

because we want to be part of
the changes that are taking
place

Strategic corporate responsibility plan 2012-2014

Approved by the FCC Board of Directors on 10 November 2011.



General Management for Communication and Corporate Responsibility.



we want to take a giant leap

FCC's Strategic Plan

FCC is a leading, diversified and international group in the sector for citizens' services.

FCC's priorities are the following:

1. Financial stability.
2. Internationalization.
3. Efficiency.
4. Corporate Social Responsibility.

New scenarios

The world is changing and FCC is changing with it. The success needed to accomplish the objectives of the Strategic Plan , lie in the company's ability to find opportunities in the changes that are taking place in the new emerging social, energy and demographic scenarios.

FCC wants to be recognized and admired as a company with the capacity to meet the new challenges posed by urban communities.

FCC aims to be a company recognised for its commitment with the development of the communities that it serves through its activities and services. A strong corporate culture based on 100 years of experience, and solid values have made it possible for FCC's businesses to create long-lasting, transparent and mutually beneficial relationships with those with whom it operates.



to make us
major players
in the
sustainable
design of our
world

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Great opportunities Urban Infrastructure

Cities consist of the greater part of the world population; 2008 marked the first time in history that the urban population was larger than the rural one. By 2050, the United Nations projects that 6.9 billion people – three-quarters of the world's population – will live in cities. In parallel, cities have become centres of consumption, currently accounting for approximately 67% of global primary energy demand.

Cities are the engines of economic prosperity, but also are the principle producers of emissions: in 2007, the ten cities with the most significant economic activity generated more GDP than the last 162 countries of all the countries listed in order of GDP, and 70% of global CO2 emissions were produced in cities.

For all these reasons, cities are at the heart of the sustainability challenge, as places where innovative solutions can be implemented with a resounding and rapid impact.



Ecological footprint and decision making

The overall environmental global footprint now exceeds the world's capacity to regenerate by about 30%.

[Source: World Economic Forum: Slim City: Sustainable buildings.]

- The **ecological footprint** concept is increasingly being used as a central factor in the making of strategic decisions by public administrations. Examples of this can be found in the actions of city administrations like that of Calgary, where a study on the city's ecological footprint showed that the average environmental footprint per person exceeded the national average by 30%.
- Also in the US, **citizens have been an active part** in the development of the Climate Change Action Plan, where citizens are asked to present carbon and cost saving initiatives. The challenge is to make a saving of US\$ 800 million with these measures.

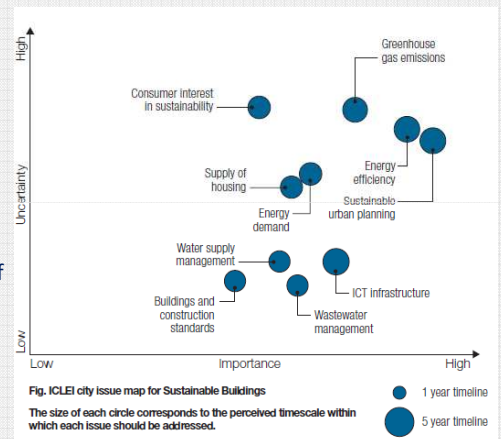


Fig. ICLEI city issue map for Sustainable Buildings
The size of each circle corresponds to the perceived timescale within which each issue should be addressed.

[This graph shows the results from a survey asking a selection of city mayors, deputy mayors and urban planners what issues are of most concern to them. Source: World Economic Forum: Slim City: Sustainable buildings.]



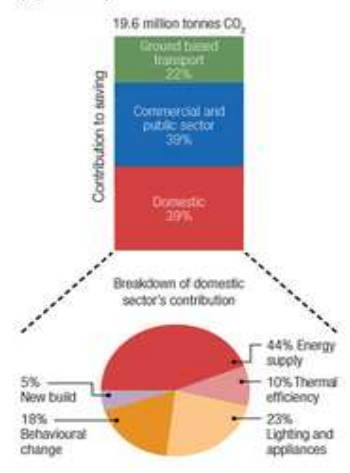
Smart buildings and retrofitting

Over 70% of the average city's greenhouse gas emissions come from buildings. Without a transformational change, the energy consumption of buildings is forecast to triple by 2050.

