

To that, the company's **customer engagement model is articulated around ongoing dialogue and personalised care**, laying in oversight and evaluation mechanisms so as to identify opportunities for improvement and steadily fine-tune our services to meet each customer's expectations.

This commitment is also borne out by a solid information quality and security framework. FCC Construcción's **information security management system is ISO 27001** certified, as verified annually by AENOR, guaranteeing due protection and confidentiality of information throughout all stages of the relationship with customers and partners.

Our strong suits are credibility and service quality

All FCC Construcción companies have quality policies and FCC Construcción, FCC Industrial and Megaplas additionally have specific customer management policies aimed at forging trust-based relationships, consolidating our presence in strategic markets and ensuring our products and services uphold the highest standards of quality and safety.

In terms of quality, the goal is to ensure compliance with all applicable technical, regulatory and safety requirements and guarantee that the infrastructure, facilities, products and services we develop meet the expectations of our customers and end-users.

In the case of Megaplas, this commitment additionally entails specific criteria linked to the safety and functionality of its corporate branding products, carrying out checks in accordance with the CE marking for electrical products and steel and aluminium structures.

Elsewhere, Prefabricados Delta holds external certifications that attest to the quality and reliability of its products. Specifically, Prefabricados Delta holds the AENOR Product Certificate for glass-fibre-reinforced unsaturated polyester (GRP) pipes intended for pressurised and non-pressurised applications, in accordance with UNE-EN ISO 23856:2022, as well as a Technical Suitability Document (DIT No. 445R/22) issued by the IETcc-CSIC for the AFTHAP DELTA system for the manufacture and installation of concrete pipes.



Lima Metro.
Peru.

Listening to learn: customer satisfaction and experience

A total of 23 project completion satisfaction surveys were carried out in 2025, most of which related to projects executed in Spain and Portugal. The weighted average overall score was 3.62 points out of 4, which is equivalent to an excellent 9.05 out of 10.

The aspects most highly rated by our customers were:

- The site teams' professional capabilities.
- Attention to customer instructions and requirements.
- Fulfilment of the commitments made.

This active listening model helps the company identify strengths, detect areas for improvement and gradually reinforce aspects that have a bigger direct impact on the customer experience.

In addition, the various investees within the Construction Area continue to carry out their own satisfaction monitoring and assessments:

- **Megaplas:** 91% of customers reported feeling very satisfied.
- **Áridos de Melo:** 100% of customers surveyed said that would hire the company to supply it again.
- **FCC Industrial:** 78% of customers rated its services as very good.
- **Matinsa:** 90% of customers expressed high levels of satisfaction with the services received.
- **Prefabricados Delta:** 100% of customers surveyed said they would use this firm's services again.

Complaints and claims management and operational improvement

FCC Construcción has specific mechanisms for managing customer claims and feedback and it views those mechanisms as key tools for raising service quality and improving decision-making.

In 2025, it recorded a total of **458** complaints and claims, 398 of which were managed and settled during the year. Following up on these claims allows the company to identify recurring incidents, establish corrective measures and reinforce its internal continuous improvement processes.

The company sees claims management not only as a grievance mechanism but also as an opportunity to continue to earn the trust of its customers and partners.



Success story

FCC Construcción's collaborative approach in Canada: a distinguishing feature



Toronto Subway.
Canada.



FCC Construcción's current position in the Canadian market reflects the company's ability to take on complex and demanding infrastructure projects. Beyond our technical capabilities, effective coordination of the collaboration required of the various actors involved is a key factor for project viability and progress.

Participation in advanced contractual models, such as Progressive Design-Build arrangements, involves a significant shift in the way infrastructure is conceived and delivered, requiring a high level of coordination between the customer, contractors, designers and other stakeholders from the very earliest stages.

Four projects in a demanding market

FCC Construcción is currently working on four transport infrastructure projects in Canada, all of which are urban rail projects located in the Toronto metropolitan area (Ontario).

They are highly complex projects from the technical, contractual and organisational perspectives. Three of them are being carried out under the Progressive Design-Build model and one under a more conventional Design & Build scheme.

Highly complex projects in challenging settings

The characteristics of these projects, in addition to those of their surroundings, require addressing a combination of factors which significantly increase their complexity:

1. **A Progressive Design-Build contractual arrangement**, which requires progressing the design to approximately 60% of completeness in order to mitigate risks and reach financial close, all while simultaneously carrying out the early work packages.
2. **Densely populated urban environments**, with significant operational constraints derived from proximity to essential services, such as hospitals, residential areas and other operational infrastructure.
3. **Complex geotechnical conditions**, linked to both the location and the nature of the works, including high water tables, confined aquifers, soil susceptible to liquefaction and very hard rock formations, affecting design and construction methodologies
4. **A multidisciplinary technical scope**, combining geotechnical, structural, architectural, services, railway systems and road infrastructure solutions, requiring a high degree of expertise.
5. **A demanding social and regulatory context**, particularly with regard to interaction with local communities and the presence of vulnerable groups, including indigenous communities.

Collaboration as a prerequisite

The Progressive Design-Build model reinforces the contractor's role in the design process, which requires establishing a **relationship of mutual trust with the customer** from the outset, based on transparency, joint risk management and upfront decision-making.

Moreover, the level of uncertainty associated with these projects makes it essential to structure them as joint ventures, **bringing together international companies and local partners**. These partnerships are conducive to risk-sharing and joint management, and to bringing in local knowledge, particularly in the technical, regulatory and cultural spheres.

The fact that the design and building work takes place simultaneously also requires intensive management of interfaces between **multidisciplinary technical teams**. Structural, geotechnical, plant and railway systems engineers, together with specialists in various fields, must work in a fully coordinated manner, sharing information on an ongoing basis and ensuring the technical consistency and constructional feasibility of the solutions adopted.

Added to this technical complexity is the need to manage interactions with the **local communities** appropriately. In Canada, relations with local communities, including indigenous communities, require the creation of structured processes for dialogue and engagement.

Against this backdrop, initiatives such as participation in the Community Liaison Committee (CLC) for the Pape Tunnel and Underground Stations (PTUS) project have facilitated communication with local residents and improved incident management, contributing to a more constructive relationship with the local community.



Yonge North Subway Extension. Canada.

A new way of carrying out projects

For FCC Construcción, these projects are evolving the way we work through greater integration between the design and construction phases and leading to the development of closer relationships with customers, partners and the wider community. Effective organisation and coordination of relationships between the various stakeholders - customer, partners, technical teams and local communities - is key to managing uncertainty and making due progress on project execution.

In this context, the collaborative approach is no mere afterthought, but a fundamental feature of the model, crucial to being able to tackle the technical, contractual and social challenges associated with projects of this type more effectively.

Project	Customer Joint venture	Scope	Key figure	Model
Regional Express Rail (RER) – Toronto	Metrolinx ONxpress (FCC + Aecon)	Modernisation of the GO Transit commuter rail network. New tracks, electrification and signalling.	Completion 2032 · Train circulation at up to 15-minute intervals.	Prog. Design-Build
Scarborough Subway Extension – Toronto	Metrolinx STC (FCC + Aecon)	Extension of Line 2 of the Toronto Metro by 7.8 km between Kennedy and Sheppard → Sheppard. 4 new stations, shafts for emergency exits and railway systems to improve transport links in the east of the city.	4 new stations. Emergency shafts included. Improved railway systems.	Prog. Design-Build
Pape Tunnel and Underground Stations (PTUS) – Ontario Line, Toronto	Metrolinx Infra. Ontario PNC (Pape North Connection) (FCC + Webuild)	Excavation of approximately 3 km of twin tunnels as part of the 15.6 km future line for Metrolinx and Infrastructure Ontario, carried out by the Pape North Connection (PNC) consortium.	~3 km of tunnels and 2 underground stations. Total line: 15.6 km.	Prog. Design-Build
Yonge North Subway Extension – York Region	Metrolinx (FCC + Aecon + Ghella)	Extension of Line 1 of the Toronto Metro Yonge Line to Richmond Hill. Tunnels, stations and railway facilities. The contract involves the construction of 6.3 kilometres of twin-tube tunnels and a final section at ground level. This extension will handle more than 90,000 journeys a day and reduce journey times to Toronto city centre by up to 22 minutes.	Toronto → Richmond Hill + 90,000 journeys a day. Journey time to downtown Toronto < 22 minutes.	Design-Build

5.6 The legacy we are creating together

GRI 2-8; 201-1; 413-1

Building infrastructure, developing industrial solutions, managing specialist services or producing materials also implies generating value in the communities where we carry out our business activities. Beyond the economic impact of our projects, we understand that our duty is to contribute to community well-being, strengthen the social ecosystem and advocate for more inclusive and sustainable development.

To that end, at FCC Construcción we are actively committed to our local communities, a commitment that materialises in dialogue, collaboration and the creation of shared opportunities. This approach translates into initiatives designed to **boost local employment, support community projects, spark education and innovation and reinforce alliances** so as to multiply the positive impact of our activities.

We are also keenly aware that sustainability cannot be forged alone. It requires partnerships, active listening and close engagement with public authorities, social organisations, universities, sector associations and local communities.

A structured commitment to having a positive impact

FCC Construcción's community commitment is articulated around different lines of initiative encompassed by its **2023-2026 Sustainability Strategy**, which sets specific targets aimed at generating value for our local commitments.

Those targets include the gradual development of a **Social Action Programme** aligned with the Sustainable Development Goals (SDGs) with the goal of crafting and channelling investments and initiatives capable of having a real and measurable positive impact at the community level.

More specifically, we are committed to earmarking at least 0.05% of annual revenue to community work in 2026 and to lift that figure to 0.1% by 2050. FCC Construcción already achieved the target set for 2026 in 2024, when it invested 0.06% of the Construction Area's revenue in eligible initiatives.

The community investments made in 2025 break down into the following categories:



€315,909.57

went to sponsorships



€108,960.00

was donated



€590,812.68

was earmarked to associations and alliances

Community investment flows (thousands of euros)

€3,091.8 M

Revenue



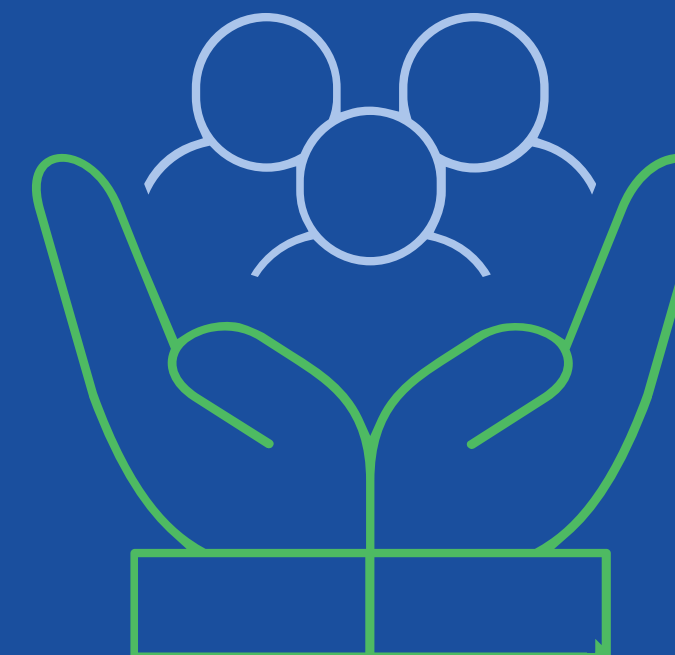
€3,206 M

Economic value
generated



€114.2 M

Other income



€2,639.2 M

Operating costs



€3,105.5 M

Economic value
distributed



€17.5 M

Tax

€447.7 M

Staff costs



€1.1 M

Community investment



€976

Associations and sponsorships



€109

Donations

Infrastructure that transforms communities

Our work has an impact that ripples beyond project execution. Many of our projects feature social and community initiatives aimed at improving quality of life in the local area, strengthening ties with local communities and creating shared value wherever we operate.

Furthermore, numerous projects include specific information, participation and training plans tailored to the social and cultural characteristics of the local area, particularly in the case of projects with a significant impact on the community or those affected by sensitive circumstances.

A couple of good examples of this approach from 2025:

- In Australia, FCC Construction was selected to develop **490 affordable homes** in South Cairns, the biggest affordable housing complex in Queensland. The project, which was carried out with the support of the state government's investment fund, will increase access to social and affordable housing in the region.
- In Chile, we completed construction of **Puente Industrial de Concepción, the country's longest bridge** and a strategic piece of infrastructure for connectivity in the Biobío region. This project will increase road capacity over the Biobío River and significantly reduce the time it takes to drive between the towns of San Pedro de la Paz and Hualpén. It featured environmental and social mitigation measures related to the protection of flora, fauna and cultural heritage, as well as actions targeted at the communities in the area of direct influence. Lastly, the company assumed voluntary commitments with the local communities, reinforcing the social, environmental and economically responsible nature of the project.



Alliances to multiply our impact

We know that the major challenges facing the sector cannot be tackled on our own. That is why we continue to create alliances and spaces for collaboration with **businesses, sector associations, international organisations, undertakings and technical institutions** that allow us to share knowledge, anticipate regulatory changes and contribute actively to the sustainable transformation of the sector.

This collaborative approach allows us to participate in initiatives related to sustainable construction, the circular economy, innovation, decarbonisation and occupational health and safety. Through these alliances we also help share good practices and technical expertise all along the value chain.

The key lines of initiative pursued alongside these organisations notably include:

- Development of sector-specific guidelines and practical tools related to sustainability and the EU taxonomy as applied to infrastructure.
- Definition of criteria and methodologies for assessing the life cycle and environmental performance of buildings and infrastructure.
- Promotion of environmental indicators and Environmental Product Declarations applied to construction materials and processes.
- Participation in working groups related to the circular economy, digitalisation, innovation and sustainable construction.

At FCC Construcción we also participate actively in a number of benchmark technical forums and sector associations in Spain and abroad. Those associations include **SEOPAN, AECOM, the Spanish Construction Confederation (CNC), the Spanish OHS Commission (CNSST) and the European Construction Industry Federation (FIEC)**, officially recognised by the European Commission as the social partner representing employers in the European Sectoral Social Dialogue for Construction.

Throughout 2025, we also participated in international taskforces that are working to draw up sustainability standards for construction and infrastructure, with a strong presence in the ISO and CEN committees addressing sustainability in civil engineering and building works.

Listado de grupos de trabajo relacionados con la construcción sostenible

Organisation	Role
International Technical Committee ISO/TC59/SC17 - Building construction Sustainability in building construction	Participation in ISO/TC59/SC17/WG1: General Principles and Terminology. Participation in ISO/TC59/SC17/WG 2: Sustainability Indicators for Buildings. Participation in ISO/TC59/SC17/WG3: Environmental Product Declarations for construction products. Participation in ISO/TC59/SC17/WG4: Framework for assessment of environmental performance of buildings and constructed assets. Chair of ISO/TC59/SC17/WG5 - Civil Engineering Works.
Standardisation Technical Committee ISO/TC 207 - Environmental management systems	Participation in Standardisation Technical Committee ISO/TC 207/SC 1 - Environmental management systems Participation in Standardisation Technical Committee ISO/TC 207/SC 2 - Environmental audits
Standardisation Technical Committee ISO/TC 301 - Energy efficiency, climate change and renewable energies	Participation in Standardisation Technical Committee ISO/TC 207/WG 2 - Energy efficiency, climate change and renewable energies
International Technical Committee CEN/TC350 - Sustainability of construction works	Participation in CEN/TC350/Task Group Framework for assessment of buildings. Participation in CEN/TC350/WG1: Environmental performance of buildings. Participation in CEN/TC350/WG2: Building life cycle description. Participation in CEN/TC350/WG3: Product level. Participation in CEN/TC350/WG4: Economic performance assessment of buildings. Participation in CEN/TC350/WG5: Social performance assessment of buildings. Chair of CEN/TC 350/WG6 “Civil Engineering Works” on sustainability in the civil engineering space.
Standardisation Technical Committee AEN/CTN198 - Sustainable construction	Vice-Chair of the Standardisation Technical Committee AEN/CTN198 - Sustainable Construction. Participation in Standardisation Technical Sub-Committee AEN/CTN 198/SC 1 - Sustainability in building. Chair of the Standardisation Technical Sub-Committee AEN/CTN 198/SC 2 - Sustainability in civil engineering.

Organisation	Role
International Initiative for a Sustainable Built Environment (iiSBE)	Member.
Green Building Council España (GBCe)	Membership of this organisation, which constitutes the Spanish chapter of the World Green Building Council, acting as a channel for the provision of information in Spain on the LEED building certification scheme.
BREEAM España	Members of the Advisory Board, which is responsible for drawing up BREEAM's strategy in Spain, representing vested parties from the building sector.
International Technical Committee ISO/TC207 - Environmental management.	Participation in the Sub-Committee ISO/TC 207 SC1: Environmental management systems Participation in the Sub-Committee ISO/TC 207 SC4: Environmental performance evaluation Working group WG 4 - Data quality.
Technical Certification Committee AEN/CTC 015 - Cement	Member of the Technical Certification Committee.
Technical Certification Committee CTC 061 - EHE 98 Concrete	Member of the Technical Certification Committee.
Technical Certification Committee CTC 079 - EHE 08 Concrete	Member of the Technical Certification Committee.
Standardisation Technical Committee CTN 140 - EUROCODES	Participation in the Climate Change Working Group.
Madrid World Capital of Construction, Engineering and Architecture (MWCC)	Chair.

We care for people

Organisation	Role
Spanish Commission on Large Dams (SPANCOLD for its acronym in Spanish).	Membership of the committee. Chair of the Technical Committee - Water planning and management. Participation in the Technical Committee - Hydraulics for dams. Participation in the Technical Committee - Environment. Participation in the Technical Committee - Concrete dams.
International Commission on Large Dams (ICOLD).	Participation in its Committee on Engineering Activities in the Planning Process for Water Resources Projects, representing Spain.
Blue Dot Network (OECD)	Member of the Executive Consultation Group
Madrid Chapter of the School of Civil Engineers (CICCP)	Participation in the Transparency and Social Responsibility Committee
Spanish Quality Association (AEC for its acronym in Spanish).	Participation in the Environment Committee. Participation in the Construction Committee.
AENOR's Advisory Board for Construction Firms.	Participation in the Environment Committee. Participation in the Quality Committee. Participation in AENOR's Standards Forum for Connected Industry 4.0.
SEOPAN	Participation in the Quality and Environment Committee. Participation in the Innovation Committee.
European Network of Construction Companies for Research and Development (ENCORD).	Participation in the Environment and Sustainability Working Group. Participation in the Working Group drafting a sustainability statement for European construction firms.
Spanish Construction Technology Platform (PTEC for its acronym in Spanish).	Trustees of the PTEC Foundation. Participation in a series of working groups: Big Data, Blockchain, Digitalisation, Additive Manufacturing, Artificial Intelligence, Machine Learning, IoT/Digital Twins, New Materials. European positioning

Organisation	Role
Railway Innovation Hub (RIH)	Associate member of this initiative whose mission is to promote railway technology and knowledge at the international level.
Spanish Construction Confederation (CNC for its acronym in Spain)	Participation in the Environment and Waste Committee.
Spanish Confederation of Business Organisations (CEOE for its acronym in Spanish)	Participation in the R&D&I Committee. Participation in the Social Responsibility Committee (2030 Agenda WG). Participation in the Sustainable Development and Environment Committee. Participation in the International Expansion Committee. Participation in the Digital Society Committee
Business and Sustainable Development Committee of the Economic and Commercial Office of the Spanish Embassy in Colombia	Participation in the Sustainable Development in Colombia Working Group.
Spanish Network of the United Nations Global Compact	Member. Participant tier
Spanish Association of Structural Engineering (ACHE for its acronym in Spanish)	Participation in the Launched Bridges Working Group. Participation in the Execution Committee.
Spanish Technical Association of Ports and Coasts (ATPYC for its acronym in Spanish)	Chair. Participation in the Technical Port Engineering Committee. Participation in the Seismic Design Working Group.
World Association for Waterborne Transport Infrastructure (PIANC)	Chair of the Maritime Navigation Commission
Spanish Association of Tunnels and Underground Works (AETOS for its acronym in Spanish)	Participation in the Working Group drafting the Tunnelling Guide.
Spanish Rail Technology Platform (PTFE for its acronym in Spanish)	Participation in the effort to achieve scientific and technological advances to lock in the competitiveness, sustainability and growth of the Spanish rail industry.
Building Smart	Member.

Collaborative business relationships and shared value creation

FCC Construcción was the first Spanish company to implement and certify a collaborative business relationship management system under ISO 44001, evidencing and strengthening our commitment to structured and cross-cutting collaborative models focused on the creation of shared value.

In 2025, we made further progress on this model through different horizontal collaboration initiatives:

- We implemented a new collaborative business relationship between the Quality and Environment, Procurement and Communication Departments
- We bolstered bilateral collaboration with the Research Department
- We consolidated the collaborative relationship between the Sustainability and Innovation and the Research Departments

These joint efforts have helped embed sustainability criteria into tender and contracting processes, unlocking an improvement of **11% in the technical scores** obtained in tenders by comparison with 2024 and an improvement of **22%** in FCC Construcción's placement among the top-three classified bidders.

Thanks to this model, FCC Construcción continues to reinforce an approach to sustainability based on cooperation, shared knowledge and the joint construction of solutions capable of generating long-term economic, social and environmental value.



Sotra Connection Project.
Knarrevika, Norway.

Bespoke corporate branding for major global brands



Design, manufacture, and installation of corporate elements. (Megaplas)

Megaplas

Megaplas is the FCC Construcción investee specialised in the design, manufacture, supply and installation of bespoke signage and corporate identity solutions for major automotive groups (including KIA, Renault, Nissan, Stellantis, Dacia and Yamaha) and the energy sector (including BP in Europe, and Moeve and Galp in Spain and Portugal), handling all stages of the process in-house, with the exception of galvanising.

With factories in Arganda del Rey (Madrid) and Turin (Italy), the company controls the production process from start to finish, guaranteeing quality, traceability and adherence to deadlines in projects developed specifically for each customer.

The Turin plant lifts the company's industrial capacity thanks to its specialisation in specific transformation and moulding processes, expanding its production autonomy in unique solutions.

Manufacturing bases

Arganda del Rey (Madrid) and Turin (Italy)

Main customers

KIA, Renault, Nissan, Stellantis, BP, Moeve, Galp

Reduction of energy consumption

~32%

Female factory workers

31

Certifications

ISO 9001, ISO 14001, ISO 45001, carbon footprint and CE marking

Sustainability: materials, the circular economy and energy efficiency

The commitment to more recyclable materials, such as aluminium in certain applications rather than composite solutions, responds both to circularity criteria and to growing sustainability demand coming from customers such as BP, McDonald's and KIA.

In 2025, Megaplas launched several initiatives to reduce its environmental impact:

- **Making ACM circular** Aluminium composite panels, historically a difficult-to-manage waste stream, now have a second life thanks to an agreement with the supplier **Stacbond**, which collects the material at the factory and reintroduces it into its production process. What was once waste entailing landfill costs has become a source of revenue. The next challenge is to extend recycling to construction sites.
- **Cutting its energy consumption (~32%).** The installation of photovoltaic panels, electric vehicle chargers, evaporative cooling systems, the replacement of windows and fittings, and the fitting of internal doors in the warehouse have contributed significantly to improving facility energy efficiency.
- **Elimination of plastic packaging.** Monoliths destined for Spain and Portugal are shipped without plastic packaging, unlocking a permanent reduction in packaging-related waste.

