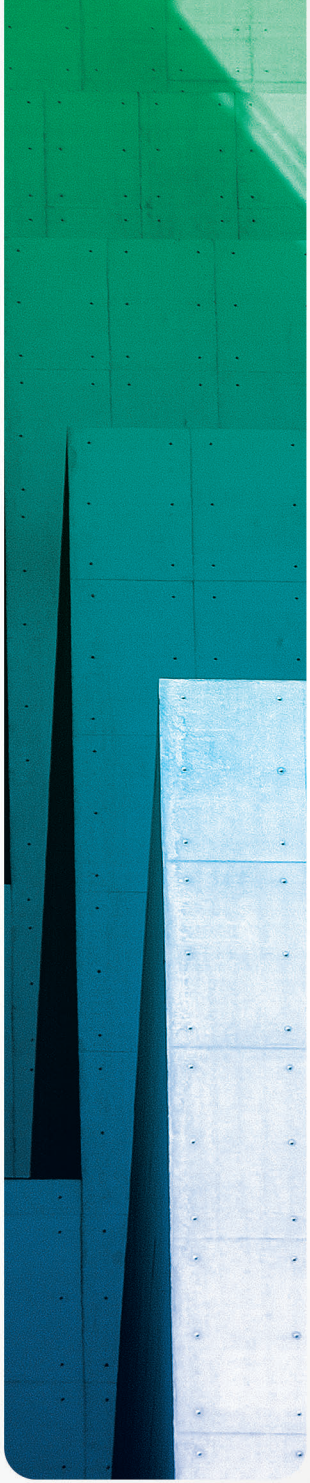

Annual Report

2020

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Annual Report 2020
Full version

1

Letter from the Chairperson

The strength of a large company

Dear shareholders,

This letter, accompanying our Group's 2020 Report, could not begin without first remembering all the people who have fought against COVID-19 over these months and have been able to overcome the disease and especially those who have directly suffered the loss of loved ones as a result of the pandemic. To them all, I offer solidarity, hope and encouragement.

We can all agree that 2020 was a demanding year and a very complex one to manage. It has been a tough, strange and difficult year that has reconfirmed that FCC´s true strength and best capital are its people, their work and their dedication.

Despite adverse moments, we have all been able to take bold decisions and work together.

Together we have overcome the present challenges and together we will take on those to come. Our clear goal is to continue to satisfy the needs of our customers, workers, suppliers, the companies in which we work and the shareholders.

Once again THANK YOU for your hard work, and for having known how to deal with the different waves of uncertainty we have faced and for doing what you do best: applying the methods and values that make up our business plan in your work each day, giving your very best to offer an excellent service. Once again our teams have more than demonstrated their ability, their commitment and the determination that drives them. Thank you.

Despite what has happened, FCC kept going throughout this difficult year and with an exceptional effort we have continued to push forward our Group's activity and growth, as shown by the results which exceeded all forecasts. The details can be found in this annual report, which are an accurate reflection of the company's extraordinary response to the pandemic´s negative circumstances.

Indeed in 2020 the company made a gross operating profit of 1.047 million euros, 2.1% higher than the previous year and an attributable net profit of 262.2 million euros, practically the same as 2019.

This is a great performance that was mainly supported by sustained income from Environment and Water activities. In light of their being essential services they suffered less impact than other activities with restrictions in place to combat the health crisis.

The higher contribution of income in Concessions has also helped, with an increase of 73.7 million euros, and in Construction, which has managed to maintain its activity levels, notably with an increase of 6% in Spain and 9.4% in other European countries.

All this activity has been accompanied by a very significant effort to reduce the Group's financial debt what has amounted to 21.8% compared to 2019, mainly owing to actions carried out in Environment, Cement and Concessions.

Finally, I would like to highlight the 17.9% increase in equity, as a result of the stability in net income as well as the high percentage of shareholders who opted to reinvest the annual flexible dividend in new company shares, demonstrating their complete confidence in our Group.

Without doubt another difficult year lies ahead. However, according to the latest 2021 IMF and OECD macroeconomic forecasts, a gradual recovery of the global economy is expected, which should be positive for us.

Therefore, despite a high degree of continued uncertainty, we fully trust our business model, strategy and team leadership to allow us to continue growing and creating value for our shareholders.

I end this letter by thanking our shareholders for their support and our board of directors, as well as the undisputed leadership of Carlos Slim and Grupo Carso, whose support and trust of the company's management committee has once again been decisive in successfully managing this difficult year.

> Despite adverse moments, we have all been able to take **bold decisions and work together**

Esther A. Koplowitz

Chairwoman of the FCC Group

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Letter from the CEO

Pablo Colio Abril

CEO of the FCC Group

Dear shareholders,

I would like to begin by thanking and recognising our almost 60,000 professionals, particularly our front-line workers providing essential services, a job that they have performed extraordinarily well in this difficult year framed by the pandemic. We have ensured the provision of our excellent services, with perhaps, the most important aim in our recent history: guaranteeing the health and well-being of citizens in a health and socio-economic environment that demanded teamwork and solutions all working towards a common goal. Services such as the collection and treatment of waste and street cleaning, managing the end-to-end water cycle or the management and maintenance of transport infrastructures all acquired vital importance as they are in the first line of defence against the pandemic.

Together we have again shown that we can successfully face any global challenge, offering our human capital and our experience to the needs of the cities of which we are part. This has only been possible with our dedicated teams, who have always distinguished themselves with their commitment and high level of professionalism. Throughout this year, we maintained and reinforced essential citizen services in the communities in which we operate at a time that has been critical for human welfare and for the viability of the cities themselves.

For all this, to all of you, my sincere thanks.

We also have a duty to the society of which we are part. The current social and health crisis in which we find ourselves has brought to light the vulnerability of the market, companies, institutions and, above all, of the disadvantaged. With the aim of making its greatest possible contribution, our Group has actively collaborated on numerous initiatives in this very difficult year towards the social reconstruction of the country, while trying to alleviate the terrible effects of the pandemic as much as possible. These initiatives have been and are an exercise of solidarity and responsibility by the company and our professionals with society, of which FCC wants to be an essential part and at the forefront.

Thank-you to all our professionals

It should also be emphasised that it has been a priority to incorporate the best practices into our services to ensure the health and safety of our teams, which are fundamental pillars of our business culture. In addition, our Group has fully committed itself and offered its support to its customers, helping them manage one of the most complex situations that all citizens have faced.

The pandemic has coincided with our company's 120th anniversary, again demonstrating our capacity for resilience and adaptation to all contingencies, thanks to the human and technological experience we have accumulated over more than a century. We have once again proven that we are capable of recovering from the greatest adversities and making every difficulty an opportunity; working together and serving society. This has been part of FCC's DNA since 1900.

Solid foundations on which to build the future

The various measures carried out at operational, structural and financial levels driven by the FCC's new shareholding structure since 2015 –with the Carso Group as its reference– have provided the Group with a competent resiliency that has been demonstrated in this tough pandemic year.

During these years, I have to emphasise that it has been possible to recover FCC's position as a Group specialised in environmental services management in the operational area; managing the end-to-end water management cycle and the development and management of infrastructure. In addition, it has been possible to improve risk management systems; increase ethical commitment; encourage synergies between different business areas and promote corporate brand equity with the aim of increasing profitability on operations and customer satisfaction.

In the structural area, the Group has reinforced its profitability and operating cash flow by implementing strict expense containment and reducing structural and corporate costs to be more agile and competitive in the markets in which the FCC Group operates.

Finally, I would like to comment that in the financial area, the Carso Group leadership proved to be essential in carrying out a combined consolidation process of the capital structure, through two capital increases: one in December 2014 and the other in March 2016. These two capital increases totalling 1.709 billion euros, served as a base for a thorough restructuring and subsequent reduction of the company's debt.

> The **measures carried out** at operational, structural and financial levels driven by the FCC's new shareholding structure since 2015 – with the Carso Group as its reference – have provided the Group with a **competent resiliency** that has been demonstrated in this tough pandemic

Thanks to these actions, FCC has a solid structure, so we can say that our Group is prepared to manage the challenges and difficulties that the future may bring with guarantees of success.

Our balanced and diversified business model, supported by a committed and consolidated shareholder support, has placed us on the path towards profitable and sustainable growth and has allowed us to fulfil our commitment to offer citizens a global service, on par with our cooperation in consolidating socially integrated cities.

Despite the impact of the pandemic, our turnover has remained stable in 2020 and we therefore continue to be a world benchmark in environmental services, end-to-end water management, construction and management of infrastructures, as well as the production of associated materials.

The FCC Group is present in more than 30 countries, in whose markets we have obtained 40.37% of the revenues in the last year, guaranteeing the global expansion that we have seen as group that is over one hundred years old, but also the confidence in the possibilities of our domestic market.

Our journey as a Group places us in an ideal position for the future: a strategy, a business model and a culture that reaffirm our purpose and a broad journey in innovation to respond to global challenges.

Sustainability placed at the centre of our development

Providing added value has always been at the centre of our business strategy. Sustainability has been a turning point for the company to continue its socially responsible and sustainable transition contribution to present and future cities.

From the outset, FCC has always been characterised by the responsibility to improve people's well-being and respond successfully and effectively to urban challenges: demographic, economic, environmental and social changes, in search of greater daily sustainability.

We are living at a time when it is crucial that we review the growth models of the past to embark on a new phase of more sustainable and inclusive prosperity, which allows us to act with greater coordination and effectiveness to face these global challenges.

We have a decade ahead of us for the 2030 Agenda to materialise by achieving the Sustainable Development Goals (SDGs), which guide the efforts of public and private sectors to respond to the main global challenges. We ensure that, as a citizen services benchmark company, we will continue to maintain and consolidate the sustainable development of the societies in which we operate, promoting the contribution to the SDGs through our strategy and responsible management. To this end, we have renewed our commitment to the United Nations Global Compact and its ten principles, an initiative of which we have been a part of for more than 10 years.