[Source: World Economic Forum: Slim City: Sustainable buildings.]

- Increasingly public administrations, by demanding certain conditions in their **specifications for public retrofit tenders** (like a reduction in carbon emissions), oblige companies that win the tenders to implement energy efficient solutions.
- **Technologies for adaptation** to climate change are widely available, but awareness and incentive campaigns are needed to motivate home owners to retrofit their homes. Berlin's Energy Partnership Scheme, for example, continues to promote refurbishment projects.
- The installation of **communications technology** in buildings will be especially useful for saving energy. Regular monitoring will allow the identification of inefficiencies, as demonstrated in Chicago, where gas-fired boilers accounted for 75% of gas consumption.

Fig. Contribution to projected CO₂ savings by 2025, London, UK (by sector)



[Source: World Economic Forum: Slim City: Sustainable buildings.]



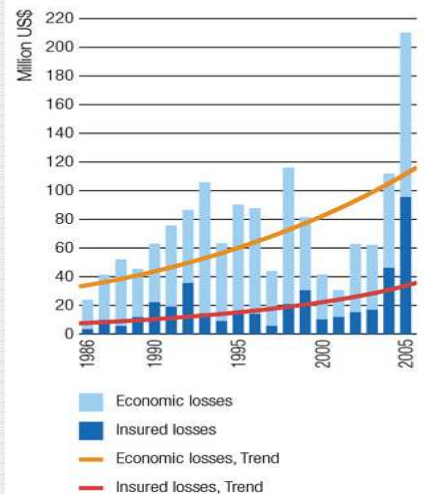
Risk management

More than two-thirds of the world's largest cities are in areas vulnerable to rising sea levels. Around 634 million people worldwide live in threatened coastal areas.

[Source: World Economic Forum: Slim City: Sustainable buildings.]

- Cities need to **prepare for and adapt to the impacts of climate change**. The impact of a flood, for example, could be minimized if buildings were protected against and adapted to this risk.
- **Adaption measures** must be considered by all those involved in the development of projects, and management tools must be used so that innovation and sustainable design can be suitably integrated. In the world of insurers, the perception is that this type of construction could help to reduce risk.

Fig. Global weather-related losses from "great" events: 1986-2005



[Source: World Economic Forum: Slim City: Sustainable buildings.]



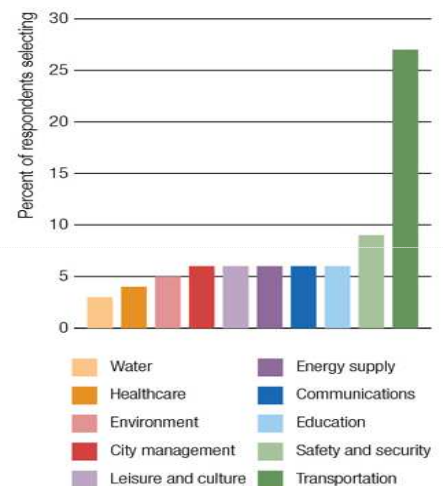
Urban accessibility

Transportation is one of the challenges facing large cities. Urban infrastructure will be the differentiating factor in the competition between cities.

[Source: Siemens Megacity Challenges.]

- **Investment in transport infrastructure and communications** are the most significant drivers of urban growth and economic development.
- Traditionally the **development of infrastructure** has been linked to financial performance indicators, such as how much travel time they save and to what extent they help reduce accidents. Future investment could focus on considering their contribution towards **improving citizens' quality of life**.