Health, safety and wellbeing at work

Safety is a core value at Megaplas, as has been acknowledged by its own customers. BP Spain and BP Portugal have awarded Megaplas prizes at their **supplier safety conferences**. Among the improvements implemented at the factory during 2025:

- **A new folding machine with an extension arm** that eliminates the need for manual handling of large panels.
- **A compact suction cup (Aerolito)** that handles and turns large panels, reducing physical strain.
- **A shot-blasting booth** that replaces manual surface sanding with an automated process, minimising injuries caused by repetitive movements and awkward postures, as well as confining dust emissions to the factory environment.
- **Relocation of the dust extraction unit** to reduce the dispersion of particles in the work environment.
- **Compartmentalisation of the workshop** and in-house-manufactured **ergonomic workbenches**.

Furthermore, installation teams operate under strict protocols covering training, the use of PPE and specialist supervision. Looking forward, the company plans to consolidate its annual safety conferences with fitters and customers in 2026. These initiatives form part of an ongoing investment in safety, ergonomics and industrial comfort, aimed at creating cleaner, tidier and safer work environments.

People, equality and career development

In recent years, Megaplas has increased the number of women in virtually all factory departments, including welding, with a total of **31 women** on the factory floor by the end of 2025. In fact, three of the last five internal promotions went to women.

Megaplas has its **first Equality Plan** in place and is already working on the assessment for the second such plan. There are no gender pay gaps for equivalent roles and progress is being made on work-life balance measures.

Value chain, quality and certifications

Megaplas runs a six-monthly supplier approval and assessment system, framed by environmental and quality criteria, prioritising local suppliers wherever possible.

The company reinforces this approach through regular supplier assessments, post-installation monitoring and a customer service model based on a single point of contact, underpinning business relationships that go back over 25 years. It holds **ISO 9001, ISO 14001 and ISO 45001 certifications**, as well as **carbon footprint verification** and **CE marking for steel and aluminium structures**. Moreover, all welders are certified and their work is fully traceable.

In terms of customer satisfaction, the feedback received highlights **safety during installation, tidiness and cleanliness**, whereas the main area for improvement is meeting deadlines, which is not always directly within the company's control.



Thinking outside the box to build better

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Housing in
Arroyofresno.
Madrid, Spain.



At FCC Construcción, we view innovation as a way of generating tangible value with a direct impact on construction process efficiency, sustainability throughout the project life cycle and our organisational capabilities. This approach combines continuous operational improvement with the systematic incorporation of new technologies and methodologies, and is structured around two complementary strands: intrapreneurship, aimed at identifying and developing internal talent and knowledge; and open innovation, based on collaboration with technology companies, universities, research centres and other sector stakeholders.

In 2025, this strategy continued to evolve towards smarter and more responsible construction, driving initiatives that

naturally blend technological capabilities with sustainability attributes. As a result, innovation contributes directly to improving operational efficiency and strengthening long-term competitiveness.

Last year we worked on projects aimed at responding to specific sector challenges such as improving safety conditions, automating sustainability assessment, maintaining and conserving water infrastructure, recovering locally-sourced waste and digitalising the different phases of a project, among others. These initiatives reflect a clear focus on the practical application of innovation, translating concrete solutions into projects and generating a real impact on their performance.

In parallel, we made ongoing progress on strengthening the innovation management

system and consolidating the mechanisms for protecting the results obtained. Specifically, we strengthened the management of intangible assets by protecting them through various forms of industrial and intellectual property - including utility models, patents, trademarks and copyright - thereby helping to preserve the knowledge generated and maximise its value for the organisation.

2025 milestones

Innovation aligned with strategy

- Total investment in innovation in 2025: **€5,247,206**.
- Consolidation of **digitalisation** and **sustainability** as the key strategic lines of the innovation effort and levers for enhancing processes, rationalising waste, reducing impacts and lifting competitiveness.
- Active participation in sector organisations, forums and working groups in Spain and abroad to identify trends, share knowledge and raise the profile of certain innovation initiatives.
- Progress on **SOSTEVAL-TEC**, a project for automating, monitoring and certifying sustainability in civil engineering works. This digital platform assesses a project's sustainability performance using an automated certification tool and specific sustainability indicators.
- Progress on the transition to **UNE-EN ISO 56001**, a process which in 2024 entailed reorganising internal procedures and adapting the innovation management system at **FCC Construcción, Matinsa and FCC Industrial and was successfully audited in 2025**.
- More internal publicity around innovation through seminars and events.

R&D&I projects and applied solutions

- Development of **0ACCIDENTS** with a view to reducing accidents on construction sites through the use of AI agents, sensors, robotics and real-time monitoring systems to identify risks when working at height and tunnelling.
- Development of **SOSTEVAL-TEC** as a comprehensive and automated sustainability assessment and certification platform in civil engineering aimed at reducing times, centralising evidence and facilitating verification work. This project is being coordinated by FCC Construcción and also involves Matinsa.
- Completion of **DigiChecks**, designed to digitalise management and compliance processes in civil engineering and building projects.
- Development of **SCM Smart Construction Manager**, a new intelligent and autonomous system that improves project and material supply chain control by harnessing digital technologies.
- Start of **PRESAI** in 2025, a Matinsa project focused on the maintenance and conservation of water infrastructure, dams and canals leveraging artificial intelligence and robotics.
- Development of a **geopolymer project in Qatar** to research alkali-activated concrete using local industrial waste.
- Completion of **CYBERSEC**, a project in which FCC Industrial is participating together with top-tier organisations to research technology to protect against cyberattacks in Smart Cities and Industry 4.0.
- Completion of R&D&I initiatives that reinforce our strategic commitment to safer, more connected and data-based construction: **ESPADIN** and **EDIFICTECH**.



2025 milestones

Digitalisation of processes and construction projects

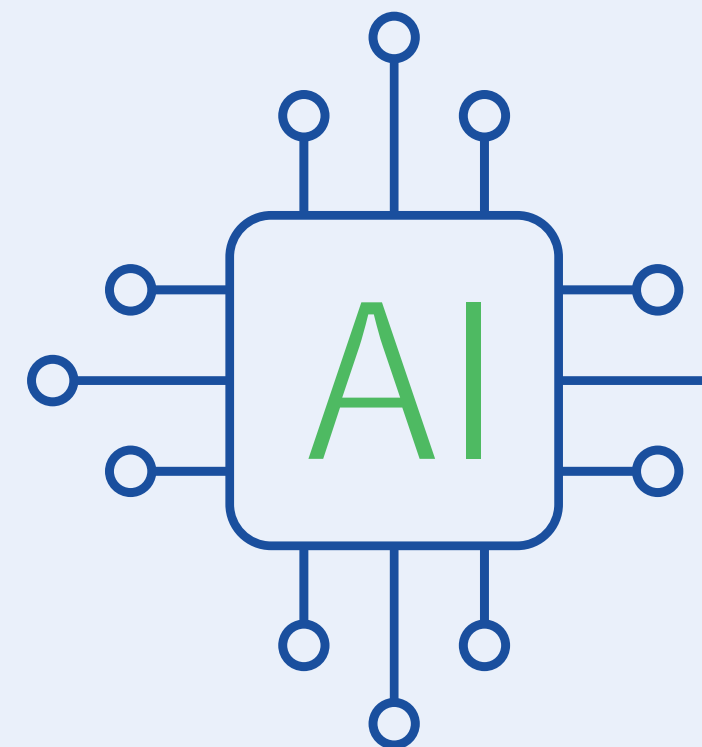
- Transformation of the corporate **SAP, which is migrating platform to be able to store data in the cloud (SAP HANA)**, an IT milestone being spearheaded at the Group level with a cross-cutting impact on all Business Areas.
- Approval in 2025 by the Sustainability Committee of the **digitalisation procedure**, designed to organise and order existing initiatives and steer future efforts.
- Consolidation of **digitalisation** as an integrated construction project management tool by reducing paper (online plans), improving document traceability and shrinking the environmental footprint associated with administrative processes at projects.
- Application of **AI in document management** and preparation of bids by analysing past executions, helping to make decision-making more efficient and rationalise the use of resources.
- Approval in 2025 by the Sustainability Committee of the **2026-2029 BIM and Digital Construction Strategy**, aligned with a new four-year planning cycle. Consolidation of technology such as BIM, GIS, drones, laser scanners, reality capture, data automation and site mobility.
- Start of implementation of a **GIS** in a 111-km passenger train project in Mexico (Saltillo–Nuevo Laredo), integrating information captured via drones using BIM modelling and geospatial data.
- Application of advanced digitalisation solutions, BIM, GIS, drones and advances sensors to feed a digital construction twin at the Rubí Line works (Porto Metro).
- Organisation of the 4th Digitalisation and BIM Day by FCC Construcción.

Culture of innovation and intrapreneurship

- For the second year in a row, innovative ideas generated internally were channelled through **ROOTA**, the FCC Group's intrapreneurship programme, in which staff from FCC Construcción and its investees were heavily involved.
- The ideas not selected for the ROOTA programme are analysed to assess the potential for developing them as internal innovation projects or projects that could qualify for public funding.
- Internal collaboration with DI_Lab (FCC Group) in order to identify, develop and connect opportunities with the needs and projects of the different areas.

Knowledge management and AI

- Consolidation of **Alexandria** as a crucial tool for structuring, conserving and sharing the information generated in tenders, projects and departments.
- **ATENEA** continues to evolve as a tool designed to facilitate the management of systems, records, inspections and project data, incorporating low-code technologies, adapted for the Group's internal requirements.
- Promotion of **AI** as a cross-cutting line that converges with digitalisation, knowledge management, tenders, planning, documentation and construction works.



2025 milestones

Protecting our knowledge and intangible assets

- Integrating industrial and intellectual property as part of the innovation process with the aim of protecting, managing and monetising the intangible assets generated.
- Processing of three industrial and intellectual property registrations, one of which has been granted and two are pending.
- The patent was secured for the 'Method for unloading, transporting and installing a railway track' in Canada.
- Application for registration of a European trademark for the **ATLAAS** application, a platform for innovation projects related to Geographic Information Systems (GIS), aimed at improving the management, analysis and use of geospatial information in projects.
- Copyright protection of the software associated with **DigiChecks** from the United States Copyright Office (USCO).

Cybersecurity and digital trust

- **Conclusion of the 2024-2025 Cybersecurity Programme**, with a satisfaction index and overall impact for the five modules of over 80%, reinforcing the culture of digital security, a key aspect of corporate governance, throughout the organisation.
- Gradual adaptation for **new regulatory requirements** around information security.
- **ISO 27001** certification for certain processes related to the user role.
- **No major incidents** around personal data protection in the Group in 2025.



Challenges for 2026

01

Consolidating implementation of the **digitalisation procedure** at the organisational level, ensuring uniform adoption across projects and recruiting talent with digital skills.

02

Further developing **ATENEA**, clearly differentiating between the development work done, that already tested and that pending rollout.

03

Launching the **next phase of ROOTA**, analysing the viability of short-listed ideas in parallel with development of the winning idea by the Digital Innovation Lab (DI_Lab), so fostering the intrapreneurship culture and tapping internal talent as a sustainable source of innovation.

04

Integrating **artificial intelligence** into critical processes while preserving security, data quality, traceability and governance criteria, in line with ethical and responsible use of this technology.

05

Accelerating the adoption of industrialisation, robotisation and digitalisation solutions that improve site management, enhance safety, promote sustainability by reducing waste, and maximise material and resource efficiency.

06

Driving collaboration between FCC Construcción and FCC Industrial and the innovation ecosystem under the agreement between **DI_Lab** and **Lanzadera**, one of Spain's leading innovation accelerators. This alliance aims to identify and prioritise strategic business challenges and, leveraging Lanzadera's proven methodology, define and implement strategies that enable the development of innovative solutions with real-world applications, fostering effective links between start-ups and our operational needs.

07

Adequately protecting the **intangible assets generated**, reinforcing the **link between innovation and sustainability**. In 2026, we expect to secure intellectual property registration for the tool developed in-house to measure the carbon and water footprints at construction sites and permanent bases.

08

Access to **public funding** for innovation is being limited by the growing competition and complexity of calls for proposals, which are becoming increasingly stringent in financial terms and aligned with priorities such as sustainability, digitalisation and resilience. Although the proposals are well drafted and highly rated, the high volume of applications - facilitated by the use of digital tools - means that not all approved initiatives receive funding, which also makes it difficult to form alliances, particularly with SMEs and start-ups.

09

Consolidating **cybersecurity** in an increasingly complex environment, with multiple projects, partners and joint ventures, as a prerequisite to guaranteeing information integrity, stakeholder trust and responsible business continuity.

6.1 Innovation in progress

GRI 3-3, 2-28

FCC Construcción's R&D&I effort starts from real project needs in relation to: processes; construction site risks; opportunities to improve management; and environmental and safety risks requiring specific solutions. From that diagnosis, our efforts are translated into projects, tools, methodologies and solutions with direct application in construction practices, aimed at:

- Transforming the construction industry through advanced technologies, sustainable practices and innovative methods.
- Lifting operational efficiency and reducing our environmental impact at every stage of the construction cycle.
- Fostering collaboration and digitalisation across all our projects, ensuring quality and safety at every stage of the process.
- Consolidating our position as an international benchmark, creating value and responding to new social needs, while respecting people and the planet.

This activity is underpinned by two fundamental pillars: an **Innovation Policy** that sets out our strategic course of action, focused on technological and process development

within the sector; and an **Innovation Management System** that enables us to structure, drive and harness those developments in order to strengthen our competitiveness and operational efficiency.

Throughout 2025, we focused our innovation efforts on two major strategic areas: **digitalisation** and **sustainability**, viewed not as separate strands but as cross-cutting drivers of transformation.

Through both, we directly address the business's operational challenges, improving process efficiency, enhancing safety onsite, rationalising resource use and increasing operational traceability.

All of this with a clear objective: facilitating more agile, data-driven decision-making aligned with safer, more efficient and more sustainable work environments.

In 2025, we invested a total of **€5,247,206** in innovation, committing firmly to initiatives capable of generating tangible added value for our operations - going beyond mere experimentation - and aimed at directly improving our operational performance.

Orderly and measurable innovation

In 2025, we obtained certification for our Innovation Management System in accordance with **UNE-EN ISO 56001:2024**, marking the culmination of a journey that began in 2007 with the system's first certification under the UNE 166002 standard. Since then, the system has consistently maintained this certification, consolidating a management model focused on the identification, development and transfer of innovative initiatives.

The process of transitioning to UNE-EN ISO 56001:2024 began in 2024 with the review and adaptation of the documentation framework, internal policies and management procedures. This transition has strengthened the organisation's approach to innovation management as an integrated organisational system that cuts across all the company's activities.

Against this backdrop, 2025 was a key year for consolidating the system, implementing the identified improvements and carrying out certification audits covering FCC Construcción, Matinsa and FCC Industrial.

From the drawing board to the construction site: a culture that bubbles up

Innovation stems from people's knowledge and experience, which is why we continue to create mechanisms that enable us to identify, evaluate and transform those contributions into initiatives with practical applications within our business.

At FCC Construcción, we have structured mechanisms in place for gathering and managing ideas, in order to tap into our teams' operational know-how. Using tools such as the innovative ideas channel, recorded creativity sessions and idea-sharing workshops, proposals with the potential for real-world application are identified, shared and evaluated. This system allows us to prioritise the initiatives with the biggest impact and facilitate their development into projects aligned with our challenges and needs.

Furthermore, in collaboration with the FCC Group, idea generation is driven by the annual ROOTA Programme, the intrapreneurship initiative promoted by the Digital Innovation Lab (DI-Lab). This programme allows anyone within the organisation to submit innovative proposals, which are analysed and selected through a

structured process, supporting the development of those with the greatest potential impact.

In 2025, phase 1 of the programme's second edition concluded with:

- 121 ideas registered on the ideas platform
- More than 295 participants in the sessions held
- Proposals from Spain, the Czech Republic, Austria, Poland, Romania, the UK, Australia, Canada and Saudi Arabia

Even when an idea does not make it to the shortlist, it is not automatically discarded. The innovation teams assess whether it has potential as an in-house project, a process improvement initiative or a proposal eligible for public funding. This way of working helps us to keep in-house knowledge alive and link our departments' needs with potential technology or process-based solutions.

Thinking outside the box to build better



Rail access to La Sagrera station. Barcelona, Spain.

Three paths for unlocking innovation

FCC Construcción's innovation model is articulated around three main strands, which have proven their ability to channel and develop initiatives:

1

Publicly funded projects, responding to national and international calls for proposals and developing solutions with a technical, environmental or social impact. We made significant progress on securing non-repayable public grants (direct aid): their share of investment in R&D&I increased 6.4% in 2024 to 11% in 2025, evidencing a clear improvement in our ability to attract this type of funding.

2

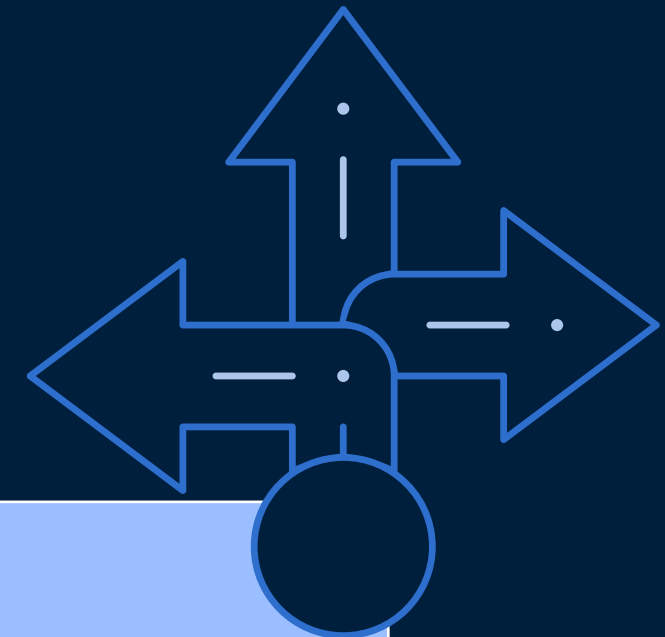
Certification of our R&D&I activities, where internal developments meet the certification requirements.

- In 2025, **three internal development projects were certified**: ATENEA, focused on innovative digital solutions; Geopolymers, centered on the research and development of sustainable concrete; and COPA Planning, related to the improvement of internal planning processes.
- Another two noteworthy certifications designed to improve planning, traceability and technical and financial control of construction projects:
 - An **intelligent platform for technical planning and certifications**, which centralises information from systems such as Primavera P6, MS Project, Excel and Presto, and analyses it using KPIs and dashboards;
 - **P6 UTILITIES**, designed to manage large volumes of data, facilitate bulk imports and exports, structure costs, allocate resources and automate the transfer of actual costs.

3

Identification and evaluation of innovative practices developed onsite which, even without formal certification, deliver tangible improvements in construction processes and standard methods of execution, contributing to the continuous optimisation and transformation of the operating model.

This third approach is particularly important, as it enables us to prevent the knowledge generated onsite from being lost. Often, innovation does not originate in a laboratory, but rather in a practical solution devised to solve a specific problem within a project. Recording these initiatives, analysing them and sharing them internally allows us to learn from them and assess their potential application in other contexts.



Projects that turn challenges into solutions

Our innovation effort in 2025 was characterised by projects that address a range of needs: protecting people, automating processes, better assessing sustainability, improving the maintenance of critical infrastructure, recovering waste, and digitalising management.

Project	Status in 2025	What we are striving for
0ACCIDENTES	In progress. Due completion in 2026	Development of solutions based on AI, sensors and robotics to anticipate hazardous situations at construction sites.
SOSTEVAL-TEC	Initiated in 2024, in progress in 2025. Due completion in 2026	A platform for automating the assessment and certification of sustainability in civil engineering projects.
DigiChecks	Completed in 2025	Digitalisation of permit management and compliance in civil engineering and building projects; integrating data, automating checks and improving efficiency.
SCM Smart Construction Manager	In progress. Due completion in 2026	A smart, autonomous system designed to improve site management and the materials supply chain.
PRESAI	Initiated and approved in 2025	The application of AI, robotics, 3D modelling and data analysis to the maintenance of dams and canals.
Geopolymers Qatar	Initiated in 2025	Research into alkali-activated concrete using local waste.
ATENEA	In progress; analysed and integrated in 2025	A low-code technology tool designed to improve the management of systems, records, inspections and project data.
CYBERSEC (FCC Industrial)	Completed in 2024 with reporting continuing into 2025	Project related to information cybersecurity, in which FCC Industrial collaborates as part of the consortium.
ESPADIN (FCC Industrial)	Completed in 2024 with reporting continuing into 2025	An industrial data space designed to improve interoperability, governance, security and the use of data within the industry.
EDIFICTECH	Completed in 2024 with reporting in 2025	Industry 4.0 technology solution for the connected and centralised management of modular façade installations.

0ACCIDENTS: researching how to deliver safer construction

Personal health and safety remains one of the areas where innovation can have a major direct impact. The **0ACCIDENTS** project, slated for completion in 2026, is a comprehensive cognitive ecosystem to monitor and predict hazardous situations in real time across different construction environments.

It has tapped into artificial intelligence, state-of-the-art sensors, autonomous robotic systems and cyber-secure connectivity to collect, interpret, digitalise and manage information generated onsite. In the building segment, the solutions developed can detect whether workers are correctly wearing safety equipment such as helmets or harnesses, verify application of safety measures, and analyse movement patterns that could indicate potential fatigue. In tunnels, the project addresses air quality and detection of the risk of being run over in the vicinity of machinery.

With this project, we are moving towards a more predictive approach to prevention, capable of helping technical teams to spot warning signs and take action before the risk materialises.

SOSTEVAL-TEC: assessing sustainability in the civil engineering space

Sustainability needs data, evidence and comparable criteria. **SOSTEVAL-TEC**, spearheaded by FCC Construcción and Matinsa, alongside other partners, addresses this need through a platform designed for the comprehensive assessment of sustainability in civil engineering works.

The project aims to automate assessment during different phases of the life cycle (design, construction, operation and verification), centralise evidence, reduce processing times and facilitate the verifier's involvement. The goal is create a tool that analyses project sustainability performance efficiently and in a standardised manner, layering in environmental, social, economic and governance criteria.

SOSTEVAL-TEC represents a way of integrating sustainability from the outset, not as a subsequent review, but as a factor that guides decision-making throughout the asset's life cycle.

DigiChecks: permits, compliance and interoperability

Since its launch in 2022, the goal of **Digicheck** has been to digitalise management and compliance processes in civil engineering and building projects, facilitating the management of permits, compliance checks and the validations required to ensure that processes are carried out correctly. This project finalised in 2025.

Leveraging technologies such as BIM, GIS, artificial intelligence, blockchain and digital twins, it has been validated through pilot schemes in Wales, Spain and Austria, including a civil engineering project and residential and office building projects. The platform developed creates a permit management framework that can now be assessed internally for potential application in the company's processes. The software associated with the project has been copyright-protected in the US, reinforcing the strategic value of the developments.