> Our journey as a Group places us in an **ideal position for the future**

I would like to remind you that this year we are celebrating the 15th anniversary of the FCC Group's first social responsibility report, demonstrating our Group's commitment to transparency and communicating our performance in social, environmental and good governance matters. So as to not miss the date, in 2021 the Board of Directors prepared and approved our Sustainability Report, corresponding to 2020 financial year, detailing the company's social, environmental and good governance performance. This report will allow us to understand how we integrate care for the environment, respect for people and impeccable behaviours into our business model, with the latter through our Compliance Model, the apex of which is our Code of Ethics and Conduct that was updated in 2019 by the FCC Group's Board of Directors.

Gross operating profit increases 2.1%

As mentioned previously, in a year as complicated as the one just passed, the Group has demonstrated its resilience and made a profit that exceeded the most pessimistic forecasts on the impact of the pandemic, showing positive results in key indicators.

In 2020, the company made a gross operating profit of 1.047 billion euros, 2.1% higher than the previous year.

We face the upcoming years with great optimism, confident in our **solid experience**, our culture that is oriented towards **results and austerity** and our unbeatable **human capital**

Net attributable profit reached 262.2 million euros, practically stable but with a slight contraction of 1.7% compared to 2019. Net turnover in 2020 was 6.158 billion euros, 1.9% lower. This exceptional performance, given the circumstances of 2020, was mainly backed by sustained income from Environment and Water activities, thanks to their nature as essential services, which saw a somewhat lower impact than that suffered by other activities due to restrictions since March 2020 to combat the health crisis. Also noteworthy is the higher contribution of income in Concessions, which meant a 73.7 million euro increase in income. In Construction, activity levels were maintained in practically all geographies where the company operates, despite the extraordinary difficulties experienced in many of them as a result of the health crisis. Geographically, despite the situation, the 6% increase in Spain and 9.4% in other European countries stand out. These geographies contribute approximately 72.6% of the Group's turnover.

On the other hand, it is worth highlighting the reduction in the Group's financial debt of 21.8% compared to 2019, mainly due to actions carried out in the Environment, Cement and Concessions areas. Finally, equity increased by 17.9%, as a result of the stability in net income and the high percentage of shareholders who opted to reinvest the annual flexible dividend in new shares of the entity.

Throughout the year, each FCC business area has starred in key events.

Noteworthy, in the **Environment area** is the agreement reached in 2020 with an investment group for the purchase of 49% of the capital –for 198 million pounds sterling– in the subsidiary Green Recovery Projects Limited, which owns five energy recovery plants in the United Kingdom. On the other hand, it is worth mentioning the growth in the United States as it was the first year of activity for the solid waste collection service in Volusia (Florida) and Omaha (Nebraska); and highlights, in turn, the award obtained last October as the best valued company in terms of technical criteria for the Barcelona cleaning and collection contract.

The **Water area** has consolidated its leadership in Spain, with several end-to-end water management cycle contracts renewed in 2020, among which the contract in Vigo stands out as this received a five-year extension worth about 260 million euros. On the other hand, the renewals obtained in 2020 having a loyalty rate of close to 100% is also of note. The business's stability ensured the ratings agency Fitch to grant a positive in its last credit rating review.

The **Construction area** was awarded the contract to design and construct a new hospital in Jersey. The value of the contract is 26.5 million euros in the design phase and 550 million euros in its execution. On the other hand, the 239 million euro award for the E6 motorway in Norway and the construction and maintenance project of a section of the Mayan Train, in Mexico for close to 800 million euros are particularly relevant. In Concessions, I would like to highlight the award – with other partners – for the extension of the A465 motorway in Wales (United Kingdom), a project that will improve the connectivity and development of the region and that has a planned investment of more than 600 million euros, an infrastructure that in turn will be built by the Construction area.

In the **Cement area**, the activity accounted for approximately 81% of the Group's total revenues in 2020, with 38% coming from international markets, mainly Tunisia and the United Kingdom. It is worth highlighting the 58.9 million euro contribution from the sale of CO2 rights, compared to 5.8 million euros in the previous year, which allowed –together with a notable decrease in energy costs– a sizeable increase of 61.9% in EBITDA for the period.

Finally, be certain that we will continue working every day to offer global, innovative and social impact solutions that allow the efficient management of resources and improvement of infrastructure, contributing to increasing the quality of life of citizens, and reinforcing the sustainable progress of society.

We face the upcoming years with great optimism, confident in our solid experience, our culture that is oriented towards results and austerity and our unbeatable human capital, all with the desire to build a business future based on the amazing socially responsible record we have and that, with total security, we will overcome this hard time we have had to live through.

I am in no doubt that our culture of constant innovation and our commitment to integrity and rigour with social well-being will allow us to consolidate ourselves at the forefront of developing the communities of tomorrow and continue to be an international benchmark group in the provision of citizen services.

I am convinced that, with our work and our strength as a Group, we will continue to build the future of FCC together, day after day.

Pablo Colio Abril

CEO of the FCC Group

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Board of Directors

The General Shareholders Meeting is the Company's overriding decision-making body in matters for which it is responsible and that are specified in the Regulations for the General Shareholders Meeting.

With regard to the adoption of resolutions on matters not attributed to the General Shareholders Meeting, it is the Board of Directors that has the maximum responsibility and powers to manage, direct, administer and represent the company.

The Board has appointed three delegated committees with a view to achieving greater efficiency and transparency in the exercise of its powers.

FCC's Board of Directors

- **64%** Proprietary
- **22%** Independent
- **14%** Executive

During 2020, the Board met **nine times**, with an average attendance of **90.48%**

Composition of the Board of Directors and its Committees

	Executive Committee	Audit Committee	Appointments and Remunerations Committee
Esther Alcocer Koplowitz[1] Chairwoman (Proprietary)	☐		☐
Esther Koplowitz Romero de Juseu[2] Deputy Chairwoman (Proprietary)			
Pablo Colio Abril CEO	☐		
Alicia Alcocer Koplowitz[3] Proprietary	☐		
Carmen Alcocer Koplowitz[4] Proprietary			
Gerardo Kuri Kaufmann Executive	☐		
Álvaro Vázquez de Lapuerta Independent		☐	C
Carlos Slim Helú[5] Proprietary			
Alejandro Aboumrad González Proprietary	C		
Alfonso Salem Slim Proprietary			
Juan Rodríguez Torres Proprietary	☐	☐	☐
Antonio Gómez García Proprietary			
Manuel Gil Madrigal Independent		C	☐
Henri Proglio Independent		☐	

The **percentage of female** directors on the FCC Board of Directors, at 31 December 2020, was **28.57%**

C: Committee chair

(1) Representing Dominum Desga, S.A.

(2) Representing Samede Inversiones 2010, S.L.U.

(3) Representing EAC Inversiones Corporativas, S.L.

(4) Representing Dominum Dirección y Gestión, S.A.

(5) Representing Inmobiliaria AEG, S.A. de CV.

4

Value creation in FCC

FCC Group's mission, vision and values

FCC's vision defines the future sought by the company and gives a purpose to its action. Therefore, all its components share the same culture and are part of the same project: a single FCC.

To achieve its vision, FCC develops and manages environmental services, end-to-end water cycle management and large infrastructure services while maintaining the highest standards of operating excellence and applying the strictest ethical principles set out in the FCC Group's Code of Ethics and Conduct in all its areas and activities.

For the company's staff, the Code of Ethics and Conduct represent the highest standards in the FCC's Group's range of policies and procedures that allows a strengthened culture of compliance that supports the creation of long-term value in its project.

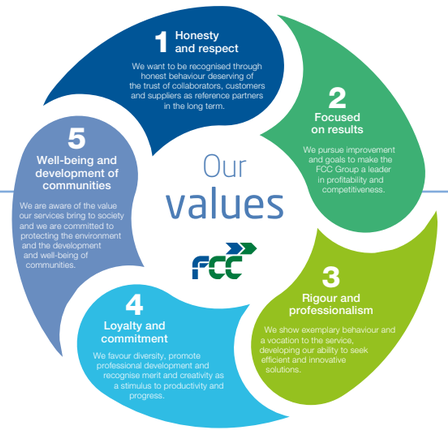
MISSION
What we do

Design, carry out and efficiently and sustainably manage environmental services, end-to-end water cycle management and the construction of large infrastructure works to improve the lives of citizens.

VISION
What we want to be

For the group to be an international leader in Citizen Services, offering global and innovative solutions for the efficient management of resources and improvement of infrastructure, contributing to improving the quality of life of citizens, and the sustainable progress of society.

Strengths of the business



VALUES

Beyond the leadership position in the different businesses –key in the communities of the future and as a result of its technical and professional capacities– FCC has established certain inalienable conduct guidelines, which are essential for the Group to operate successfully in a sustainable and responsible manner. It's about values.

These values are part of the new Code of Ethics and Conduct of the FCC Group and are intended to transmit and instil the principles in all company employees.

FCC, ready to face the future

FCC's strategy: focus on growth with profitability

The FCC Group faces the future with confidence and has shown that it has sufficient resilience to overcome times of crisis such as those we are experiencing now and those it has overcome in its 120 year-history.

This resilience is based on solid foundations, a leading-edge risk management framework, a commitment to good governance and sustainability, and the importance of keeping an eye on future challenges.

With the aim of promoting the sustainable evolution of cities, and positioning itself at the forefront of their competitive environment, the FCC Group has developed its cross-cutting value creation model. This model, which is shared by all the Group's businesses, is based on the following **value creation levers:**

Value creation levers

- **Quality and innovation:** FCC is an operator that has significant experience in these businesses, with a differentiated technical specialisation, able to lead large consortia in complex projects. Likewise, it has a highly specialised and committed human team, which prioritises protecting its health and safety and who are capable of providing innovative solutions and taking care of improving people's lives on a daily basis.
- **Integrity in its actions,** the Group's Code of Ethics and Conduct establish everyone's commitment to the environment and people, respect for rights and dignity, and demonstrating zero tolerance against discrimination for reasons of race, religion or gender. Likewise, the Compliance Model ensures that all the Group's companies and employees are governed in accordance with the principles established in the Code of Ethics and Conduct, while strengthening internal control so as not to incur in any criminal breach.
- **Financial discipline and management efficiency,** with the aim of preserving long-term profitability and sustainable growth. The FCC Group's strategy is embodied in a set of actions that seek to improve the capital structure and use of external resources, the generation of cash and the optimisation of financial costs.
- **Proximity and commitment,** having local roots in the places where its operations are carried out, allowing it to develop relationships of trust. FCC seeks to create value in the communities where it is present, favouring transforming societies into healthy, inclusive and cutting-edge environments.

