

CO2 Communication Plan

CO₂ Performance Ladder Certification



Client	Rijkswaterstaat
Contract Number	31109331
Doc. name	A9BH-PW-0000-PC-SU-PLN CO2 Communication Plan
Revision	1.0
Date	15 November 2022
Status	Final
SBS	OBJ-00 - A9 Badhoevedorp - Holendrecht
WBS	WP-01.08.04.01 – CO2 Management





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1 Introduction

This is the communication plan in the context of level 5 CO2 performance ladder certification of FCC Construcción S.A. (NL). This document provides a description of the way in which communication is arranged within FCC Construcción S.A. (NL) as referred to in the document 'The CO2 Performance Ladder/certification, issued by SKAO.

Information about the CO2 footprint and the quantitative reduction targets is communicated both internally and externally. The energy policy, options for individual contribution to reduction, current energy consumption and trends in the company will be included in various forms of communication. The responsibilities, the method of communication and the associated tasks are spelled out in this communication plan. Tasks are assigned to the officials. The communication plan has the following structure:

- ✓ Chapter 2 explains the communication objectives
- ✓ Chapter 3 identifies and elaborates the various target groups and the message per target group.
- ✓ Chapter 4 describes the different media and resources that are used for this.
- ✓ Chapter 5 describes the responsibilities and tasks and a schedule is issued.
- ✓ Chapter 6 explains how the organization and finances are structured and how communication is monitored and evaluated

2 Our goal

The natural environment is the main supplier of resources for the development of activities in the construction sector. That is why sustainable construction is one of FCC Construcción S.A. (NL) priorities, considering the responsible use of natural resources and minimising the environmental footprint of its' operations.

The two main action areas that FCC Construcción S.A. (NL) is currently working on, as it strives to achieve environmental sustainability, consist of speeding up the implementation of a circular-economy model and reaching carbon neutrality by 2050.

The result of the communication plan is the development and production of a series of communication expressions. The purpose of these communications is to inform, convince and activate the target groups with regard to the subject - the certification for the CO2 performance ladder of FCC Construcción S.A. (NL). In addition, FCC Construcción S.A. (NL) wants to maintain a bond with customers and employees with the communication expressions and thus maintain the relationship with the target group.

2.1 Inform

The reader is informed and gains knowledge about the FCC Construcción S.A. (NL) energy policy, insight into our Emission Inventory, objectives and initiatives and the status of our energy measures.

2.2 Convince and inspire

Readers will be convinced and inspired by the importance of our energy policy and the care for our society and the environment in general, and specifically, by the initiatives taken by FCC Construcción S.A. (NL) in the field of CO2 reduction.

2.3 Activate

Readers are encouraged to actively think along and act in order to save more energy and reduce CO2 emissions.

2.4 Relationship

Our communications should positively contribute to the "green image" of FCC Construcción S.A. (NL) as a contractor and as an employer.

2.5 Requirements from CO₂PL

This plan is also set up to comply to the CO2 Performance Ladder certification requirements.

3 Plan

The first step towards effective communication is the Plan phase. In this phase, the target audience is analysed. The target groups that are distinguished can be classified according to the internal organization and external organisation.

3.1 Stakeholder analysis – Internal target audiences

Within FCC Construcción S.A. (NL), various target groups can be distinguished. The distinction in the way of communication depends on the function that is performed and in the way in which people can be reached. However, not every FCC Construcción S.A. (NL) employee has their own workplace. This group that mainly works in editing (see Rest of the field staff) cannot be approached with digital aids. This is an aspect that must be taken into account in the resources and media to be deployed.

The internal target groups can be divided into:

- Board and management
- Staff:
 - o At the office
 - o On the construction site or working in service and maintenance:

3.2 Stakeholder analysis – External target audiences

External audiences can be divided into:

- General:
 - o Clients
 - o Suppliers
- Specific:
 - o Non-Government Organizations (NGO)
 - o Government Organizations (GO)

General – Clients

Important customers for FCC Construcción S.A. (NL) are:

- Rijkswaterstaat

General – Suppliers

Suppliers and subcontractors contribute to the reduction policy that FCC Construcción S.A. (NL) has implemented with regard to its CO₂ emissions. In order to involve the suppliers, inform them and indicate how they can participate, it is very important to have and maintain a good relationship with the suppliers. Suppliers must adhere to the objectives that FCC Construcción S.A. (NL) has set for the reduction targets for CO₂ emissions.