In the UK, the project was trialled on the dualling of a section of the **A465 road in Wales**, carried out by FCC Construcción, with a focus on the management of environmental permits and licences relating to protected species, such

as the crested newt and bats. Real-time data validation made it possible to tighten environmental compliance controls and streamline approval processes.

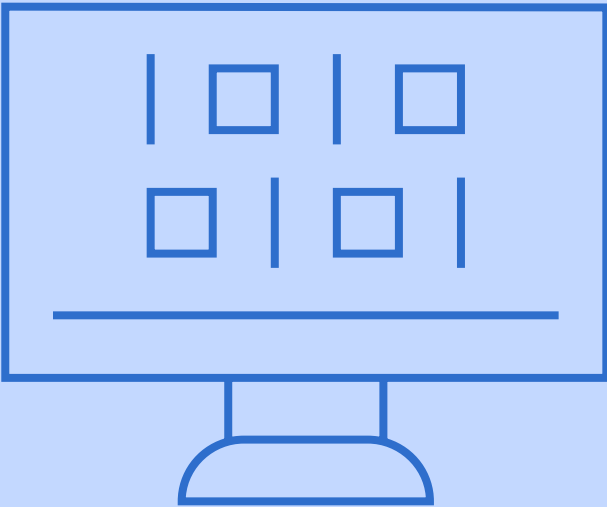
In Spain, DigiChecks was implemented at Realia's **EGEO** residential development, focusing on the monitoring of licences and regulatory compliance throughout the various phases of the project. The pilot project focused specifically on the electricity supply licence for a development comprising 74 homes and commercial premises, facilitating more efficient, transparent and coordinated management of the application process.

In Austria, the platform was implemented at **CREE's office building in Bregenz**, a hybrid timber structure designed to accommodate over 140 workstations. In this case, DigiChecks yielded more efficient coordination of prefabrication, assembly and regulatory validation within an administrative process involving multiple stakeholders.

SCM Smart Construction Manager: monitoring construction project progress and quality

SCM Smart Construction Manager is a new intelligent and autonomous system designed to improve construction site control and management. The project applies digital technologies to the monitoring of construction processes and the materials supply chain, with the aim of improving the availability of information, reinforcing traceability and delivering more efficient resource management.

This line of work ties in directly with one of the sector’s major challenges: having reliable, integrated and up-to-date information to anticipate deviations, coordinate teams more effectively and optimise project delivery.



PRESAI: caring for water infrastructure harnessing AI and robotics

PRESAI, launched in 2025 by Matinsa, opens up a new avenue of innovation linked to the maintenance and upkeep of water infrastructure. This project addresses a very specific issue: how can we anticipate potential deterioration, cracks or water quality issues in dams and canals?

To this end, PRESAI is developing solutions based on artificial intelligence, underwater robotics, drones, 3D modelling and data analysis. It includes predictive tools to assess and anticipate water quality, automated crack detection systems and a digital twin that mines data to improve decision-making.

The project is particularly relevant in a context of increasing climate pressure and water demand, where the maintenance of critical infrastructure requires more information, greater foresight and technological solutions that improve safety, efficiency and sustainability.

Geopolymers in Qatar: waste that returns to the construction cycle

In the field of new materials, we are working on a **geopolymer project in Qatar**, in collaboration with Qatar Rail, focused on the research and development of alkali-activated concretes produced from local industrial waste. The goal is to recover waste that is abundant in the local environment, reduce dependence on traditional Portland cement - which accounts for approximately 8% of global CO₂ emissions - and shift to materials with a lower carbon footprint.

The project analyses mixtures intended for in-situ concrete, precast concrete and 3D printing. The research has yielded positive results for precast concrete and 3D printing, whereas the direct pouring of concrete presents greater difficulties under high-temperature conditions.

This line of research links the circular economy, material innovation and international adaptation, with the overarching aim of providing sustainable and technically competitive solutions for infrastructure and construction.



ATENEA: low code to enhance management

ATENEA is a proprietary technological tool designed to improve management processes, records, inspections and project data. It is based on low-code technologies, unlocking more flexible solutions, tailored to internal needs and less dependent on closed commercial systems.

Throughout 2025, ATENEA underwent analysis, fine-tuning and integration, tailoring it for the Group's technological, regulatory and security requirements, with phased rollout scheduled for the coming years.

ESPADIN: industrial data for a more connected industry

Although **ESPADIN** finished in 2024, the reporting process was concentrated in 2025. Spearheaded by FCC Industrial, the project focused on creating data spaces within the industry to improve the interoperability, governance, security and reliability of information. The project analysed European initiatives such as Gaia-X and IDS, as well as potential sources of data for industrial use.

Based on that analysis, ESPADIN worked on conceptualising a structured, multidimensional inventory of B2B data for the manufacturing industry, designing an operational industrial data repository, defining a governance framework and proposing trust-based exploitation models. Its aim is to contribute to a safer, more sustainable and more connected Industry 4.0.

CYBERSEC: shared learning in cybersecurity

Although **CYBERSEC** finished in 2024, the reporting process was concentrated in 2025. This project remains a benchmark within the information security innovation ecosystem. With FCC Industrial as part of the consortium, it strengthened knowledge of applied cybersecurity, an increasingly important area as projects, processes and platforms become more reliant on digital environments.



EDIFICTECH: digitalising modular façade installations

Although **EDIFICTECH** finished in 2024, the reporting process was concentrated in 2025. This is an Industry 4.0 technology solution for the collaborative and centralised management of **modular façade** installation, with the aim of maximising productivity, reducing construction times and minimising accidents associated with these processes.

The project is underpinned by a **digital ecosystem that combines a digital twin of the construction site, IoT, BLE technology for indoor positioning**, interconnection with virtual models and **augmented reality**. This integration unlocks progress towards more connected, traceable and coordinated management of façade assembly, incorporating emerging technologies into a field with high potential for industrialisation.



Protecting what we learn and develop

Innovation also implies protection. Every project generates knowledge, methodologies, software, trademarks, processes or solutions with the potential to become strategic assets for the company. That is why, in 2025, we continued to analyse the results of our innovation effort to identify which elements should be protected using **industrial and intellectual property** mechanisms.

Our approach avoids limiting protection to the traditional concept of a patent and incorporates other avenues such as registrations, utility models, trademarks and copyright. The FCC Group's objective for the Construction Area is to integrate industrial and intellectual property into its innovation processes to ensure the protection, management and monetisation of the intangible assets generated.

In 2025, USCO copyright protection was secured for the software associated with DigiChecks, an application was filed for a European Union trademark for the **ATLAAS** application, and a copyright application was filed for our carbon footprint and water footprint analysis.

A patent was also secured for the **'Method for unloading, transporting and installing a railway track'** in Canada.

Partnering to go further

Innovation is not achieved in isolation. FCC Construcción not only undertakes projects in-house and in collaboration with other FCC Group companies, but also actively participates in **national and international sector initiatives** related to innovation, as well as in open innovation projects with other sector players, technology firms, universities and research centres.

This collaborative approach puts us at the forefront of the sector, letting us stay abreast of the key trends and innovations transforming the industry, participate in working groups and anticipate change. It also helps us to acquire complementary knowledge in fields such as robotics, artificial intelligence and digitalisation.

In projects like SOSTEVAL-TEC, this approach has taken the form of broad consortia, with FCC Construcción acting as lead partner, alongside Matinsa, technology firms, certification bodies, universities and other specialist partners.

R&D&I indicators

Total investment in R&D&I

€5,153,705

2024

€5,247,206

2025

R&D&I investment in environment

€646,459

2024

€1,024,205

2025

R&D&I investment in sustainability

€5,153,705

2024

€5,247,206

2025

Grants received

€330,778

2024

€572,647

2025



Soft loans obtained

€1,603,337

2024

€884,844

2025

Cumulative R&D&I projects executed

115

2024

116

2025

Cumulative R&D&I projects certified

237

2024

240

2025

Industrial and intellectual property assets registered

54

2024

57

2025

In 2025, we invested close to **€5.25 million** in R&D&I, the highest figure since 2017. Between 2017 and 2025, we completed 116 innovation projects, of which 97 in Spain and 19 abroad, with certified R&D&I projects running at 240. In addition, 57 industrial and intellectual property assets have been registered in 42 countries. These results reflect sustained growth in innovation activity and growing alignment with

the strategic priorities of digitalisation, sustainability and international expansion.

The progress made in 2025 consolidates an innovation approach geared towards **generating tangible results**. We continue to drive forward projects validated under real-world conditions, capable of adding value to teams, clients, infrastructure and the environment.

Our challenge is to continue bringing innovation to the field: to better protect people, reduce impacts, harness data, transform waste into resources, anticipate risks and turn the knowledge generated into a shared benefit. Because innovation in construction is not about imagining a distant future; it is about improving, starting today, the way we build.



Strategic partnerships in 2025



ADIF

Spain's Centre for Railway Technologies (CTF for its acronym in Spain) is an institution dedicated to open and multidisciplinary innovation, working closely with research groups. Its aim is to strengthen Spain's position in the railway sector as a technology leader at both the European and global levels.



BuildingSMART SPAIN

An international non-profit organisation focused on improving the construction industry through the use of open interoperability standards for BIM. Business partnerships promote the development and implementation of these standards, thereby facilitating the exchange of information and collaboration at all stages of the life cycle of a building or piece of infrastructure.

AENOR

AENOR

AENOR specialises in compliance assessment services. FCC Construcción's collaboration with AENOR means that it is committed to complying with the standards and requirements set by this organisation in areas such as quality, the environment and safety.



CEOE

A private, non-profit organisation whose primary aim is to defend and represent business interests in dealings with public authorities and society at large. It brings together various business associations and companies from different sectors of the Spanish economy. It also offers advisory, information and training services to boost business competitiveness. FCC Construcción participates actively in various CEOE committees, including its R&D&I, Internationalisation, Digital Society, Sustainable Development and Environment Committees.



ECTP

A European Technology Platform dedicated to innovation in the construction sector. Its aim is to promote research and industrialisation in the construction sector in Europe. It acts as a conduit for innovation in this sector through its wide range of partnerships.



ATC-PIARC

ATC-PIARC is devoted to promoting technology transfer and the dissemination of knowledge in the field of roads. Through its Technical Committees, the RUTAS journal and training activities, PIARC works closely with universities, research centres, industry associations and professionals involved in the design, construction, maintenance and management of roads, providing them with access to up-to-date information and high-quality resources.

MOIG

Madrid Open Innovation Group (MOIG)

This is an event organised by the regional government of Madrid to promote innovation and collaboration between businesses, universities and the public sector. Its main aim is to encourage the exchange of knowledge and the generation of new ideas through open innovation, a strategy that leverages collaboration with stakeholders outside the company.



CEN (European Committee for Standardization):

A private, non-profit organisation whose mission is to promote the European economy on the global stage, as well as the well-being of European citizens, through consistent standards (EN). This initiative aims to enhance the European single market for goods and services, and to position Europe competitively within the global economy.



ENCORD

The European Network of Construction Companies seeks to promote and foster research and development activities within the construction sector in Europe. Its main objective is to represent the interests of construction companies at the European level in relation to innovation (R&D&I). FCC Construcción, as a member of the Council, actively participates in the working groups on the protocol for CO₂ measurements and health and safety, amongst others.



SEOPAN

A Spanish association representing companies from the construction and infrastructure management sector in dealings with government bodies and relevant organisations, with the mission of promoting investment in infrastructure and fostering public-private partnership projects to boost competitiveness and economic growth in Spain. FCC Construcción sits on various committees, including the R&D&I, Quality, Environment, Machinery, Training and Procurement committees.



Plataforma Tecnológica Ferroviaria Española

PTFE (acronym in Spanish for the Rail Technology Platform):

This is an industry-led tool serving the railway sector, which aims to define the long-term vision and the strategic research agenda. Its core mission is to align the strategies of the various stakeholders, pool R&D&I efforts and reduce fragmentation within the research landscape.



PTEC (acronym in Spanish for the Construction Technology Platform)

This platform's mission is to drive innovation and technology development in the sector by fostering public-private cooperation in R&D&I among companies, business associations, universities, technology centres and other relevant stakeholders. FCC Construcción is a member of the PTEC Foundation, sits on the Standing Committee and actively participates in various working groups.



ISO

A global organisation dedicated to the development and promotion of international standards. It comprises a network of national standards organisations representing different countries around the world. Through its members, ISO brings together experts to share knowledge and develop, in a voluntary and consensus-based manner, international standards covering a wide range of areas and sectors. These standards range from quality and safety to sustainability and technology.



QAEC

A private, multidisciplinary organisation whose mission is to champion and promote quality as a driving force for personal development, business competitiveness and the betterment of society as a whole. It has expanded its scope of activity to include areas such as the environment, innovation, safety and social responsibility. It works with companies and institutions to promote best practices and standards of excellence in Spain. FCC Construcción participates in its Construction, CSR and Environment Committees.



RAILWAY INNOVATION HUB

This hub drives technology and knowledge in the railway sector at an international level. It does so through collaborative R&D projects, technology commercialisation, the promotion of entrepreneurship and the provision of services. This collaborative and multifaceted approach allows the association to foster innovation and development in the railway sector, while promoting collaboration between businesses, institutions and other key sector stakeholders.

6.2 Digitalising to improve

At FCC Construcción, we see digitalisation as a key enabler of innovation and improvement, as it helps enhance planning, improve traceability, reduce errors, optimise resources and ensure that the right information reaches the people who need it, when they need it.

That is why we continue to move towards a more connected construction industry, where data, digital models, mobility, automation and artificial intelligence help us to work more safely, efficiently and proactively.

In 2025, we continued to drive the digitalisation of construction sites with a clear objective: to ensure that technology reaches the site, the technical team, the site manager and those who make day-to-day project execution possible. Because digital transformation creates value when it becomes a real aid to building better.

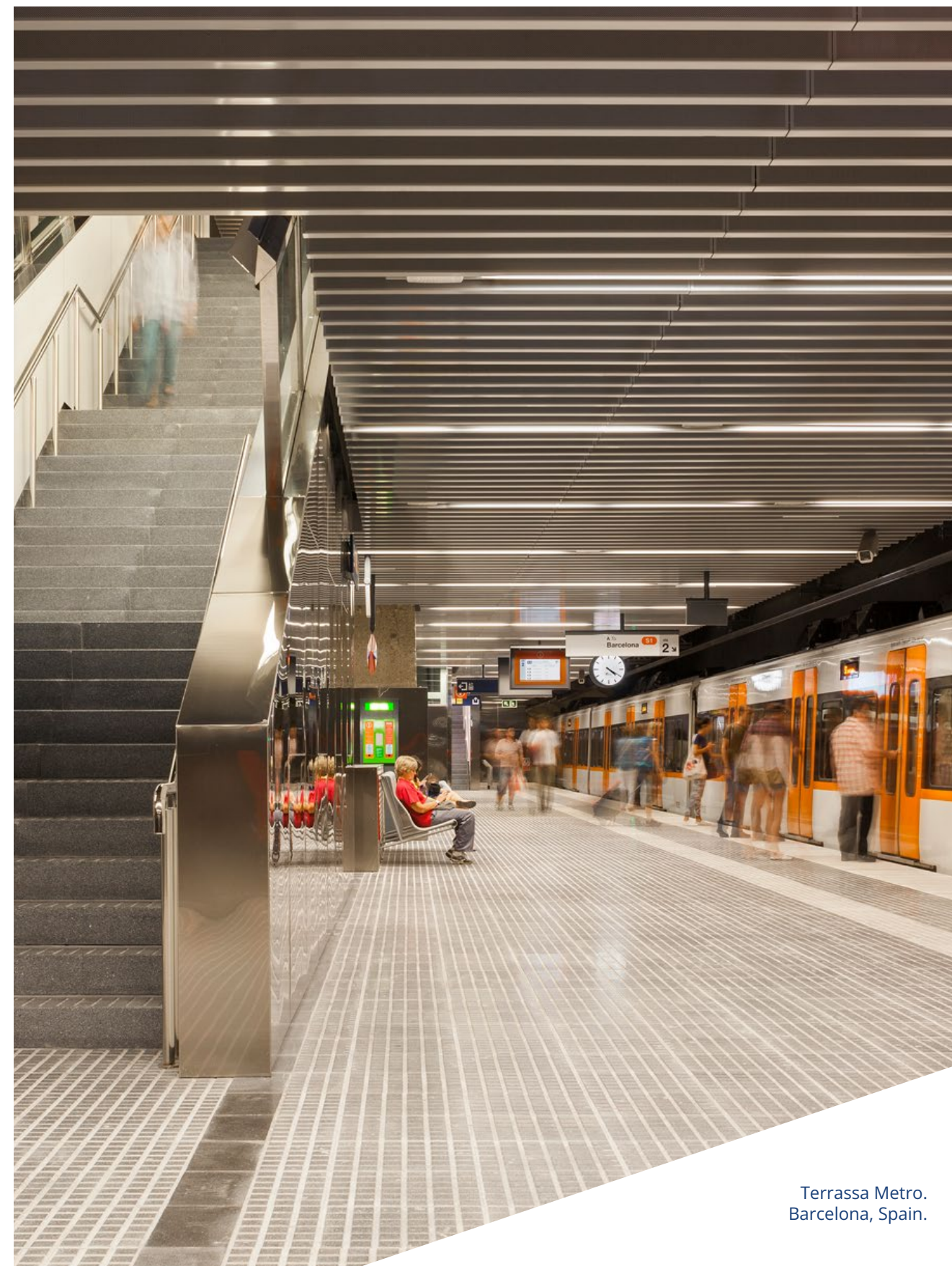
Methodical digitalisation

One of last year's key milestones was the approval of the **Digitalisation Procedure** by the Sustainability Committee. This procedure lays the foundations for organising existing digital initiatives and channelling future ones in a coherent, scalable manner that is aligned with project needs.

This framework unlocks progress towards a more uniform approach to digitalisation, with common criteria and greater capacity to support construction works. Building on this procedure, the teams have strengthened direct technical support for projects through site visits, advice and closer support, particularly in areas related to BIM, GIS, mobility, process automation and digital information management.

In 2025, the Sustainability Committee also approved the **2026-2029 BIM and Digital Construction Strategy**, which builds on previous planning cycles and steers the rollout of digital construction technologies for the coming years. This strategy will align initiatives relating to BIM, GIS, reality capture, drones, laser scanning, mobility and automation within a shared roadmap.

At the Group level, the migration of the **corporate SAP system to SAP HANA** in the cloud was one of the most significant technological milestones of 2025. Although this is a corporate initiative, it also impacts FCC Construcción, as it facilitates the evolution of management systems towards more modern, integrated and scalable environments.



BIM and GIS: integrated project visualisation

Building Information Modelling **(BIM)** and Geographic Information Systems **(GIS)** remain two fundamental pillars of digital construction at FCC Construcción. 2024 already marked significant strategic integration of the two technologies. However, 2025 saw a qualitative leap forward in **optimising project planning, execution and management**, particularly in linear construction projects, by combining three-dimensional asset modelling with the geospatial context required to assess impacts, coordinate resources and manage complex environments.

This integration allows us to view projects from a dual perspective: the precision of the model and the reality of the terrain. BIM provides structured technical information on the asset; GIS incorporates the spatial, environmental and territorial dimensions. Together, these tools yield a more comprehensive understanding of the project, from the initial design phases through to execution, monitoring and operation.

In highly complex projects, this combination improves coordination between disciplines, anticipates issues, tracks progress and provides a clearer overview of the project status. In **Mexico**, for example, GIS is being implemented on the 111-kilometre Saltillo–Nuevo Laredo passenger railway project, with the aim of managing both the project and its execution, monitoring cuttings, structures, earthworks and construction progress, and integrating information captured by drones with BIM models and geospatial data.

Another notable example is the **Rubí Line of the Porto Metro**, a flagship project where we have introduced advanced digitalisation, BIM, GIS and digital twin solutions to improve management of a complex infrastructure project. The integration of these technologies has strengthened planning, project control and construction oversight, creating a more connected, traceable and data-driven way of working. Experiences such as these are reinforcing our position as a leader in innovation applied to major infrastructure projects.

Projects in progress using BIM methodology



Building projects in progress featuring BIM



Civil engineering projects in progress featuring BIM



Projects completed or in progress featuring BIM worldwide



Projects featuring BIM methodology in Spain and Portugal



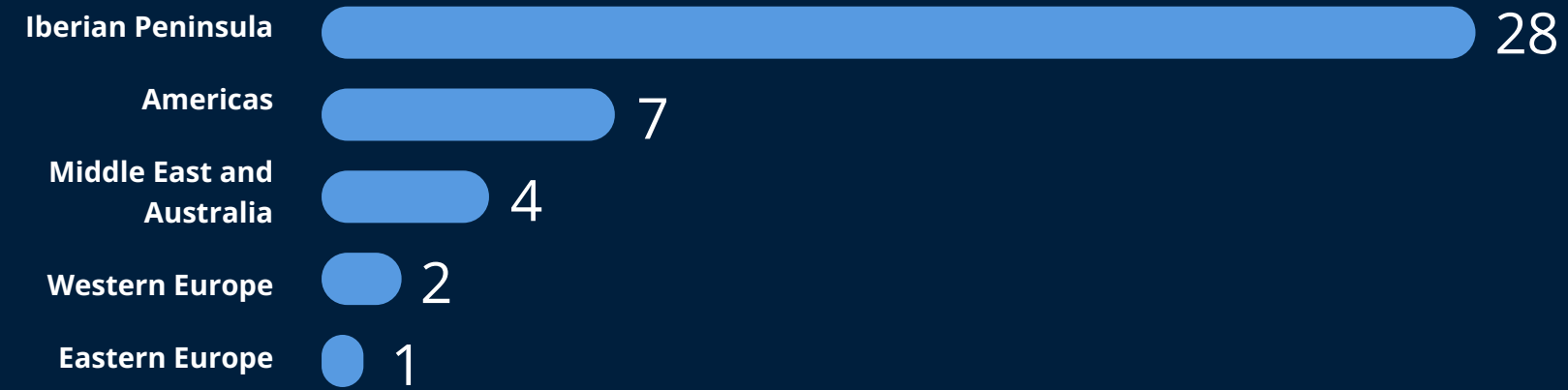
Projects completed using BIM methodology



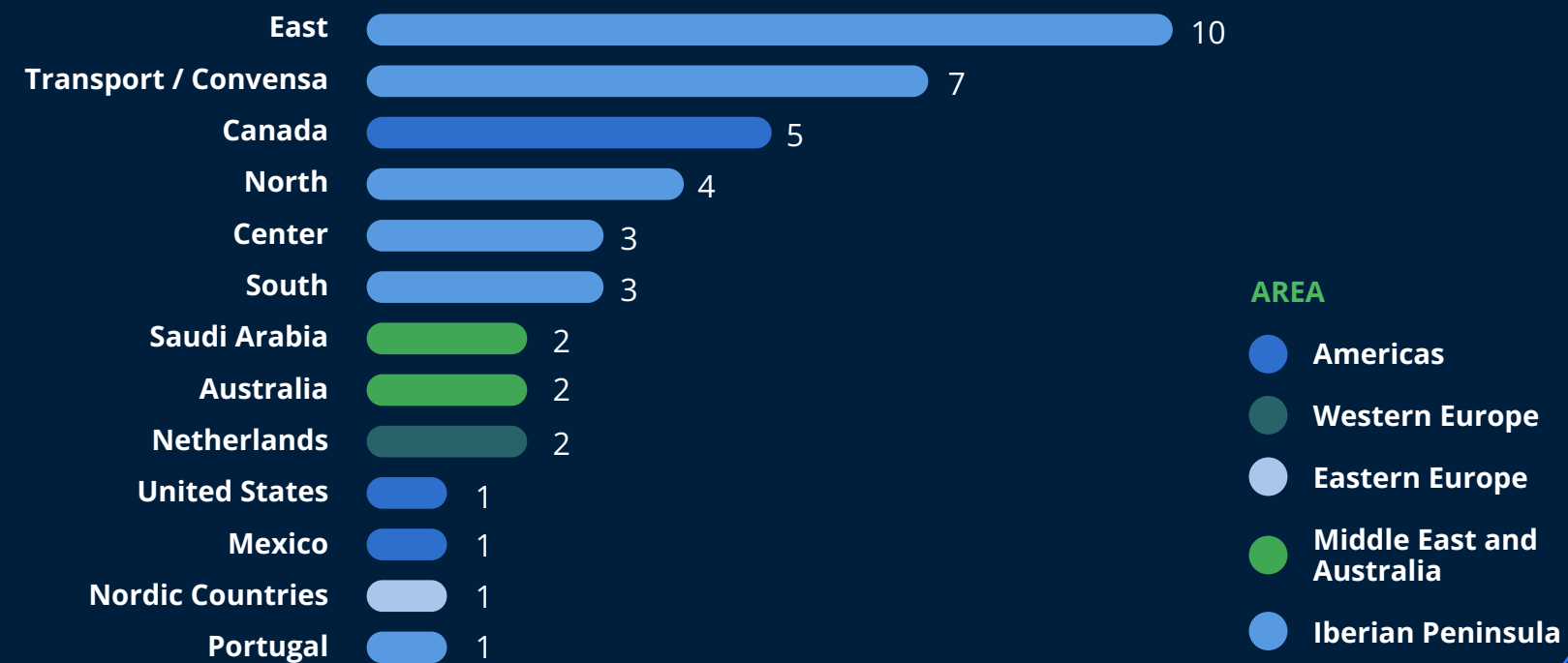
In 2025, FCC Construcción had 42 projects in progress using BIM (15 building works and 27 civil engineering works); it had completed or was working on 75 projects using BIM methodology worldwide, including 47 in Spain and Portugal, 33 of which were finished.