These value creation levers serve to guide the FCC Group's Sustainability strategy.

Strategic vectors of the FCC Group

The FCC Group focuses its strategy on strengthening its competitive position in key markets where it is already present, as well as selective growth in new markets that are attractive and aligned with the company's corporate and risk culture. Likewise, promoting sustainable development has been and will continue to be one of the Group's strategic vectors, promoting the construction and management of sustainable and resilient infrastructures, promoting the circular economy and mitigating the Group's contribution to climate change.

Maintain leadership in key markets

To maintain its leadership position in the countries where it operates, FCC focuses its efforts on guaranteeing the quality and continuity of its services, which allows it to retain a competitive position in each market. Given the diversity and how they complement each other, the synergies between them help to correctly assess the risks and potential of each project, which translates into a sustained increase in the Group's international portfolio.

Likewise, FCC intends to be a facilitating company for its customers, establishing long-term relationships, providing guarantees and the reliability of a big leading company, while also remaining local and focused on each of the regions where it operates.

In the **Environment area,** for example, the strategy in Spain focuses on maintaining its competitiveness and leadership position, combining technical knowledge and developing innovative technologies, offering respectful, inclusive and sustainable services.

Despite leaving the European Union, the UK remains committed to the EU's circular economy goals and is pushing for new measures to support plastics recycling by introducing a tax on packaging and supporting measures to reduce CO_2 emissions.

In Portugal opportunities related to soil decontamination and new urban sanitation contracts stand out, while moderate growth is expected in Central and Eastern Europe, weighed down by the effect of the pandemic.

The **Water area** seeks to maintain its competitive position in end-to-end water management cycle markets in which it has a consolidated presence (such as in Spain, with renewal rates above 90%) and to take advantage of opportunities that arise in this activity.

In Europe, countries are expected to restart public tenders to renew water infrastructures (as with Portugal) or by terminating the contractual term of any existing contract (as with France).

The **Construction area**'s strategy focuses on maintaining its presence in countries and markets with a certain stability and through demanding risk management that should provide access to a selective portfolio of projects that ensure profitability and cash flow generation for the company. It is worth highlighting the key position of the company in foreign markets, which accounts for 47% of income, with large projects underway in Riyadh, Lima, Dublin, the Netherlands and Romania, among others.

Finally, the Cement area seeks to maintain its competitive position in both operational efficiency and sustainability to remain a benchmark for the sector in the countries where it operates. Given the macroeconomic forecasts and the uncertainty of the epidemiological situation, it is expected that the consumption of the cement market in Spain in 2021 will be between -3% and 3% compared to Tunisia, where consumption will grow by 5%, reducing the impact suffered in 2020.

The **FCC Group** focuses its strategy on **strengthening its competitive position** in key markets in which it currently operates

Selective growth in new markets

Each FCC Group business detects opportunities of interest in the markets in which it operates, as well as in new markets. The Group's strategic planning means it can establish objectives to be achieved by each area of activity. These objectives consider market opportunities and the risk appetite deemed acceptable in each country where these opportunities arise.

In **FCC Medio Ambiente**, the inclusion of new technologies will enable us to further consolidate our strength in the markets for waste recycling and valuation in Europe and position ourselves as key players in the circular economy. New European demands with regard to climate change will encourage new services aimed at energy efficiency, urban mobility and smart cities.

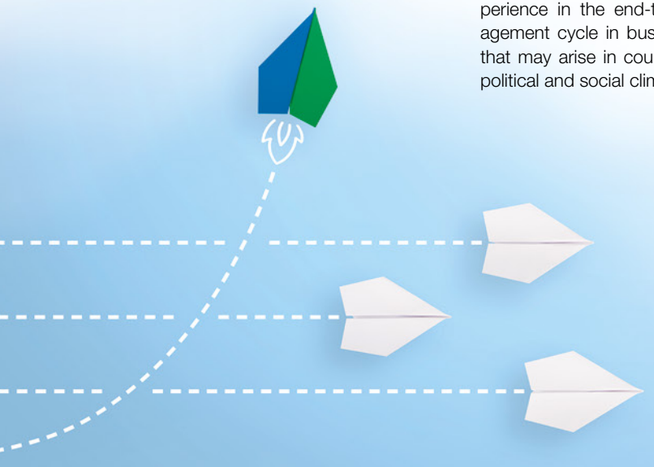
Internationally, the United States is a market with a high development potential for FCC, supported by its know-how, experience and the use of the most advanced and efficient technologies in the provision of environmental services. The company is working towards consolidating its presence by growing residential contracts and boosting the commercial collections activity. 2020 was the first year of collections service of Volusia County (Florida) and the largest contract in the Omaha County (Nebraska), which will act as a regional base to expand the market in the Midwest.

Jointly with the end-to-end water management cycle, **Aqualia** plans to promote growth via BOT (Build, Operate and Transfer) and O&M (Operation and Maintenance) in desalination and treatment in North Africa, Latin America and the Middle East, and will continue to explore possibilities in other countries such as the United States. In this sense, FCC Aqualia will always make full use of its broad experience in the end-to-end water management cycle in business opportunities that may arise in countries with a stable political and social climate.

The **strategic planning** by the Group means it can establish **objectives** to be achieved by each **area of activity**

Internationalisation arrived in 2020 for **FCC Construcción** after winning contracts in Mexico, Wales, Norway and Chile. In this sense, the development of large infrastructure projects obtained between 2018 and 2020 is expected in the coming years as well as the contribution of consolidated markets in America (Canada, USA, Mexico, Chile, Peru, Colombia) and Europe (Netherlands, United Kingdom, Ireland, Norway and Romania). Also noteworthy is the company's stable presence in recent years in the Middle East.

Despite the **Cementos Portland Valderrivas Group** being aware of possible growth opportunities in new markets, the strategy focuses on consolidating the markets in which it is present. The Group will continue developing its policies to seek efficient and optimal investments, as well as adapting all organisational structures to the situations in the countries where it operates.



Contribution to sustainable development

Throughout its 120-year history, the FCC Group has developed its activity based on fostering long-lasting, transparent and mutually beneficial relationships with the stakeholders with whom it interacts. The Group's strategy will always be aligned with these commitments, ensuring that the progress of cities guarantees the well-being of citizens and the preservation of the environment.

For the FCC Group, the progress of cities must guarantee the well-being of their citizens, respect for human rights and the preservation of the environment. All these years, FCC has been hand-in-hand with the constant evolution and transformation of cities, providing sustainable solutions and launching corporate social responsibility projects and initiatives.

As fundamental pillars of its sustainability strategy, the FCC Group has the **Corporate Social Responsibility Policy**, approved in 2016 by the Board of Directors, and the **Fourth CSR Master Plan** that, aligned with the Sustainable Development Goals, has positioned the company as a significant player in social, economic and environmental challenges, focusing its responsible management on 15 action programmes that are structured around three strategic pillars: **citizen connection, smart services and exemplary behaviour**.

Looking towards the new Master Plan, the Group has worked on a materiality study, which has allowed it to identify the most relevant environmental, social and governance issues for FCC, its businesses and its stakeholders. This study will be used as an input into the new strategy, which will be in effect until 2025 and will allow the main axes on which to work in the short, medium and long term to be established, to continue offering the best services to citizens and to contribute to socio-economic development.

SUSTAINABLE DEVELOPMENT GOALS

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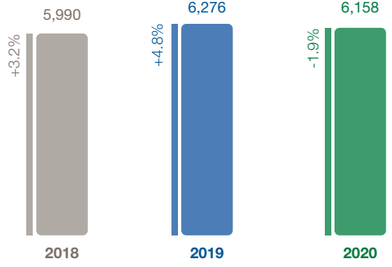
FCC in 2020

