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FCC

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Granada awards
FCC Medio Ambiente **the**
new contract for waste
collection and street
cleaning in the city





Esther Alcocer Koplowitz accepts the Excellence Award granted to FCC by the Community of Madrid



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FCC on the Move: Much More Than a Running Club



FCC highlights its work for equality on International Women's Day



Key trends for the future of business: Sustainability trends according to the UN Global Compact Spain



Techniques for Coping with and Overcoming Stress



Aqualia promotes innovative and sustainable water management in Castile and León



FCC Construcción to build Spain's first particle acceleration experimentation center



FCC increases its turnover by 6.9% in 2025 business year, reaching €9.7 billion

Madrid, 26 February 2026. FCC Group's turnover stood at €9,700.1 million at the end of 2025, up by 6.9% YoY. This growth is due to the balanced contribution of acquisitions in the UK, USA and France in the Environment Area, as well as organic growth in all the Group's business areas, namely Concessions – which grew by 45.5%, driven by the initial operation of new contracts and the increase in traffic – followed by the Water business, with progress in its lines of activity.

EBITDA was €1,419.1 million in the year, which represents a slight decrease of 1.1% compared to the previous year. This change is primarily explained by the adjustment made in the Construction Area during the last quarter, resulting from the development of international projects, their revenue performance depending on their progress and the revised estimated costs to complete them.

The profit attributable to the parent company has decreased by 62%, to €164.4 million in the business year, compared to €432.1 million in the previous year. This was the result of some extraordinary factors, such as the financial spin-off of the Cement and Real Estate areas in November 2024; exchange rate differences;

the allocation of provisions in certain activities; and investment adjustments in waste treatment assets in the Environment Area, in the United Kingdom.

As for its balance sheet, FCC Group closed 2025 with a significant reduction in net financial debt. Compared to December 2024, it shrunk by 23%, to €2,301.8 million. This result was achieved despite net investments of €1.2 billion, including renewals, the development of new contracts in different business areas and acquisitions in the Environmental Services Area. The main mitigating factor is explained primarily by the sale of a 25% stake of the Environmental Services holding company for €1 billion.

Equity recorded a notable increase of 26.9%, reaching €4,743.2 million, driven by the adjustment to the valuation arising from the sale price of the non-controlling stake in the Environmental Services holding company.

At year-end, FCC Group's income portfolio grew by 11.4% YoY, to €51,606.8 million. A significant contributor to this growth was the Construction Area, supported in large part by the increase in international large infrastructure contracts.

Financial debt shrunk by 23% to €2,301.8 million

Its revenue portfolio increased by 11.4%, to €51,606.8 million

KEY FIGURES

(million euros)	Dec. 25	Dec. 24	Chg. (%)
Net turnover	9,700.1	9,070.5	6.9%
Gross operating profit (EBITDA)	1,419.1	1,434.4	-1.1%
EBITDA margin	14.6%	15.8%	-1.2 p.p
Net operating profit (EBIT)	594.5	727.4	-18.3%
EBIT margin	6.1%	8.0%	-1.9 p.p
Profit/(loss) attributable to the parent	164.4	432.1	-62.0%
Equity	4,743.2	3,738.3	26.9%
Net financial debt	2,301.8	2,990.4	-23.0%
Backlog	51,606.8	46,326.6	11.4%

Key milestones in 2025

New brand for the Environmental Services Area of the FCC Group

In 2025, and in response to its broader footprint, the environmental services subsidiary adopted the name FCCenviro, which is easily recognisable on a global scale. It is closely aligned with environmental activities, while also establishing a link with the various brands across the area's four geographic platforms, which remain unchanged (FCC Medio Ambiente, FCC Environment, FCC Environmental Services, FCC Environnement, ...).

FCCenviro expands its backlog and footprint, particularly at Atlantic, in the United States and the United Kingdom

Below are the main contracts and renewals secured, notably including those in Spain on the Atlantic platform:

- On 30 September, the municipality of Granada signed a new street cleaning and waste collection contract, which will be managed by FCC Medio Ambiente for the first time. It has a value of €740 million and will run for 15 years.
- Rollover of the contract for the city of L'Hospitalet de Llobregat, which includes the management of clean points and sewerage maintenance, with a backlog worth close to €400 million over the next 10 years.

- Oviedo City Council awarded the new waste collection and street cleaning contract to FCC Medio Ambiente, which has been providing these services without interruption since 1967. The backlog amounts to €246.2 million over the next nine years, with a possible one-year extension.
- Contract for street cleaning, MSW collection and transport and the management of clean points in El Puerto de Santa María, worth €169 million.
- Contract for MSW collection, and street and beach cleaning for the Motril ecopark, running for 12 years and worth €123 million.
- Street cleaning contract for the city of Pamplona, running for eight years and with a backlog of €100 million.
- And a cleaning contract running the next eight years for the 27 municipalities of the Mancomunitat Penedès-Garraf, with a backlog worth €90 million.
- In the treatment segment, highlights in the period included the renewal of the contract for the management and operation of the Waste Treatment Centre and landfill serving the Mancomunidad de la Ribera (Navarre), with a backlog of €71.3 million over a 10-year term, covering a total of 19 municipalities.

Highlights in the United States:

- In July, the United States platform expanded its footprint by acquiring Wheelabrator South Broward Inc., which owns the South Broward waste energy recovery plant (Fort Lauderdale, Florida). The acquisition value was \$285 million. This addition will act as a platform to consolidate the company's entry into the Treatment business in Florida, as well as to develop synergies with the waste collection operations already underway in its extensive area of influence.

Highlights in the United Kingdom:

- Last October, the contract for the operation and maintenance of the energy recovery plant in Pinellas County (Florida) was signed for the next 10 years, with a backlog of close to €610 million.
- Two of the earliest contracts secured in this market over the past decade were renewed. Firstly, the Company successfully renewed the contract for Houston, for the management of biowaste from the city's wastewater treatment system; the contract has a five-year term and a backlog worth \$50 million. Meanwhile, Orange County (Florida) extended its MSW contract covering Zones 4 and 5, securing a seven-year agreement with a backlog worth \$170 million.
- In the treatment segment, the company was awarded the contract to operate the municipal solid waste transfer station in south Minneapolis, its second contract in the state of Minnesota.
- Last October, Cumbria Waste Group was acquired in the Cumbria region for £76 million. Its activities include waste collection and recycling operations for municipal and commercial clients. Its location will make it possible to leverage synergies both with the activities currently carried out in the region and with those under development in waste treatment and energy recovery.
- Progress has been made in the development of a renewable energy project in partnership with Downing Renewable Developments, aimed at rolling out a significant portfolio of facilities to give closed landfills a second life and an environmentally beneficial use. This project includes the energy park near Rowley Regis (West Midlands), featuring a battery energy storage facility with a capacity of up to 100 MW, capable of storing energy to supply, at certain times, up to 300,000 homes.



Planta de valorización energética del condado de Pinellas (Florida).

Sale by FCCenviro of its paper, cardboard and other non-hazardous waste business for €40.9 million

FCC Ámbito, FCCenviro's subsidiary specialising in industrial waste treatment, completed in December the sale of its paper and cardboard recovery business, as well as other non-hazardous waste from industrial and commercial sources, for €40.9 million. The business generated revenue of over €30 million in 2024.

FCC completed the sale of a 25% stake in FCCenviro to CPP Investments for €1,000 million

Last October, FCC entered into an agreement with CPP Investments for the sale of an additional 25% stake in the share capital of its subsidiary FCC Servicios Medio Ambiente Holding, S.A. (FCCenviro), in exchange for €1,000 million. The transaction was completed on 19 December. FCC retains a majority stake and control of FCCenviro with 50.01%, while CPP Investments increases its holding to 49.99%.

Aqualia expands its international activity, which accounts for 71.8% of its revenue backlog

At the start of the year, the extension of the contract for the comprehensive water supply management of Vigo (Pontevedra), provided by the FCC Aqualia joint venture, came into force. The associated backlog amounts to €272.7 million over a five-year period.

In December 2025, it was awarded the concession for public drinking water supply and sanitation services by the SIAEP (municipal association) of Questembert, in Brittany (France). The contract, valued at €47.8 million and running for a 12-year term, covers 15 municipalities and includes the establishment of an agency in Questembert, along with upgrades to wastewater treatment plants.

In Colombia, the contract managed by Aguas de Aracataca was extended for a further 15 years, covering the concession for the water supply, household services and sewerage of the municipality of Aracataca. The backlog is worth €42.6 million. Likewise, last August the assets related to the provision of water supply, sewerage and waste collection services in Villa Olímpica (north of the municipality of Galapa) were acquired for a 50-year term, with a revenue backlog of €91.4 million.

In the Americas market, the first contract was secured in Peru, under a design, financing, construction, operation and maintenance (DFCOM) model, for a wastewater treatment system in Chíncha. The project will directly benefit 345,000 people and involves an investment of €78 million, with an associated backlog of €356.7 million and a 24-year term.

In Spain, characterised by a very high degree of granularity and recurring contract renewals, a notable award during the period was the 25-year contract granted by the town council of La Llagosta for the municipal drinking water supply service, representing a revenue backlog of €39 million.

Further highlights in relation to renewals and extensions include the contract for the management of the water supply and sanitation service in Candelaria, on the island of Tenerife. The extended backlog amounts to €48.6 million.



Estación de Tratamiento de Agua Potable O Casal, Vigo.

FCC Construcción reported a notable 50.5% increase in its project backlog

In a year marked by strong backlog growth, with an increase of €3,213 million, the following contracts stand out:

- In Canada, the consortium led 50% by FCC Construcción began the development phase (following completion of the definition phase) of the Scarborough Transit Connect project in Toronto, the country's largest city. This contract, awarded in 2022, involves extending the existing Line 2 subway network (Bloor–Danforth section) by nearly 8 kilometres and represents attributable backlog of €1,705.8 million as at year-end.
- Also in Canada, and in the final quarter of the year, the North End Connectors consortium, in which FCC Construcción holds a 33.3% stake, secured financing for the Yonge North Subway Extension Advance Tunnel in Ontario. The design, construction and financing contract is valued at \$1.4 billion, of which €285 million corresponds to FCC Construcción in the current phase. It includes the design and construction of a 6.3-kilometre tunnel, as well as a section of the existing rail corridor. The scope of works also includes the supply of tunnel boring machines, the installation of tunnel linings and ancillary activities.
- In the United States, last August the Connect Plus Partners consortium (formed by FCC Construcción and Halmar International) won the contract for the design and construction of Phase 2 of the Second Avenue Subway in New York City, valued at €1,686 million (€859.4 million attributable to FCC). The contract was signed in September.
- In Mexico, the consortium formed by FCC Construcción and CICSA (50%/50%) was awarded the design and construction of 111 kilometres of the Tren del Norte, on the section between Saltillo and Santa Catarina. The project is worth €630 million, with an execution period of 31 months.
- In Saudi Arabia (August), the contract for the first construction phase of the Qiddiya Stadium was awarded, with a 55% stake held by FCC Construcción and 45% by Nesma Holding Co. This phase follows the early phase, under a design and build contract valued at €366.4 million.
- Highlights in Spain: the award to the consortium led by FCC Construcción of the extension of Line 5 of the Madrid Metro to its international airport, with an attributable





value of €62.8 million and an expected execution timeline of 36 months. Similarly, in May a consortium featuring several companies from the industry secured one of the year's most significant rail infrastructure contracts, involving the initial segment of the high-speed rail link between Castile and León and the Basque Country. The project spans 8.4 kilometres and the value attributable to the Group is worth €121.1 million. The award of the contract to complete the Nou Mestalla (Valencia), one of the country's major sports infrastructures.