The A-suppliers in 2020 for FCC Construcción S.A. (NL) are:

- Count & Cooper Consulting B.V.
- Sweco Netherlands B.V.
- Fugro NL land B.V.
- IV-Infra B.V.
- FCC Construcción S.A. (international)
- Siemens Mobility B.V.
- Traffic & More B.V.
- Springrivet CMS B.V.
- MAPFRE
- Asset People B.V.
- Property View B.V. (Merin)
- ZJA B.V.
- Heijmans Infra B.V.

Specific – NGO

NGOs are organizations with a social character that use their influence to change the policy of governments and businesses. Many NGOs are active in the field of Corporate Social Responsibility.

These NGOs are interested in the activities that FCC Construcción S.A. (NL) carries out in the field of reducing CO2 emissions. They are also prepared to contribute during the production of plans to achieve corporate social responsibility and sustainable entrepreneurship. They act as a sounding board for FCC Construcción S.A. (NL) and our energy policy. Talking to and informing about this happens both individually and through the trade association.

Important other NGOs or related organizations are:

- To be determined
- To be determined

Specific – GO

Governments and government institutions also belong to the target group of FCC Construcción S.A. (NL), consisting of:

- Rijkswaterstaat
- Ministry of Infrastructure and the Environment
- Ministry of Economic Affairs,
- ProRail
- Regional water authorities
- VROM
- Provinces
- Municipalities
- Law enforcement
- Fire brigade

4 Do

Various means and media are used to communicate with our internal and external stakeholders. The goal of the communication is to create transparency and allow our stakeholders to review our objectives and progress towards level 5 certification.

In the chapter-DO, specific information of means, media and frequency (both internally and externally) have not yet been determined. All missing information in the chapter is highlighted by 'to be determined' and will be added during the upcoming CO2 Management Board meeting.

4.1 Internal communication

Depending on the target group, different resources and media are used. For internal communication on the subject:

- Energy policy
- Energy reduction targets
- CO2 reduction targets
- Reduction measures and progress
- Individual contribution on reduction of CO2 footprint (Scope 1 & 2)
- Trends within company

To reach this level of internal communication we propose the following means and media:

Means and Media	Frequency
Work meeting Project Control Team	Bi-weekly
Work meeting Project Management Team	Twice per year
End-of-year meetings	Annually
FCC Construcción S.A. (NL) magazine	Twice per year
CO2 Board meeting	9 times / year
Energy and CO2 Reporting	Half year/ year
CO2-Posters / CO2-Competition	Twice per year

We consider the communication deadlines as project requirements. Therefore, upon certification, the deadlines are incorporated into the company's Relatics system. The required meetings are communicated a minimum of three months in advance. This is monitored by the CO2 Management Board. An overview of the CO2PL handbook requirements, including those for communication, are located in Appendix I.

Work meeting Project Control Team

The work meetings with Project Control Team are meant to discuss the daily needs for achieving, and later maintaining, the CO2 Performance Ladder (CO2PL) certification. On average the meetings are held on a weekly basis. Depending on the type of requirements the targets, achievements and upcoming events are addressed. Actions are recorded in minutes and stored on our SharePoint environment.

Project Management Team meeting

The PMT work meetings are about the status of our certification, our objectives, results achieved, ideas received and the progress of our sector/chain and project initiatives. A factsheet will be updated prior to every PMT meeting with focus points regarding the CO2PL perspectives: Insight, Reduction, Transparency and Participation.

The meetings have a formal nature and is meant to make decisions on a management level. The FCC Construcción S.A. (NL) work meeting takes place at least once every six months. Actions are recorded in minutes and stored on our SharePoint environment.

End-of-Year meeting

At the end of every calendar year FCC Construcción S.A. (NL) organizes an End-of-Year meeting for all staff. During this meeting the management communicates the energy policy and the progress of the objectives. In addition, the PMT promotes the opportunity for staff to provide 1) critical feedback on the reduction targets, 2) the progress on achieving these targets and 3) provide ideas that contribute the achieving our targets.