Key figures

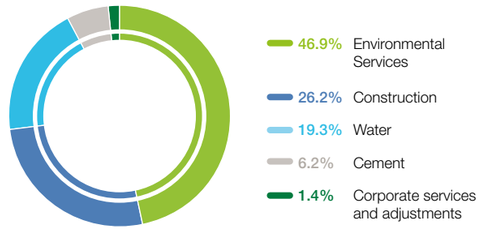
Turnover

Millions of euros



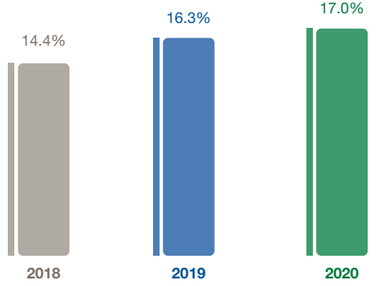
2020 turnover by activity

%



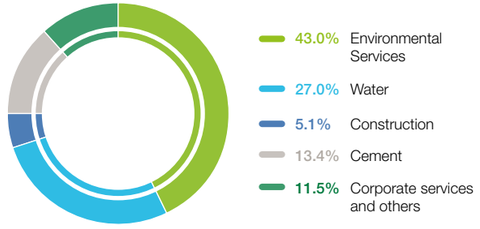
EBITDA margin

%



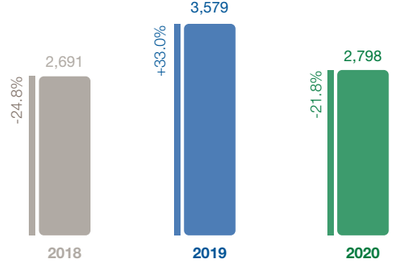
EBITDA 2020 by activity

%



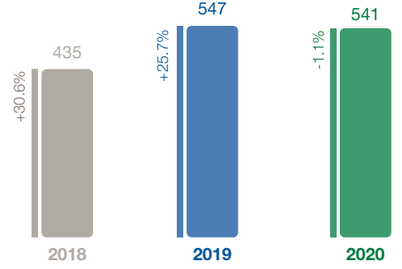
Net financial debt

Millions of euros



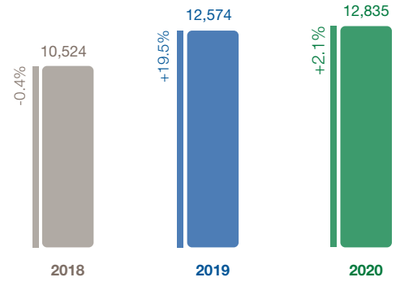
Investments

Millions of euros



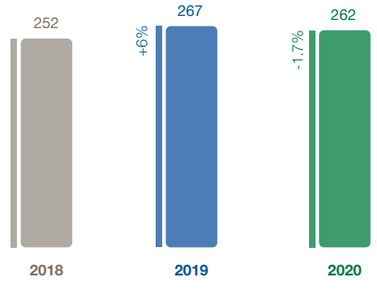
Total assets

Millions of euros



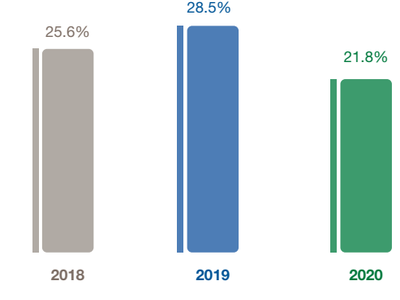
Earnings attributable to the Parent

Millions of euros



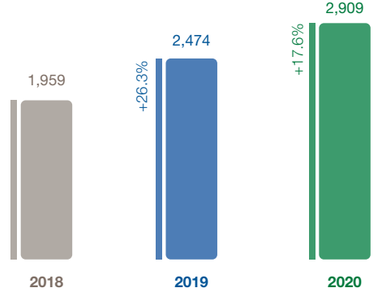
Financial leverage. Net debt / Total assets

%



Equity

Millions of euros



Stock market evolution

Evolution of the stock market and share price

In a year framed by the COVID-19 pandemic, with considerable uncertainty and doubts for investors, it was a year that particularly hit the Spanish economy, as it is more dependent than the average on our environment, on activities related to the mobility of people.

The arrival of vaccines in the final quarter, and the progress made prior to their arrival, supported a partial but incomplete recovery from the second half of the year with the main world stock market indices performing very differently.

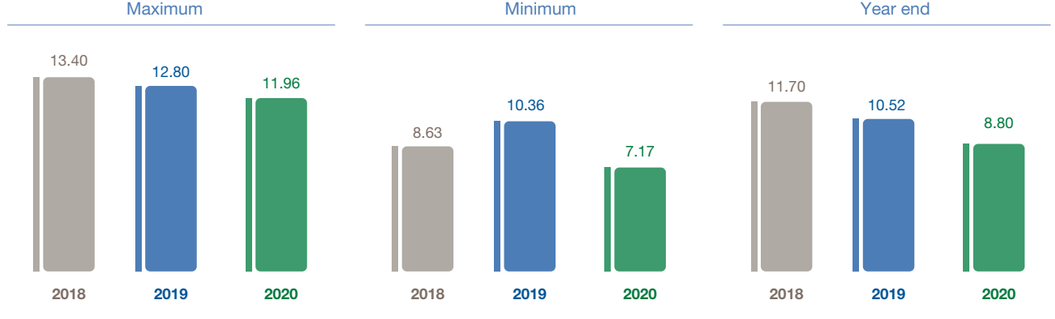
At the beginning of the year, on 30 January, the World Health Organization (WHO) declared an international public health emergency. With the markets tumbling in March, with the pandemic spreading across Europe, the situation recovered to a certain extent throughout the year as progress was found on its possible solution and the impact on the different sectors of the European economy, together with a significant financial aid programme and enhanced liquidity arranged by the ECB (European Central Bank) along with other main central banks in the world.

In the US, Wall Street reached a record level driven by technology companies with the Nasdaq Index, leading the advances with more than 43%, followed by the generalist S&P500 with 16.26%. The good performance of technology and pharmaceutical companies, which benefited from the measures taken to mitigate the effects of the coronavirus, was key to this. This effect was also witnessed in Asia, where the Chinese and Japanese markets added 27.2% and 16.0% respectively.

In Europe, where the weight of technology and biotechnology is less, the indices lagged behind, with the exception of the Swedish OMX and the German Dax (+5.81% and 3.55% respectively), and the Eurostoxx, which fell by 5.14% in the year.

Price of shares: maximum, minimum and year end

Euros/share



In Spain, the IBEX35 finished at the bottom of the major international indices, with a fall of 15.45%. The was marked by the biggest drop in 60 years on 12 March 2020 when it plummeted 14.4%, and also by the best month in its history, in November, after seeing a 25.2% revaluation, but to a great extent it suffered from the impact that measures taken to combat the pandemic globally had on its tourism and associated services activity.

For 2021, the International Monetary Fund (IMF) forecasts that global growth will reach 5.5% (in its January 2021 report), down from 5.2% in its October 2020 update, given that the slowdown and impact in 2020 was more tempered than initially expected and is consistent with the expectations of social distancing remaining even for some months of this year. Given this, and after the slowdown of 2020, the recovery in 2021 would mean the level of world GDP (Gross Domestic Product) closing almost 2% above that of 2019.

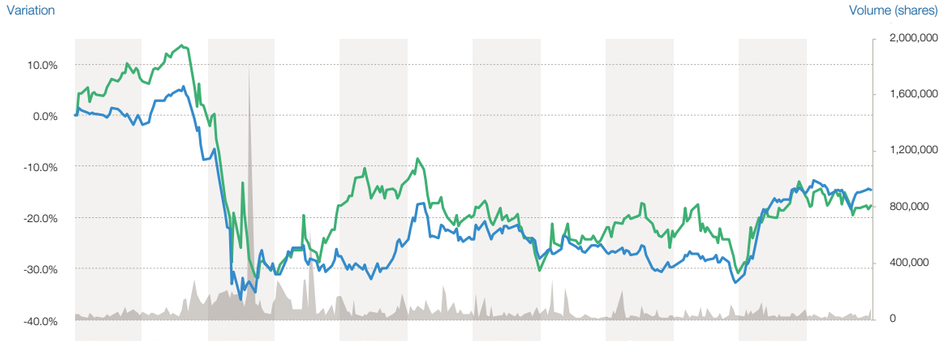
Furthermore, it is noteworthy that growth forecasts imply wide gaps in output and unemployment rates this year and next, in both advanced and emerging market economies. For the latter, the IMF has forecast a 3.3% fall in 2020 and a growth of 6.0% for 2021.

Annual evolution of the IBEX35 and FCC's share price

In this context, FCC's share performed similarly to that of the domestic market as a whole. The price fell by 16.3%, with a year-end closing price of €8.80/share.

The maximum price was €11.96/share on 18 February – before the outbreak of the pandemic – and the minimum was €7.17 on 24 March. FCC ended the year with a market capitalisation of 3,600 million euros.

Annual evolution of the IBEX35 and FCC's share price



	January	February	March	April	May	June	July	August	Sept.	Oct.	Nov.	Dec.	2020
% Chg. FCC	6.7%	-4.5%	-30.8%	16.8%	4.7%	-7.4%	-13.1%	12.2%	-0.9%	-10.7%	21.9%	-0.6%	-16.3%
% Chg. Ibex35	-1.9%	-6.9%	-22.2%	2.0%	2.5%	1.9%	-4.9%	1.3%	-3.6%	-3.9%	25.2%	0.0%	-15.5%

Trading

Total trading volume this year was over 19.5 million shares, with a daily average of 76,136 shares; 61% more than in the previous year. However, the brokered volume is conditioned by the 13% free float and by the type of long-term investors, reflecting the profile of the majority shareholder and, therefore, having a low turnover ratio.

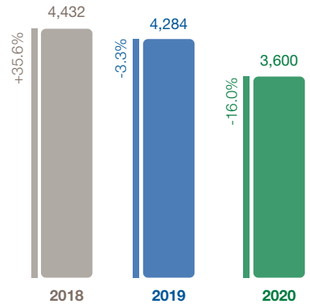
Shareholders

FCC, S.A.'s shares use the book entry system and are listed on the four Spanish stock exchanges (Madrid, Barcelona, Valencia and Bilbao). According to the information on file in Spanish National Securities Market Commission (CNMV) records, on the closing date of the year the main shareholders in the company were:

Main Shareholders	% of Share Capita
Control Empresarial de Capitales, S.A. de C.V.	69.61%
Finver Inversiones 2020, S.L.U.	7.00%
William H. Gates III	5.73%
Koplowitz Romero de Juseu, Esther	4.57%