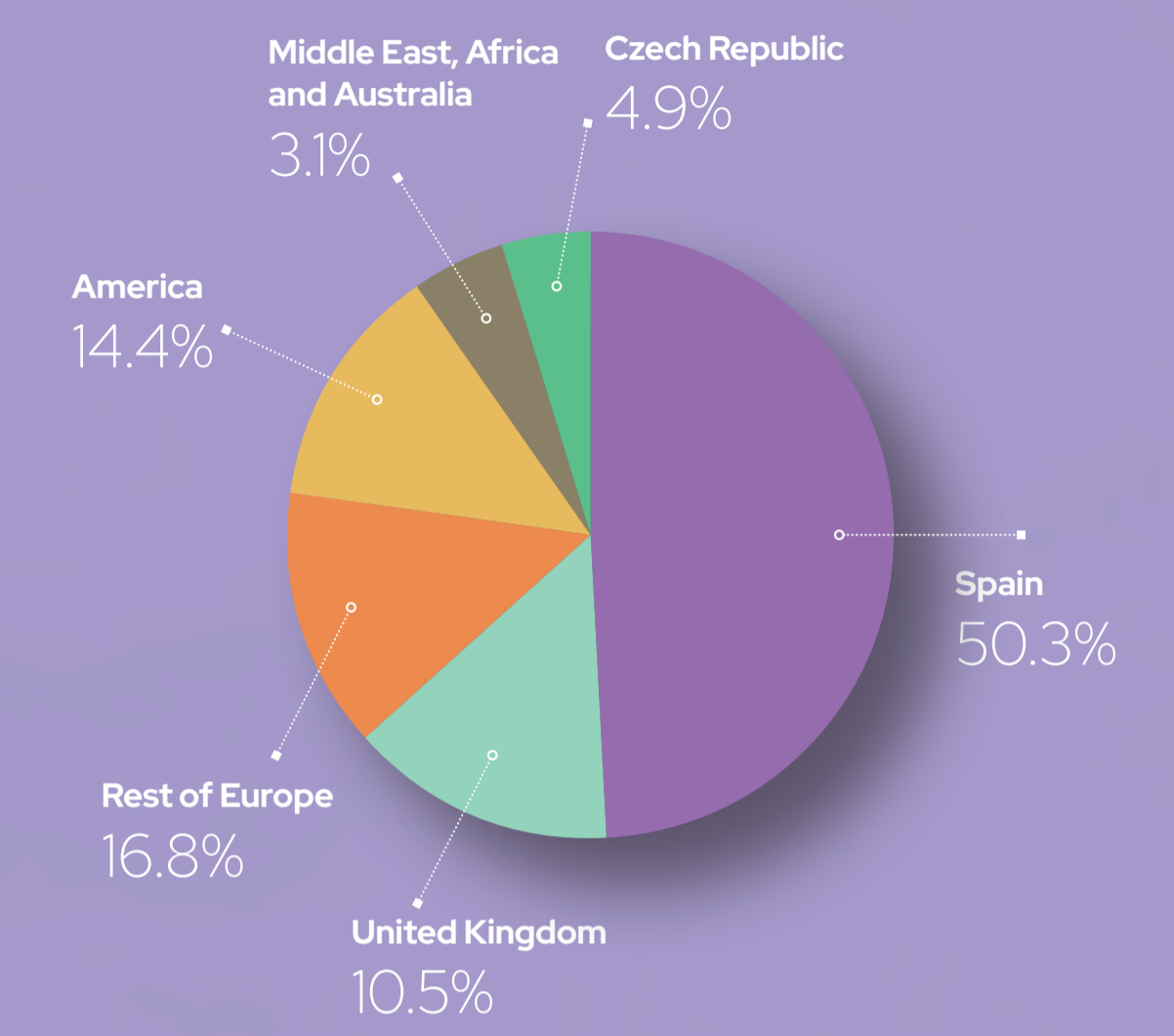
Meanwhile, the area's industrial division, heading up a consortium, has been tasked with building the infrastructure for the Volkswagen Group's electric vehicle battery plant in Sagunto. The contract includes medium- and low-voltage lines for battery production, as well as other electromechanical installations, for an amount in excess of €90 million.

FCC Concesiones brings its first road concession in the United Kingdom fully into service

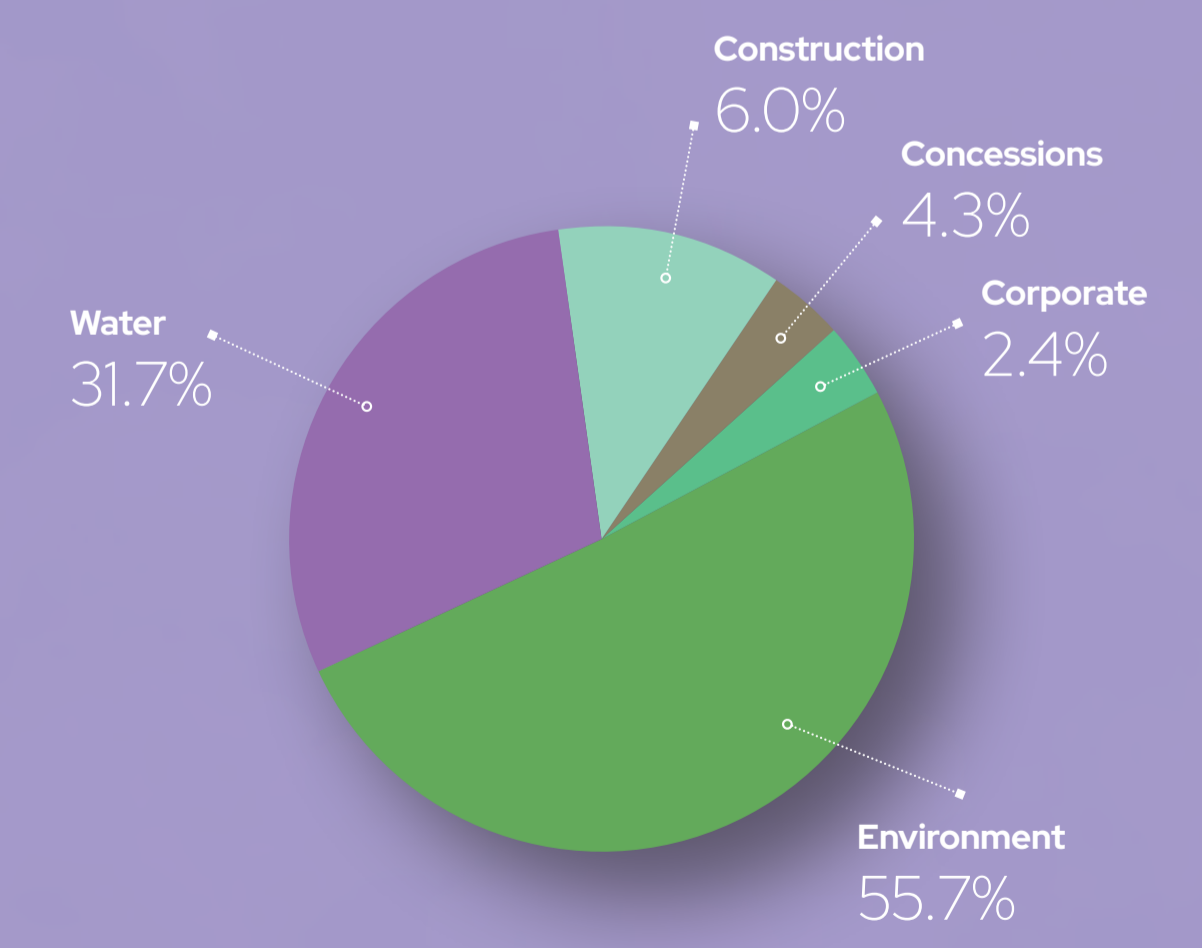
In the second quarter of the year, the final two sections of the A465 dual carriageway between Hirwaun and Dowlais came into operation in Wales (co-managed by FCC Concesiones, with a 42.5% stake), adding to the other sections that had already entered into operation at the start of the year. This milestone marks the completion of the contract's construction phase, which began in October 2020.

Over the year as a whole, user numbers across the tramway concessions managed by the area increased by an average of 2.2% compared with the previous year. Meanwhile, traffic levels (AADT) across the road concessions as a whole recorded an average increase of 2.9% (Auconsa, Ibisan and Cotuco).

% revenue by geographical area



% EBITDA by business area



Concesión de la Autovía A465 entre Hirwaun y Dowlais, Gales.

AENOR renews FCC's tax risk management system certification

The Spanish Association for Standardization and Certification (AENOR) has conducted the second follow-up audit to verify the System's compliance with the requirements specified in the reference standard UNE 19602:2019.

This demonstrates FCC's commitment to best practices in corporate governance by incorporating the necessary policies and controls to minimize tax risk into its management model.

This second follow-up audit was successfully completed following an exhaustive analysis of the tax risk policies, systems, procedures, and controls by the certifying body AENOR.

The UNE 19602 standard defines requirements and recommendations for tax risk control that help companies implement a management system facilitating the identification, prevention, and detection of tax risks, with the aim of avoiding additional tax assessments, penalties, or offenses against the Tax Authority. It also facilitates transparency with the tax administration and ethical compliance by the organization in its dealings with tax authorities.



Shaping the world around us

125 years creating the sustainable settings where life happens.

We are the



rhythm of the routine

125 years

2025



Esther Alcocer Koplowitz accepts the **Excellence Award** granted to FCC by the Community of Madrid

The award recognizes the company's exemplary management, its solid business track record, and the value of its 125-year history.



Quote from the Chairwoman:
"It is an honor for me to accept, on behalf of each and every FCC employee, the 'Best Company' award."



The Chairwoman of the FCC Group, Esther Alcocer Koplowitz, received the award from Rocio Albert, the Regional Minister of Economy, Finance, and Employment of the Community of Madrid.



Remarks by the Chairwoman during the Madrid Excelente Awards gala, in her acceptance speech for the award granted to FCC.

Esther Alcocer Koplowitz, Chairwoman of the FCC Group, has received the Excellence Award granted by the Community of Madrid, as part of the prestigious Madrid Excelente awards, in recognition of the exemplary management of the company she chairs; its solid and recognized business track record; as well as the value of its 125-year history, which reaffirms its leadership, and its sustained contribution to the region's economic and social development.

The Regional Minister of Economy, Finance, and Employment, Rocio Albert, presented the award during an official ceremony held at the Real Casa de Correos, which highlighted the significant role of Madrid-based companies committed to excellence, competitiveness, and the creation of opportunities. Madrid

Excelente also presented awards for best practices and achievements in the categories of Purpose, Planet, Progress, and People, in accordance with the evaluation criteria established by the jury.

In her remarks, the president of FCC noted in a very personal tone that "it is an honor for me to accept, on behalf of each and every FCC employee, the 'Best Company' award." She also emphasized that "it would be difficult to understand Madrid's most outstanding projects without our Group's involvement in them. That is precisely why we feel so closely connected to Madrid and so proud to continue being part of its history, 125 years after it began."