Projects in progress featuring BIM technology

No. of Projects by Region



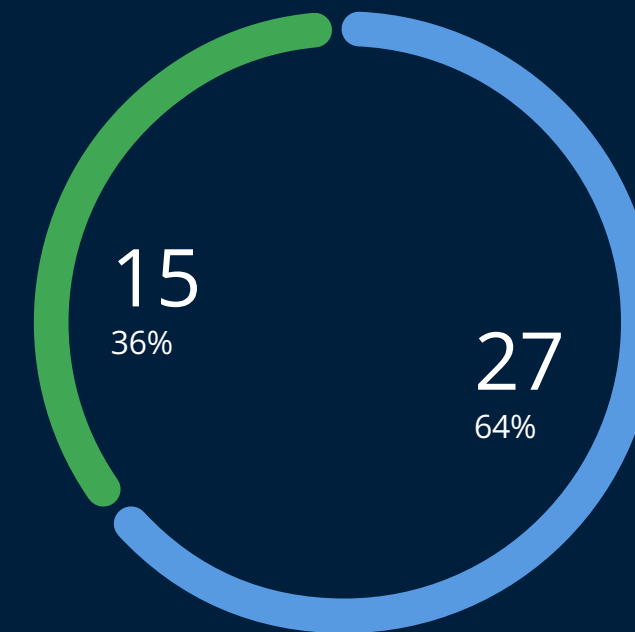
No. of Projects by Management Unit



AREA

- Americas
- Western Europe
- Eastern Europe
- Middle East and Australia
- Iberian Peninsula

No. of Projects by Type



Type	No.
Civil Works	27
Railways	18
Roads - Highways	6
Tunnels	2
Reservoirs / Tanks	1
Building Construction	15
Healthcare buildings	5
Landmark buildings	2
Sports facilities	2
Industrial buildings	1
Railway buildings	1
Government buildings	1
Public service buildings	1
Facilities and Factories	1
Housing	1
Total	42

Success story

Proprietary technology to manage complexity



Managing a large-scale construction project involves handling thousands of activities, resources, costs and deadlines in real time. Standard industry tools **struggle to process such large volumes of data, offer poor integration with internal corporate systems** and lack the operational flexibility required to meet the specific needs of large-scale projects.

FCC Construcción has developed P6 UTILITIES, a proprietary technological solution designed to optimise planning and cost control in projects involving large volumes of data. Development of this tool addresses the limitations identified in leading commercial tools such as Primavera P6 and Microsoft Project, particularly with regard to the processing of large volumes of data, integration with internal systems and operational flexibility.

The cost is real: time spent on repetitive tasks, errors in manual data transfer and a slower response time than the pace of the projects demands. The main goal was to design an application capable of **automating and streamlining information management**, facilitating interoperability between key systems such as **Primavera P6, PCC Unifier** and **Excel** spreadsheets.

This is a technology application that integrates our internal systems and automates the most critical processes involved in cost planning and control for projects involving large volumes of data. This project has been certified as a **Technological Innovation**, in collaboration with the Planning Department of the Management Control Department, under the title 'IT tool for managing project portfolios involving large volumes of data'.

A solution built from our own expertise

The application, developed using modular and scalable architecture in **Java, Angular and REST services**, acts as an intelligent bridge between Primavera P6, PCC Unifier and the Excel templates that form our digital management control ecosystem.

Its main features are:

- **Bulk management of cost breakdown structures (CBS):** operations that previously required large-scale manual intervention are now automated and auditable.
- **Importing and linking resources to activities:** smart allocation that eliminates duplication of work between systems.
- **Automated price integration and updating:** changes are propagated consistently without the risk of inconsistencies.
- **Two-way transfer of actual costs:** information flows in both directions between tools, ensuring that the project snapshot is always the same across all systems.

The development was structured into three phases: design, development and validation, and culminated in verification of its ability to manage large volumes of data efficiently and **without operational incidents**.

The impact: measurable efficiency and a cultural shift

The results are tangible: a **significant improvement planning and control process efficiency** and an estimated reduction of between 5% and 6% in management costs, a considerable impact on projects of the scale handled by FCC Construcción.

Beyond the figures, what P6 UTILITIES demonstrates is that the knowledge accumulated over decades of project management can be transformed into in-house technology. Innovation does not always come from outside; sometimes it is created by the people who know the processes best from within.

P6 UTILITIES

Tool

Java, Angular and REST Services

Technology

Primavera P6, PCC Unifier and Excel Systems integrated

Technological Innovation

Certification

5-6% in project management costs

Estimate management cost savings

Design, development and validation

Development phases



Up-to-date information AT day-to-day site operations

One of the most visible changes brought about by digitalisation is in the day-to-day running of construction sites. The availability of up-to-date plans on mobile devices, the use of tablets and the **incorporation of QR codes** help to cut paper usage, improve document traceability and ensure that our teams are working with the latest available information and plans.

These practices have become firmly entrenched, particularly in terms of the traceability of printed plans and data linked to construction projects. The ability to verify whether a plan is up to date using a digital system provides certainty, reduces ambiguity and prevents errors derived from the use of outdated documentation. This development gained traction throughout 2025 and has become an increasingly common requirement onsite.

Onsite digitalisation is supported by mobility solutions, automated record-keeping, image geolocation and inter-platform connectivity. The aim is simple: **to ensure information flows more smoothly and that teams can spend less time searching for, validating or duplicating documentation**, and more time making decisions and delivering high-quality results.

Automation to tighten control

Digital information management is also advancing through process automation. 2025 was marked by significant rollout of automation routines tailored to the specific needs of each construction project, particularly in the transfer of information between corporate systems and shared data environments.

At FCC Construcción, we work with a shared Autodesk data environment, which allows us to connect and automate the exchange of information between systems, thereby integrating graphical information from drawings and BIM models into Alexandria. This automation is giving construction projects greater control over what is happening onsite and allowing them to share the right information at the right time.

Furthermore, **reality capture using drones and laser scanners** is allowing us to compare planned progress with actual progress, generate visual evidence, improve monitoring and feed data into models or control platforms. These technologies are particularly useful at linear construction sites and large-scale projects, where a territorial overview and frequent data updates are essential.

Artificial intelligence to speed up processes

Artificial intelligence is gradually being incorporated to bolster digitalisation. At FCC Construcción, a key area of focus is on improving the management of tender documentation, with the aim of preparing proposals more quickly, accurately and comprehensively, reducing errors and ensuring that all requirements are met.

The key is to **draw up a roadmap from the tender stage through to the completion of the works**, in order to identify needs at any stage of the project. Thanks to artificial intelligence, it is possible to establish the ‘readiness’ – on a scale of 1 to 3 – of a proposal based on parameters such as requirements, budget and the offer itself.

Work is also underway to analyse past projects in order to learn from similar projects and apply that knowledge to new projects. This approach is allowing us to capitalise on acquired experience and turn it into valuable information for tenders, planning and decision-making.

AI is intended as a support tool, not as a substitute for technical judgement. The results generated by these tools must be reviewed and validated by specialist teams, ensuring that the technology is integrated with responsibility, rigour and expert knowledge.

Training and digital outreach

Digital transformation requires tools, but also skills. For this reason, throughout 2025, we stepped up our effort to raise awareness of the digital solutions available to construction sites through workshops, participation in events, internal communication initiatives and technical support. The aim is to bring these new lines of action to teams in a way that is both understandable and scalable, ensuring that no one is left behind in the digitalisation process. In fact, the first meeting of the group known as the Centre of Excellence in Artificial Intelligence was organised to define the next steps around AI for FCC Construcción. The goal is to design a roadmap so as to measure the value generated by this new paradigm.

In 2024, we had already introduced specialised training in information management for BIM construction projects and the use of the Common Data Environment (CDE) and held the 5th Digitalisation - BIM Conference, a key forum for sharing experiences and technology developments applied to the construction sector. Last October, we held the 6th FCC Construcción Digitalisation - BIM Conference, where professionals involved in numerous national and international projects shared experiences with the management of onsite documentation, the digital monitoring of projects using GIS and the implementation of BIM, as well as other new technologies. The projects short-listed for the Digitalisation Category of the Fomento Awards were showcased at the event. Lastly, the latest in-company digitalisation developments were announced, including the new Digitalisation Procedure PR-FCC-750 and the new 2026-2030 BIM - Digital Construction Implementation Strategy.



6.3

We share what we learn

Every project teaches us something. A technical solution, a way of organising teams, a decision that allowed us to anticipate a risk, a lesson that prevented us from repeating a mistake, or an experience that may prove useful on another project, in another country or at another time. At FCC Construcción, we recognise that this knowledge is one of our most valuable assets.

Sharing knowledge means **transforming accumulated experience into useful, accessible and reusable information**. It means that what has been learnt from a tender, an ongoing project, a completed project or within a department can become an advantage for other teams.

In an increasingly digital, international and complex sector, effective knowledge management allows us be more efficient, reduce duplication, improve decision-making and reinforce a culture of continuous learning.

In recent years, systematic knowledge management has been key to fostering continuous innovation, improving operational efficiency and strengthening collaboration between teams. In 2025, this approach continued to make inroads, primarily through Alexandria, the gradual integration of artificial intelligence and development of ATENEA as a project support tool.

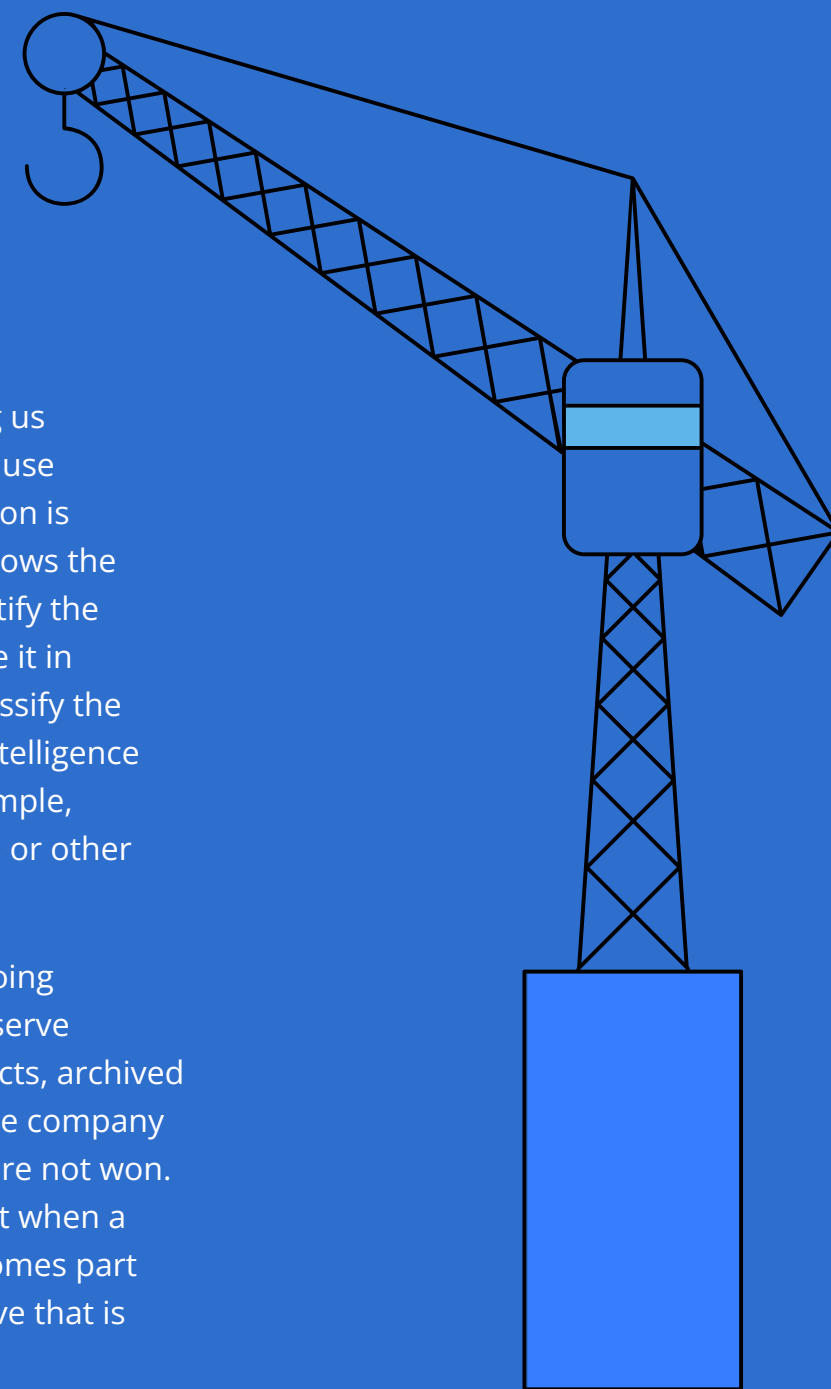
Alexandria: preserving what we know to build better

Alexandria remains FCC Construcción's flagship project for transforming knowledge management. Its aim is to capture, organise, share and reuse the knowledge generated in tenders, construction projects and internal processes, ensuring that the information retains its long-term utility.

In 2025, Alexandria was cemented as a unique and scalable platform for structuring the organisation's information. The system allows **data to be organised by project, document type and other metadata**, facilitating the search, traceability, archiving and reuse of information. This structure is particularly valuable as it creates a solid foundation upon which to evolve towards new functionalities, such as data analytics, the generation of indicators, content curation and the application of artificial intelligence.

In practice, Alexandria is helping us to change the way we store and use information. When documentation is added to the system, the tool allows the assignment of metadata to identify the project to which it belongs, place it in the relevant library and even classify the document type using artificial intelligence features, distinguishing, for example, between invoices, plans, reports or other documents.

This model is not limited to ongoing projects. It also allows us to preserve information on completed projects, archived projects and tenders in which the company has participated, even if they were not won. In this way, knowledge is not lost when a project is closed; instead, it becomes part of an organised, managed archive that is available for future needs.



A governance model to keep information alive

One of the most significant advances ushered in by Alexandria is the consolidation of an information governance model. The tool is not intended as a simple document repository, but rather as a way of working that supports the life cycle of projects and departments.

This model distinguishes between active information and knowledge held in a dormant or latent state, while maintaining archiving, access permission, traceability and usage criteria. Construction departments can set up their own private spaces within Alexandria so as to manage their information, share it when necessary and maintain a governance model tailored to their needs.

In this process, support is essential. The knowledge management, BIM and document support teams answer enquiries, assist with workspace configuration, manage permissions, resolve queries regarding the geolocation of images, QR codes and the use of connected tools, and ensure that the digital transformation is rolled out to projects in an orderly manner.

Training and support for effective adoption

Knowledge management requires new habits. For years, information was managed in a fragmented manner, in silos, using different criteria depending on the department, project or team. Alexandria allows us to move towards a common system, but this transition requires support.

The transition continued be underpinned by e-learning courses, ongoing support and project monitoring in 2025. The aim is for every user to understand not only how to use the tool, but also why it is important to correctly preserve, tag and share information.

Knowledge management indicator



Orderly rollout of artificial intelligence

Artificial intelligence presents a natural opportunity for Alexandria to continue to evolve. But for AI to add value, we first need structured and traceable information. One of the project’s major achievements has been the creation of **a document database organised by metadata, types and common criteria.**

In 2025, work continued on the gradual integration of AI features within the Alexandria environment. These capabilities are unlocking advances in the automatic classification of documents and are paving the way for smarter searches. For example, if information on railway works is correctly structured, an AI tool can help identify previous projects that meet specific characteristics, dates or types, reducing search times and facilitating learning across projects.

This process is currently under development and being progressively integrated. The goal is to ensure that accumulated knowledge is no longer hidden away in scattered documents but can become a useful source of information for tenders, projects, departments and decision-making.

Making useful information available onsite: QR, images and traceability

Knowledge management is also linked to the digitalisation of construction projects. As the digitalisation process has gained momentum, demand from project teams for certain features associated with Alexandria, particularly the features that help validate information in the field.

Those features include QR codes for checking whether a plan is the most current version, as well as the management of geolocated images. These solutions give site teams access to updated information and help them resolve uncertainties and minimise the risks associated with using outdated documentation.

Against this backdrop, Alexandria is bringing knowledge to the site, connecting it with digital workflows onsite and helping ensure that information reaches the people who need it, when they need it.

Thinking outside the box to build better

ATENEA: a project support tool

In parallel to the work done on Alexandria, FCC Construcción continued to work on **ATENEA**, a corporate tool designed to manage, report and collect project data, which represents a clear opportunity to streamline processes and improve the management of onsite systems.

ATENEA has evolved as a natural progression from previous internal tools, incorporating low-code or simple-code technologies to facilitate more flexible developments tailored to the organisation’s needs. The goal is to support projects in the digitalisation of onsite inspections, the generation of records, the interpretation of documents and the extraction of information.

2025 was an important year for this tool, as it has now moved beyond the phase of analysing, fine-tuning and integrating the Lanzadera, APAT and Audits modules. The plan is to toll it out progressively, subject to the Group’s technology, infrastructure, communications and security policies; the timing will be determined by stabilisation of the planned modules, adaptation for internal requirements and useful integration into day-to-day project operations.

Success story

When data flows freely



In a company that manages dozens of projects simultaneously across several countries, information must flow swiftly, in a coordinated and reliable manner. This initiative arose against the backdrop of increasing digitalisation in the construction sector, where the integration of heterogeneous corporate systems - such as SAP (financial and accounting management), **Oracle Primavera P6** and **PCC Unifier** (technical and project management) - is key to ensuring efficiency, traceability and control throughout the project lifecycle. The lack of interoperability between these platforms was creating operational inefficiencies, manual errors and a loss of competitiveness.

To address these needs, the company decided to develop its own middleware tool, which enables secure and automated interoperability between SAP and the Oracle ecosystem, facilitating the real-time synchronisation of critical processes and eliminating the need for manual intervention in data management. The project has been certified as a **Technological Innovation**, in collaboration with the Planning Department of the Management Control Department, under the title 'Development of an advanced IT tool for critical business processes'.

In a **multi-project and increasingly international environment**, the impact of this manual work got multiplied: traceability was compromised, data quality was more difficult to assure, and our responsiveness was limited by the speed of human operations.

The solution: a bridge between two worlds

The tool acts as smart middleware that allows information to flow between SAP and the Oracle ecosystem automatically, in a validated and traceable manner. Built on modern architecture (Java, Spring Framework, Angular and Apache Tomcat, with secure web services and a planning engine that executes processes autonomously), it integrates more than 15 key processes throughout the project life cycle:

- **Purchase order and contract management:** automated creation and cancellation, without manual intervention.
- **Receipt of materials and services:** real-time synchronisation between on-site operations and financial systems.
- **Analytical cost allocation:** full traceability from the source of the expenditure to its accounting entry.
- **Synchronisation of approvals and statuses:** eliminating delays between platforms.
- **Supplier, invoicing and exchange rate integration:** financial data from SAP is automatically incorporated into the project management ecosystem.

Before any data is transferred from one system to another, the tool subjects it to **automatic validation framed by our internal rules**. If something does not add up, the process is halted and a notification is sent. As a result, data quality is no longer dependent solely on manual review but is now assured by the system itself.

The impact: time saved, errors eliminated, control strengthened

The automation of critical workflows has reduced the **time spent on manual integration** tasks by between 15% and 20%, time we can now use to analyse, make decisions and add more value to projects.

Traceability is now end to end: every euro allocated, every contract approved and every delivery of materials leaves an unambiguous digital trail. Consistency across systems has become structural, rather than circumstantial. Moreover, the ability to manage simultaneous projects across multiple countries, with different currencies and regulatory frameworks, no longer depends on manual coordination between teams.

The solution is already operational in Spanish and international projects, built with modular architecture that allows us to incorporate new processes as business needs evolve.

Technological Innovation

Certification

SAP + Oracle Primavera P6 + PCC Unifier

Connected systems

Java, Spring Framework, Angular, Apache Tomcat

Technology

> 15

Key processes integrated

15-20%

Reduction in time spent on manual tasks

Projects in Spain and abroad

Scope

6.4 Protecting ourselves in cyberspace

GRI 3-3; 418-1

The more digital our way of working becomes, the more important it is to protect what makes that possible: information. Every platform, every plan, every collaborative environment, every piece of data and every piece of communication forms part of an ecosystem that must be secure and reliable. At FCC Construcción, we view cybersecurity as a prerequisite for working with confidence, and information as a strategic resource whose

confidentiality, integrity, availability, authenticity and traceability must be safeguarded at every level of the organisation.