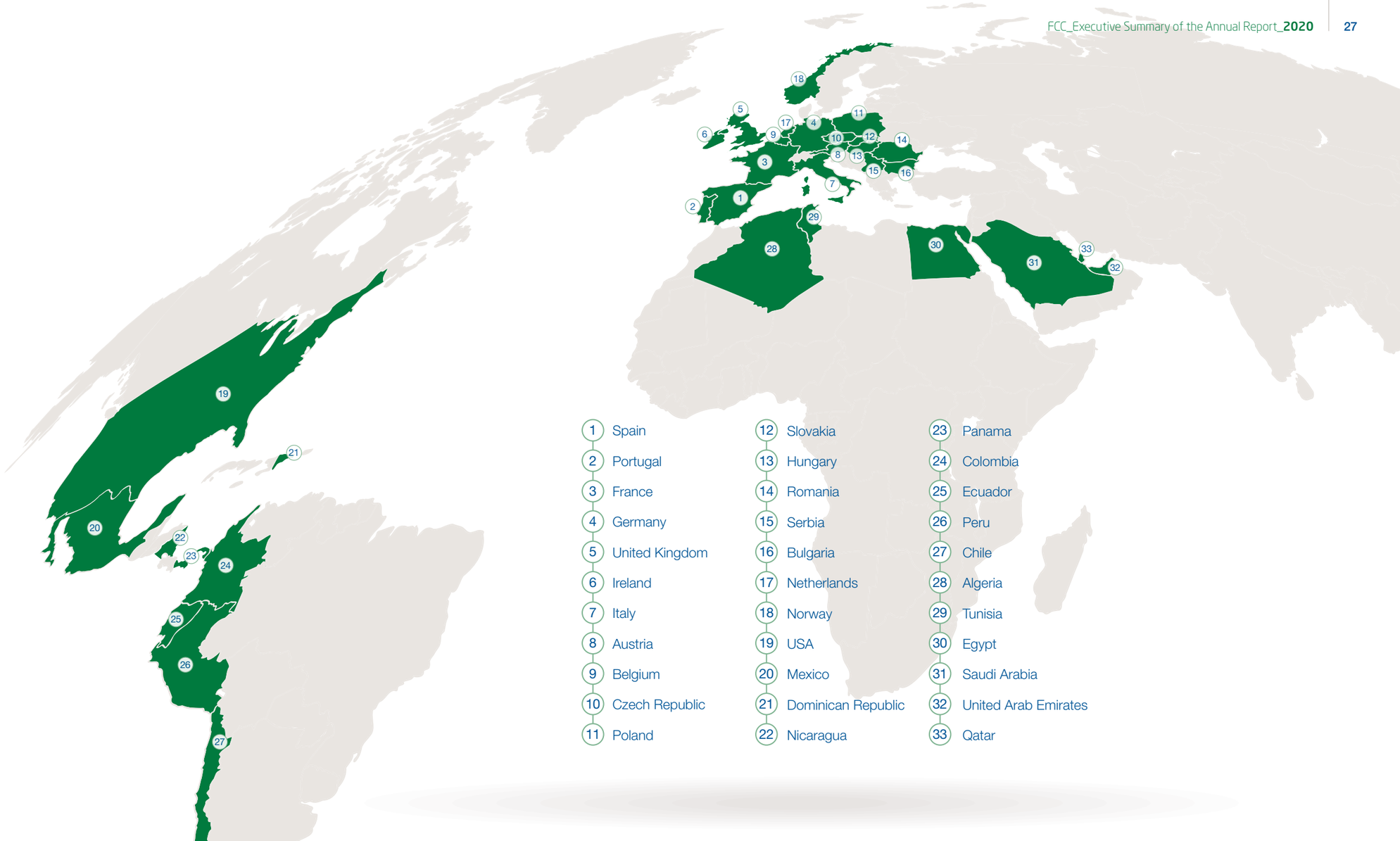
Market capitalisation

Millions of euros



FCC in the world

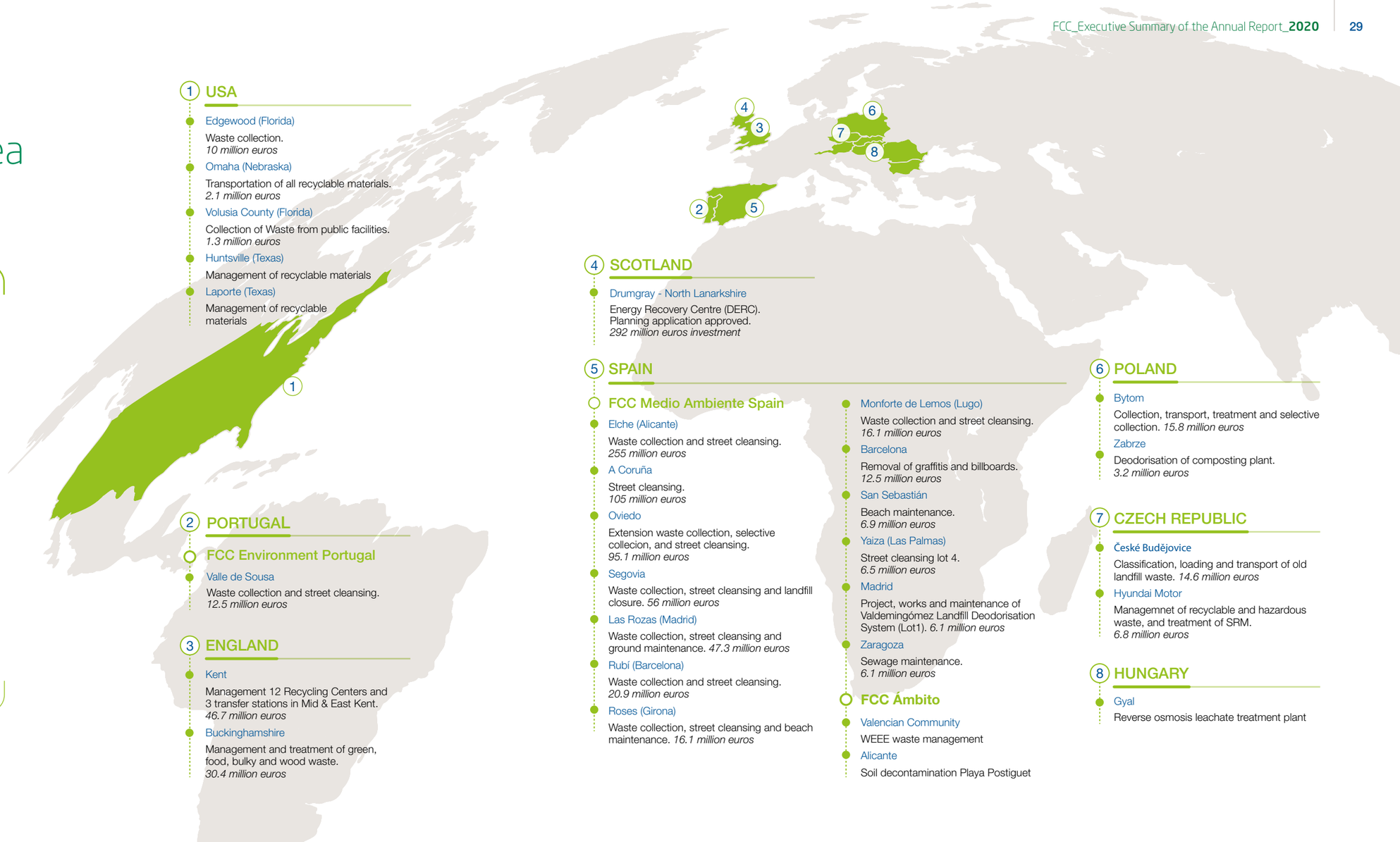
FCC, with more than 120 years of experience, is a **leading international company** specialising in **environmental services**, **end-to-end water management**, **infrastructure** and the **production of associated materials**



1 Spain
2 Portugal
3 France
4 Germany
5 United Kingdom
6 Ireland
7 Italy
8 Austria
9 Belgium
10 Czech Republic
11 Poland
12 Slovakia
13 Hungary
14 Romania
15 Serbia
16 Bulgaria
17 Netherlands
18 Norway
19 USA
20 Mexico
21 Dominican Republic
22 Nicaragua
23 Panama
24 Colombia
25 Ecuador
26 Peru
27 Chile
28 Algeria
29 Tunisia
30 Egypt
31 Saudi Arabia
32 United Arab Emirates
33 Qatar

Activity in the Environment area

FCC Servicios Medio Ambiente is the largest in Spain and among the **seven most important companies in the world**. It manages about **23.6 million tonnes of waste and produces around 3.3 million tonnes of secondary raw materials (SRM) and refuse-derived fuel (RDF)**, providing municipal and end-to-end waste management services to more than **66 million people** in around **5,000 towns in 12 countries** every year. FCC Medio Ambiente recently presented its **2050 Sustainability Strategy**, which will govern the activities of the business for the next 30 years



1 USA

- Edgewood (Florida)
  Waste collection.
  10 million euros
- Omaha (Nebraska)
  Transportation of all recyclable materials.
  2.1 million euros
- Volusia County (Florida)
  Collection of Waste from public facilities.
  1.3 million euros
- Huntsville (Texas)
  Management of recyclable materials
- Laporte (Texas)
  Management of recyclable materials

2 PORTUGAL

FCC Environment Portugal

- Valle de Sousa
  Waste collection and street cleansing.
  12.5 million euros

3 ENGLAND

- Kent
  Management 12 Recycling Centers and 3 transfer stations in Mid & East Kent.
  46.7 million euros
- Buckinghamshire
  Management and treatment of green, food, bulky and wood waste.
  30.4 million euros

4 SCOTLAND

- Drumgray - North Lanarkshire
  Energy Recovery Centre (DERC). Planning application approved.
  292 million euros investment

5 SPAIN

FCC Medio Ambiente Spain

- Elche (Alicante)
  Waste collection and street cleansing.
  255 million euros
- A Coruña
  Street cleansing.
  105 million euros
- Oviedo
  Extension waste collection, selective collecion, and street cleansing.
  95.1 million euros
- Segovia
  Waste collection, street cleansing and landfill closure. *56 million euros*
- Las Rozas (Madrid)
  Waste collection, street cleansing and ground maintenance. *47.3 million euros*
- Rubí (Barcelona)
  Waste collection and street cleansing.
  20.9 million euros
- Roses (Girona)
  Waste collection, street cleansing and beach maintenance. *16.1 million euros*
- Monforte de Lemos (Lugo)
  Waste collection and street cleansing.
  16.1 million euros
- Barcelona
  Removal of graffitis and billboards.
  12.5 million euros
- San Sebastián
  Beach maintenance.
  6.9 million euros
- Yaiza (Las Palmas)
  Street cleansing lot 4.
  6.5 million euros
- Madrid
  Project, works and maintenance of Valdemingómez Landfill Deodorisation System (Lot1). *6.1 million euros*
- Zaragoza
  Sewage maintenance.
  6.1 million euros

FCC Ámbito

- Valencian Community
  WEEE waste management
- Alicante
  Soil decontamination Playa Postiguet

6 POLAND

- Bytom
  Collection, transport, treatment and selective collection. *15.8 million euros*
- Zabrze
  Deodorisation of composting plant.
  3.2 million euros