Looking back on the company's history, Esther Alcocer Koplowitz dedicated a few words in her speech to the people who have made this journey possible: "In 2025, we will celebrate our 125th anniversary. It was my grandfather, Ernesto Koplowitz, who laid the foundation by founding, in 1944, here in Madrid, the company Construcciones y Contratas, which would later merge with Fomento de Obras y Construcciones, established in Barcelona in 1900. After him, it was my mother, Esther Koplowitz, who drove the development of the FCC Group, currently led by engineer Carlos Slim. And I would be remiss not to mention the exceptional team that has made this journey possible—the professionals at FCC: today, more than 72,000 people are part of this great family, whose effort, talent, and commitment

are vital to continuing to build, day by day, the history of this Group," concluded the president of FCC.

The Madrid Excelente Awards reaffirm their purpose of recognizing and highlighting excellence in the business sector, distinguishing those organizations that generate a positive impact on society and establish themselves as leaders in innovation, sustainability, and development.



Presentation of the new waste collection and street cleaning contract for the city of Granada.

Granada awards FCC Medio Ambiente the **new contract** for waste collection and street cleaning in the city

This contract will improve the city's environmental quality by including the renewal of the fleet of vehicles used for waste collection and street cleaning. The project will focus on efficiency, resource conservation, and innovation with the aim of optimizing service and becoming more sustainable.

The City Council of Granada has signed a new waste collection and street cleaning contract with FCC Medio Ambiente, representing a portfolio of 745 million euros over the next 15 years and an investment of 71.7 million euros in vehicles, fixed facilities, and a fleet of containers. The new service will employ nearly 850 professionals to serve more than 230,000 residents.

New fleet committed to sustainability

The contract's primary objective is to improve the city's environmental quality. To this end, the fleet will be renewed through the addition of more than 370 state-of-the-art vehicles. This initiative will allow for the renewal of nearly 50% of waste collection vehicles, 90%

of those used for street cleaning, and the entire fleet of shared services, which will consist of zero-emission electric vehicles. Additionally, versatile equipment has been designed to adapt to the city's specific and evolving needs. In this regard, it is also worth noting the importance of efficiency and resource conservation in various services and tasks, such as street sweeping, high-pressure cleaning, and container washing. All of this demonstrates the commitment of the City of Granada it is also worth noting the importance of efficiency and resource conservation in various services and tasks, such as street flushing, high-pressure cleaning, and container washing. All of this demonstrates the commitment of the City of Granada and FCC Medio Ambiente to implementing services that are more environmentally friendly and aligned with the United Nations 2030 Agenda.

Smart Management and Cutting-Edge Technology

Technological innovation is another key pillar of the new contract which, among other new features, will launch a Service Control and Monitoring Center—a groundbreaking initiative in the sector that represents a

significant step forward in service quality excellence. This initiative ensures that all users requiring information—the City Council, the company, and the public—have a single point of reference and unified data, all through the VISION platform, a digital platform for comprehensive service management developed exclusively by FCC Medio Ambiente. An app has also been developed for citizens to report incidents and facilitate communication with the service and municipal team. The service will implement Artificial Intelligence tools to improve the

The contract portfolio totals 745 million euros over the next 15 years





In total, the fleet will be renewed with more than 370 state-of-the-art vehicles.

The new contract is based on environmental stewardship, innovation, resource efficiency, and improved service quality

effectiveness and efficiency of resources, such as the implementation of a tool for analyzing the authorship of graffiti through images, which allows for the study and comparison of the visual characteristics of graffiti to identify the perpetrators.

Efficiency in Waste Collection

The waste collection service, with a capacity of over 120,000 tons annually, is launching an ambitious project aimed at increasing selective collection, which will rise from the current 115 kilograms per resident per year to 300 kilograms by 2030. thanks to the introduction of organic waste collection; the installation of more than 1,500 recycling stations with side-loading containers for general waste, organic waste, packaging, and paper; door-to-door collection using returnable containers for sorted waste in the historic district and other areas of cultural interest; and food waste collection, among other new initiatives. It should be noted that, in defining these services, the objectives set forth in Law 7/2022 on Waste and Contaminated Soil for a Circular Economy were used as a reference, as well as the draft of the Granada City Council's 2020-2030 Strategic Waste Plan.

Strengthening and modernization of street cleaning

Regarding street cleaning, which covers nearly 600 linear kilometers of streets, the frequency of various cleaning operations will be improved and increased compared to the current service. All street-sweeping carts will be electrically assisted to reduce transport times and improve service efficiency, and the vast majority will be equipped with a hydrocleaning system to enhance versatility. All sweepers will be dual-purpose (sweeping and flushing), eliminating the need for blowers and enabling comprehensive wet cleaning. The flushing service is being reinforced, notably with the addition of auxiliary vehicles equipped with pressure equipment, a 600-liter tank, and a 1.5 m³, a reel, and a spray gun, specifically designed to serve inaccessible areas. The Rapid Response Service (SIR) is being created and will operate 365 days a year. Source separation will also be implemented in 3,500 new trash bins, with one in three designated for packaging.

An investment of 71.7 million euros in vehicles, fixed facilities, and container fleets

Social Commitment and Civic Awareness

Social sustainability is also of particular importance, and the service will include Special Employment Centers to manage the collection of textile and bulky waste.

It is essential to take citizens into account and involve them in caring for their city to achieve the ambitious goals of the new service; therefore, outreach coordinators will be hired for communication and public awareness campaigns.





2026 kicks off with four contract extensions that consolidate Aqualia's presence in **key regions of Spain**, such as Galicia, Castile and León, the Region of Murcia, and the Balearic Islands, which together account for a portfolio of over **440 million euros**

The last two weeks of 2025 have brought great news for Aqualia in Spain, with four major contract renewals secured thanks to the trust that institutional clients have in the company, a result of the hard work of all the teams involved.

The contract extensions secured in Vigo (Galicia), Salamanca (Castile and León), Los Alcázares (Region of Murcia), and Sant Joan de Labritja (Balearic Islands) provide a portfolio worth over 440 million euros and will allow the company to continue providing top-quality service to more than 480,000 people.

Vigo
Pontevedra, Galicia

Salamanca
Castilla y León

Vigo (Galicia)

Los Alcázares
Región de Murcia

Los Alcázares (Murcia)

Sant Joan de Labritja
Ibiza, Islas Baleares

Sant Joan de Labritja (Islas Baleares)

Aqualia, which has managed the service since 1991, has committed to continuing to provide it until 2030. The portfolio associated with this significant and flagship contract for the company, through which it will continue to serve some 295,000 residents, amounts to nearly 273 million euros.

Salamanca (Castile and León)

It will also continue to manage the water cycle with Aqualia, in this case until 2031. In operation since 1997, this is another of the company's major and long-standing services, which during this new period will launch a new Innovation Center at the municipal wastewater treatment plant. The contract represents a portfolio of nearly 120 million euros and will allow the company to continue serving approximately 160,000 people.

Aqualia has managed the service since 1987 and will continue to handle water supply and sewerage until 2032, while also implementing various improvements to the network. The municipality, characterized by strong seasonality, serves more than 20,400 residents—up to 88,000 in the summer—and represents a portfolio of approximately 32 million euros.

The municipality decided to extend the comprehensive water management contract with Aqualia through 2037, under an agreement representing a portfolio of nearly 17.5 million euros. In this area, which presents special challenges due to the dispersed population and tourism pressure, the company will continue to serve approximately 7,000 people.

King Salman International Airport in Riyadh (Saudi Arabia) begins construction of a third runway to improve **operational efficiency and support future growth**



Aerial view of King Salman International Airport in Riyadh (Saudi Arabia).

King Salman International Airport, a company of the Public Investment Fund (PIF), has begun construction work on the third runway, marking a strategic step that reflects the ongoing progress in the airport's development and enhances its operational readiness to support long-term growth in air traffic demand.

The third runway is a key component of the KSIA Master Plan and represents a major milestone in the airport's expansion process. The project is being carried out in collaboration with Al-Mabani General Contracting Company and FCC Construcción and has been designed in accordance with the prevailing wind patterns in Riyadh to ensure the safety and efficiency of air operations under all operating conditions.

Improved operational efficiency

Current operational capacity stands at 65 aircraft movements per hour. With the implementation of operational improvements and the introduction of the third runway, capacity is expected to increase to 85 aircraft movements per hour, which will help improve operational efficiency and support long-term growth.

The third runway incorporates multiple access taxiways to ensure a smooth flow of aircraft and will be 4,200 meters long.

King Salman International Airport is a strategic and transformative national project that reflects the Kingdom of Saudi Arabia's ambition to position Riyadh as a global capital and leading aviation hub. The project was announced by His Royal Highness Prince Mohammed bin Salman bin Abdulaziz, Crown Prince and Prime Minister, and Chairman of the Board of Directors of King Salman International Airport, which underscores its national importance and its role in advancing the objectives of Saudi Arabia's Vision 2030.

Located on the current site of King Khalid International Airport in Riyadh, the airport will incorporate the King Khalid terminals, as well as three new terminals, residential and leisure assets, six runways, and logistics facilities.

Covering an area of 57 square kilometers, it is designed to accommodate 100 million passengers per year and handle more than 2 million tons of cargo by 2030.

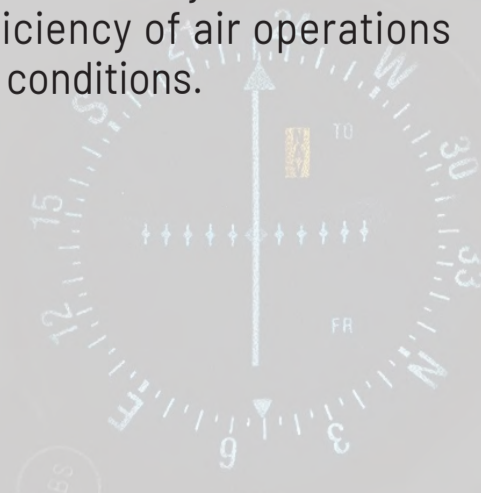
This construction phase helps strengthen King Salman International Airport's network of international flights to multiple global destinations, consolidating Riyadh's position as an internationally connected air gateway and supporting national development objectives within the air transport sector.



The third runway incorporates multiple access taxiways to ensure a smooth flow of aircraft.

Key figures

- Designed to handle 100 million passengers per year.
- Will handle over two million tons of cargo by 2030.
- The airport's capacity will increase to 85 aircraft movements per hour.



FCC on the Move:

Much More Than a Running Club



The FCC Running Club is much more than a training group; it is a space designed so that every professional, regardless of their physical condition, can become their best self through sports. This community offers specialized support and plans tailored to each runner's personal goals, currently boasting 100 members: 20 participating in-person and the rest virtually.

To get an up-close look at what happens behind every stride, we spoke with some of its members. Their testimonials highlight the work of their coach, David Peralta, the heart and soul of this project, who provides personalized guidance and follow-up to ensure the team always feels supported. For each member, running means something different, but they all agree on four fundamental pillars that define their experience at the Club:

What running brings us

- Peace and Tranquility: a refuge to disconnect from daily stress and find balance.
- Health and Camaraderie: the perfect combination of taking care of the body and building meaningful human relationships.

- Perseverance and teamwork: the realization that shared effort takes us further.
- Discipline and well-being: the satisfaction of fulfilling a personal commitment that directly impacts our quality of life.