Digitalisation allows us to move faster, connect teams, reduce errors and make better decisions. But it also expands our liability. Our work takes place in a particularly complex environment: international projects, multidisciplinary teams, joint ventures, partners, subcontractors, remote working and tools that are constantly evolving. In this context, protecting information requires a constant balance: security without compromising operational efficiency, agility without relinquishing control, and collaboration without compromising confidentiality. Tools such as Alexandria, shared data environments, document management platforms, corporate systems and artificial intelligence applications require responsible management of accesses, permissions, traceability and information storage. For this reason, cybersecurity is embedded into digitalisation as early as process design.



Thinking outside the box to build better

Information security management system at FCC Construcción

At FCC Construcción, we have had an **information security management system (ISMS)** in place and certified to the **ISO 27001 standard since 2009**, making us the **first Spanish company to obtain this certification specifically for the construction sector**. Since then, the system has evolved continuously, incorporating the new requirements emanating from the ISO/IEC 27001:2022 update. Since its implementation, the ISMS has been applied to a total of **49 construction projects**, 13 of which are currently in progress, covering a wide and diverse range of geographical locations and project types.

The system is underpinned by its **own regulatory framework: the Information Security Management Policy**, reviewed by top management, which is aligned with the requirements of ISO/IEC 27001:2022, Spain's National Security Scheme (**ENS** for its acronym in Spanish) and the FCC Group's corporate policies. Risk management is a formal process which is reviewed annually: based on an asset inventory, that process analyses threats

and vulnerabilities, assesses the probability and impact of each risk, and establishes a management plan with designated owners, deadlines and allocated resources. The controls performed are recorded in the **Statement of Applicability (SoA)**, which is updated annually.

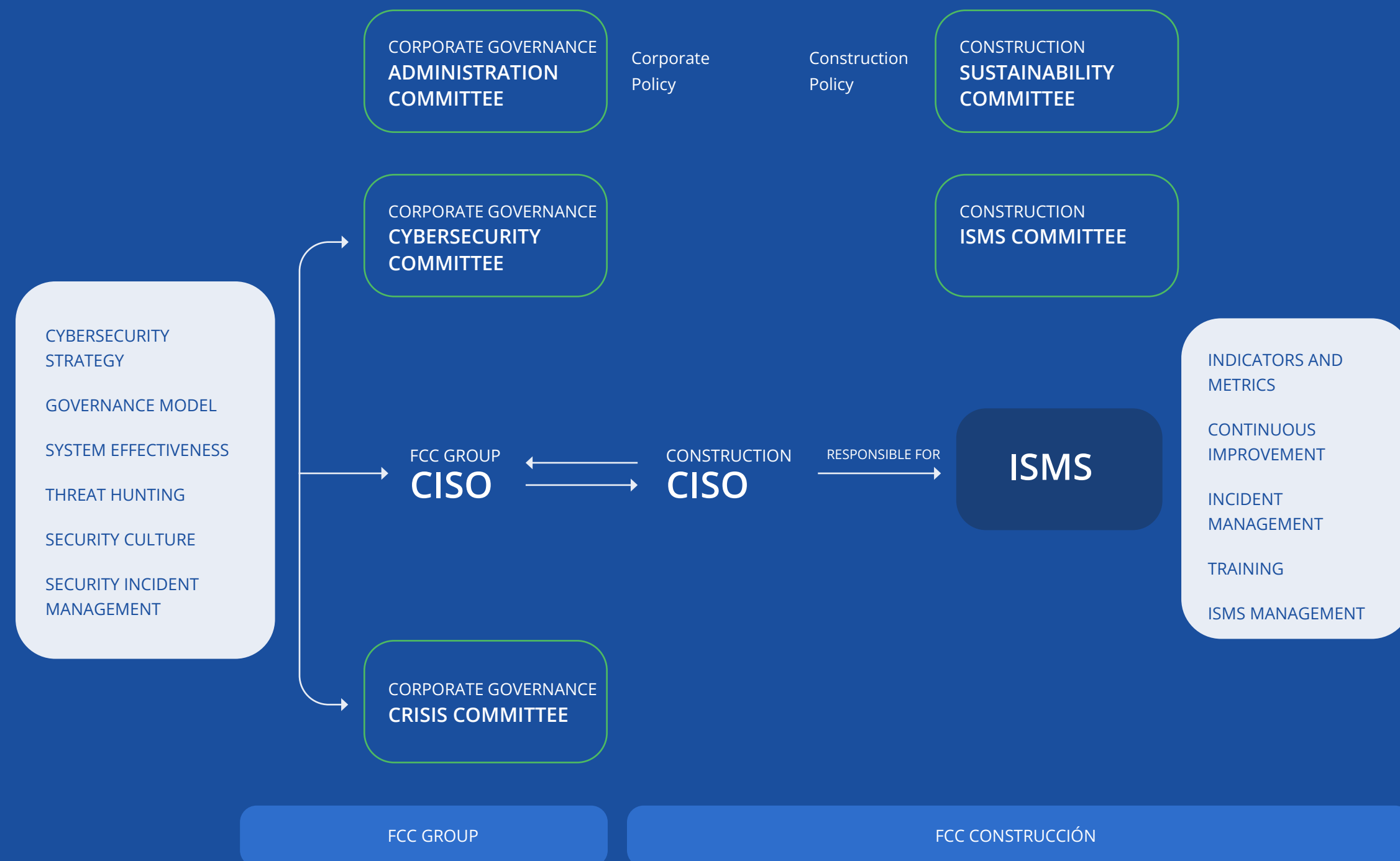
In November 2025, Fomento de Construcciones y Contratas, S.A. also obtained **ENS certification** at the intermediate level, and **ISO 27001 certification** for processes relating to user workstations: Service Desk, workstation management, Office 365 identities and collaboration, and managed infrastructure services (including on-premise infrastructure, cloud services and communications for the FCC Group and its subsidiaries), activities provided by the FCC Group to all its Areas, including FCC Construcción. These corporate services are complemented by collaboration on the regular audits, internal controls, defined KPIs, ongoing checks and improvement plans, as well as consolidated oversight of third parties and suppliers with access to data.

Governance, corporate vision and local implementation

Information security is managed through a structure that combines the corporate vision with implementation in each Business Area. We have an **ISMS manager (CIO of FCC Construcción)**, whose responsibilities include the implementation and maintenance of the system, regular reporting to FCC Construcción's Information Security Committee, and education around and continuous improvement of the system. The **Cybersecurity Office of Local Information Security Officers (LISOs)** was created in 2024, introducing this role in each Business Area to provide strategic and operational support. The LISOs collaborate with the corporate CISO, implement policies and controls, identify specific risks and promote a culture of security among staff.

The model is complemented by the **FCC Construcción Data Protection Officer position**, key to ensuring compliance with the GDPR. The FCC Group's **Cybersecurity Committee**, of which FCC Construcción is a member, meets regularly to review policies and propose initiatives.

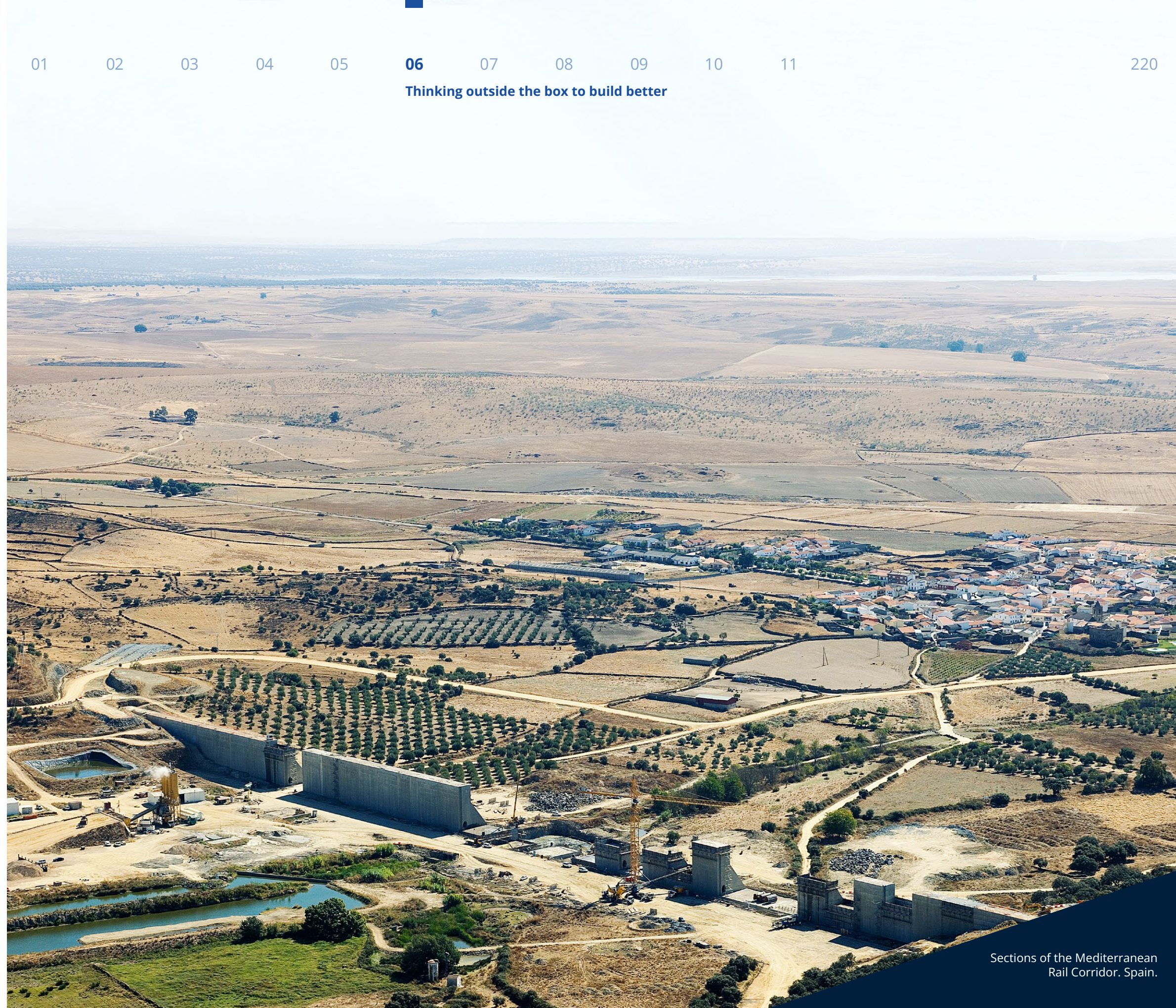
Current challenges for FCC Construcción around information security include compliance with the **NIS2 Directive** and the preparation of specific cybersecurity documentation for tenders within the Construction Area.



Resilience against threats

We have active mechanisms in place to protect against cyberattacks: users have access to authentication systems, screen lock-outs after periods of inactivity, and hard-drive encryption via **BitLocker** on laptops, to prevent data loss in the event of theft or loss. We also have a **Security Operations Centre (SOC)** with proactive threat hunting and SIEM processes that continuously monitor information flows, resolving incidents before they cause financial, legal or reputational damage. The servers, managed by an external company, are physically located within the European Union. All incidents are channelled through the **ServiceDesk** user support service.

In projects with specific confidentiality requirements, such as facilities for the state security forces, implementation of the ISMS features additional controls: physical access measures, confidentiality agreements for visitors and specific controls over subcontractors.



Cybersecurity is also a matter of culture

Technology is necessary, but not sufficient. Information security also depends on people: on how email is used, how passwords are managed, how documents are shared, and how threats are identified. That is why training and awareness-raising are an essential part of the FCC Group's strategy.

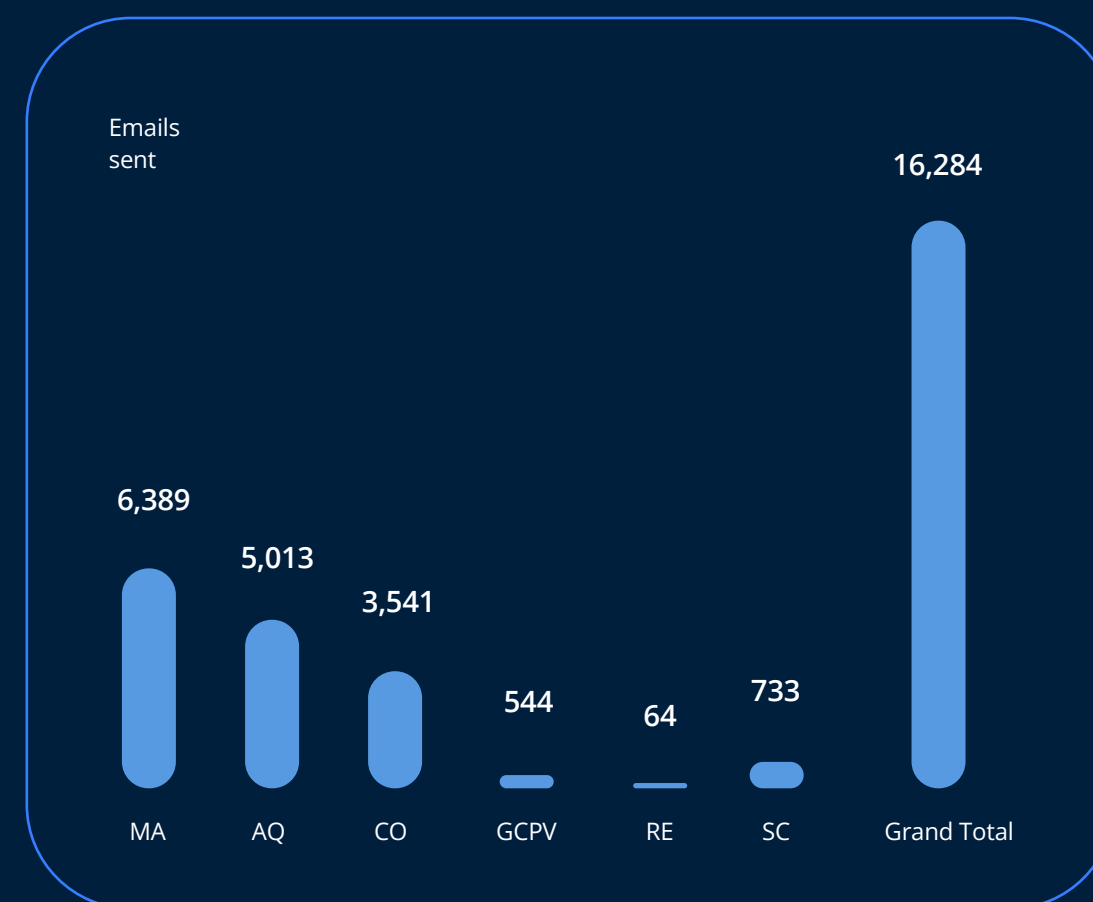
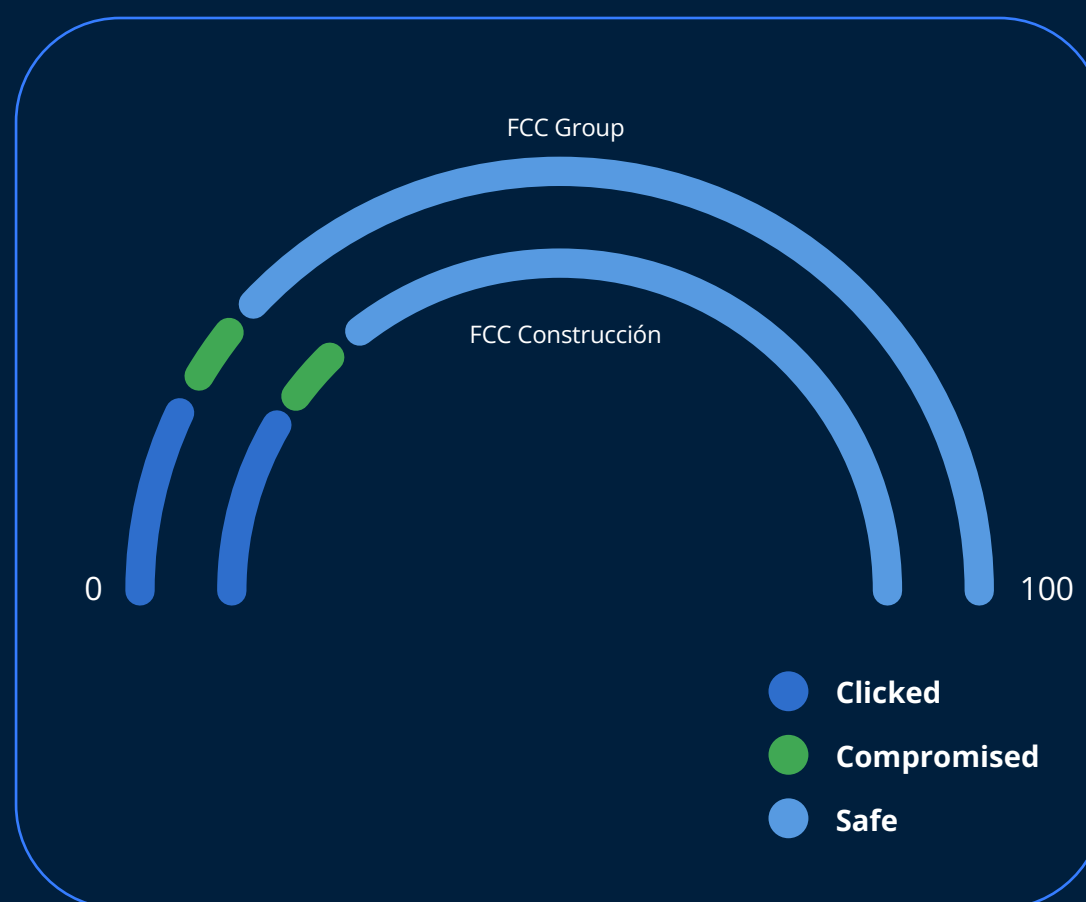
The **2024-2025 Cybersecurity Programme**, rolled out nationally and internationally for the entire Group, concluded in September 2025 with five training modules. The first three were launched in 2024: Email and Social Engineering (10,290 participants), Cloud and Internet Security (9,585) and Physical Security and Remote Working (9,982). In 2025, the cycle was completed with Passwords and Authentication (9,242 participants) and Data Management and Protection (8,980).

The overall satisfaction and impact rate exceeded 80%.

At the overall Group level, there are also regular **phishing simulations** to assess users' actual vulnerability and the organisation's maturity in the face of social engineering threats. There is also a direct channel for reporting cyber threats via email.

In addition, at FCC Construcción, at construction sites where the ISMS is implemented, there is **compulsory training for all staff and subcontractors** with access to site information, covering everything from physical security controls to password management, document classification and the basics of the business continuity plan.

Results from the latest phishing simulation



Data protection and trust

Data protection is part of FCC Construcción's commitment to its employees, customers and suppliers. No significant incidents relating to personal data protection were recorded in 2025. In the Construction Area, four incidents linked to consumers and/or end-users were recorded, none of which involved the loss of personal data.

Privacy also extends to the value chain: in 2025, oversight of third parties and suppliers with access to data was stepped up, ensuring their information is handled in accordance with the GDPR and Spanish equivalent. The company also carried out ad-hoc assessments of suppliers in the areas of compliance, finance and cybersecurity.

Engineering,
design,
construction and
maintenance for
the energy and
industrial sectors



Photovoltaic plants in
Guillena. Seville, Spain.



FCC Industrial is the company within the Construction Area specialised in **industrial construction, facility assembly and maintenance and electricity networks, with over 40 years' experience in the sector.** Created in 2013 as a result of the merger of several Group subsidiaries, it carries out projects worldwide under various arrangements, ranging from phased construction to turnkey (EPC) contracts, including operations and maintenance.

Its two main areas of activity are **industrial construction**, including LNG storage and regasification plants, hydrocarbon plants, gas and oil pipelines, renewable energy generation plants, railway works and specialised projects; and **facilities and networks**, electromechanical installations, electricity distribution networks, electrical substations, infrastructure maintenance, and security and control systems. With more than one thousand employees, it operates in Spain and abroad for customers in the energy and industrial sectors who demand particularly high standards of quality, safety and sustainability.

Workforce

1,100-1,200
people

BIM
certification

ISO 19650
3rd year in a row

Core
business

Industrial construction, facility
assembly and maintenance and
electricity networks

International
footprint

Germany, Portugal, Mexico,
Peru and Saudi Arabia

Certifications

UNE 19650

UNE - EN ISO: 9001

UNE - EN ISO: 14001

ISO 45001

UNE – 216701 - PSE

UNE - EN ISO: 50001

UNE - EN ISO: 27001

ENS - 2022 / 0047

ISO – 56001

PECAL/AQAP - 2110 / 2210

EQA UNE - EN ISO: 9001

UNE-EN ISO 14064-1

Certified registration of carbon footprint with Spanish Ministry

Zero Waste certification

Key projects

PowerCo: Sagunto (Valencia)

Luminora Solar Dos: San Pedro (Murcia)

Arganda del Rey street lighting (Madrid)

La Gran Manzana self-sustainable shopping centre (Tenerife)

Mahon port electrification (Menorca)

Liquified gas terminal in Stade (Germany)

Photovoltaic plants in Guillena (Seville)

Storage tanks at Jorge Chávez International Airport Terminal in Lima (Peru)

Refurbishment and retrofitting of the Royal Theatre (Madrid)

Environmental and waste management

FCC Industrial was the first construction company to obtain Zero Waste certification, awarded by AENOR, confirming that 99.99% of the waste generated on the building, industrial and civil engineering sites in Torija (Guadalajara) was recovered. To achieve this, it redesigned its procedures taking a circular economy approach: sorting at source, large-capacity containers and training for its own staff and subcontractors. In 2024, this commitment was extended to its offices in El Prat de Llobregat (Barcelona), and will be implemented in 2026 at the Electrical Switchboard workshop in Tobarra (Albacete). This certification makes FCC Industrial one of the few construction firms capable of guaranteeing its customers the ability to carry out projects without sending any waste to landfill.

Beyond managing its own environmental impacts, the nature of its projects has a positive impact on the environment. Its projects are part of the energy transition value chain and contribute directly to decarbonisation targets.

This alignment between business activity and sustainability is also reflected in the environmental practices applied on site: project-specific waste management, noise assessment studies, justification of water consumption and measures to protect flora and fauna, including proposals for shelters for local species and procedures for installing nest boxes.

FCC Industrial's carbon footprint has been calculated and verified externally by AENOR and registered with the Ministry of Green Transition since 2022.

Noteworthy projects in 2025

In 2025, FCC Industrial consolidated its position in high-value strategic projects in the energy sector:

- **PowerCo · Electric battery factory** (Sagunto, Valencia). Involvement in the construction of one of the most significant electric battery manufacturing facilities in Spain.
- **Photovoltaic plant** (San Pedro, Murcia). Solar power generation project for Luminora Solar Dos, developed under stringent sustainability and safety standards.
- **Liquefied gas storage tank project** (Stade – Hamburg, Germany). A major international joint venture project in which FCC Industrial is heading up the environmental area.
- **Fuel storage plant, Jorge Chávez Airport** (Lima, Peru). A project completed with outstanding results in terms of quality, safety and deadlines, and nominated for FCC's 'Excellent Work' Fomento Awards.