7 CZECH REPUBLIC

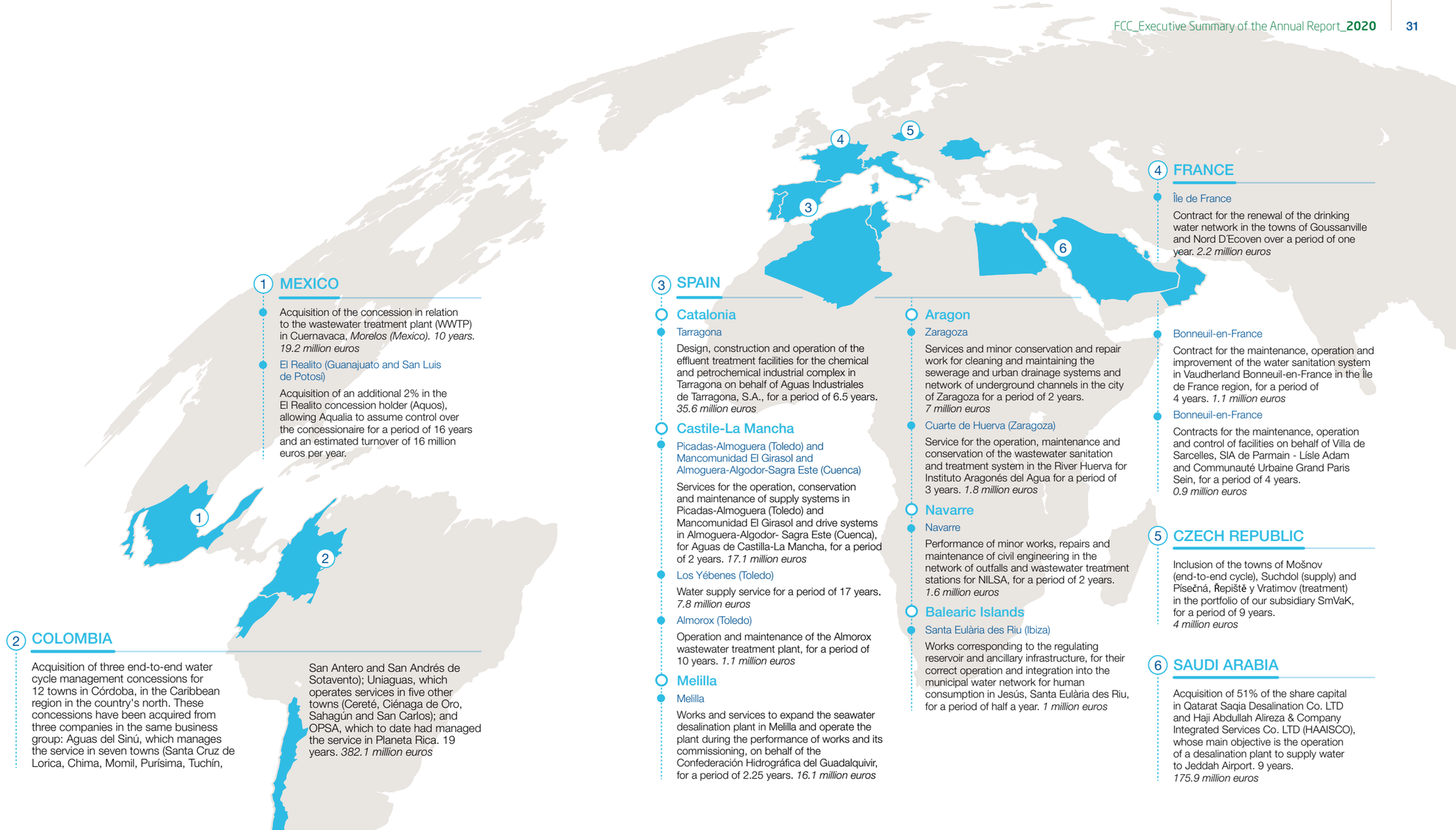
- České Budějovice
  Classification, loading and transport of old landfill waste. *14.6 million euros*
- Hyundai Motor
  Managemnet of recyclable and hazardous waste, and treatment of SRM.
  6.8 million euros

8 HUNGARY

- Gyal
  Reverse osmosis leachate treatment plant

Activity in the Water area

Aqualia is the fourth largest water company in Europe in terms of population served, is among the 10 largest water companies in the world[1] and provides service to over **25 million users in 1,100 towns in 17 countries**



1 MEXICO

Acquisition of the concession in relation to the wastewater treatment plant (WWTP) in Cuernavaca, *Morelos (Mexico). 10 years. 19.2 million euros*

El Realito (Guanajuato and San Luis de Potosí)

Acquisition of an additional 2% in the El Realito concession holder (Aquos), allowing Aqualia to assume control over the concessionaire for a period of 16 years and an estimated turnover of 16 million euros per year.

2 COLOMBIA

Acquisition of three end-to-end water cycle management concessions for 12 towns in Córdoba, in the Caribbean region in the country's north. These concessions have been acquired from three companies in the same business group: Aguas del Sinú, which manages the service in seven towns (Santa Cruz de Lorica, Chima, Momil, Purísima, Tuchín, San Antero and San Andrés de Sotavento); Uniaguas, which operates services in five other towns (Cereté, Ciénaga de Oro, Sahagún and San Carlos); and OPSA, which to date had managed the service in Planeta Rica. 19 years. *382.1 million euros*

3 SPAIN

Catalonia

Tarragona

Design, construction and operation of the effluent treatment facilities for the chemical and petrochemical industrial complex in Tarragona on behalf of Aguas Industriales de Tarragona, S.A., for a period of 6.5 years. *35.6 million euros*

Castile-La Mancha

Picadas-Almoguera (Toledo) and Mancomunidad El Girasol and Almoguera-Algodor-Sagra Este (Cuenca)

Services for the operation, conservation and maintenance of supply systems in Picadas-Almoguera (Toledo) and Mancomunidad El Girasol and drive systems in Almoguera-Algodor- Sagra Este (Cuenca), for Aguas de Castilla-La Mancha, for a period of 2 years. *17.1 million euros*

Los Yébenes (Toledo)

Water supply service for a period of 17 years. *7.8 million euros*

Almorox (Toledo)

Operation and maintenance of the Almorox wastewater treatment plant, for a period of 10 years. *1.1 million euros*

Melilla

Melilla

Works and services to expand the seawater desalination plant in Melilla and operate the plant during the performance of works and its commissioning, on behalf of the Confederación Hidrográfica del Guadalquivir, for a period of 2.25 years. *16.1 million euros*

Aragon

Zaragoza

Services and minor conservation and repair work for cleaning and maintaining the sewerage and urban drainage systems and network of underground channels in the city of Zaragoza for a period of 2 years. *7 million euros*

Cuarte de Huerva (Zaragoza)

Service for the operation, maintenance and conservation of the wastewater sanitation and treatment system in the River Huerva for Instituto Aragonés del Agua for a period of 3 years. *1.8 million euros*

Navarre

Navarre

Performance of minor works, repairs and maintenance of civil engineering in the network of outfalls and wastewater treatment stations for NILSA, for a period of 2 years. *1.6 million euros*

Balearic Islands

Santa Eulària des Riu (Ibiza)

Works corresponding to the regulating reservoir and ancillary infrastructure, for their correct operation and integration into the municipal water network for human consumption in Jesús, Santa Eulària des Riu, for a period of half a year. *1 million euros*

4 FRANCE

Île de France

Contract for the renewal of the drinking water network in the towns of Goussanville and Nord D'Ecoven over a period of one year. *2.2 million euros*

Bonneuil-en-France

Contract for the maintenance, operation and improvement of the water sanitation system in Vaudherland Bonneuil-en-France in the Île de France region, for a period of 4 years. *1.1 million euros*

Bonneuil-en-France

Contracts for the maintenance, operation and control of facilities on behalf of Villa de Sarcelles, SIA de Parmain - Lísle Adam and Communauté Urbaine Grand Paris Sein, for a period of 4 years. *0.9 million euros*

5 CZECH REPUBLIC

Inclusion of the towns of Mošnov (end-to-end cycle), Suchdol (supply) and Písečná, Řepiště y Vratimov (treatment) in the portfolio of our subsidiary SmVaK, for a period of 9 years. *4 million euros*

6 SAUDI ARABIA

Acquisition of 51% of the share capital in Qatarat Saqia Desalination Co. LTD and Haji Abdullah Alireza & Company Integrated Services Co. LTD (HAAISCO), whose main objective is the operation of a desalination plant to supply water to Jeddah Airport. 9 years. *175.9 million euros*

[1] According to the Global Water Intelligence ranking of March 2021.