Why join the FCC Running Club?

- Pride of belonging: it's a distinguishing feature that reinforces FCC's image as a company that promotes health and well-being.
- Bonds between business areas: a unique opportunity to meet and build relationships with colleagues from different departments in a friendly environment.
- Team spirit: here, no one is left behind. The atmosphere is healthy, with that positive "competition" that drives us all to improve.

Positive impact on our mental health

- Focus on the present: when running, mental noise subsides and focus remains on the "here and now."
- Peace and balance: many consider it their form of meditation; it's a tool for managing problems and finding peace of mind.
- Holistic well-being: although many start with the goal of improving their physical fitness, mental improvement is what's most valued. As our runners say: "Life as a runner is, without a doubt, better."

The motivation that drives us

- Double commitment: to oneself and to the team, and above all, to our coach, who prepares the workouts with dedication.
- Self-improvement: better times are usually achieved running in a group than alone.
- Convenience: no excuses; we change at the office and head out to enjoy ourselves.

A tip for those who are hesitant

"Come and give it a try. Anyone can run. The Club caters to all levels and offers full support. We aim to promote a more active lifestyle."

It doesn't matter if you've never laced up a pair of running shoes or if you're already an expert. At the FCC Running Club, you'll find the support, the technique, and, above all, the community you need to reach your goals.





Alicia Morante

Human Resources
Manager at
FCC Concesiones

In 2025, the opportunity arose to move to FCC Concesiones, at a time when it was established as an independent division. It is therefore a very young division which, although still linked to construction and infrastructure activities, has its own specific characteristics.

I am taking on this new challenge with the enthusiasm to continue learning and contributing all the experience I have gained over these 25 years at the FCC Group.

What are the challenges and opportunities of your new position?

I have been managing Human Resources departments for over 25 years. Moving on to manage the Concessions Division means tackling areas I was less familiar with, such as those related to recruitment and hiring processes. It is a challenge to attract and retain talent in increasingly competitive labor markets; to promote diversity, equity, and inclusion policies; and to ensure legal compliance in labor matters while maintaining a healthy organizational climate. These are challenges I have taken on with enthusiasm, honesty, and humility.

To tackle this new professional phase, support from the teams is essential; listening to the people on the teams and the company's professionals allows us to evaluate decisions after analyzing them from all angles.

Tell us about your career path at FCC

My journey with the FCC Group began in late 2000, shortly after I finished my degree in Business Administration, when I joined Ibérica de Servicios y Obras in the HR department, where I started managing all matters related to personnel. These responsibilities introduced me to HR management and led me to expand my academic training by earning a second degree in Labor Sciences, allowing me to focus on all matters related to people management.

I experienced various corporate restructuring processes when the company transitioned to FCC Actividades de Construcción Industrial and, later, to FCC Industrial following the merger with FCC SIE; these changes involved subrogation processes, presenting a new professional challenge. In turn, the implementation of the SAP Management System led to a reorganization of payroll and personnel administration processes and the expansion of management to the companies of the Megaplas Group, Prefabricados Delta, and FCC Industrial.

Opportunities arise in positioning HR as a strategic business partner, improving organizational culture, and building diverse teams that drive innovation.

Does managing diversity require special skills?

Working in the Human Resources department primarily requires empathy with the rest of the people who make up the company; we must lead by example through our actions and the way we interact, creating collaborative environments. The rest comes down to management, knowledge, and professionalism.

Diversity must be managed through inclusive initiatives that guarantee equal opportunities and a discrimination-free environment. HR must drive these initiatives through training, communication, and practices that value differences.

The Concessions division encompasses activities of a very diverse nature. How is this managed by the central Concessions services?

Indeed, when we talk about Concessions, we are talking about activities dedicated to essential transportation and social infrastructure, such as the trams used by millions of passengers each year or the management of roads that must operate in all weather conditions. These are activities with a significant impact on society.

On the other hand, we work nationally and internationally in two areas of activity: managing projects that are already in operation and managing bids for new projects.

In tram management, we manage the Murcia and Parla tram systems, both of which are wholly owned by FCC. We also participate in

the tram systems in Zaragoza and Barcelona. Additionally, we are involved in other activities such as highway concessions in Cuenca, Zaragoza, and Ibiza. We participate in the management of Line 9 of the Barcelona Metro.

In these projects, we operate with a central structure and work alongside the internal structures of each project; therefore, proper coordination of activities is essential. Of the 200 people who make up FCC Concesiones, 15 are based at Central Services, and the rest work on each of the projects. We are also involved in projects where we participate without having control (World Trade Center Barcelona, Torredembarra Marina in Tarragona, Haren Prison in Belgium, the Lima Metro in Peru, and a highway in Wales).

Effective communication, internal coordination, and teamwork with the Group's corporate services (finance, legal, compliance, training, labor relations, etc.) that support us are key to achieving our objectives.

FCC highlights its work for equality on International Women's Day

Internacional de la
Mujer



Group photo of the conference participants with Esther Alcocer Koplowitz, Chairwoman of the FCC Group.

The FCC Group once again commemorates International Women's Day, with the aim of highlighting its commitment to equality, the promotion of women's leadership, and diversity—values that are essential to the company. This date has become an occasion to assess the progress made in the area of gender equality and to reflect on the challenges that still remain to be overcome in our society.

The event, held at the Corporate Headquarters in Las Tablas, Madrid, was opened by Esther Alcocer Koplowitz, Chairwoman of the FCC Group. During her remarks, she emphasized that "the advancement of equality is not merely a statement of intent; it is a tangible reality, day by day, in our workplaces." In this vein, she also underscored the importance of continuing to promote initiatives that encourage the presence of women in all professional fields. Furthermore, she noted that "in recent years, the increase in women in technical roles has followed an unstoppable upward trend at FCC."

The event took the form of a roundtable discussion titled "Talking About Equality," featuring Celia Parrilla Salcedo, Technical Architect in General Services at FCC; Izaskun Vázquez Larrea, Head of Production at the Guipúzcoa-Navarra Branch of FCC Medio Ambiente; Ana Colón Guerrero, Head of the Customer Control and Logistics Department at Aqualia; María Jesús Mora Huelves, Administrative Technician for Management Control and Chair of the Madrid Central Services Works Council at FCC Construcción; Alicia Morante Muñoz, Human Resources Manager at FCC Concesiones; Raquel Álvarez Santos, Environmental Technician at the El Alto Plant of Cementos Portland Valderrivas; and María Belén Valero Gómez, Director of the Realía Central II Branch.

During the conversation, topics such as the transformation of the company's Equality Plans and the importance of combating unconscious biases and breaking stereotypes in traditionally male-dominated technical roles were addressed, emphasizing that talent must be promoted "without labels." Likewise, emphasis was placed on genuine shared responsibility, understood as a commitment shared between men and women. Finally, the dialogue highlighted the strategic role of continuous training and the creation of safe

environments as fundamental pillars for making equality a daily reality and an opportunity for growth for the entire organization.

Our commitment to equality, women's leadership, and diversity

FCC remains committed to the fundamental principles of equality, non-discrimination in the workplace, support for diversity within the company, and respect for the diversity of individuals. This work, which the company has been engaged in for years, has already yielded significant results and values, thanks to which a fair and increasingly diverse work environment is taking shape.

Internacional de la
Mujer



Esther Alcocer Koplowitz, Chairwoman of the FCC Group, during her speech at the conference.

Hazlo por

ellas

Únete a la corriente del cambio



aqualiaigualdad.com

Tu gesto por la igualdad nos mueve ¡Participa!



#Aqualiaigualdad



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ODS alineados con esta iniciativa



Tu compañía del agua

Tu participación sumará ayuda real que impulsará el empleo de las mujeres en riesgo de exclusión, mediante nuestra colaboración con el Plan Mujer de Fundación Adecco.

8M - International Women's Day



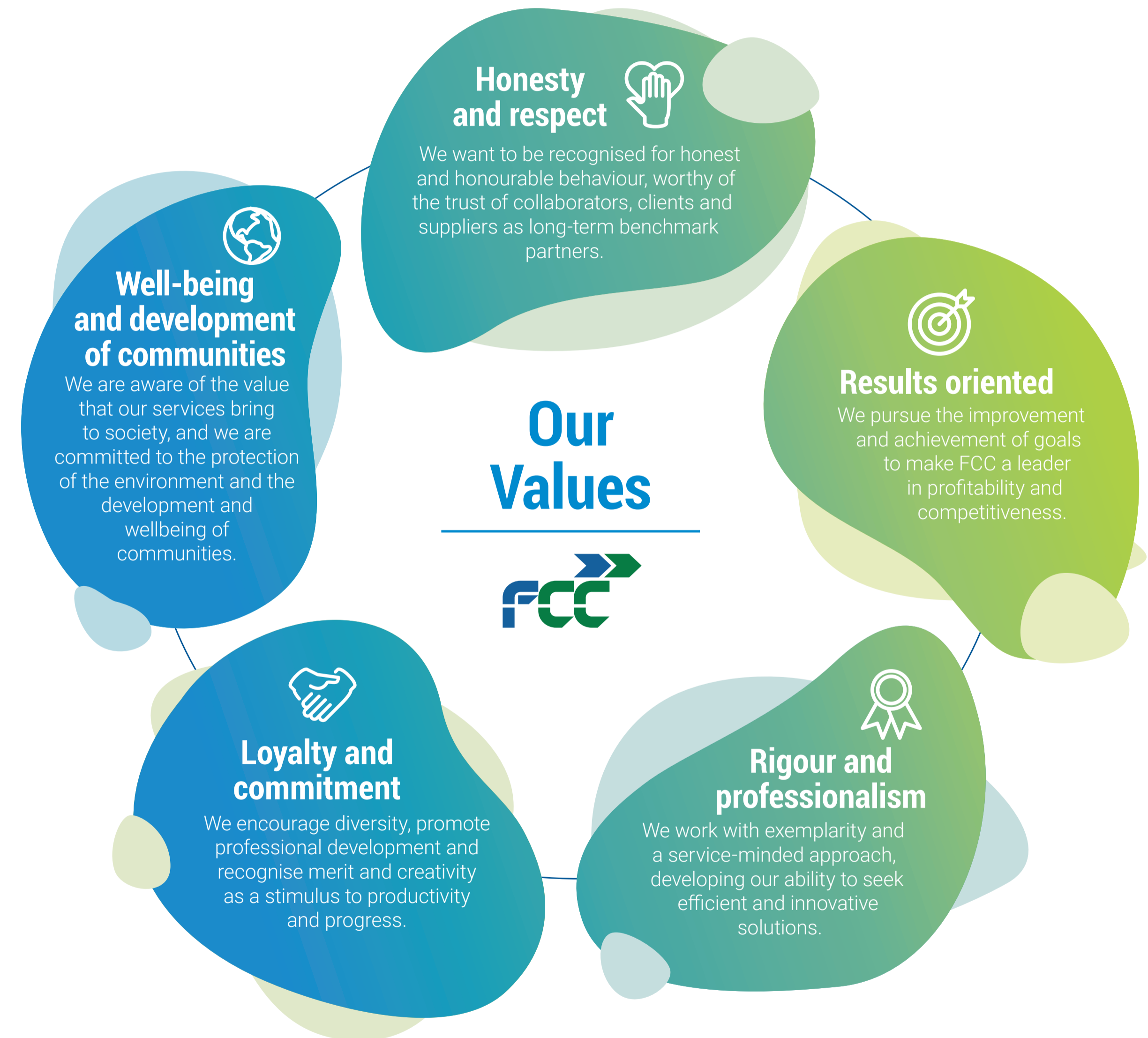
We are building history

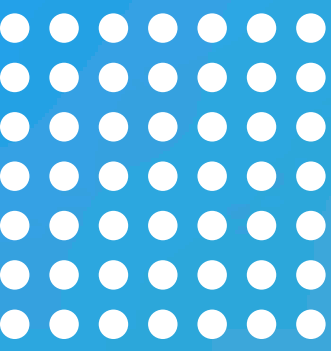


A TU LADO



DÍA INTERNACIONAL
DE LA MUJER





PROMOTING INCLUSIVE ENVIRONMENTS IS EVERYONE'S RESPONSIBILITY

The belief that men are socially expected to be firm and self-confident, while women are expected to be kind and persuasive.