Fig. Infrastructure area most important in attracting economic investment



[Source: World Economic Forum: Slim City: Urban Mobility.]



Construction impacts and procurement policies

European governments spend around €1.5 trillion per year on goods and services. Public procurement policies can have a significant impact on the sustainability market.

[Source: World Economic Forum: Slim City: Sustainable building.]

- Various **voluntary "considerate contractor" schemes** now operate nationally or at city level (eg. Hong Kong, Cambridge and London). These schemes rate contractors according to good environmental and safety practices.
- **Infrastructure procurement policies** can have a significant influence on the sustainability of projects and can help support local economies. Increasingly materials are being procured locally for construction projects and also tend to include above-average quantities of recycled content. The issue of setting a minimum requirement for recycled content in materials procured for construction is likely to increase in importance.

Fig. Competitive product substitutions with greater recycled content, Bristol City Council, UK

Material type	Lower recycled content	Higher recycled content (brand)
Clay facing bricks	5% £250/1000	16% £232/1000 (Hanson)
Dense concrete blocks	0% £5.65/m ²	50-80% £5.30/m ² (Tarmac)
Wall insulation	10% £3.65/m ²	80% £2.82/m ² (Superglass)
Concrete roof tiles	0% £570/1000	15% £560/1000 (Marley)

[Source: World Economic Forum: Slim City: Sustainable building.]

Great opportunities Energy in the cities

The shift to a low-carbon energy economy will involve an enormous cost. The Stern Review estimates the cost of limiting greenhouse gases to a concentration of 550ppm of atmospheric CO₂ by 2050, at 1% of global GDP, equivalent to around US\$ 500 billion a year (global GDP in 2007 was US\$ 54 trillion). The report also indicates that a delay in taking decisions and implementing effective measures will mean that this figure grows.

The International Energy Agency estimates that the US will have to invest US\$ 550 billion in renewable energy and energy efficiency every year between now and 2030, if we are to limit concentrations of atmospheric CO₂ to 450ppm. New Energy Finance's Global Futures analysis points to an average annual investment of US\$ 515 billion over an extended period.

Investment opportunities focus on 3 areas: energy efficiency, smart grids & energy storage.

[Source: World Economic Forum: Green Investing Towards a Clean Energy Infrastructure, 2009]



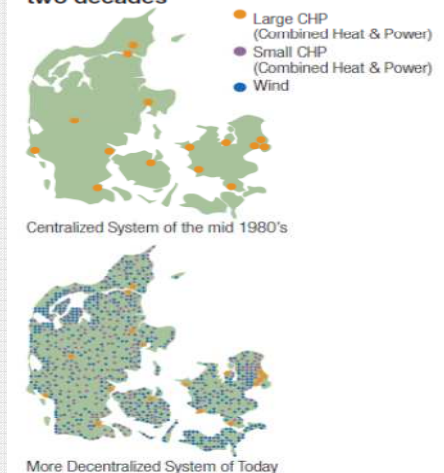
Decentralisation & smart grids

The total savings that could result from the use of smart grids are estimated at €79 billion.

[Source: World Economic Forum: Slim City: Smart Energy.]

- **Opportunities to make savings exist in the decentralization of energy production and the use of smart grids.** For example, in the UK, the **transport and distribution of electricity** accounts for 4% and 17% respectively of the average annual electricity bill.
- With the **installation of more widely dispersed energy generation systems**, grid efficiency could be improved significantly, given that losses in transportation would be reduced. Cities can **produce energy using local resources** such as solar, wind, geothermal or waste, which would avoid the emission of large quantities of carbon dioxide to the atmosphere.

Fig. Denmark's progress towards decentralization over the past two decades



[Source: World Economic Forum: Slim City: Smart Energy.]