Activity in the Infrastructure area

Present in **24 countries**, **FCC Construcción** is an international benchmark for the design and execution of urban and transport infrastructure, as well as in residential and non-residential construction (healthcare infrastructure, sporting, cultural, etc.). It is currently the **fourth-largest construction company in Spain** and among **the top 40 in the world**

- Civil Engineering
- Industrial
- Residential construction
- Non-residential construction
- Hydraulic works
- Maintenance
- New contracts awarded
- In progress
- Complete

1 SPAIN

- Remodelling of Santiago Bernabéu in Madrid
- Comprehensive remodelling of Plaza España in Madrid
- Remodelling of Nudo Norte, in Madrid
- Club de Mar Palma Mallorca, in the Balearic Islands
- Closure of the circular road in Tenerife, the Canary Islands

2 USA

- Gerald Desmont Bridge in Los Angeles. *739 million euros*

3 CANADA

- 195 kilometres of Trans-Canadian motorway. *205 million euros (30 years)*

4 MEXICO

- Samalayuca–Sásabe gas pipeline. *225 million euros*
- Tren Maya. Section 2. *637 million euros*

5 PERU

- Line 2 and Line 4 branch of the Lima metro. *3,900 million euros*

6 PANAMA

- Expansion of Section 1 and 2 of the Inter-American Highway to six lanes. *912 million euros*
- Line 2 branch of Panama metro to Tocumen Airport. *81.8 million euros*

7 COLOMBIA

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

8 CHILE

- Parque Mapocho Río. *55 million euros*

9 PORTUGAL

- Gouvães dam. *17.6 million euros*
- Luis Bivar residential building. *4.8 million euros*
- Modernisation of the railway between Covilhã and Guarda. *61.4 million euros*
- Extension of the A4 motorway in Aguas Santas. *13.4 million euros*

10 UNITED KINGDOM

- Section of the A465 dual carriageway. *665 million euros*
- Design of Jersey hospital. *32.8 million euros*

11 IRELAND

- Buildings of the higher education centre Dublin Institute of Technology (DIT) at the Grangegorman campus (Dublin, Ireland). *220 million euros*
- New "North Runway" at Dublin airport. *130 million euros*
- Remodelling of airport and fire hydrant system in Dublin Airport. *41.5 million euros*

12 THE NETHERLANDS

- Section of the Badhoevedorp-Holendrecht A9 motorway. *845 million euros*

13 BELGIUM

- Haren prison. *322 million euros*

14 NORUEGA

- E6 Ulsberg-Vindasliene motorway. *263 million euros*

15 ROMANIA

- Bucharest Metro line 5. *470 million euros*
- Railway lines in Transylvania and new railway awards. *1,480 million euros*
- Design and construction of the wastewater treatment plant and sludge incinerator in Glina, Bucharest. *113 million euros*
- Modernising the take-off and landing runway at Bacau airport. *30 million euros*

16 EGYPT

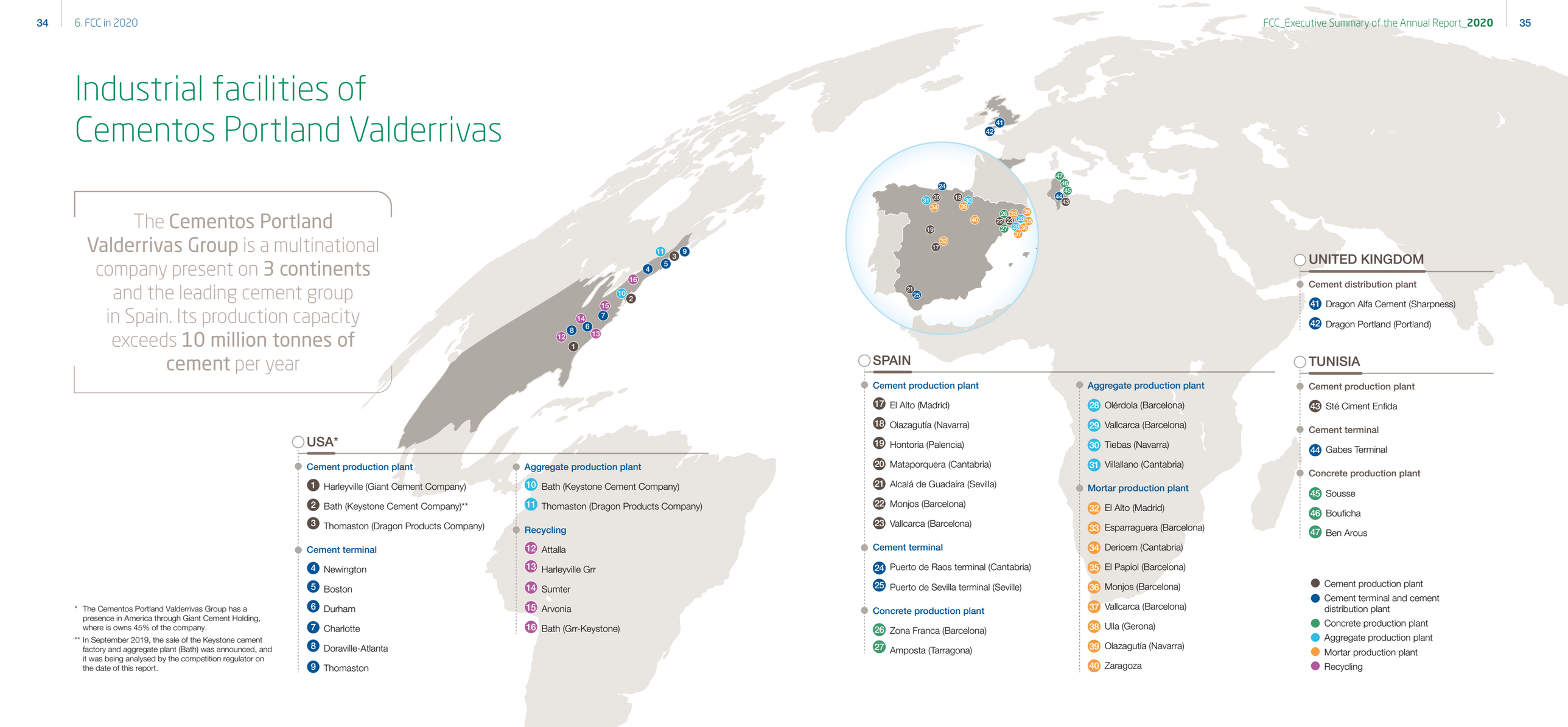
- Abu Rawash wastewater treatment plant in Cairo. *281 million euros*

17 SAUDI ARABIA

- Additional stations on Line 4 of Riyadh Metro. Park and Ride on Line 4. Science Park on Line 5. *612 million euros*
- Lines 4, 5 and 6 of the Riyadh metro. *7,528 million euros*

Industrial facilities of Cementos Portland Valderrivas

The **Cementos Portland Valderrivas Group** is a multinational company present on **3 continents** and the leading cement group in Spain. Its production capacity exceeds **10 million tonnes of cement** per year



USA*

Cement production plant

1. Harleyville (Giant Cement Company)
2. Bath (Keystone Cement Company)**
3. Thomaston (Dragon Products Company)

Cement terminal

4. Newington
5. Boston
6. Durham
7. Charlotte
8. Doraville-Atlanta
9. Thomaston

Aggregate production plant

10. Bath (Keystone Cement Company)
11. Thomaston (Dragon Products Company)

Recycling

12. Attalla
13. Harleyville Grr
14. Sumter
15. Arvonia
16. Bath (Grr-Keystone)

SPAIN

Cement production plant

17. El Alto (Madrid)
18. Olazagutía (Navarra)
19. Hontoria (Palencia)
20. Mataporquera (Cantabria)
21. Alcalá de Guadaíra (Sevilla)
22. Monjos (Barcelona)
23. Vallcarca (Barcelona)

Cement terminal

24. Puerto de Raos terminal (Cantabria)
25. Puerto de Sevilla terminal (Seville)

Concrete production plant

26. Zona Franca (Barcelona)
27. Amposta (Tarragona)

Aggregate production plant

28. Olérdola (Barcelona)
29. Vallcarca (Barcelona)
30. Tiebas (Navarra)
31. Villallano (Cantabria)

Mortar production plant

32. El Alto (Madrid)
33. Esparraguera (Barcelona)
34. Dericem (Cantabria)
35. El Papiol (Barcelona)
36. Monjos (Barcelona)
37. Vallcarca (Barcelona)
38. Ulla (Gerona)
39. Olazagutía (Navarra)
40. Zaragoza

UNITED KINGDOM

Cement distribution plant

41. Dragon Alfa Cement (Sharpness)
42. Dragon Portland (Portland)

TUNISIA

Cement production plant

43. Sté Ciment Enfida

Cement terminal

44. Gabes Terminal

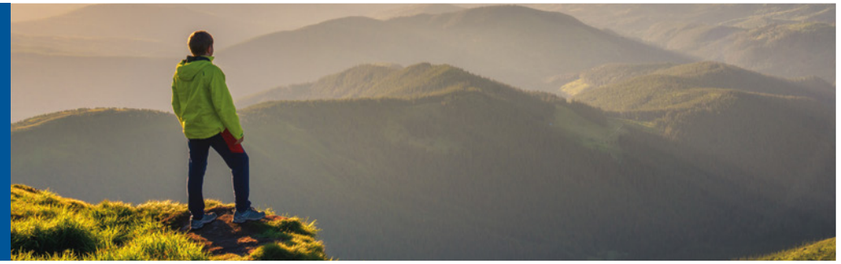
Concrete production plant

45. Sousse
46. Bouficha
47. Ben Arous

- Cement production plant
- Cement terminal and cement distribution plant
- Concrete production plant
- Aggregate production plant
- Mortar production plant
- Recycling

* The Cementos Portland Valderrivas Group has a presence in America through Giant Cement Holding, where is owns 45% of the company.

** In September 2019, the sale of the Keystone cement factory and aggregate plant (Bath) was announced, and it was being analysed by the competition regulator on the date of this report.



7

Corporate Social Responsibility of the FCC Group

To be able to identify the most significant ESG (environmental, social and governance) issues for each FCC Group business line, a comprehensive update of the materiality study was carried out in 2020.

This study resulted in cross-cutting material issues for all businesses of the company such as: Ethics, Integrity, Compliance and Good Governance; Health, Safety and Well-being; and the circular economy and waste.

It is also worth noting the key role that some environmental issues such as energy and climate change have acquired for FCC Group stakeholders.

All actions in terms of the Group's Corporate Social Responsibility are outlined in its Corporate Social Responsibility Policy and the CSR Master Plan.

In this financial year, marked by the ending of the FCC Group's Fourth CSR Master Plan (2018-2020), outstanding efforts have been made to meet the expectations and demands of stakeholders, responding to the global challenges of sustainable development and contributing to achieving the United Nations' 2030 Agenda.

CSR 2020 MASTER PLAN

Three axes, three objectives

1 **FCC Connected**
FCC is a catalyst for citizens to play a leading role in a sustainable city.

2 **Smart Services**
FCC is a leader in designing the sustainable cities of the future.

3 **FCC Ethics**
FCC is an example of authenticity in its commitment.