However, kind yet rigorous communication—courteous and clear—fosters work environments that promote the development of everyone's potential.

Remember: don't reject qualities simply because they're associated with the other gender; integrate them into your behavior.

Men are better with numbers, technology, data...

Men entered STEM professions before women, but today there are already women who are experts and even pioneers in these fields. Drawing on people's knowledge regardless of gender allows us to benefit from the experience of both women and men.

Share: try discussing these issues with your colleagues; you might be surprised by who responds.

We can all believe in equality and non-discrimination between men and women, yet at the same time display unconscious gender biases that can negatively impact people's professional futures, or be swayed by gender stereotypes based on collective, socially shared ideas that are never beneficial. Recognizing some of these biases and stereotypes is the first step toward becoming aware.

What gender biases and stereotypes do we face?

Have you ever heard someone say, "...what Ana means is..."?

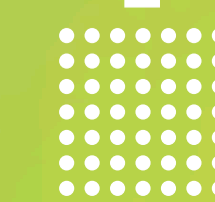
Even if the intention is collaborative, this expression creates a clear communicative inequality between genders. Traditionally, and generally speaking, women tend to remain silent in public spaces while men feel comfortable in them; this is a consequence of the historical background of traditional roles that still coexist in society.

Reflect: if you've ever said something similar, remember to give the person in question the chance to expand on or clarify their own explanation; that way, we respect everyone's right to express themselves.

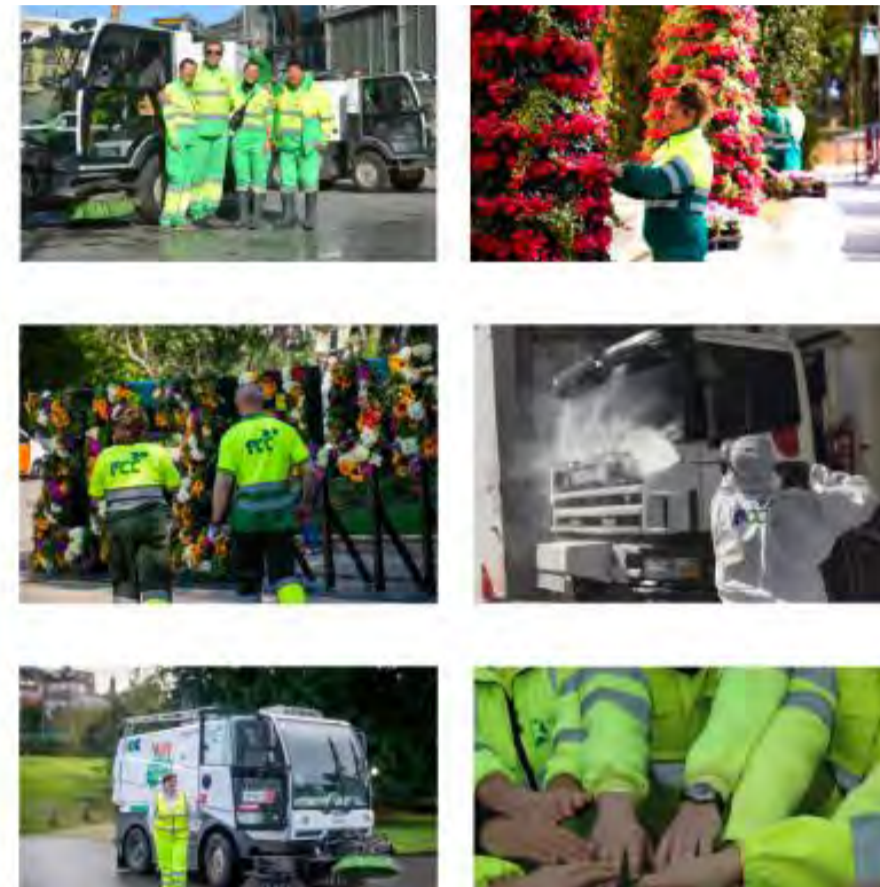
Building truly inclusive environments means recognizing that gender biases and stereotypes are still present in how we think, make decisions, and communicate.

International Women's Day invites us to reflect and take action: challenge limiting expectations, make space for all voices, and value talent without labels.

Equality advances when each person becomes aware of their role and commits to transforming their environment through small, everyday gestures.



FCC Medio Ambiente approves its **Second Equality Plan** and reinforces more than a decade of **genuine commitment to gender equality**



FCC Medio Ambiente has signed its Second Equality Plan, which covers the company itself and its subsidiaries and joint ventures in Spain. This plan, which will remain in effect until 2030, consolidates a firm commitment to effective equality between women and men and builds on more than ten years of work in this area, which began when there was still no legal obligation to do so.

The company has implemented measures and developed policies that promote safe, inclusive, and discrimination-free work environments, explicitly integrating this commitment into its mission, vision, and values.

The Second Equality Plan is based on a detailed assessment analyzing more than twenty companies within the plan's scope and a workforce of over 32,000 people. The analysis confirms the progress made under the previous plan and, at the same time, identifies the challenges and priority objectives for the next four years.

The document includes more than a hundred measures structured into twelve strategic blocks, among which the following stand out:

- Affirmative action measures to promote the recruitment of women into positions where they are underrepresented.
- Equality training programs aimed at the entire workforce, with specific actions targeting women.

- Identification of internal female talent to promote professional advancement.
- Progressive reduction of part-time and temporary employment.
- Annual monitoring of working conditions disaggregated by sex.
- Differentiated risk assessments.
- Enhanced protection during pregnancy or breastfeeding.
- Measures to prevent and eradicate any conduct that may constitute sexual or gender-based harassment, including the dissemination of internal reporting channels.
- Specific protection measures for women who are victims of gender-based violence.
- New voluntary improvements that exceed legal minimums.
- Promotion of shared responsibility in all areas.
- Periodic awareness campaigns on effective equality between women and men.

The Plan was negotiated and approved after more than eleven months of work between the company and the most representative trade unions, demonstrating a shared commitment to advancing toward a fully egalitarian culture.

Commitment to Diversity and Inclusion

FCC Medio Ambiente reaffirms its commitment to creating a diverse, inclusive, and discrimination-free work environment. The company is convinced that advancing equality is not only a responsibility but also a way to improve people's well-being and strengthen the organization's growth.

Existe un espacio donde la diversidad empieza por you_



you_ diversity

Key trends for the future of business:

Sustainability trends according to the UN Global Compact Spain

The year 2026 is shaping up to be a definitive turning point for the business landscape. Following a period of regulatory uncertainty, we are entering a phase where sustainability is no longer an optional concept but is becoming the primary driver of competitiveness, innovation, and resilience in global markets.

According to the recent report by the UN Global Compact Spain, organizations must no longer merely comply with regulations but recognize that sustainability is a strategic opportunity. It is the primary pathway to accessing new business models and attracting sustainable capital in an increasingly demanding environment.



Sustainability as a direct driver of competitiveness



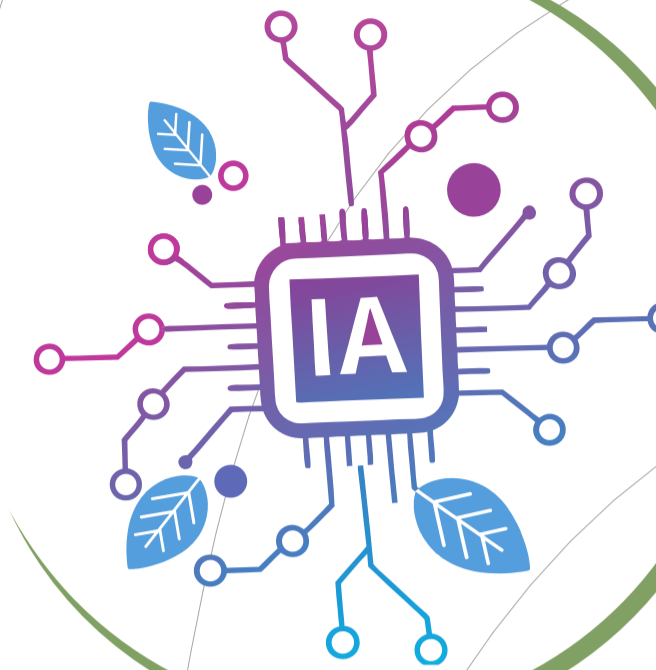
Sustainable supply chains: from training to actual management



Sustainable investment and SRI: a maturing market with rising demands



Artificial Intelligence and responsible governance: a new ESG standard



Enhanced reporting and transparency



Regulatory implementation in Spain



Driving the transformation of the food system



The FCC Group's Construction Division, between regulation and initiative in corporate sustainability



From left to right: David García Núñez, Director of Communications for the Construction and Concessions Division of the FCC Group; Antonio Burgueño Muñoz, Director of Sustainability and Innovation at FCC Construcción; and Belén Chiloeches, journalist.

In a context marked by growing regulatory pressure, organizations such as the FCC Group's Construction Division are integrating sustainability (social, environmental, financial, and governance) not only as a regulatory obligation, but as a strategic commitment of their own. The fact is that corporate reputation no longer depends solely on compliance, but on the ability to anticipate, lead, and act responsibly beyond what is required.

To discover how corporate sustainability is changing in the face of a growing regulatory landscape, Forbes organized a meeting at L'Atelier Utópica to explore how voluntary action on ESG issues can become a competitive advantage, fostering innovation, trust, and a stronger relationship with stakeholders. The speakers at this discussion, moderated by journalist Belén Chiloeches, were Antonio Burgueño Muñoz, Director of Sustainability and Innovation at FCC Construcción; and David García Núñez, Director of Communications for the Construction and Concessions Divisions of the FCC Group.

The first question raised centered on the adjustments companies must make to comply with new sustainability regulations. "Regulation has brought about many positive developments, but also some less positive ones, because it leaves us less room for innovation, and this makes it increasingly difficult to differentiate ourselves from the rest of our competitors," explained Burgueño Muñoz.

To achieve this, FCC's Sustainability and Innovation Director argued that it is crucial for companies to truly commit to sustainability and, within that regulatory framework, develop new projects that set them apart from the rest. "That is why it is vital that we learn to communicate what we do and why we do it. In this way, we will get others to believe in it and chart the course for the future of this sector. "This is the true differentiator," added David García Núñez.