Safety: a customer-driven requirement that has become part of our culture

The **zero accident** target guides all of FCC Industrial's safety management. The best example is the Lima project: a technically and operationally complex project - a fuel storage facility at an international airport under construction - carried out without a single accident being recorded throughout its duration.

Digitalisation and innovation: Project Sofia and BIM

In 2025, FCC Industrial made progress on its digital transformation with **Project Sofia**, a proprietary tool built on Power BI and artificial intelligence that allows real-time project management, integrating progress, costs, incidents and resources in a visual and immediate manner. Currently in use on the Hamburg project, its rollout to the rest of the organisation is underway. It has been submitted for the FCC Fomento Awards.

In parallel, FCC Industrial has had **ISO 19650 (BIM) certification** for three consecutive years, improving on-site coordination, reducing conflicts between facilities and ensuring accurate documentation throughout the entire project life cycle.

Tank under construction.
Lima, Peru.

Looking to the future

Madrid City
Council headquarters
in Legazpi.
Madrid, Spain.



After 125 years in business, we look to the future with optimism, aware of that we have the opportunity to continue to move forward from what we are and what we have learned.

The future we want to build rests upon a conviction: that becoming more sustainable means taking an end-to-end and cross-cutting approach to everything we do, **transforming the way we design, tender, execute, measure, partner and learn.**

The challenges that lie ahead require reliable data and, above all, coordination, collaboration across areas and a culture of learning from every project. An agenda that involves each and every one of the departments and teams that make each project happen.

A shared roadmap

Moving towards a lower-carbon future

Climate change will remain one of our biggest challenges, and indeed one of the sector's. We are capable of **making a difference to climate action through mitigation and adaptation**, by reducing the direct impact of our operations and also by developing more efficient, resilient infrastructure, ready to withstand new climate scenarios.

The targets steering us

Scope 1 and 2 GHG emissions abatement

-35%

by 2030

Latest emissions target

100%

reduction in Scope 1 and 2 GHG emissions by 2050

Fuelling a more circular and resource-efficient economy

The scarcity of resources, pressure on raw materials and generation of waste are making the **circular economy** a strategic priority. A better future means making better use of materials, reducing waste, recovering more resources and exploring more environmentally-sustainable construction solutions.

The targets steering us

Non-hazardous CDW

>70%

prepared for reuse, recycling or other forms of recovery in 2026

Responsible materials

>90%

responsible, recycled or recyclable in 2050

Protecting water and biodiversity

The materiality assessment identified water and biodiversity management as material topics for the company's future performance. Environmental management must become **more granular, more local and linked to the real risks** at each site, particularly in areas with water stress or vulnerable ecosystems.

The targets steering us

Water footprint

100%

of our activities encompassed by the water footprint calculation by 2030

Water consumption

-20%

by 2050

Continuing to take care of our people and nurturing new talent

The sector's transformation requires **teams that are skilled, diverse, confident and open to continuous learning**. The market context is being shaped by demand for technical and digital skills, generational change, international expansion and the need to make progress on equality in a traditionally male-dominated sector. The challenge will be to build teams capable of combining experience with new skills.

The targets steering us

Average training

30h

per employee in 2050

Health and safety

-75%

in the injury frequency rate and -75% in the injury severity rate by 2050

Forging a more responsible and collaborative value chain

Suppliers, contractors, partners, customers, authorities and communities are all crucial to the way we build. It is not enough to go it alone; we have to **reinforce traceability, certification, ESG assessment and long-term collaboration** with our stakeholders for mindful growth.

The targets steering us

Sustainable procurement certification

ISO 20400 certification worldwide by 2030

Strategic suppliers audited and training in ESG

100% by 2050

Consolidating a more accountable, ethical and forward-looking governance system

As project complexity and regulatory requirements increase, governance becomes a prerequisite for continued growth. **Ethics, compliance, risk management and information quality** will be increasingly important to ongoing credibility and rigorous decision-making. Staying ahead does not only mean identifying risks but also turning them into forward-looking decisions aligned with the company's values.

The targets steering us

ICSRS

Model aligned with the CSRD-ESRS, implemented and ready for tougher verifications

ESG risks

Mitigation and action plans covering 100% of material risks in 2026

Accelerating innovation, digitalisation and knowledge management

Innovation and digitalisation will remain essential levers for productivity, safety, sustainability and decision-making. Their value lies with making sure **the new solutions reach our projects**, improve our processes, mitigate risks and come back to the organisation in the form of useful and transferable knowledge.

The targets steering us

By 2050, invest more than

0.5 per thousand of FCC Construcción's revenue in R&D&I

Communicating better and reinforcing alliances

Sustainability is also built by communicating better, listening more and collaborating more openly. We operate in diverse environments, engaging with stakeholders who expect us to be **transparent, approachable and responsive**. Communication and partnerships will remain key to earning trust.

The targets steering us

ESG communication

Positioning FCC Construcción as a sustainability beacon by 2050

Partnerships

Generating synergies through international initiatives and sector associations out to 2050

125 years have taught us that the organisations that endure are those that never stop asking questions, learning or committing to something bigger than their bottom line. That is the legacy we want to honour and the conviction we will bring to all that has yet to be built.

About this Report

Montcada.
Barcelona, Spain.



Principles and boundary

GRI 2-3; 2-4

FCC Construcción publishes its Sustainability Report annually. The Report is subject to independent third-party assurance in order to provide a faithful and consistent account of its performance.

This Report covers the period from 1 January to 31 December 2025 and was prepared in accordance with the **2021 GRI Standards**, in line with its core principles:

Materiality and stakeholder engagement.

The Report reflects the results of the materiality assessment carried out in accordance with the AA1000 AccountAbility Principles to identify and prioritise the organisation's most significant actual and potential impacts, as well as the expectations of its stakeholders.

Exhaustiveness.

The information provided enables a full and balanced assessment of FCC Construcción's financial, ethical, social and environmental performance. When additional information is required, we rely on renowned, quality sources.

Sustainability context.

The Report analyses FCC Construcción's performance and links the results obtained on the sustainability front to the organisation's strategy.

Reliability.

The information comes from verifiable sources, validated through the company's internal control procedures, backed by duly identified supporting documentation and estimates.

FCC Construcción undertakes to report on any updates to the information disclosed in previous annual reports in the event of circumstances such as the following:

- Changes to the base year or the length of the period covered by the report
- Changes in the nature of the business
- Modification of the measurement methods or definitions used
- Acquisitions, mergers, disposals or carve-outs
- The correction of errors identified in prior-year reports

With respect to quantitative information, FCC Construcción will notify modifications related to prior years when it detects deviations with respect to the previously reported figures of over 10%.

With respect to the greenhouse gas (GHG) emissions disclosures, changes will only be reported when the base year inventory is recalculated, in the circumstances contemplated in the Emissions Report.

Coverage and scope

GRI 2-2

Unless otherwise indicated, the information provided in this Report relates to **FCC Construcción, S.A.** and its **subsidiaries and investees**. The information relating to the supply chain, when available, is itemised in the corresponding sections.

In the case of consortia, joint ventures and other types of business collaborations, we disclose the data gleaned from the Management System for the arrangements over which we have **operational control**, irrespective of our ownership interest.

Any changes in the calculation criteria, methodologies or scope of reporting that affect the comparability of the information will be explained in detail in the relevant sections.

Information of interest

GRI 2-1; 2-3

This Sustainability Report for 2025 relates to **FCC Construcción, S.A.** and its subsidiaries. The company's head office is located at Avenida Camino de Santiago, 40, 28050 Madrid (Spain).

FCC Construcción carries out its business activities in 24 countries. Information about its international presence can be found in section **1.4 Our global footprint**, while the list of subsidiaries and investees is provided in section **1.1 Who we are**.

The parent of the FCC Group, FCC, S.A., issues the annual consolidated financial statements for the group of companies to which FCC Construcción, S.A. belongs, so that the latter does not issue separate financial statements. The consolidation scope is defined in accordance with applicable accounting regulations and is itemised in the FCC Group's annual consolidated financial statements.

The FCC Group's consolidated financial statements and Annual Corporate Governance Report for 2025 can be retrieved from the following link: **Annual Report for 2025**.

For further information about this Report, please contact the *Sustainability and Innovation Department* in writing at the following email address: **calidad_rsc_constru@fcc.es**.



Appendices

Port of Playa
Blanca. Canary
Islands, Spain.



Chapter 2 – 2025: an important year

Taxonomy

Activities potentially eligible for EU Taxonomy purposes

20 eligible activities for the climate change mitigation (CCM) objective

- | | |
|-----|---|
| 1. | CCM 1.2 Rehabilitation and restoration of forests, including reforestation and natural forest regeneration after an extreme event |
| 2. | CCM 1.3 Forest management |
| 3. | CCM 2.1 Restoration of wetlands |
| 4. | CCM 4.1 Electricity generation using solar photovoltaic technology |
| 5. | CCM 4.9 Transmission and distribution of electricity |
| 6. | CCM 5.1 Construction, extension and operation of water collection, treatment and supply systems |
| 7. | CCM 5.2 Renewal of water collection, treatment and supply systems |
| 8. | CCM 5.3 Construction, extension and operation of waste water collection and treatment |
| 9. | CCM 5.4 Renewal of waste water collection and treatment |
| 10. | CCM 6.13 Infrastructure for personal mobility, cycle logistics |
| 11. | CCM 6.14 Infrastructure for rail transport |
| 12. | CCM 6.15 Infrastructure enabling low-carbon road transport and public transport |
| 13. | CCM 6.16 Infrastructure enabling low carbon water transport |
| 14. | CCM 6.17 Low carbon airport infrastructure |
| 15. | CCM 7.1 Construction of new buildings |
| 16. | CCM 7.2 Renovation of existing buildings |
| 17. | CCM 7.3 Installation, maintenance and repair of energy efficiency equipment |
| 18. | CCM 7.4 Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings) |
| 19. | CCM 7.5 Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings |
| 20. | CCM 7.6 Installation, maintenance and repair of renewable energy technologies |

2 eligible activities for the climate change adaptation (CCA) objective

- | | |
|----|---|
| 1. | CCA 6.15 Infrastructure enabling low-carbon road transport and public transport |
| 2. | CCA 14.1 Emergency services |

4 eligible activities for the water resources protection (WTR) environmental objective

- | | |
|----|---|
| 1. | WTR 2.1 Construction, extension, operation, and renewal of water collection, treatment and supply systems |
| 2. | WTR 2.2 Construction, extension, upgrade, operation and renewal of urban waste water infrastructure |
| 3. | WTR 2.3 Sustainable urban drainage systems (SUDS) |
| 4. | WTR 3.1 Nature-based solutions for flood and drought risk prevention and protection |

2 eligible activities for the circular (CE) objective

- | | |
|----|---|
| 1. | CE 3.1 Construction of new buildings |
| 2. | CE 3.2 Renovation of existing buildings |

Chapter 4 - In harmony with our environment

301-1; 301-2; 301-3; 302-1; 303-3; 303-4; 305-1; 305-2, 305-3; 305-4; 305-7; 306-3; 306-4; 306-5

Climate change

GRI 305-1, 305-2, 305-3: Total greenhouse gas emissions of FCC Construcción by area, 2025 (tCO₂e)

Area	t CO ₂ e
FCC Industrial	23,614.09
Matinsa	19,596.88
Prefabricados Delta	40,566.55
Megaplas	3,587.4
Áridos de Melo	3,544.7
FCC Construcción	986,491.08
TOTAL	1,077,400.70

GRI 305-1: Scope 1 greenhouse gas emissions of FCC Construcción by area, 2025 (tCO₂e)

Area	t CO ₂ e
FCC Industrial	6,427.83
Matinsa	4,823.363
Prefabricados Delta	530.79
Megaplas	297.31
Áridos de Melo	3,287.23
FCC Construcción	35,817.19
TOTAL	51,183.71

GRI 305-2: Scope 2 greenhouse gas emissions of FCC Construcción by area, 2025 (tCO₂e)

Area	t CO ₂ e
FCC Industrial	2,488.4
Matinsa	154.72
Prefabricados Delta	649.46
Megaplas	98.6
Áridos de Melo	257.47
FCC Construcción	4,965.67
TOTAL	8,614.32

GRI 305-3: Scope 3 greenhouse gas emissions of FCC Construcción by area, 2025 (tCO₂e)

Area	t CO ₂ e
FCC Industrial	14,697.86
Matinsa	14,618.79
Prefabricados Delta	39386.3
Megaplas	3191.49
Áridos de Melo	0
FCC Construcción	945,708.22
TOTAL	1,017,602.66

GRI 305-4: Greenhouse gas emissions avoided by FCC Construcción by area, 2025 (tCO₂e)

Area	t CO ₂ e
FCC Industrial	336.45
Matinsa	15.86
Delta	0
Megaplas	55.68
Áridos de Melo	303.14
FCC Construcción	193,322.33
TOTAL	194,033.46

GRI 302-1: Energy consumption by area (GJ)

Area	Direct energy consumption, 2025 (GJ)	Direct energy consumption, 2024 (GJ)	Indirect energy consumption, 2025 (GJ)	Indirect energy consumption, 2024 (GJ)
FCC Industrial	91,684	90,530	28,360	90,742
Matinsa	79,613	74,238	1,743	2,509
Prefabricados Delta	6,799	5,303	8,502	7,755
Megaplas	3,892	3,912	1,999	1,880
Áridos de Melo	52,949	62,004	8,143	3,765
Spain	190,692	164,712	19,097	15,135
Rest of Europe	222,966	251,252	41,311	23,019
Americas	73,525	111,895	80,548	30,434
Middle East	1,843	754,027	247	46
TOTAL	723,962	1,517,873	189,950	175,285

GRI 302-1: Consumption of energy resources (GJ) by area

Area	Total 2025 (GJ)	Total 2024 (GJ)
FCC Industrial	120,043	181,272
Matinsa	81,356	76,747
Prefabricados Delta	15,301	13,058
Megaplas	5,891	5,792
Áridos de Melo	61,092	65,769
Spain	209,789	179,847
Rest of Europe	264,277	274,271
Americas	154,074	142,329
Middle East	2,089	754,073
TOTAL	913,911	1,693,158

GRI 302-1: Indirect energy consumption broken down between fixed bases and project sites by company and market

Area	Permanent bases (GJ)	Sites (GJ)
FCC Industrial	-	28,360
Matinsa	-	1,743
Prefabricados Delta	8,502	-
Megaplas	1,999	-
Áridos de Melo	8,143	-
Spain	5,700	13,397
Rest of Europe	2,033	39,278
Americas	1,008	79,540
Middle East	70	177
TOTAL	27,455	162,495

Circular economy

GRI 301-1: Consumption of materials (t) by area

Area	Reused and recovered materials (t)	Virgin raw materials (t)	Raw materials (t)	Packaging and other secondary materials (t)	Auxiliary materials and chemical problems (t)	Total (t)
FCC Industrial	-	3,510	71,706	-	1,044	76,260
Matinsa	-	27,105	41,712	11,436	322	80,575
Prefabricados Delta	-	102,346	19,781	214	179	122,520
Megaplas	-	-	669	306	24	999
Áridos de Melo	71,118	443,205	33,551	8,067	372	556,313
Spain	7,562,640	4,170,925	1,702,385	-	25,085	13,461,035
Rest of Europe	2,198,706	4,013,665	1,112,877	-	10,076	7,335,324
Americas	-	190,317	900,819	-	676	1,091,812
Middle East	-	82,827	27,630	-	-	110,457
TOTAL 2025	9,832,464	9,033,900	3,911,130	20,022	37,779	22,835,295
TOTAL 2024	10,729,755	10,762,964	3,612,566	18,385	1,678	25,125,348

GRI 301-2, 301-3: Materials recycled (t) by area in 2025

Recycled materials (t)	FCC Industrial	Matinsa	Pref, Delta	Megaplas	Áridos de Melo	Spain	Rest of Europe	Americas	Middle East	TOTAL
Reused and recovered materials	-	-	96	-	71,118	7,562,640	2,198,706	-	-	9,832,560
Natural raw materials	3,510	136	-	-	-	488,044	648,148	22,347	-	674,141
Asphalt aggregate	-	-	-	-	-	-	574	-	340	914
Concrete	-	-	-	-	-	-	6,800	-	328	7,128
Cement	-	-	-	-	-	4	44	-	-	48
Steel	-	-	-	86	-	17,764	19,356	-	-	37,205
Brick	-	-	-	-	-	8	-	-	-	8
Glass, metal and insulation	-	-	-	88	-	607	423	-	-	1,117
Large prefabricated elements	-	-	-	-	-	254	-	-	-	254
Timber	-	-	-	-	-	18	-	-	-	18
Packaging and other materials	-	-	-	21	-	-	-	-	-	-
Paint, solvents and release agents	-	-	-	-	-	-	-	-	-	21
Oils, grease and other hazardous substances	-	-	-	-	-	-	-	-	-	-
TOTAL	3,510	136	96	195	71,118	8,069,338	2,874,050	22,347	668	10,553,414

GRI 306-3: Waste generated by type and area (kg) (GRI 306-3)

Area	Hazardous waste (kg)	Non-hazardous waste (kg)	Inert waste (kg)	Municipal solid waste (kg)	Other non-hazardous waste (kg)	Total (kg)	Total 2025 (t)	Total 2024 (t)
FCC Industrial	29,619	6,628,103	-	-	-	6,657,722	6,658	10,715
Matinsa	12,435	12,493,922	-	-	-	12,506,357	12,506	6,005
Prefabricados Delta	11,500	2,608,280	-	-	-	2,619,780	2,620	2,474
Megaplas	10,700	27,604	-	-	-	288,304	288	337
Áridos de Melo	5,430	31,782	-	-	-	37,212	37	60
Spain	248,636	5,741,904,290	5,512,735,177	718,484	228,450,630	5,742,152,926	5,742,153	2,747,758
Rest of Europe	216,221	190,956,306	177,424,679	1,105,520	12,426,107	191,172,527	191,173	617,006
Americas	219,207	1,726,722,915	1,537,084,696	1,391,441	188,246,778	1,726,942,122	1,726,942	1,184,025
Middle East	-	7,252,617	4,403,035	510,779	2,338,803	7,252,617	7,253	4,266,957
TOTAL	753,748	7,688,875,819	7,231,647,586	3,726,225	431,462,318	7,689,629,567	7,689,630	8,835,338

GRI 306-4: Waste diverted from disposal by recovery operation (kg) by area

Hazardous waste					Non-hazardous waste			
Area	Hazardous waste total (kg)	Reuse	Recycling	Other recovery operations	Non-hazardous waste total (kg)	Reuse	Recycling	Other recovery operations
FCC Industrial	20,023	40	66	19,917	6,350,390	-	756,530	5,593,860
Matinsa	12,289	400	797	11,092	12,264,985	-	4,368,230	7,896,755
Prefabricados Delta	8,500	-	3,300	5,200	2,608,280	-	-	2,608,280
Megaplas	801	-	-	801	277,604	-	-	277,604
Áridos de Melo	505	-	-	505	30,495	-	1,287	29,208
Spain	65,229	4,785	1,119	59,325	5,732,939,207	985,106	4,514,618,935	1,217,335,166
Rest of Europe	154,076	990	30,720	122,366	142,139,257	9,220	48,324,528	93,805,509
Americas	2,080	2,080	-	-	1,402,755,027	-	1,402,660,494	94,533
Middle East	-	-	-	-	2,363,239	-	1,616,495	746,744
Total 2025	263,504	8,295	36,002	219,206	7,301,728,485	994,326	5,972,346,499	1,328,387,659
Total 2024	74,556,591	3,470	175,070	74,378,051	2,965,630,220	171,899,703	1,190,452,887	1,603,277,630

GRI 306-5: Waste directed to disposal by disposal operation (kg) by area, 2025

Area	Hazardous waste					Non-hazardous waste				
	Hazardous waste total (kg)	Incineration with energy recovery	Incineration without energy recovery	Landfill	Other	Non-hazardous waste total (kg)	Incineration with energy recovery	Incineration without energy recovery	Landfill	Other
FCC Industrial	9,596	-	-	8,560	1,036	277,713	-	1,170	180,444	96,100
Matinsa	146	20	8	-	118	228,936	2,080	7,796	16,920	202,140
Prefabricados Delta	3,000	-	-	3,000	-	-	-	-	-	-
Megaplas	9,899	-	-	-	9,899	-	-	-	-	-
Áridos de Melo	4,925	-	-	-	4,925	1,287	-	-	1,287	-
Spain	183,406	-	900	34,538	147,968	8,965,083	137,960	-	8,767,608	59,515
Rest of Europe	62,145	22,572	4,280	19,261	16,032	48,817,049	1,060,730	-	47,721,215	35,104
Americas	217,127	-	-	217,127	-	323,967,888	-	-	323,967,888	-
Middle East	-	-	-	-	-	4,889,378	-	-	4,889,378	-
Total 2025	490,244	22,592	5,188	282,486	179,978	387,147,335	1,200,770	8,966	385,544,739	392,859
Total 2024	42,028,380	161,620	-	41,730,558	136,202	5,753,123,080	401,259	17,127	5,749,051,378	3,653,315

Water

GRI 303-3: Water withdrawal by source (m³) by area

Area	Surface water (m³)	Groundwater (m³)	Water supply networks (m³)	Seawater (m³)	Water recycled reused in own operations (m³)	Rainwater captured and stored (m³)	Other water (m³)	Total in areas with water stress 2025 (m³)	Total in areas with water stress 2024 (m³)
FCC Industrial	7,710	14,517	2,217	-	-	94,989	-	119,433	27,822
Matinsa	-	-	5,250	-	-	-	-	5,250	6,099
Prefabricados Delta	-	15,354	34,826	-	-	-	-	50,180	49,537
Megaplas	-	-	1,594	-	-	-	-	1,594	1,535
Áridos de Melo	-	-	181,557	-	-	2,533	-	184,090	176,576
Spain	5,380	131,350	188,261	-	383	42,397	-	367,771	366,861
Rest of Europe	23,521	29,986	297,137	-	28,923	57	-	88,448	28,656
Americas	28,719	29,406	260,723	-	36,302	-	-	354,051	64,196
Middle East	-	-	543	-	-	62	-	605	552,070
Total 2025	65,330	220,613	972,108	-	65,608	140,038	-	1,171,422	1,273,285

Pollution

GRI 303-4: Wastewater discharged (m³) by area

Area	Public dom. surface water (m³)	Public dom. groundwater (m³)	Seawater (m³)	Sewerage network (m³)	Septic tank (m³)	Total 2025 (m³)	Total in areas with water stress (m³)	Water treated (m³)
FCC Industrial	-	-	-	25	-	25	25	-
Matinsa	-	-	-	3,448	374	3,822	3,822	-
Prefabricados Delta	2,426	-	-	-	-	2,426	2,426	-
Megaplas	-	-	-	1,594	-	1,594	1,594	-
Áridos de Melo	-	-	-	103	-	103	103	-
Spain	-	3,634	-	65,055	556	69,245	69,245	8,546
Rest of Europe	535,012	2,508	-	523,987	866	1,062,373	196,462	201,446
Americas	-	-	-	59,919	188,479	248,398	247,615	247,439
Middle East	-	-	-	1,114	-	1,114	1,114	-
TOTAL 2025	537,438	6,142	-	655,245	190,275	1,389,100	522,406	457,431
TOTAL 2024	142,754	5,643	-	91,048	63,496	302,942	125,040	50,634