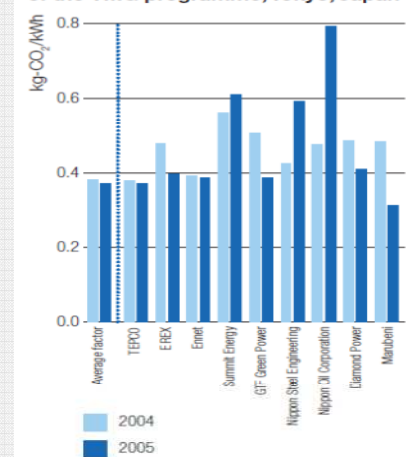
Partnerships

The public sector in the EU is estimated to consume approximately 150,000 GWh of electricity per year, representing 6-7% of total consumption. If this energy was from renewable sources the emission of up to 60 million tonnes of CO₂ could be avoided.

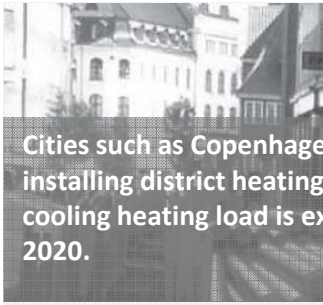
[Source: World Economic Forum: Slim City: Smart Energy.]

- **Partnerships between the public and private sectors** can help to generate considerable improvements in urban efficiency. For example, it is estimated that twenty per cent of Tokyo's electricity is to come from renewable sources by 2020. In order to achieve this, the Tokyo Metropolitan Government initiated its collaboration with electricity companies; only in the first year of the programme 680,000 tCO₂e were avoided.

Fig. CO₂ emissions reductions achieved by electricity companies as a result of the TMG programme, Tokyo, Japan



[Source: World Economic Forum: Slim City: Sustainable Buildings.]



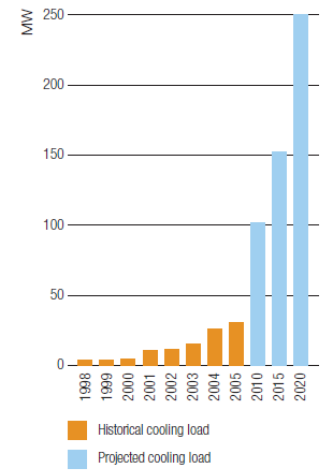
District heating & thermal storage

Cities such as Copenhagen, Stockholm or Helsinki have shown that installing district heating systems is feasible. The total connected cooling heating load is expected to grow to approximately 250 MW by 2020.

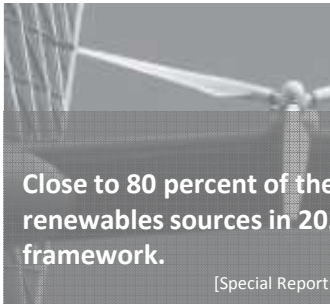
[Source: World Economic Forum: Slim City: Sustainable Buildings.]

- **Urban heating networks** link heat generating sources to end-users. These heating systems optimize their performance for long periods of time. 95% of buildings in Copenhagen are connected to this district heating system that permits the choosing of different heat sources according to the existing economical or environmental conditions.
- Other **effective cooling systems**, like the use of lake water, are in operation in cities like Toronto and Amsterdam. Also there are highly efficient storage systems that can improve the performance of these acclimatization systems on a global level.

Fig. Historical and projected development of district cooling in Helsinki



[Source: World Economic Forum: Slim City: Sustainable Buildings.]



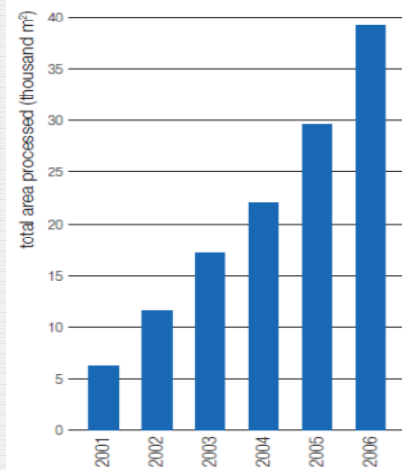
Urban renewables and microgrids

Close to 80 percent of the world's energy supply could come from renewables sources in 2050 if backed by the right public policy framework.