Likewise, both executives highlighted the importance of having the support of a company's senior leadership so that the message reaches all employees, enabling them to become brand ambassadors. "Five years ago, FCC committed to Sustainable Finance. This means that it doesn't just want to comply with regulations or financial taxonomy, but reaffirms its commitment to improving things and making them happen. From the communications department, we face the difficult challenge of explaining what we do and how this impacts people, differentiating our narrative from the business ecosystem. Explaining and exemplifying our model of sustainability and innovation," emphasized García Núñez.

"Our focus is on getting things done and doing them well, not only because it strengthens our reputation, but because we want them to serve as a catalyst for change, as evidenced by the fact that FCC was the first construction company in Spain to join the United Nations Global Compact and the first company in its sector worldwide to join the UN Global Compact's Sustainable Finance Group," added Antonio Burgueño. "And how do we achieve that change?" emphasized FCC's Director of Communications. "By conveying our commitment to our stakeholders, who also embrace our values and help us expand our commitment to sustainability in all our projects around the world."

Innovation and Business

The moderator took the floor again to raise a new topic: how can the commitment to sustainability become a driver of innovation within the company and its business? Burgueño Muñoz noted that sustainability itself is an innovative process, and that it leads to the development of numerous pioneering projects in a wide range of areas within the company: "We are constantly searching for new solutions that allow us to improve processes and knowledge management—and, consequently, our results."

"We must be able to monitor sustainability and communication to give them added value that positions us positively. The Fomento Awards, which we promote at FCC, help us in this regard

and in charting the course for the future in this area," noted García Núñez. He, along with the group's sustainability director, emphasized the importance of involving all employees to further strengthen this positioning effort. "FCC Construcción is also a construction company that improves citizens' quality of life," emphasized Antonio Burgueño. "We have senior management that is committed to sustainability (environmental, social, financial, and governance) because it believes it has a direct impact on society, but also on how we communicate this transparently," noted the communications director.

AI: The Future of Construction

Regarding the future of sustainability and the construction sector, Antonio Burgueño maintained that artificial intelligence (AI) will be a key tool for its development: "In the construction sector, digitalization has its own name, BIM (Building Information Modeling), which is the current way of building and is already mandatory in Spain for many public and private clients, and will be for all within a few years.

This means that all projects will need to be delivered in 3D digital format. This will minimize the risk of errors during construction, serve as an essential tool for comprehensive lifecycle management, and help reduce time, costs, and waste generation."

Furthermore, as David García Núñez pointed out, having a virtual model of projects will improve maintenance work on infrastructure as well as buildings, which will translate into a direct benefit for people. "At FCC Construcción, we are certain that AI and digitalization will revolutionize construction models in a future that is already here," concluded Burgueño Muñoz.

Carbon Disclosure Project (CDP) endorses Aqualia's environmental strategy with a B rating

The company makes its debut in the international benchmark for environmental disclosure, which recognizes its climate management and water security.

Aqualia has been recognized by CDP (Carbon Disclosure Project), an international organization that manages a global environmental disclosure system, with a B rating in the categories of climate management and water security. The rating is based on data reported by Aqualia in its first individual participation in this international standard, in which 20,000 organizations were evaluated.

Through standardized questionnaires, the CDP collects detailed information on organizations' greenhouse gas (GHG) emissions, climate risks, and sustainability strategies, with the aim of helping companies and organizations measure and manage their environmental impact. The CDP is recognized as a global standard for environmental disclosure, and its data is used by investors, governments, and other stakeholders to assess companies' environmental performance.

Until this year, Aqualia reported its environmental progress as part of the FCC Group. The decision to report its information independently represents a step forward in its commitment to transparency and accountability and allows it to more clearly demonstrate the scope and impact of its management in the fight against climate change and in the protection of water resources.

The B (Management) rating obtained by Aqualia assesses the quality of disclosure, risk identification and management, the definition of objectives, and evidence of best practices. CDP applies a methodology with scores ranging from A (the highest) to D- (the lowest), aligned with the TCFD (Task Force on Climate-related Financial Disclosures) reporting framework for climate risks.

Validation of a cross-cutting environmental strategy

The recognition particularly highlights Aqualia's engagement with its value chain, one of the aspects most highly valued by CDP. The involvement of suppliers, users, and partners in identifying and managing environmental risks and opportunities has become a strategic pillar of the company.

Participation in CDP also brings other benefits, such as opening new opportunities for sustainable investments or identifying areas for improvement, in addition to facilitating compliance with increasingly stringent environmental regulations.

Pedro Rodríguez, Aqualia's Director of Strategic Development and Sustainability, emphasized that "this recognition confirms that we are moving in the right direction and encourages us to continue promoting transparent environmental management aligned with global challenges. Our commitment is to contribute, hand in hand with all the regions where we operate, to a more sustainable future, demonstrating that climate action and water protection are essential drivers of competitiveness."

For her part, Sherry Madera, CEO of CDP, noted that "a CDP score is a sign of real commitment backed by solid data that enables companies to make decisions aligned with a sustainable future, strengthening their competitiveness, their access to capital, and their ability to comply. Proactively addressing environmental risks drives economic resilience and stimulates innovation."

Committed to Climate Neutrality

This recognition confirms the integration of Aqualia's Sustainability and Climate Change Strategy at all levels of the organization, aligned with the objectives of the Strategic Sustainability Plan (PESA). The company remains firmly committed to achieving climate neutrality by 2050, while contributing to the protection of water resources through its business model, circularity strategy, and water efficiency policy.



Lleida Wastewater Treatment Plant (Catalonia).

Where precision meets performance: FCC Neunkirchen at the Ski World Cup in Semmering (Austria)

Gondola cabin bearing the FCC Environment CEE logo in Semmering, a living testament to our long-standing sponsorship.

Operational Excellence and Sustainability

The high level of service provided by the Neunkirchen team was the result of meticulous planning, optimized logistics, and clearly structured work procedures.

The organization placed special emphasis on efficient waste separation, responsible resource management, and maintaining a responsive capacity to address any need. These measures proved essential in the face of the massive influx of visitors and the changing demands inherent in a large-scale international sporting event, while reinforcing the sustainability goals that now play a central role in the management of large-scale events.

The proximity of the operations center to the competition venue was a strategic advantage. Located just a few kilometers from Semmering, FCC Neunkirchen was able to respond quickly and flexibly to the event's needs, thereby ensuring a consistent level of service and directly contributing to the smooth running of the sporting event.

Recognition goes to the race winners, as well as to the participating athletes, guests, and the organizing committee for staging a highly successful and flawlessly executed event. The 30th edition of the Audi FIS Ski World Cup in Semmering once again demonstrated the importance of seamless operational support as an essential complement to elite sports, a field in which FCC Neunkirchen played a decisive role.

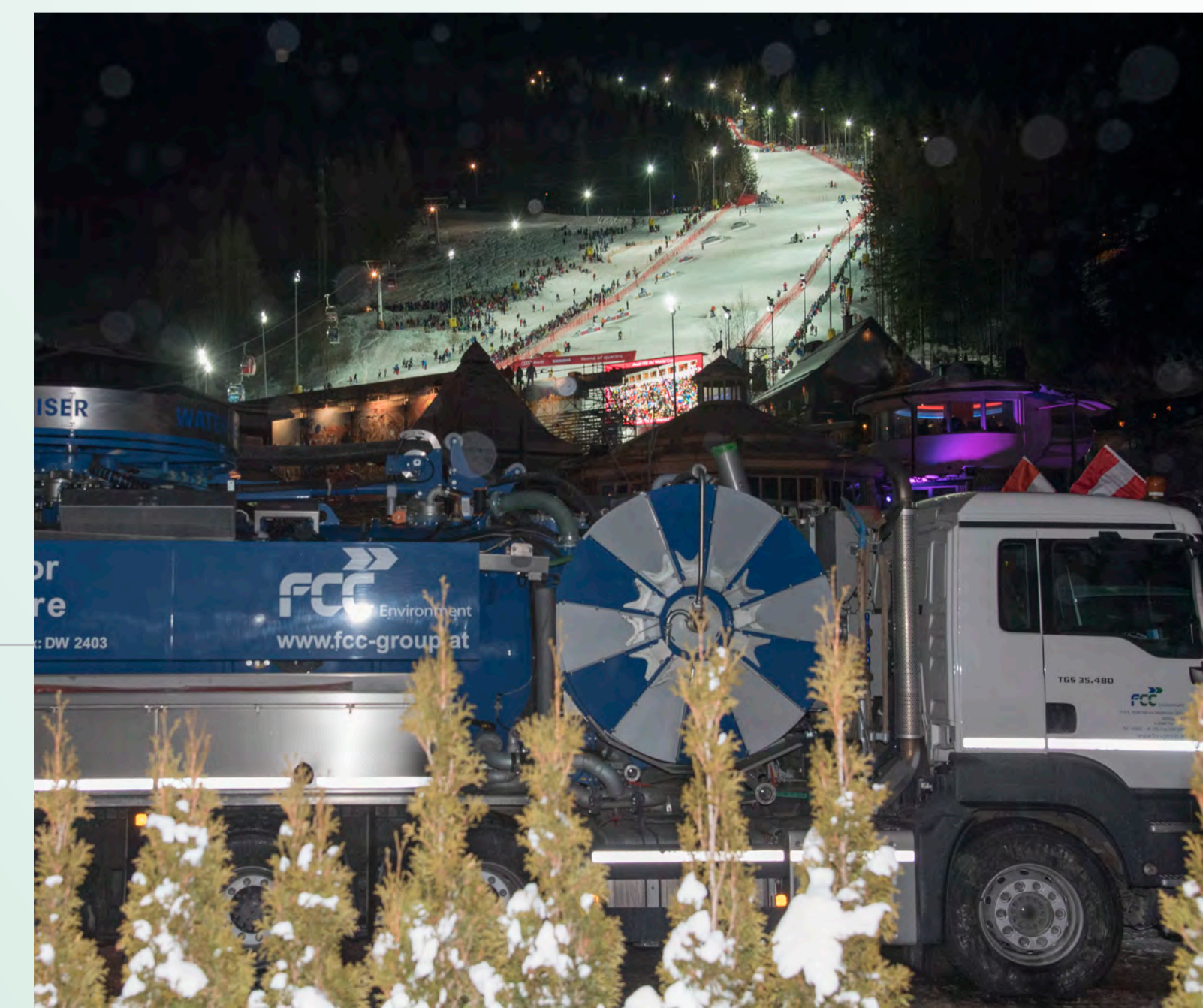
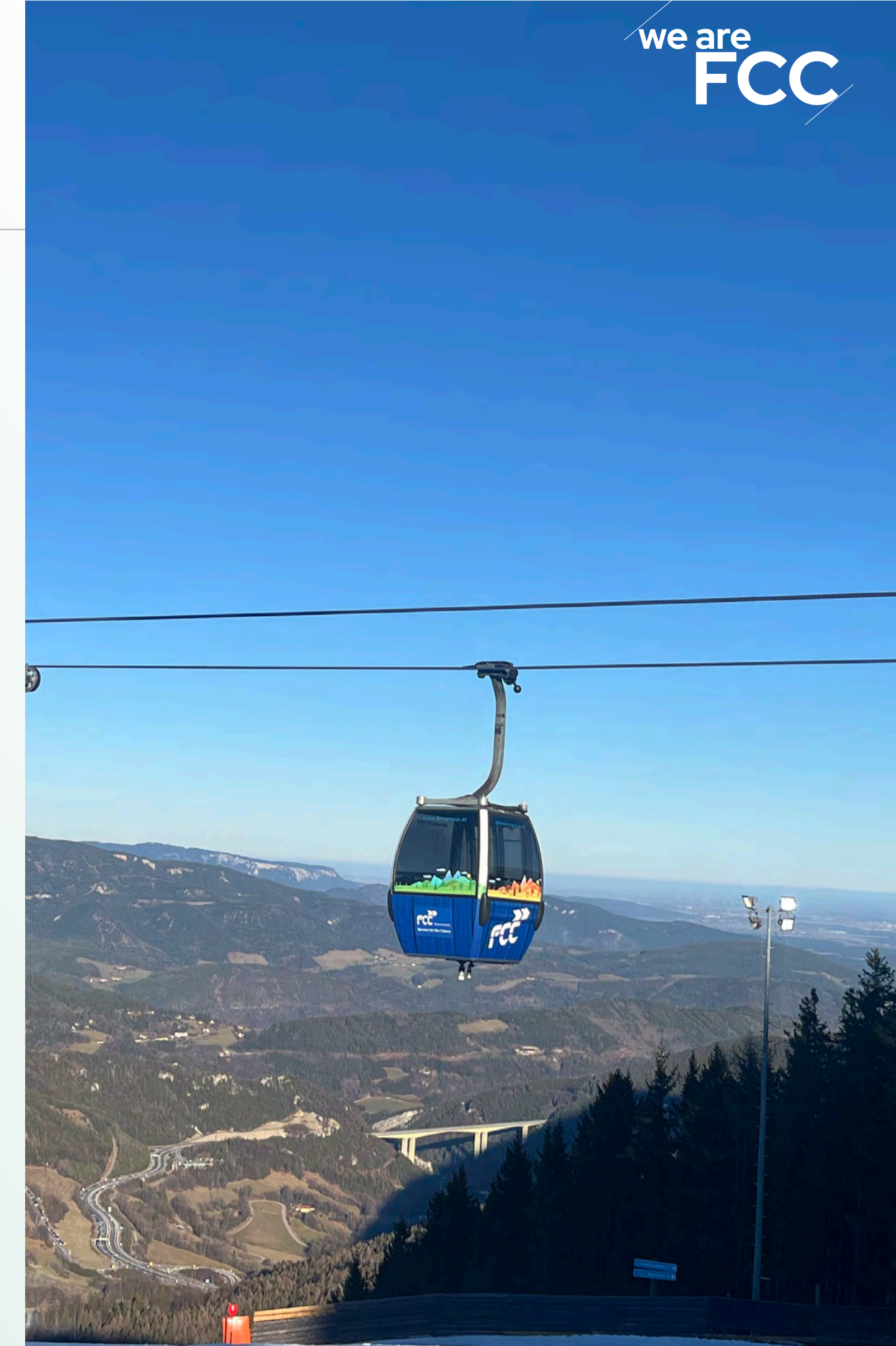
Vacuum truck in action during the Ski World Cup.