Lunch meetings

Every week FCC Construcción S.A. (NL) provides the opportunity for all staff to take the stage and share the progress about their work. These lunch meetings are called 'Esquina de Oradores LIVE'. Twice a year FCC Construcción S.A. (NL) will take this opportunity to involve and inform the staff from FCC Construcción S.A. (NL).

FCC Construcción S.A. (NL) magazine

Once a month FCC Construcción S.A. (NL) produces and shares a digital magazine internally (one print-out available at the reception). We will use this magazine four times a year to inform the FCC Construcción S.A. (NL) staff of all major milestones. In addition, the magazine will be used as a promotion tool to visit the more elaborate information on the project's SharePoint.

Project SharePoint

The document management of the VeenIX A9 BAHO project revolves around a dedicated SharePoint environment. The SharePoint gives space to provide more elaborate and more technical information on the different CO2PL HandBook aspects A. Insight, B. Reduction, C. Transparency, D. Participation. The members from the Project Control Team are responsible for keeping the SharePoint up to date. Parallel to the publishing of the digital newsletter the SharePoint is updated four times a year.

CO2-posters/ CO2 competition

In the first year of the certification, a CO2 competition will be organised. Employees of FCC Construcción S.A. (NL) will be encouraged to explore ideas for reducing CO2 emissions within the company. This competition is beneficial for creating awareness among the employees, but also for retrieving potential reduction strategies out of insights from within the company's environment.

4.2 External communication

Depending on the target group, different resources and media are used. For external communication on the subject:

- Energy policy
- Energy reduction targets
- CO₂ reduction targets
- Reduction measures and progress
- Individual contribution on reduction of CO₂ footprint (Scope 1 & 2)
- Trends within company

To reach this level of external communication we propose the following means and media:

Means and Media	Frequency
FCC Construcción S.A. (NL) & SKAO website	Twice per year
Public news, press & journal releases	Ad hoc
Corporate sustainability report FCC Construcción S.A. (NL)	Annually
Communication with workgroup	To be determined
Active participation in and initiation of working group	To be determined
Conversations with NGOs and GOs	To be determined

We consider the communication deadlines as project requirements. Therefore, upon certification, the deadlines are incorporated into the company's Relatics. The required meetings are communicated a minimum of three months in advance. This is monitored by the CO2 Management Board. An overview of the CO2PL handbook requirements, including those for communication, are located in Appendix I.

FCC Construcción S.A. (NL) & SKAO website

An internet publication is required for the CO2 Performance Ladder. In this publication of at least one page the following requirements need to be included: 3.B.1, 4.B.2, 5.B.2, 3.C.1, 5.C.1, 3.D.1, 4.D.1, 5.D.1 in §6.2 of CO2 Performance Ladder Handbook 3.1 (See Appendix I). Additionally, a link needs to be included that leads to the SKAO-website on which the documents concerning requirements 4.A.1, 3.D.1, 4.D.1, and 5.D.1 can be found.

In 2023, the first publications will be published on the website of FCC Construcción S.A. (NL) <https://www.fcco.com/web/paises-bajos> and [FCC Construcción \(NL\) Performance Ladder de CO2 nivel 5 - FCC](#) and in the SKAO-website.

Public news, press & journal releases

FCC Construcción S.A. (NL) will communicate externally by means of news, press or journal releases and publications will be published on the website of FCC Construcción S.A. (NL) <https://www.fcco.com/web/paises-bajos> and [FCC Construcción \(NL\) Performance Ladder de CO2 nivel 5 - FCC](#)

Corporate sustainability report FCC Construcción

FCC Construcción SA International publishes annually a sustainability report. In this global report, the CO2 emissions allocated per country are analysed and communicated. The emissions of The Netherlands are directly linked to the activities of FCC Construcción S.A. (NL).

As we are certified as a small company, requirements for corporate sustainability will add up when we are considered a medium to large size company. When we are grown to medium or large size, the following actions will need to be taken: FCC Construcción S.A. (NL) will additionally report twice per year on their emission inventory scope 1, 2 and 3 (requirement 5.B.2 & 3.C.1), and on the progress on the reduction targets (requirement 4.B.2) (See Appendix I).