GRI 305-7: Nitrogen oxides, sulphur oxides and other significant air emissions (kg) by area

Area	Total NOx emissions (kg)	Total SOx emissions (kg)	Total CO2 emissions (kg)	Total NH3 emissions (kg)	Total VOC emissions (kg)	Particulate matter emissions, 2025 (kg)	Dust emissions avoided, 2025 (kg)
FCC Industrial	-	-	-	-	-	18,039	-
Matinsa	-	-	-	-	-	-	-
Prefabricados Delta	145.45 mg/Nm³	-	-	-	-	-	-
Megaplas	-	-	-	-	-	-	-
Áridos de Melo	-	-	-	-	-	-	-
Spain	1,636,014	525	296,640	443	74,329	163,385	1,146,280
Rest of Europe	3,346,232	787	603,593	907	151,988	219,593	811,271
Americas	135,995	32	24,530	37	6,177	5,145	177,007
Middle East	126,324	30	22,785	34	5,738	4,935	-
TOTAL 2025	5,244,565	1,374	947,548	1,421	238,232	411,097	2,134,558
TOTAL 2024	10,808,497	2,671	NUEVO	NUEVO	490,947	392,886	2,423,666

Biodiversity

GRI 101-4: Material impacts on soil at FCC Construcción by area

Area	Soil contamination or alternation (#)	Soil contamination or alternation (m³)	Inappropriate, uncontrolled or accidental discharges (#)	Inappropriate, uncontrolled or accidental discharges (m³)	Total accidental spills, 2025 (#)	Total accidental spills, 2025 (m³)	Total accidental spills, 2024 (#)	Total accidental spills, 2024 (m³)
FCC Industrial	0	0	15	18	15	18	21	25
Matinsa	0	0	0	0	0	0	0	0
Prefabricados Delta	0	0	0	0	0	0	0	0
Megaplas	0	0	0	0	0	0	0	0
Áridos de Melo	0	0	0	0	0	0	0	0
Spain	7	8	19	23	26	31	18	22
Rest of Europe	2	2	0	0	2	2	0	0
Americas	9	11	11	13	20	24	14	17
Middle East	0	0	0	0	0	0	0	0
TOTAL	18	22	45	54	63	76	53	64

Chapter 5 - We care for people

GRI 2-7; 401-1; 404-1

GRI 2-7: Breakdown of the workforce by contract type (Data as of 31 December 2025)

	Total 2024	Total 2025
Indefinite	5,621	5,743
Temporary	1,001	889
Total	6,622	6,632

GRI 2-7: Average for the year by contract type and gender

Construction Area	2024		2025	
	Men	Women	Men	Women
Indefinite	4,836	1,098	4,684	856
Temporary	801	166	762	171
	5,637	1,264	5,446	1,027
	6,901		6,473	

GRI 2-7: Breakdown of the workforce by contract type, working hours and gender
(Data as of 31 December 2025)

Construction Area	2024				2025			
Indicator	Men	Women	Total	% of workforce	Men	Women	Total	% of workforce
Total employees	5,632	990	6,622		5,556	1,076	6,632	
Permanent employees	4,793	828	5,621	84.9%	4,829	914	5,743	86.6%
Temporary employees	839	162	1,001	15.1%	727	162	889	13.4%
Full-time employees	5,603	968	6,571	99.2%	5,538	1,055	6,593	99.4%
Part-time employees	29	22	51	0.8%	18	21	39	0.6%

GRI 2-7: Average for the year by working hours and gender

Construction Area	2024		2025	
Gender	Full-time	Part-time	Full-time	Part-time
Men	5,904	30	5,425	21
Women	949	18	1,006	21
Subtotal	6,853	48	6,431	42
Total	6,901		6,473	

GRI 2-7: Breakdown of the workforce by contract type, working hours and region
(Data as of 31 December 2025)

Construction Area	2024					2025				
	Americas	Australia	Europe	MENA*	Total	Americas	Australia	Europe	MENA*	Total
Permanent employees	462	38	4,655	466	5,621	534	75	4,948	186	5,743
Temporary employees	121	1	750	129	1,001	116	1	720	52	889
Total employees	583	39	5,405	595	6,622	650	76	5,668	238	6,632
Full-time employees	582	39	5,358	592	6,571	650	76	5,631	236	6,593
Part-time employees	1	0	47	3	51			37	2	39
Total employees	583	39	5,405	595	6,622	650	76	5,668	238	6,632

* MENA: Middle East and North Africa.

GRI 405-1: Breakdown of the workforce by job category and gender

Construction Area	2024			2025		
	Men	Women	Total	Men	Women	Total
Executives and managers	68	12	80	64	13	77
Middle managers	795	88	883	824	96	920
Technical staff	1,726	496	2,222	1,745	553	2,298
Administrative staff	204	271	475	199	293	492
Tradespeople	2,839	123	2,962	2,724	121	2,845
Subtotal	5,632	990	6,622	5,556	1,076	6,632
Total	6,622			6,632		

GRI 405-1: Breakdown of the workforce by age category
(Data as of 31 December 2025)

Construction Area	2024		2025	
< 30 years	1,257	19%	662	10%
30 - 50 years	3,597	54%	3,223	49%
> 50 years	1,768	27%	2,747	41%
Total	6,622	100%	6,632	100%

GRI 405-1: Breakdown of the workforce by job category and age
(Data as of 31 December 2025)

Construction Area		2024			2025			
Job category	< 30 years	30 to 50 years	> 50 years	TOTAL	< 30 years	30 to 50 years	> 50 years	TOTAL
Executives and managers		22	58	80		20	57	77
Middle managers	11	369	503	883	12	361	547	920
Technical staff	241	1,234	747	2,222	278	1,215	805	2,298
Administrative staff	43	222	210	475	57	221	214	492
Tradespeople	327	1,538	1,097	2,962	315	1406	1,124	2,845
Subtotal	622	3,385	2,615	6,622	662	3,223	2,747	6,632
Total	6,622			6,632				

GRI 401-1: Breakdown of new hires by gender and region
(Data as of 31 December 2025)

Construction Area	2024			2025		
Region	Men	Women	Total	Men	Women	Total
Americas	422	37	459	314	87	401
Australia	6	3	9	33	16	49
Europe	1,181	195	1,376	1,108	205	1,313
MENA*	202	11	213	44	-	44
	1,811	246	2,057	1,499	308	1,807

* MENA: Middle East and North Africa.

GRI 401-1: Breakdown of new hires by gender and age
(Data as of 31 December 2025)

Construction Area	2025		
Age category	Men	Women	Total
< 30 years	356	95	451
30 - 50 years	822	174	996
> 50 years	321	39	360
Total	1,499	308	1,807

GRI 401-1: Breakdown of new hires by gender, age and geographic location
(Data as of 31 December 2025)

Construction Area	2025					
Region	Total	Breakdown by gender		Breakdown by age category		
		Men	Women	< 30 years	30 - 50 years	> 50 years
Americas	169	151	18	58	97	14
Australia	6	3	3	1	5	
Europe	541	464	77	101	287	153
MENA	15	14	1	5	10	
Total	731	632	99	165	399	167

GRI 401-1: New hire rate
by geographic location
(Data as of 31 December 2025)

Geographic location	Rate
Americas	2.23%
Australia	0.08%
Europe	7.15%
MENA	0.20%
Total	10%

GRI 401-1: New hire rate
by age category
(Data as of 31 December 2025)

Age category	Rate
< 30 years	2.18%
30 - 50 years	5.27%
> 50 years	2.21%
Total	9.7%

GRI 401-1: Turnover by number and rate by age category
(Data as of 31 December 2025)

Age category	Turnover (#)	Turnover rate (%)
< 30 years	165	2.18%
30 - 50 years	399	5.27%
> 50 years	167	2.21%
Total	731	9.66%

GRI 401-1: Turnover rate by region
(Data as of 31 December 2025)

	Turnover (#)	Turnover rate (%)
Americas	169	2.23%
Australia	6	0.08%
Europe	541	7.15%
MENA	15	0.20%
Total	731	9.66%

GRI 404-1: Employees receiving training by gender

Breakdown by gender			
	No. of participants	Women	Men
Total FCC Construcción	3,069	1,092	1,977
Total FCC Industrial	3,144	235	2,909
Total Matinsa	656	131	525
Total Megaplas	98	58	40
Total Áridos de Melo	41	3	38
Total Prefabricados Delta	301	77	224
Total Construction Area	14,587	3,234	11,353

GRI 404-1: Breakdown of training hours and spend by topic

Training hours	Construction Area	FCC Construcción	FCC Industrial	Matinsa	Megaplas	Áridos de Melo	Prefabricados Delta
Environment	3,066	912	555	123	51		5
Safety	48,032	7,433	17,714	6,900	135	357	2,233
Quality	1,609	387	511	5	1		26
Technical	38,928	11,227	11,036	2,528	86		509
Other topics	24,352	8,686	1,873	557	469	48	427
Total	115,988	28,644	31,689	10,113	742	405	3,200

GRI 404-1: Breakdown of training hours and spend by format

Training hours	Construction Area	FCC Construcción	FCC Industrial	Matinsa	Megaplas	Áridos de Melo	Prefabricados Delta
In-person	47,982	2,604	20,204	3,194	70	128	1,520
Online	36,284	16,003	3,835	3,345	447	28	344
Other arrangements	31,722	10,038	7,650	3,574	225	249	1,336
Total	115,988	28,644	31,689	10,113	742	405	3,200

Expenditure (€)	Construction Area	FCC Construcción	FCC Industrial	Matinsa	Megaplas	Áridos de Melo	Prefabricados Delta
Total	2,276,965	644,540	1,026,955	178,291	9,281	11,693	43,576

Suppliers

GRI 204-1: No. of local suppliers and purchase volumes by geographic location*

	No. of local suppliers, 2024	No. of local suppliers, 2025	Purchase volume, local suppliers, 2024 (€ m)	Purchase volume, local suppliers, 2025 (€ m)
Spain	9,421	9,658	1,136	1,237
EU (other than Spain)	1,860	2,307	509	736
US and Canada	54	131	3	28
Latin America	921	780	223	137
Rest of world	1,259	1,085	564	268
Total	13,515	13,961	2,436	2,405

* Significant operational site' is understood to mean the locations where FCC Construcción is present.

GRI 204-1: Percentage of local suppliers: Breakdown by company

Breakdown by number	No. of total suppliers, 2024	No. of local suppliers, 2024	Local suppliers as %, 2024	No. of total suppliers, 2025	No. of local suppliers, 2025	Local suppliers as %, 2025
FCC Construcción	8,995	8,770	97.5%	9,414	9,180	97.5%
FCC Industrial	3,349	3,286	98.1%	3,391	3,329	98.2%
Matinsa	2,180	2,166	99.4%	2,206	2,190	99.3%
Áridos de Melo	244	243	99.6%	251	250	99.6%
Prefabricados Delta	362	354	97.8%	384	379	98.7%
Megaplas	351	331	94.3%	377	350	92.8%
Total	15,481	15,150	97.9%	16,023	15,678	97.8%

Purchase volume by company

Purchase volume breakdown	Purchase volume, total suppliers, 2024	Purchase volume, local suppliers, 2024 (€ m)	Local suppliers as %, 2024	Purchase volume, total suppliers, 2025	Purchase volume, local suppliers, 2025 (€ m)	Local suppliers as %, 2025
FCC Construcción	1,989	1,933	97.2%	2,041	1,977	96.9%
FCC Industrial	406	398	97.8%	338	316	93.6%
Matinsa	48	48	99.7%	49	49	99.9%
Áridos de Melo	22	22	100.0%	23	23	100.0%
Prefabricados Delta	23	22	95.2%	27	25	94.2%
Megaplas	15	13	88.7%	16	14	89.8%
Total	2,504	2,436	97.3%	2,493	2,405	96.4%

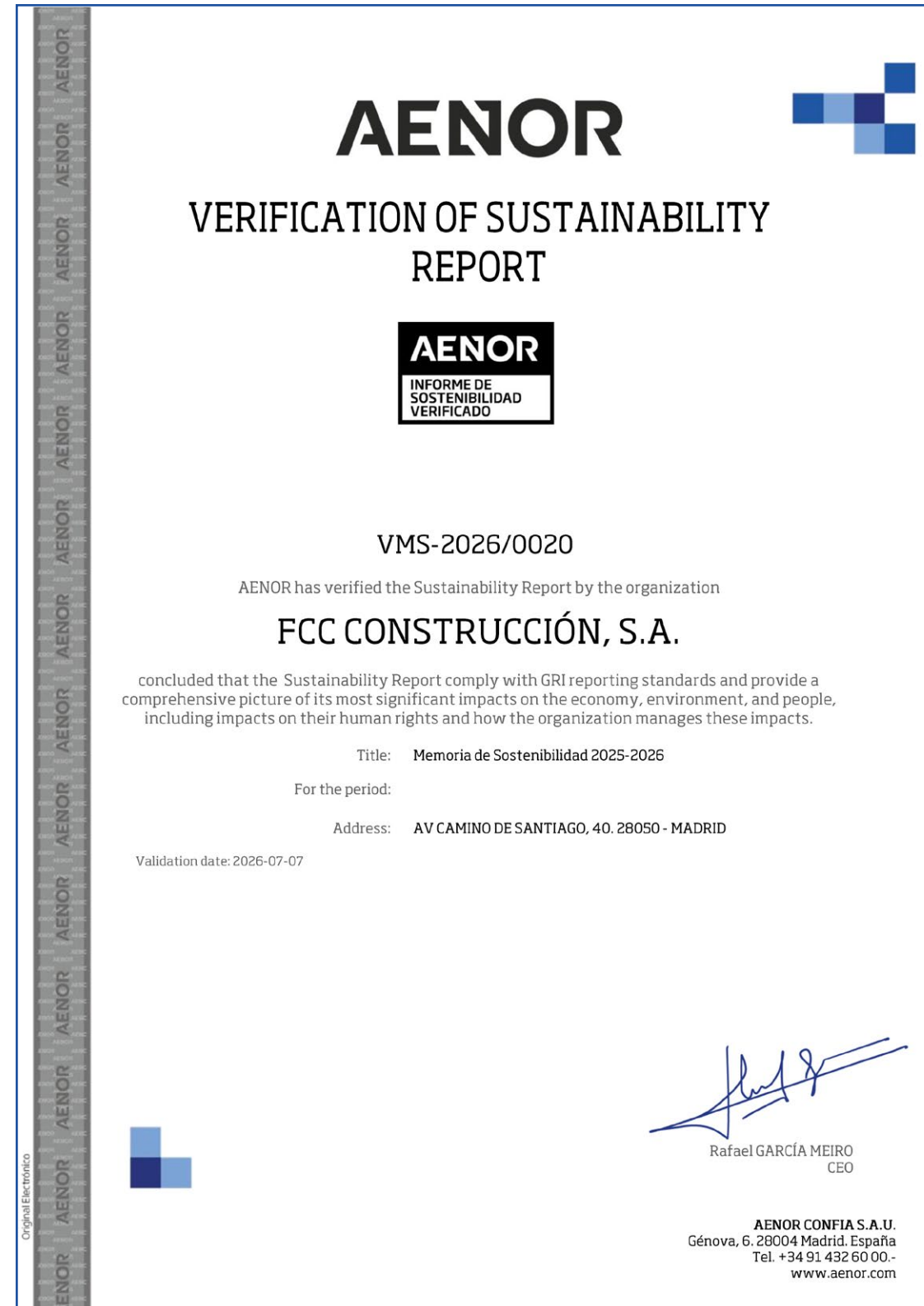
Procurement department performance

Indicator	2024	2025
% Improvement in ordinary purchases over average bid	16.60%	17.5%
% Improvement over last cost	5.40%	1.9 %
Cost not reported	2.60%	1.8%
Investment not reported	1.60%	8.2%

External assurance

Metro Line 1.
Madrid, Spain.





GRI content index

New Gerald
Desmond Bridge.
Los Angeles, USA.



GRI Contents	ESRS	Material Topic	SDG	Chapter	Pg.	Omissions
GENERAL DISCLOSURES						
GRI 2: GENERAL DISCLOSURES						
2-1 Organizational details	See requirements of Directive 2013/34/EU	Mandatory disclosures		1.1 Who we are 1.4 Our global footprint 8. About this Report	8 17 231	
2-2 Entities included in the organization’s sustainability reporting	ESRS 1 5.1; ESRS 2 BP-1 §5 (a) and (b)	Mandatory disclosures		8. About this Report	231	
2-3 Reporting period, frequency and contact point	ESRS 1 §73	Mandatory disclosures		8. About this Report	231	
2-4 Restatements of information	ESRS 2 BP-2 §13, §14 (a) to (b)	Mandatory disclosures		8. About this Report	231	
2-5 External assurance	See external assurance requirements of Directive (EU) 2022/2464	Mandatory disclosures		10. External assurance	248	
2-6 Activities, value chain and other business relationships	ESRS 2 SBM-1 §40 (a) i to (a) ii, (b) to (c), §42 (c)	Mandatory disclosures	SDG 17	3.4. We conduct ourselves ethically	68	
2-7 Employees	ESRS 2 SBM-1 §40 (a) iii; ESRS S1 S1-6 §50 (a) to (b) and (d) to (e), §51 to §52	Mandatory disclosures	SDG 8	5.3 Our team 9. Appendices	145 234	
2-8 Workers who are not employees	ESRS S1-7 §55	Mandatory disclosures	SDG 8	5.3 Our team	145	
2-9 Governance structure and composition	ESRS 2 GOV-1 §21; ESRS G1 §5	Mandatory disclosures	SDG 16	3.2. How we organise ourselves 3.4. We conduct ourselves ethically	59 68	
2-10 Nomination and selection of the highest governance body	This topic is not covered by the list of sustainability matters in ESRS 1 AR §16.	Mandatory disclosures	SDG 16	3.2. How we organise ourselves	59	
2-11 Chair of the highest governance body	This topic is not covered by the list of sustainability matters in ESRS 1 AR §16.	Mandatory disclosures	SDG 16	3.2. How we organise ourselves	59	
2-12 Role of the highest governance body in overseeing the management of impacts	ESRS 2 GOV-1 §22 (c); ESRS 2 GOV-2 §26 (a) to (b); ESRS 2 SBM-2 §45 (d); ESRS G1 §5	Mandatory disclosures	SDG 16	3.2. How we organise ourselves 3.4. We conduct ourselves ethically	59 68	
2-13 Delegation of responsibility for managing impacts	ESRS 2 GOV-1 §22 (c) i and ii; ESRS 2 GOV-2 §26 (a); ESRS G1-3 §18 (c)	Mandatory disclosures	SDG 16	3.2. How we organise ourselves 3.4. We conduct ourselves ethically	59 68	
2-14 Role of the highest governance body in sustainability reporting	ESRS 2 GOV-1; ESRS 2 IRO-1 §53 (d)	Mandatory disclosures	SDG 16	3.2. How we organise ourselves 3.4. We conduct ourselves ethically	59 68	
2-15 Conflicts of interest	This topic is not covered by the list of sustainability matters in ESRS 1 AR §16.	Mandatory disclosures	SDG 16	3.4. We conduct ourselves ethically	68	
2-16 Communication of critical concerns	ESRS 2 GOV-2 §26 (a); ESRS G1-1; ESRS G1-3 §18 (c)	Mandatory disclosures	SDG 16	3.4. We conduct ourselves ethically	68	
2-17 Collective knowledge of the highest governance body	ESRS 2 GOV-1 §23	Mandatory disclosures	SDG 16	3.4. We conduct ourselves ethically	68	
2-18 Evaluation of the performance of the highest governance body	This topic is not covered by the list of sustainability matters in ESRS 1 AR §16.	Mandatory disclosures	SDG 16	3.2. How we organise ourselves	59	
2-19 Remuneration policies	ESRS 2 GOV-3 §29 (a) to (c); ESRS E1 §13	Mandatory disclosures	SDG 16	3.2. How we organise ourselves	59	
2-20 Process to determine remuneration	ESRS 2 GOV-3 §29 (e)	Mandatory disclosures	SDG 16	3.2. How we organise ourselves	59	

GRI Contents	ESRS	Material Topic	SDG	Chapter	Pg.	Omissions
2-21 Annual total compensation ratio	ESRS S1-16 §97 (b) to (c)	Mandatory disclosures	SDG 16	With respect to GRI 2-21, the ratio of the highest-paid individual's total annual compensation to the median total annual compensation of all employees (excluding the highest-paid individual) was 11.56 . In 2024, that figure was 14.66.	-	The information required under section (b) is not available as the tool is not currently configured to generate it. The plan is to be able to generate that information in 2026.
2-22 Statement on sustainable development strategy	ESRS 2 SBM-1 §40 (g)	Mandatory disclosures		Interview with our CEO 2.5 We generate sustainable value	4 46	
2-23 Policy commitments	ESRS 2 GOV-4; ESRS 2 MDR-P §65 (b) to (c); ESRS S1-1 §19; ESRS S2-1 §16; ESRS S3-1 §14; ESRS S4-1 §15; ESRS G1-1 §7	Mandatory disclosures	SDG 16	3.2. How we organise ourselves	59	
2-24 Embedding policy commitments	ESRS 2 GOV-2 §26 (b); ESRS 2 MDR-P §65 (c); ESRS S1-4; ESRS S2-4; ESRS S3-4; ESRS S4-4; ESRS G1-1 §9	Mandatory disclosures	SDG 16	3.4. We conduct ourselves ethically	68	
2-25 Processes to remediate negative impacts	ESRS S1-1 §20 (c); ESRS S1-3 §32 (a); ESRS S2-1 §17 (c); ESRS S2-3 §27 (a); ESRS S2-4 §33 (c); ESRS S3-1 §16 (c); ESRS S3-3 §27 (a); ESRS S3-4 §33 (c); ESRS S4-1 §16 (c); ESRS S4-3 §25 (a); ESRS S4-4 §32 (c)	Mandatory disclosures	SDG 16	3.4. We conduct ourselves ethically	68	
2-26 Mechanisms for seeking advice and raising concerns	ESRS S1-3; ESRS S2-3; ESRS S3-3; ESRS S4-3; ESRS G1-1 §10 (a); ESRS G1-3 §18 (a)	Mandatory disclosures	SDG 16	3.4. We conduct ourselves ethically	68	
2-27 Compliance with laws and regulations	ESRS 2 SBM-3 §48 (d); ESRS E2-4 §AR 25 (b); ESRS S1-17 §103 (c) to (d) and §104 (b); ESRS G1-4 §24 (a)	Mandatory disclosures	SDG 16	3.4. We conduct ourselves ethically In 2025, FCC Construcción was handed six definitive environmental fines, in a combined amount of €113,917.39, none of which was significant.	68	This Report only provides information about environmental fines. Information about other kinds of fines is excluded for confidentiality reasons as their disclosure could harm the organisation's business relationships.
2-28 Membership of associations	ESRS 1 MDR-P; ESRS 1 MDR-A; ESRS 1 MDR-T; ESRS 1 MDR-M	Mandatory disclosures	SDG 17	5.6 The legacy we are creating together 6.1 Innovation in progress	178 194	
2-29 Approach to stakeholder engagement	ESRS S1-1 §20 (b); ESRS S1-2 §27 (e); ESRS S2-1 §17 (b); ESRS S3-1 §16 (b); ESRS S3-2 §21 (d); ESRS S4-1 §16 (b); ESRS S4-2 §20 (d)	Mandatory disclosures	SDG 17	5.4 We build shared value	168	
2-30 Collective bargaining agreements	ESRS S1-8 §60 (a)	Mandatory disclosures	SDG 8	5.3 Our team	145	