Sewer cleaning truck at the Ski World Cup in Semmering (Austria).

For decades, FCC Neunkirchen Abfall Service GmbH has established itself as a key partner in the organization of the Audi FIS Ski World Cup in Semmering (Austria), bringing reliability and professionalism to one of the most renowned events in international alpine skiing. This year's edition marked an important milestone by commemorating the 30th anniversary of the competitions at Hirschenkogel, an event that once again brought together a large international audience, elite athletes, and significant media coverage.

As a sponsor and official waste management partner, FCC Neunkirchen played a decisive operational role throughout the entire event. Tasks included a comprehensive waste collection and disposal service, the systematic cleaning of the venue grounds and specific areas of the facilities, as well as the reliable provision of sanitation services. All operations were carried out in close coordination with the organizers and local stakeholders, ensuring smooth and uninterrupted operations during the two days of competition.



Techniques for Coping with and Overcoming Stress

Today, most people know that stress can have very serious consequences for their health. Therefore, it is essential to try to manage and understand our emotions before they end up taking a toll on both our physical and mental health.

Stressful situations can arise in professional and work settings, but also in health, family, financial, academic, and many other areas. Typically, stress in one of these areas affects all the others.

To help prevent this, we'll share some tips below to help you relax in under 15 minutes and reduce your stress levels.



Pause your activities

One of the best ways to regain your composure if you're already feeling stressed is to stop engaging with the situation or person causing that reaction. We know that in modern life we don't always have the option to walk away, but it's one of the best decisions we can make in a situation like this.

Take a break, go out for some fresh air, find a quiet place, and disconnect. In cases where you can't physically do so, try to mentally distance yourself from the source of stress. If you have a good ability to imagine and visualize, it can help to recall moments from the past when you enjoyed relaxation and peace.



Breathe deeply

One of the first signs of stress is faster, shallower breathing than usual. Therefore, it's very important that, in that situation, you focus on breathing deeply and evenly. This change will help you:

- **Clear your mind**
- **Lower your heart rate**
- **Oxygenate your brain**

All of this will help you calm down and feel more relaxed.

In practice, one of the first signs that you're stressed is noticing that your breathing seems to come from the upper part of your chest, or even from your throat.

At that moment, it's important to try breathing with your diaphragm, the muscle located below your lungs. To do this, start by placing one hand on your lower abdomen, just below your ribs, and the other on your chest. Inhale slowly through your nose, counting to four: you should feel your belly and ribs expand. Then, exhale slowly, also counting to four. Repeat this exercise as many times as needed until you notice your breathing calming down and becoming deeper.



Control Negative Thoughts

When you feel overwhelmed by a stressful situation, the first thing you should do is acknowledge that you're getting stressed.

Once you've done that, ask yourself if your reaction is truly proportional to the situation you're facing or if your mind is overreacting. This cognitive technique helps identify defeatist or catastrophic thoughts and prevents you from being overwhelmed by them.

The final step involves working with the thought or feeling you've already identified and evaluated. It involves visualizing how it gradually fades from your mind. To do this, you can use an image that helps you let go of the worry, imagining it as a mist that dissipates, a wave passing over your head, clearing it, or a light dissolving it.



Relax Your Muscles

When we're stressed, we tend to tense our muscles, often unconsciously. This automatically increases stress and aggression within us. Such a reaction affects not only our bodies but also our thoughts, emotions, and sense of well-being.

To reduce this tension, we suggest this exercise that you can practice at home:

- Lie down on the floor and breathe deeply; constantly contract or tense each muscle in your body and gradually release them.
- Start with your face, and if you have time, continue with the rest of the muscle groups: the neck, shoulders, arms, chest, stomach, buttocks, thighs, lower legs, feet, and toes.

When you finish the exercise, you'll feel more relaxed, as you'll have released the tension built up in each muscle.



Aromatherapy

This method involves using plant-based essential oils for therapeutic purposes. They can be inhaled or applied to the skin through a gentle massage. Certain essential oils help combat nervous imbalance, insomnia, anxiety, and depression, and clear the mind quickly.

To reap the benefits, simply inhale and exhale deeply three to five times to achieve the desired effect.





Set some goals

There are times when you can't resolve the situation causing your stress with a single action; instead, you'll need to take several steps over time. This is especially true when chronic stress has taken hold in your life.

In these cases, the best approach is to create a plan: set some goals and establish a timeline for achieving them.



Plan better

Although planning takes some time, it's a worthwhile investment, as it will restore your sense of control and, therefore, help alleviate stress.



Exercise for at least 15 minutes

Physical exercise is key to relaxing and reducing our stress levels. Any activity that involves cardiovascular work will have positive effects.

If you don't have a lot of space, you can do it right where you are: take small jumps, do squats or sit-ups, or even run in place.

This way, your body will get oxygenated, you'll release endorphins, your mind will be distracted, and your nervousness will fade away. Plus, it'll boost your mood and self-esteem, since you'll be taking care of your physical health.

If, even after taking these steps, you still feel stressed, it's possible that the goals you've set for yourself aren't realistic.

Sometimes, we find it hard to admit that we can't meet a deadline, or at least not within the set timeframe. If this happens to you, you should set new deadlines or scale back your goals to align with reality.

If it's already happened, accept it as something beyond your control, learn from the experience, and move forward.

* Information from Fundación Mapfre.



Group photo of the award winners. These awards recognize excellence in occupational health and safety, well-being, and environmental management.

FCC Environment UK Awarded Three Prestigious Swords of Honour by the British Safety Council

FCC Environment UK, a subsidiary of FCC Enviro in the United Kingdom and a leading resource and waste management company in the country, has been awarded three new Swords of Honour by the British Safety Council. These awards, granted to its waste-to-energy plants in Millerhill (Scotland), Allington (Kent), and Greatmoor (Aylesbury), are in addition to the five awards already received, bringing the total to eight Swords.

These distinctions, which have been awarded by the British Safety Council since 1980, recognize organizations that have achieved excellence in occupational health and safety, well-being, and environmental management. The highest five-star rating in the audits demonstrates a strong culture of best practices that extends across all departments and levels of the company.

In addition, the company received the Sector Award, an accolade that, since 2024, has recognized both the work of operational teams in the field and the tireless efforts of the Health, Safety, Environment, and Quality team to reinforce and improve excellence in the company's performance.

In the words of Paul Stokes, Director of Safety, Health, Environment, and Quality at FCC Environment UK: "We are delighted to

have received these awards and are deeply committed to creating a safe working environment for our employees. Winning a Sword of Honor is a great achievement, and doing so with three of our plants in a single year is a testament to the dedication and effort of our staff."

Leader in Management and Safety

This recognition highlights FCC Environment UK's ongoing excellence in the management of its facilities. Collectively, the three award-winning facilities process around 1.05 million tons of non-recyclable waste annually and generate enough electricity to power approximately 867,000 homes across the United Kingdom.

The British Safety Council is a nonprofit organization dedicated to protecting workers from accidents, hazards, and unsafe conditions. It plays a key role in the policy process that has led to the historic adoption of safety legislation in the UK.

Let's take care of our **DIGITAL HEALTH**

HYPERCONNECTIVITY

Health effects

EYE PROBLEMS

- Dry eye syndrome caused by a decrease in blinking frequency during prolonged screen use.
- Acceleration of visual deterioration processes, such as the onset of presbyopia, cataracts, or other eye conditions, associated with excessive exposure to blue light.

MUSCULOSKELETAL PROBLEMS

- Lower back and neck pain, which can progress to persistent muscle spasms and, in the long term, lead to chronic injuries.
- Thumb tendonitis, caused by repetitive movements.

MENTAL HEALTH CONDITIONS

- Technostress, which affects attitude, thought, and behavior as a result of intensive technology use.
- Anxiety disorder, manifested through obsessive thoughts, tachycardia, or panic attacks in the face of technological deprivation or disconnection.
- Cyberaddiction, characterized by a lack of impulse control and self-regulation, as well as progressive social isolation.

NEUROLOGICAL PROBLEMS

- Sleep disorders resulting from cognitive and visual overstimulation at the onset of rest, which hinders falling asleep and sleep quality.
- Photosensitive epilepsy (PSE), triggered by exposure to repetitive visual stimuli with regular patterns or flashing lights.
- Headaches and migraines, associated with sustained mental concentration and prolonged visual fixation on screens.

Recommendations and best practices

AWARENESS AND WILLINGNESS TO CHANGE

- The first step is to become aware of our unhealthy digital habits, those that, far from adding value or promoting well-being, have a negative impact on our physical, mental, or social health.