Communication with initiative workgroup

From 2022 year onwards FCC Construcción S.A. (NL) expects to be certified as a large company. In preparation for the additional requirements a large company needs to comply with, we are in an orienting phase to develop FCC Construcción's S.A. (NL) own initiatives. This includes a topic, objectives and all

communication about the initiative, such as the reporting of meetings and results. This will be coordinated by dedicated project leader of the initiative, the head of SHE-Q and the Sustainability manager. This information will be issued with the aim of informing all participants in the initiative, the board and management of FCC Construcción S.A. (NL) and the CSR team about the progress of the project. More detailed information will be shared at initiative start.

Active participation in and initiation of working groups

Within the social environment in which FCC Construcción S.A. (NL) operates, there are various initiatives that aim to improve the quality of life in the area. FCC Construcción S.A. (NL) will participate in at least one of these initiatives and, by deploying its knowledge in the field of climate technology, will make an active contribution to the CO2 emission reduction working groups in the context of processes in the industry (requirement 3.D.2). It also communicates its own results in these working groups and indicates how it intends to achieve the set objectives. More detailed information will be shared at initiative start.

Conversations with NGOs and GOs

As we are certified as a small company, requirements for corporate sustainability will add up when we are considered a medium to large size company. When we are grown to medium or large size, the following actions will need to be taken: FCC Construcción S.A. (NL) will meet up with RWS twice a year to initiate a dialogue concerning their reduction targets and strategy. These dialogues will be minuted and feedback will be reported and processed (requirement 4.C.1 & 4.C.2). Additionally, FCC Construcción S.A. (NL) will commit to more than 1 governmental CO₂ reduction program (requirements 5.C.1 & 5.C.2).

4.3 Planning

A new communication plan is drawn up every year, which indicates when, by whom and by what means communication with the fresh target groups will take place.

5 Check

The third step towards effective communication is the Check phase. In this phase, we check whether the expected goal has been achieved. Why there are deviations in the expected result, and whether other measures are necessary to achieve the desired result. All described in this chapter falls under the responsibility of the CO2 Management Board as described in the SMP CO2 Management.

5.1 Monitoring and evaluation

In the planning, progress is periodically monitored on the basis of measuring points and adjusted if necessary. The deployment of resources is evaluated annually (November). The planning for the following year is made on the basis of this evaluation.

5.2 Deviations

From the annual meeting, where the communication progress and status are discussed, an "annual review" document is drawn up with the information discussed.

Deviations from the planning are communicated and evaluated with the persons concerned.

6 Act

The fourth step towards effective communication is the Act phase. In this phase, we look back at the results achieved. Mistakes are signalled and reported back to CO2 Management Board.

6.1 Realisation phase

CO2 Manager is responsible for all external and internal communications regarding planning (in consultation with FCC's Corporate Social Responsibility (CSR) and Corporate Communication Department) and progress. This is done in consultation with the CO2 Management Board, the PR and Communication & Marketing department at FCC Construcción S.A. (NL).

Responsible people during realisation phase:

- CO2 Management Board
- CO2 Manager
- CO2 Team
- Project leader & participators initiative FCC Construcción S.A. (NL)

Annex format planning

Means and Media Internal Communication	Frequency	Start date	Responsible person/ Role	In Relatics
Work meeting Project Control Team	Bi-Weekly	Nov.2022	CO2 Manager	@@
Work meeting Project Management Team	Every six months	Nov.2022	CO2 Manager	@@
End-of-year meetings	Annually	Nov.2022	CO2 Manager	@@
CO2 Board		Nov.2022	CO2 Manager	@@
FCC Construcción S.A. (NL) magazine	To be determined	Nov.2022	CO2 Manager	@@
Project Sharepoint	To be determined	Nov.2022	CO2 Manager	@@
CO₂-Posters/ CO₂-Competition	To be determined	Nov.2022	CO2 Manager	@@
Means and Media External Communication	Frequency	Start date	Responsible person/ Role	In Relatics
FCC Construcción S.A. (NL) & SKAO website	Every six months	Feb.2022	CO2 Manager	@@
Public news, press & journal releases	Ad hoc	Feb.2022	CO2 Manager	@@
Corporate sustainability report FCC Construcción S.A. (NL)	Annually	Feb.2022	CO2 Manager	@@
Communication with workgroup	To be determined upon	-	-	-
Active participation in and initiation of working group	To be determined upon	-	-	-
Conversations with NGOs and GOs	To be determined upon	-	-	-