GRI Contents	ESRS	Material Topic	SDG	Chapter	Pg.	Omissions
ENVIRONMENTAL DIMENSION						
MATERIAL TOPICS						
GRI 3: MATERIAL TOPICS 2021						
3-1 Process to determine material topics	ESRS 2 BP-1; ESRS 2 IRO-1 §53 (b)	Yes		2.4 Double materiality	42	
3-2 List of material topics	ESRS 2 SBM-3 §48 (a) and (g); ESRS 2 BP-2 §17 (a)	Yes		2.4 Double materiality	42	
CLIMATE CHANGE AND ENERGY						
GRI 3: MATERIAL TOPICS 2021						
3-3 Management of material topics	ESRS E1-2 §24; ESRS E1-3 §28; ESRS E1-4 §32	Yes	SDG 13	2.4 Double materiality 4.3 We are tackling climate change	42 88	
GRI 201: ECONOMIC PERFORMANCE 2016						
201-2 Financial implications and other risks and opportunities due to climate change	ESRS 2 SBM-3 §48 (a); ESRS E1-3 §28; ESRS E1-9 §66 (a)	Yes	SDG 13	4.3 We are tackling climate change	88	
GRI 302: ENERGY 2016						
302-1 Energy consumption within the organization	ESRS E1-5 §37	Yes	SDG 7	4.3 We are tackling climate change 9. Appendices	88 234	
302-3 Energy intensity	ESRS E1-5 §40	Yes	SDG 7	4.3 We are tackling climate change	88	
302-4 Reduction in energy consumption	ESRS 1 MDR-P; ESRS 1 MDR-A; ESRS 1 MDR-T; ESRS 1 MDR-M	Yes	SDG 7	4.3 We are tackling climate change	88	
302-5 Reductions in energy requirements of products and services	ESRS 1 MDR-P; ESRS 1 MDR-A; ESRS 1 MDR-T; ESRS 1 MDR-M	Yes	SDG 7	4.3 We are tackling climate change	88	
GRI 305: EMISSIONS 2016						
305-1 Direct (Scope 1) GHG emissions	ESRS E1-4 §34 (c); ESRS E1-6 §44 (a)	Yes	SDG 13	4.3 We are tackling climate change	88 234	
305-2 Indirect (Scope 2) GHG emissions	ESRS E1-4 §34 (c); ESRS E1-6 §44 (b)	Yes	SDG 13	4.3 We are tackling climate change	88 234	
305-3 Other indirect (Scope 3) GHG emissions	ESRS E1-4 §34 (c); ESRS E1-6 §44 (c)	Yes	SDG 13	4.3 We are tackling climate change	88 234	
305-4 GHG emissions intensity	ESRS E1-6 §53	Yes	SDG 13	4.3 We are tackling climate change	88 234	
305-5 Reduction of GHG emissions	ESRS E1-3 §29 (b); ESRS E1-4 §34 (a) to (c); ESRS E1-7 §56 (b)	Yes	SDG 13	4.3 We are tackling climate change	88	

GRI Contents	ESRS	Material Topic	SDG	Chapter	Pg.	Omissions
MATERIALS						
GRI 3: MATERIAL TOPICS 2021						
3-3 Management of material topics	ESRS E5-1 §14; ESRS E5-2 §19; ESRS E5-3 §23	Yes	SDG 12	2.4 Double materiality 4.4 We are closing the loop	42 102	
GRI 301: MATERIALS 2016						
301-1 Materials used by weight or volume	ESRS E5-4 §31 (a) and (b); ESRS E5-4 §31 (b)	Yes	SDG 12	4.4 We are closing the loop 9. Appendices	102 234	
301-2 Recycled input materials used	ESRS E5-4 §31 (c)	Yes	SDG 12	4.4 We are closing the loop 9. Appendices	102 234	
301-3 Reclaimed products and their packaging materials	ESRS 1 MDR-P; ESRS 1 MDR-A; ESRS 1 MDR-T; ESRS 1 MDR-M		SDG 12	Not material as only Megaplas qualifies as a manufacturer and that company manages its packaging waste itselfIn 2025, Prefabricados Delta recovered 96 tonnes of packaging placed on the market.	234	
BIODIVERSITY						
GRI 3: MATERIAL TOPICS 2021						
3-3 Management of material topics	ESRS E4-1 §AR 1 (b) and (d); ESRS E4-2 §22, §23 (a) and (b); ESRS E4-3 §27, §28 (a); ESRS E4-4 §31	Yes	SDG 15	2.4 Double materiality 4.7 We take care of nature	42 125	
GRI 101: BIODIVERSITY 2024						
101-1 Policies to half and reverse biodiversity loss	ESRS 2 SBM-1 §40 (e); ESRS 2 MDR-P §65 (b); ESRS E4-1 §15; ESRS E4-2 §22, §23 (a), (b), (d) and (e), §24 (a); ESRS E4-4 §31, §32 (b)	Yes	SDG 15	4.7 We take care of nature	125	
101-2 Management of biodiversity impacts	ESRS E2-2 §19; ESRS E3-2 §17, §18; ESRS E4 IRO-1 §17 (e) iii, §19 (b); ESRS E4-1 §AR 1 (b), (d) and (g); ESRS E4-2 §23 (f); ESRS E4-3 §27, §28; ESRS S3-4 §32, §35	Yes	SDG 15	4.7 We take care of nature There are no commitments aligned with the Kunming-Montreal Global Biodiversity Framework.	125	
101-3 Access and benefit sharing	ESRS E4-2 §23 (f), §AR 14, §AR 15	N/A	SDG 15	Not applicable. FCC Construcción's business activities do not imply access to or benefit-sharing arising from the utilisation of genetic resources and the associated traditional knowledge.	-	
101-4 Identification of biodiversity impacts	ESRS E4 IRO-1 §17 (a)	Yes	SDG 15	4.7 We take care of nature	125	
101-5 Locations with biodiversity impacts	ESRS E4 SBM-3 §16 (a); ESRS E4 IRO-1 §19 (a); ESRS E4-5 §35	Yes	SDG 15	4.7 We take care of nature	125	
101-6 Direct drivers of biodiversity loss	ESRS E2 IRO-1 §AR 9 (a); ESRS E2-4 §28 (a), §30 (b) and (c), §31; ESRS E3-4 §28 (a) and (e); ESRS E4 SBM-3 §16 (a) ii; ESRS E4 IRO-1 §17 (a); ESRS E4-5 §38, §39, §40 (b) and (d)	Yes	SDG 15	4.7 We take care of nature	125	

GRI Contents	ESRS	Material Topic	SDG	Chapter	Pg.	Omissions
POLLUTION						
GRI 3: MATERIAL TOPICS 2021						
3-3 Management of material topics	ESRS E2 §AR 9 (b); ESRS E2-1 §14; ESRS E2-2 §18 and §19; ESRS E2-3 §22; ESRS E3-1 §11; ESRS E3-2 §17; ESRS E3-3 §22	Yes	SDG 13	2.4 Double materiality 4.6 We are polluting less	42 118	
GRI 305: EMISSIONS 2016						
305-4 GHG emissions intensity	ESRS E1-6 §53; §AR 39 (c)	Yes	SDG 13	9. Appendices	234	
305-6 Emissions of ozone-depleting substances (ODS)	ESRS E2-5 §34	Yes	SDG 13	Not applicable. The construction sector is not associated with this class of emissions.		
GRI 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx) other significant air emissions	ESRS E2-4 §28 (a); §30 (b) and (c); §31; §AR 21	Yes	SDG 13	4.6 We are polluting less	118 234	
WATER RESOURCES						
GRI 3: MATERIAL TOPICS 2021						
3-3 Management of material topics	ESRS E3-1 §11; ESRS E3-2 §17; ESRS E3-3 §22	Yes	SDG 6	2.4 Double materiality 4.5 We use water carefully	42 114	
GRI 303: WATER AND EFFLUENTS 2018						
303-1 Interactions with water as a shared resource	ESRS 2 SBM-3 §48 (c) i and (c) iv; ESRS E3 §8 (a) and (b); ESRS E3-2 §17; ESRS E3-3 §24 and §25	Yes	SDG 6	4.5 We use water carefully	114	
303-2 Management of water discharge-related impacts	ESRS E2-3 §24 (a)	Yes	SDG 6	4.5 We use water carefully 4.6 We are polluting less	114 118	
303-3 Water withdrawal	ESRS E3-4 §AR 32	Yes	SDG 6	4.5 We use water carefully 9. Appendices	114 234	
303-4 Water discharge	ESRS E3-4 §AR 32	Yes	SDG 6	4.5 We use water carefully 9. Appendices	114 234	
303-5 Water consumption	ESRS E3-4 §28 (a), (b), (d) and (e)	Yes	SDG 6	4.5 We use water carefully	114	

GRI Contents	ESRS	Material Topic	SDG	Chapter	Pg.	Omissions
WASTE						
GRI 3: MATERIAL TOPICS 2021						
3-3 Management of material topics	ESRS E5 §AR 7 (a); ESRS E5-1 §14; ESRS E5-2 §19; ESRS E5-3 §23	Yes	SDG 12	2.4 Double materiality 4.4 We are closing the loop	42 102	
GRI 306: WASTE 2020						
306-1 Waste generation	ESRS 2 SBM-3 §48 (a), (c) ii and iv; ESRS E5 §AR 7 (f); ESRS E5-4 §30	Yes	SDG 12	4.4 We are closing the loop	102	
306-2 Management of significant waste-related impacts	ESRS E5-2 §19 and §20 (e) and (f); ESRS E5-5 §40 and §AR 33 (c)	Yes	SDG 12	4.4 We are closing the loop	102	
306-3 Waste generated	ESRS E5-5 §37 (a), §38 to §40	Yes	SDG 12	4.4 We are closing the loop 9. Appendices	102 234	
306-4 Waste diverted from disposal	ESRS E5-5 §37 (b), §38 and §40	Yes	SDG 12	4.4 We are closing the loop 9. Appendices	102 234	
306-5 Waste directed to disposal	ESRS E5-5 §37 (c), §38 and §40	Yes	SDG 12	4.4 We are closing the loop 9. Appendices	102 234	
SOCIAL DIMENSION						
SUBCONTRACTING AND SUPPLIERS						
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016						
308-1 New suppliers that were screened using environmental criteria	ESRS G1-2 §15 (b)	Yes	SDG 12	5.4 We build shared value	168	
308-2 Negative environmental impacts in the supply chain	ESRS 2 SBM-3 §48 (c) i and iv	Yes	SDG 12	5.4 We build shared value	168	
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016						
414-1 New suppliers that were screened using social criteria	ESRS G1-2 §15 (b)	Yes	SDG 16	5.4 We build shared value	168	
414-2 Negative social impacts in the supply chain	ESRS 2 SBM-3 §48 (c) i and iv	Yes	SDG 16	5.4 We build shared value	168	
GRI 204: PROCUREMENT PRACTICES 2016						
204-1 Proportion of spending on local suppliers	ESRS 1 MDR-P; ESRS 1 MDR-A; ESRS 1 MDR-T; ESRS 1 MDR-M	Yes	SDG 16	5.4 We build shared value	168	

GRI Contents	ESRS	Material Topic	SDG	Chapter	Pg.	Omissions
LABOUR CONDITIONS						
GRI 3: MATERIAL TOPICS 2021						
3-3 Management of material topics	ESRS S1-1 §19; §20 (c); ESRS S1-2 §27; ESRS S1-4 §37 to §39; ESRS S1-5 §46; ESRS S1-17 §104 (a); ESRS S2-1 §16; §17 (c); ESRS S2-2 §22; ESRS S2-4 §32	Yes	SDGs 5, 8 and 10	2.4 Double materiality 5.3 Our team	42 145	
GRI 401: EMPLOYMENT 2016						
401-1 Hiring and turnover	ESRS S1-6 §50 (c)	Yes	SDGs 5, 8 and 10	5.3 Our team 9. Appendices	145 234	
401-2 Benefits provided	ESRS S1-11 §74; §75; §AR 75	Yes	SDGs 5, 8 and 10	5.3 Our team	145	
401-3 Parental leave	ESRS S1-15 §93	Yes	SDGs 5, 8 and 10	5.3 Our team	145	
TRAINING						
404-1 Average hours of training	ESRS S1-13 §83 (b) and §84		SDGs 4 and 8	5.3 Our team 9. Appendices	145 234	
404-2 Programs for upgrading employee skills	ESRS S1-1 §AR 17 (h)		SDGs 4 and 8	5.3 Our team	145	
DATA PROTECTION						
GRI 3: MATERIAL TOPICS 2021						
3-3 Management of material topics		Yes	SDG 16	2.4 Double materiality 6.4 Protecting ourselves in cyberspace	42 218	
GRI 418: CUSTOMER PRIVACY 2016						
418-1 Complaints received concerning breaches of customer privacy		Yes	SDG 16	6.4 Protecting ourselves in cyberspace	218	
COMMUNITY WORK						
GRI 3: MATERIAL TOPICS 2021						
3-3 Management of material topics		Yes	SDGs 16 and 17	2.4 Double materiality	42	
GRI 201: ECONOMIC PERFORMANCE 2016						
201-1 Direct economic value generated and distributed		Yes	SDGs 17 and 16	5.6 The legacy we are creating together	178	

GRI Contents	ESRS	Material Topic	SDG	Chapter	Pg.	Omissions
PRODUCT AND SERVICE QUALITY AND SAFETY						
GRI 3: MATERIAL TOPICS 2021						
3-3 Management of material topics		Yes	SDG 3	2.4 Double materiality	42	
GRI 416: CUSTOMER HEALTH AND SAFETY 2016						
416-1 Assessment of the health and safety impacts of product and service categories		Yes	SDG 3	All of FCC Construcción's projects are subjected to ongoing assessment to identify potential health and safety risks.	-	
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services		Yes	SDG 3	Due to the nature of our business, FCC Construcción does not engage directly with end-users; instead, it deals with intermediate customers, whose customers are end-users (infrastructure users, home-owners, etc.). Our customers ensure their requirements are met through the specifications set out in project briefs, tender documents and contract terms and conditions. FCC Construcción complies with prevailing regulations in all processes and projects in which it participates and our customers are assured compliance with the health and safety requirements associated with the projects we are involved with. In addition, we check compliance with those requirements (at the project and contract levels) as part of FCC Construcción's commitment to going beyond its contractual requirements to user specifications are upheld.		
EQUALITY AND DIVERSITY						
GRI 3: MATERIAL TOPICS 2021						
3-3 Management of material topics			SDGs 5 and 10	2.4 Double materiality 5.3 Our team	42 145	
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016						
405-1 Diversity of governance bodies and employees	ESRS 2 GOV-1 §21 (d); ESRS S1-6 §50 (a); ESRS S1-9 §66 (a) to (b); ESRS S1-12 §79	Yes	SDGs 5 and 10	5.3 Our team	145	
405-2 Ratio of basic salary and remuneration of women to men	ESRS S1-16 §97 (a)	Yes	SDGs 5 and 10	5.3 Our team	145	
GRI 406: NON-DISCRIMINATION 2016						
406-1 Incidents of discrimination and corrective actions taken	ESRS S1-17 §103 (a), §AR 103	Yes	SDGs 5 and 10	5.3 Our team	145	

GRI Contents	ESRS	Material Topic	SDG	Chapter	Pg.	Omissions
HUMAN RIGHTS						
GRI 3: MATERIAL TOPICS 2021						
3-3 Management of material topics			SDG 16	2.4 Double materiality 3.4. We conduct ourselves ethically	42 68	
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016						
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	ESRS 1 §AR 16; ESRS 1 MDR-P; ESRS 1 MDR-A; ESRS 1 MDR-T; ESRS 1 MDR-M	Yes	SDG 16	3.4. We conduct ourselves ethically	68	
GRI 408: CHILD LABOR 2016						
408-1 Operations and suppliers at significant risk for incidents of child labor	ESRS S1 §14 (g); ESRS S1-1 §22; ESRS S2 §11 (b); ESRS S2-1 §18	Yes	SDG 16	3.4. We conduct ourselves ethically	68	
GRI 409: FORCED OR COMPULSORY LABOR 2016						
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	ESRS S1 §14 (f); ESRS S1-1 §22; ESRS S2 §11 (b); ESRS S2-1 §18	Yes	SDG 16	3.4. We conduct ourselves ethically	68	
GRI 410: SECURITY PRACTICES 2016						
410-1 Security personnel trained in human rights policies or procedures	ESRS 1 §AR 16; ESRS 1 MDR-P; ESRS 1 MDR-A; ESRS 1 MDR-T; ESRS 1 MDR-M	Yes	SDGs 4 and 16	FCC Construcción has no security personnel in its workforce	-	
GRI 411: RIGHTS OF INDIGENOUS PEOPLES 2016						
411-1 Incidents of violations involving rights of indigenous peoples	ESRS S3-1 §16 (c), §AR 12; ESRS S3-4 §30, §32 (b), §33 (b), §36	Yes	SDG 16	3.4. We conduct ourselves ethically	68	
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016						
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		Yes	SDG 16	3.4. We conduct ourselves ethically	68	
LOCAL COMMUNITIES						
GRI 3: MATERIAL TOPICS 2021						
3-3 Management of material topics			SDG 11	2.4 Double materiality 5.6 The legacy we are creating together	42 178	

GRI Contents	ESRS	Material Topic	SDG	Chapter	Pg.	Omissions
GRI 413: LOCAL COMMUNITIES 2016						
413-1 Operations with local community engagement, impact assessments, and development programs	ESRS S3-2 §22; ESRS S3-3 §27 (b); ESRS S3-4 §AR 34 (c)	N/A	SDG 11	5.6 The legacy we are creating together	178	
413-2 Operations with significant actual and potential negative impacts on local communities	ESRS 2 SBM-3 §48 (c) i and iv and §AR 17; ESRS S3 §9 (a) i and (b)	N/A	SDG 11	5.6 The legacy we are creating together	178	
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018						
403-1 Occupational health and safety (OHS) management system	ESRS S1-1 §23	Yes	SDGs 3 and 8	5.3 Our team	145	
403-2 Hazard identification, risk assessment, and incident investigation	ESRS S1-3 §32 (b) and §33	Yes	SDGs 3 and 8	5.3 Our team	145	
403-3 Occupational health services	ESRS S1-1 §AR 17 (d)	Yes	SDGs 3 and 8	5.3 Our team	145	
403-4 Worker participation, consultation, and communication on OHS	ESRS S1-2 §27; ESRS S1-3 §32	Yes	SDGs 3 and 8	5.3 Our team	145	
403-5 Worker training on OHS	ESRS S1-13 §83 and §84	Yes	SDGs 3 and 8	5.3 Our team	145	
403-6 Promotion of worker health	ESRS 1 §AR 16; ESRS 1 MDR-P; ESRS 1 MDR-A; ESRS 1 MDR-T; ESRS 1 MDR-M	Yes	SDGs 3 and 8	5.3 Our team	145	
403-7 Prevention and mitigation of OHS impacts	ESRS S2-4 §32 (a); ESRS 1 §AR 16; ESRS 1 MDR-P; ESRS 1 MDR-A; ESRS 1 MDR-T; ESRS 1 MDR-M	Yes	SDGs 3 and 8	5.3 Our team	145	
403-8 Workers covered by an OHS management system	ESRS S1-14 §88 (a); §90	Yes	SDGs 3 and 8	5.3 Our team	145	
403-9 Work-related injuries	ESRS S1-4 §38 (a); ESRS S1-14 §88 (b) and (c); §AR 82	Yes	SDGs 3 and 8	5.3 Our team	145	This GRI disclosure requirement has been met partially. Details about the information omitted are provided on page 163 of this Report.
403-10 Work-related ill health	ESRS S1-4 §38 (a); ESRS S1-14 §88 (b) and (d); §89; §AR 82	Yes	SDGs 3 and 8	5.3 Our team	145	

GRI Contents	ESRS	Material Topic	SDG	Chapter	Pg.	Omissions
GOVERNANCE DIMENSION						
ETHICAL BUSINESS CONDUCT						
GRI 3: MATERIAL TOPICS 2021						
3-3 Management of material topics			SDG 16	2.4 Double materiality 3.4. We conduct ourselves ethically	42 68	
205-1 Operations assessed for risks related to corruption	ESRS G1-3 §AR 5	Yes	SDG 16	3.4. We conduct ourselves ethically	68	
205-2 Communication and training about anti-corruption policies and procedures	ESRS G1-3 §20, §21 (b) and (c), §AR 7 and §AR 8	Yes	SDG 16	3.4. We conduct ourselves ethically	68	
205-3 Confirmed incidents of corruption and actions taken	ESRS G1-4 §25	Yes	SDG 16	3.4. We conduct ourselves ethically	68	
206-1 Legal actions for anti-competitive behavior	This topic is not covered by the list of sustainability matters in ESRS 1 AR §16.	Yes	SDG 16	3.4. We conduct ourselves ethically	68	
207-1 Approach to tax	This topic is not covered by the list of sustainability matters in ESRS 1 AR §16.	Yes	SDG 16	3.4. We conduct ourselves ethically	68	
207-2 Tax governance, control, and risk management	This topic is not covered by the list of sustainability matters in ESRS 1 AR §16.	Yes	SDG 16	3.4. We conduct ourselves ethically	68	
207-3 Stakeholder engagement and management of concerns related to tax	This topic is not covered by the list of sustainability matters in ESRS 1 AR §16.	Yes	SDG 16	3.4. We conduct ourselves ethically	68	
207-4 Country-by-country reporting	This topic is not covered by the list of sustainability matters in ESRS 1 AR §16.	Yes	SDG 16	2.5 We generate sustainable value We do not have this information by business area. However, an account is provided by country in the FCC Group's Sustainability Report for 2025, specifically page 450.	44	
GRI 402: LABOUR/MANAGEMENT RELATIONS 2016						
402-1 Minimum notice periods regarding operational changes	ESRS 1 §AR 16; ESRS 1 MDR-P; ESRS 1 MDR-A; ESRS 1 MDR-T; ESRS 1 MDR-M		SDGs 8 and 10	5.3 Our team	145	
GRI 415: PUBLIC POLICY 2016						
415-1 Political contributions	ESRS G1-5 §29 (b)	Yes	SDG 16	FCC Construcción does not make monetary or in-kind contributions to political parties. The FCC Group, through its Code of Ethics and Conduct, prohibits making donations to political parties, whether directly or indirectly, even through third parties. That ban extends to monetary and in-kind contributions, loans or advances to parties, candidates, public officials or related parties. Donations may only be made in countries where expressly permitted by law and with the approval of the top executive and provided that they do not result in any undue advantage.	-	



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