USAGE CONTROL

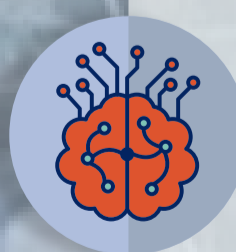
- Becoming aware of the time and how we use digital devices is essential for promoting healthier use. To do this, we can rely on the control tools built into the devices themselves, such as "Screen Time" on iPhone or "Digital Wellbeing" on Android, which allow you to monitor activity and set limits.

THE DEVICE AS AN ALLY

- It is advisable to mute sounds, alerts, and notifications that are not essential, delete apps that do not add value, and organize the remaining ones in a rational way, as well as use voice assistants to streamline daily tasks and minimize prolonged interaction with the screen.

ACTIVE PROTECTION

- Reduce device screen brightness to 50% or less, use blue light filters whenever possible, and, most importantly, internalize the need to take regular breaks, consciously and routinely incorporating them into your daily routine.



Aqualia promotes innovative and sustainable water management in Castile and León



Salamanca Wastewater Treatment Plant.

Water management as a catalyst for sustainable development

Efficient and sustainable water management stands as an essential pillar for ensuring the well-being of future generations. In Castile and León, Aqualia is leading this transformation, turning water into a driver of innovation, regional development, and ecological resilience. Because managing water goes far beyond visible infrastructure such as pipes, treatment plants, or reservoirs: it involves an invisible network of knowledge, technology, and commitment that flows silently beneath the surface, driving solutions that regenerate the environment and strengthen the future.

Salamanca: Epicenter of Water Innovation

From the Salamanca Wastewater Treatment Plant (WWTP), Aqualia has created the Center for Innovation in the Integral Water Cycle, a space where science, technology, and sustainability converge. This center drives national and international projects that develop advanced solutions in water treatment, sludge management, and bioenergy—such as biogas, biomethane, and hydrogen—within a circular economy strategy that transforms waste into resources.

One of the most emblematic projects is United Circles, with an investment of 25.4 million euros. This initiative fosters synergies among key sectors in Salamanca—the paper industry, fertilizers, waste management, and the water cycle—positioning water as the backbone of economic opportunities. Recognized by the Interreg Spain-Portugal program (POCTEP) as a best practice in the circular economy, United Circles reinforces Salamanca’s role as a laboratory for solutions that can be replicated internationally.

In Valladolid, Aqualia demonstrates how innovation can address local needs. At the Íscar Wastewater Treatment Plant, the Camellia system has been implemented—an anaerobic digestion technology with pasteurization that generates sanitized biosolids, highly valued in agriculture. This solution represents a breakthrough in the recovery of organic waste.

Likewise, in Medina del Campo, a natural system has been developed to recharge aquifers with reclaimed water. This pioneering initiative not only improves the quality of aquifers but also contributes to water sustainability and the recovery of essential natural resources.

Ávila: eco-friendly solutions for rural areas

Innovation is also being driven from Ávila. At the Tiñosillos Drinking Water Treatment Plant (DWTP), a purification system using biomimetic reverse osmosis membranes has been validated, ensuring high-quality drinking water in areas affected by contaminants such as arsenic, nitrates, and pesticides, while reducing energy consumption.

In Fontiveros, Aqualia is collaborating with the University of Salamanca and the Provincial Council of Ávila to implement a natural purification system using wetlands and filtration ponds for aquifer recharge. Additionally, together with the University of Burgos, Aqualia is leading projects to restore land degraded by fires, using biosolids generated in treatment processes, thereby closing the circular economy cycle.



Aqualia’s Innovation Center in Salamanca is a hub for national and international projects that develop advanced solutions in water treatment, sludge management, and bioenergy.

A replicable model for the future

Aqualia’s initiatives in Salamanca, Valladolid, and Ávila demonstrate that water management can be a catalyst for sustainable development. Its approach combines applied research, public-private collaboration, and a commitment to the environment, generating economic, social, and environmental benefits.

From Salamanca, the Innovation Center acts as a hub for knowledge and technology transfer, spreading solutions throughout Castile and León. Aqualia does not merely manage water; it transforms it into a strategic resource to tackle climate change and build a fairer and more sustainable future.

Aqualia does not merely manage water; it transforms it into a strategic resource to tackle climate change and build a fairer and more sustainable future



Work team at the Tiñosillos Drinking Water Treatment Plant in Ávila.



Rendering of the IFMIF-DONES facilities in Escúzar (Granada).

FCC Construcción to build Spain's **first particle acceleration experimentation center**

This is one of the most ambitious technological projects in Europe. IFMIF-DONES will become a scientific facility unique in the world for particle acceleration

FCC Construcción, in a consortium with Ferrovial and the local construction firm Añil, has been awarded the main contract under the framework agreement for the design and construction of IFMIF-DONES (International Fusion Materials Irradiation Facility - DEMO Oriented Neutron Source), one of Europe's most ambitious technological projects, to be located in Escúzar, Granada. These scientific facilities, promoted by the Ministry of Science, Innovation and Universities and the Regional Government of Andalusia, will house two particle accelerators designed to study the effects of nuclear fusion on different materials.

The company will participate in the execution of an initial framework agreement with a budget of 174 million euros to begin the design and construction of the infrastructure that will house the experimental nuclear facility. The main building is scheduled to begin operations by the end of 2029.

A Leader in Large-Scale Technological Infrastructure

IFMIF-DONES will become a scientific facility unique in the world, capable of simulating the neutron flux produced in a nuclear fusion reactor. These neutrons will irradiate the materials under study to test their behavior and contribute to the development of new technologies for fusion energy generation.

This project reinforces FCC Construcción's position as an international leader in the execution of large-scale technological infrastructure projects. Currently, the company is designing and building the Pallas nuclear reactor (Netherlands). This is a key project for ensuring the supply of medical isotopes for patients worldwide. Medical isotopes are used in the diagnosis and treatment of diseases such as cancer, cardiovascular diseases, and diabetes. The PALLAS reactor will also contribute to research on a CO2-free energy supply. The reactor will use a new type of nuclear fuel that is more efficient and produces less radioactive waste.

The first framework agreement has a budget of 174 million euros

The **AqualiaRe project**, winner of the 4th **"i4U" Innovation Award** from Aqualia

Aqualia's i4U Awards promote internal innovation and recognize those who, from any area of the company, contribute ideas to improve processes and services, always taking into account a firm commitment to sustainability. In this edition, 25 proposals reached the final phase, reflecting the high quality of participation, with three of them becoming finalists.

WINNER



Innovation4You awards ceremony, where José Luis Marín received the first prize from Santiago Lafuente, CEO of Aqualia.

The winner of the 4th edition of the Innovation4You Awards was José Luis Marín, from the Engineering Department, for his proposal AqualiaRe, a tool that facilitates the design of reuse solutions in accordance with Royal Decree 1085/2024. AqualiaRe allows for comparing treatment methods, estimating costs and timelines, and supporting risk management, reducing time, standardizing criteria, and promoting knowledge transfer.

FIRST RUNNER-UP



Rocio Santiago, Aqualia's Director of Operations and Technology, presenting the first runner-up prize to Cristina Fernández.

The first runner-up prize was awarded to Cristina Fernández Neira, head of the Wastewater Laboratory at the Galicia Branch, for her proposal for an accredited mobile laboratory. This solution enables coverage of large areas with greater visibility, speed, and reliability in analysis, offering a particularly valuable service in remote areas and setting Aqualia apart from other companies in the sector.

SECOND RUNNER-UP



Miguel Perea, Aqualia's Director of Customer Management and IT, receives the second runner-up award from Patricio Hermosilla, Head of Wastewater Treatment in Castile and León.

The second runner-up prize went to Patricio Hermosilla, Head of Wastewater Treatment in Castile and León and winner of the first edition of these awards, for his AqualiberN proposal. The project proposes the use of pine bark as a biofilter to remove nitrogen and other contaminants naturally and efficiently, reducing energy consumption and making use of a low-value waste product, while also being a suitable option, especially for small and medium-sized wastewater treatment plants.

Saudi Arabia recognizes Aqualia's excellence in water management



The award, presented by Saudi Arabia's Minister of Environment, Water, and Agriculture, attests to Aqualia's technical expertise in managing the North and South Clusters and its subsidiary HAAISCO.

Aqualia has reaffirmed its international leadership after receiving special recognition at the National Water Company (NWC) Partners Forum in Saudi Arabia. This high-level meeting, which brings together the main players in the country's water sector, serves as a platform to highlight the most significant contributions aimed at improving efficiency and transforming the water cycle in the Kingdom.

The award, presented in the category of best MOMC (management, operation, and maintenance contract), underscores the technical strength, operational capacity, and reliability that Aqualia has demonstrated in the development of its strategic projects in the region. The company has implemented sustainable management models and cutting-edge technologies aligned with the transformation of the Saudi market, reinforcing its position as one of the international players supporting the ambitious national water agenda.

The award was presented to Javier Villalobos, Aqualia's Country Manager in Saudi Arabia, by H.E. Eng. Abdulrahman bin Abdulmohsen Al Fadhli, Minister of Environment, Water, and Agriculture. The event was also attended by H.E. Dr. Fouad

bin Ahmed Al Sheikh Mubarak, CEO of the National Water Company (NWC), underscoring the strategic importance of the collaboration between the public entity and the company.

A commitment aligned with Saudi Vision 2030

This milestone consolidates Aqualia's position as an international strategic partner capable of delivering long-term value and anticipating the sector's challenges. Through innovation and deep local operational knowledge of one of the world's most demanding and dynamic environments, the company contributes to achieving the goals set out in Saudi Vision 2030. Thanks to a highly qualified team and management, Aqualia continues to strengthen its role in transforming the Saudi water model, ensuring its efficiency.

Aqualia's presence in Saudi Arabia is structured around three large-scale key pillars that ensure water supply and treatment in critical regions. The management of the so-called North Cluster and South Cluster enables the company to lead water services for a population of 8 million people, optimizing networks and operational quality through globally proven work methodologies adapted to local conditions.

This presence is complemented by the operations of HAAISCO (Haji Abdullah Alireza & Co. Integrated Services Ltd.), a subsidiary owned by Aqualia and HAACO, based in Jeddah. It is a key player in the operation and maintenance (O&M) of water infrastructure, including thermal desalination and reverse osmosis plants, treatment stations, and industrial utilities. HAAISCO operates under Aqualia's global standards, integrating advanced compliance systems, safety, and environmental protection, establishing itself as a leader in water management in Saudi Arabia.

Guidelines for minimising cybersecurity risks

- Do not open any attachment from a suspicious email or from an unknown sender.
- Nor click on a link in a suspicious email.
- Before entering your credentials, always check how and in what form they are requested and never enter them on unknown sites.
- Do not transport sensitive information on removable devices. If you do, encrypt the information.
- Never leave your devices unattended in public places or in your vehicle.
- Lock your computer when you leave your workstation.
- Do not modify the settings of your corporate device or install unauthorised applications.
- Avoid using non-corporate equipment to access company services.
- When travelling, do not send sensitive information over untrusted WIFI networks.
- Passwords should be secret and should not be shared.

Let's pay attention and be careful!

If you have any doubts or detect anything suspicious, please report it immediately to InfoSecurity@fcc.es. Thank you very much for your cooperation!

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