SUSTAINABLE DEVELOPMENT GOALS

Ethics and Integrity in the FCC Group

In 2020, FCC significant actions taken within the FCC Group's Compliance Model were:

- The review and update of the criminal risk map, focused on risk assessment after the impact of COVID-19.
- The approval of new regulatory developments, such as sponsorship and donation procedures, and update of the Protocol to prevent and eradicate harassment.
- Reviewing the design of controls related to international anti-corruption.
- Rolling out the International Compliance Model at Cementos Portland Valderrivas, and progressing its implementation in the international Environment area and Aqualia subsidiaries.
- Internal Audit's supervision of the Compliance Model.
- Carrying out two self-assessments and certifications on the Compliance Tool.
- Designing and launching new *online* training related to the Code of Ethics and Conduct, and on Crime Prevention.
- Defining the supplier approval procedure in terms of Compliance – jointly with the Group's Purchasing Department.
- Conducting 195 due diligence evaluations on third parties.

Continuing with the commitment to disseminate and provide training on the Compliance Model, both in Spain and internationally, Group FCC has executed various training, communication and information programmes that extend across the entire workforce. In 2020, the online course on the Code of Ethics and Conduct was translated and adapted into six new languages.

Since its launch in 2019, this course on the Code of Ethics and Conduct has been taken by 7,998 employees, with a completion rate of 88% to date. In addition, 1,229 new employees have done so successfully as part of the company's *Welcome pack*.

Likewise, five courses on Compliance were also implemented through Campus FCC, the FCC Group's training platform, with a total of 18,321 participants and 11,633 hours of training.

The FCC Group has a complaints channel that allows workers as well as other stakeholders to raise potential legal breaches of the Code of Ethics and Conduct and its set of regulations.

During 2020, a total of 117 notifications were received through the FCC Group's Ethics Channel, 34 more than the previous year, mostly of a labour nature, which were managed and resolved in accordance with the Ethics Channel Procedure.

In 2020, an update of the Protocol to prevent and eradicate harassment was approved to strengthen the commitment to the principles in the Code of Ethics and Conduct and the Compliance Model, guaranteeing full confidentiality of the process and the prohibition of retaliation in this regard. Of the workforce, 6,000 people received this training.

Committed to the FCC Group human team

In 2020, the FCC Group had a workforce of 59,747 people, which represents a growth of 0.7% compared to the previous year. In addition, FCC operates in more than 30 countries and brings together more than 120 different nationalities. FCC's workforce is made up of 77.7% men and 22.3% women.

FCC stands out for its stable employment as more than 43,000 people have permanent contracts (72%) and the remainder (approximately 16,700) have temporary contracts, mainly subrogated personnel assigned to contracts. Regarding the type of contract, about 87% of the workforce have a full-time contract (51,750) and fewer than 8,000 people have a part-time contract.

In its firm commitment to employee development, the FCC Group provided more than 538,000 hours of training in 2020, 68% in Spain and the remainder internationally.

The principle of Equal opportunities for FCC is an inalienable commitment to act, set out in its Code of Ethics and Conduct and in each of its Company Equality Plans that cover almost 100% of the workforce in Spain.

In 2020, among other actions related to equality, the promotion of training programmes to develop women into leadership positions stands out, such as the EOI Programme for Women with High Potential and the CEOE-ESADE Promociona Project; and the maintenance of the Distinction of Equality in the Company –a mark of excellence granted by the Ministry of Equality– in four of the Group's main companies.

At the end of 2020, the percentage of women occupying leadership positions within the company reached 15.80%.

Regarding FCC's wage gap in Spain, it should be noted that the gross wage gap is 18.62%, while the adjusted wage gap is 5.85%.

The FCC Group, in its commitment to being a more diverse and socially responsible company, maintains and strengthens its commitment to vulnerable groups, promoting actions and projects that encourage inclusion, accessibility and equality through employment. Proof of this is the 1,440 workers in Spain with a recognised disability equal to or greater than 33% –data that has shown continuous growth for the last three years– or collaborations with foundations such as: Incorpora Foundation (La Caixa), Adecco Foundation, ONCE Foundation, Red Cross, or Down Syndrome Foundation.

Likewise, strengthening the preventive and health promotion culture is one of the company's main lines of action. This objective is supported by the continuous improvement process of its Health and Safety management systems, certified in accordance with ISO 45001, with more than 95% of the global workforce certified in 2020. Accident and absenteeism rates were reduced by more than 25% and 38% this year, respectively.

Respect for the environment at FCC

The FCC Group has implemented an Environmental Management System certified in accordance with UNE-EN ISO 14001:2015 in all its business areas. This certification guarantees the correct management of significant environmental aspects, compliance with legislation and the commitment to continuous improvement. In 2020, the percentage of certified activity in the Group amounts to 83%.

Every year, the Group companies make significant investments to put measures into place to mitigate the impact of their environmental risks. In 2020, the company allocated more than 43 million euros to the prevention of environmental risks, about 43% more than in 2019[1]. This investment was mainly put towards fleet renewal, more efficient machinery, environmental consulting services, certifications and R&D&i projects, among others.

Due to the nature of the activities carried out in the Group, environmental aspects such as the consumption of materials, energy and water, or the generation of waste and emissions into the atmosphere acquire a particular relevance.

In 2020, a total of 2,323,266 tonnes of waste was generated throughout the Group, 43% less than in 2019[2]. Regarding the use of materials, 45,228,241 tonnes were consumed during the year.

Regarding energy consumption, this decreased 11% over 2019, mainly due to the effects of the pandemic on the activity in the Cement area. The consumption of renewable energy suffered a consequential slight decrease compared to 2019, with a total of 11,606,735.8 GJ consumed.

There was a 12.76% decrease in direct and indirect greenhouse gas emissions in 2020.

Water consumption rise to 14,579,492.7 m^3, 5.27% more than in the previous year, mainly due to the expansion of the scope of information reported by the Environmental Services activity in UK.

As measures to preserve and restore biodiversity, 1,142 hectares of sensitive areas were protected and around 700 hectares of affected areas were restored.

Since its beginnings, the FCC Group has considered innovation as an essential pillar in the search for solutions that try to minimise environmental impacts and multiply the efficiency of its processes. Some noteworthy projects are: the ie-Urban project from FCC Medio Ambiente, a multiplatform chassis that is 100% electric; Life Phoenix, which aims to regenerate wastewater and treat microplastics; the METHAmorphosis project at FCC Medio Ambiente and Aqualia, whose goal is to treat effluents and obtain biomethane; or the Gaudí project, the new platform for knowledge management in the Construction sector.

[1] Increase mainly due to the renewal of the fleet of vehicles and more efficient machinery, as well as improved monitoring of information in FCC's Environmental Services area.

[2] In 2019, the generation of Construction waste was particularly high due to the start of various projects that, in their initial phases, require a greater movement of earth. Likewise, the impact of COVID-19 has been reflected in most of the environmental indicators.

FCC and its commitment to society

FCC incorporates social actions into its business strategy with the creation of employment and wealth in the communities where it operates and promoting –together with its partners– development and social well-being.

In 2020, the FCC Group allocated four million euros, through contributions and donations to non-profit organisations, foundations, sponsorships and associations, with the aim of meeting the socio-economic needs of the most disadvantaged communities and groups. At the same time, through the FCC Communities Foundation in the United Kingdom, more than 6.1 million pounds was donated in 2020 to this type of project.

The Group's actions to benefit society happen through initiatives with its people and through projects that directly impact citizens and local communities.

Raising employees' environmental awareness

The Group's commitment to preserving the environment is based on mitigating the environmental impact of its activities, but also on building a culture based on respect for the environment through environmental awareness, and guaranteeing the resilience of the cities of the future. The FCC Group offers its staff a wide range of training, awareness-raising and volunteering actions related to environmental education.

FCC solidarity

To strengthen the commitment of its employees to social causes and offer them the opportunity to channel their vocation towards helping the most vulnerable groups, the Group shares and promotes solidarity and volunteering activities among its workers. Examples of these initiatives are: the #gaszynchallenge campaign by FCC Environment CEE to contribute to the well-being of children in hospital; the collaboration with the Pan y Peces Foundation under the slogan "Donate kindness kilos" or the support to the Melior Foundation in its campaign to collect textbooks and school materials.

Integration of vulnerable groups and social inclusion and access to services

The FCC Group also undertakes to actively collaborate in solidarity actions, mainly those related to sanitation, improving health and access to resources and services in the most vulnerable places and those with the greatest needs. Likewise, actions are carried out that facilitate access to basic services such as electricity, drinking water or sanitation, promoting economic development.

The company's commitment to the social and labour integration of different vulnerable groups is reflected in the projects launched by its business lines.

Creating value in communities

Through the services and infrastructure it carries out, the FCC Group contributes to creating value in the communities where it operates, giving a positive impact to their socio-economic development. Likewise, as a result of the contracting processes of local suppliers and subcontractors, the FCC Group contributes to creating jobs, growth and prosperity in community.

Assessment of the social and environmental impact of operations

The FCC Group considers the monitoring of its impacts and its communications to stakeholders to be of particular significance in enhancing the positive impacts and minimising the negative ones.

It therefore implements various projects based on metrics that assess the social and environmental sustainability of the activity's different stages, and whose early identification allows actions to control the potential risks that could materialise to be defined.

Cooperation in educating and raising awareness

In line with the social responsibility it assumes on matters of education and raising awareness, the FCC Group works with various educational institutions –specifically in the field of cooperation– to promote issues such as environmental protection and social and cultural development and sustainable cities.

FCC's commitment to its customers and suppliers

The FCC Group sees its customers at the centre of its activity. The Group works towards lasting relationships, based on mutual trust, honesty, professional responsibility, innovation, continuous improvement and the contribution of value.

Due to the wide range of goods and services offered by the FCC Group, the type of customer is also wide (public and private entities; direct users; etc.), however, in all of them, there is the concern and response to ensuring the health and safety of both customers and users, complaints management and the development of tools to assess and improve customer care and satisfaction.

Suppliers and contractors are a critical point in the Group's value chain whose correct management brings success to the company and, in Spain alone, the Group established commercial relationships with more than 32,500 suppliers in 2020.

The Group's commitment to investing in local suppliers is evidenced by –in Spain– 98.7% of them being national and 97.9% of the 2020 purchase volume being allocated to them.