[Special Report on Renewable Energy Sources and Climate Change Mitigation, IPCC, 2011.]

- Merchant Wind Power is a framework for **the installation of wind turbines on industrial or brownfield sites**: the site owner leases the land to a wind power installer and/or operator, and then purchases back the electricity produced at reduced rates.
- **Advances in solar photovoltaic technology** has meant that some urban installations have reduced their dependence on the grid. For example in the city of Rizhao in China.
- Regarding microgrids, there exists a great potential for their installation in urban areas through the combination of different technologies.

Fig. Evolution of the solar heat surface area in Barcelona due to the ordinance



[Source: World Economic Forum: Slim City: Sustainable Buildings.]



Co-operation between cities

If the public sector in the EU committed to use green energy, it could avoid emissions into the atmosphere equivalent to those produced by London.

[Source: Procura+ and ICLEI, The Procura+ Manual, A Guide to Cost- Effective Sustainable Public procurement, 2007]

- Increasingly there are more initiatives for promoting **co-operation between cities in order to make important savings**. A good example of this is the Clinton Foundation initiative: to pool cities' purchasing power. The ICLEI's Cities for Climate Protection campaign, supported by over 800 local governments, provides a platform to share resources, experiences and methodologies to reduce CO2 emissions in cities.
- This may also help to stimulate new markets for energy efficient products, which would lead to a reduction in costs.

Fig. Procura+ Milestones action plan framework



[Source: World Economic Forum: Slim City: Sustainable Buildings.]

Great Opportunities Water and waste

If by 2030, under an average economic growth scenario and if no efficiency gains are assumed, global water requirements will grow from 4,500 billion m³ today, 40% greater than the current supply capacity. This global figure is the aggregation of numerous local data, collected from administrations with a large number of river basins, generally concentrated in developing countries, where the situation is worse still and where the water deficit for supplying the population is greater than 50%. (Water Resource Group). [Source: Water Resource Group: Charting our water future, 2009]

Waste management is one of the most pressing problems resulting from growing urbanization. The use of digital technology for the tracking of waste, legislation aimed at increasing the efficiency of waste disposal and consumer pressure on manufacturers are factors that will help to address this problem (The Future of Cities – WEF). Also, new models of dialogue should be established for all those involved in waste management. In 2020, waste generated increased by 35% with respect to that generated in 2000, according to the EU. The EU's goal was to increase the use of recycling and waste recovery by 20% in 2010 compared to the levels of the year 2000.

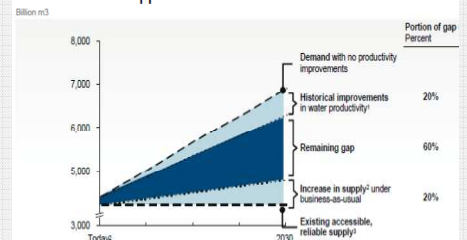
Solutions to the growing demand for water

According to a study of the Water Resource Group (WRG), water demand in 2030 will be double that of 2005, 40% greater than the maximum demand that is considered sustainable.

[Source: Water Resource Group: Charting our water future, 2009]

- According to the study "Charting our water future", the only solution to satisfy water demand will require an additional investment, to obtain the water needed, of \$200 billion each year. This is five times the current annual global expenditure on this type of supply infrastructure.
- The application of the best available technology would reduce the additional investment to a quarter, to \$50 billion per year, with an annual capital cost of \$19 billion in 2030.

Business-as-usual approaches will not meet demand for raw water



1. Based on national agriculture yield growth rates from 1960-2004 from FAO/STAT, agriculture and industrial efficiency improvements from IFRS
2. Total increased capture of raw water through infrastructure build-out, excluding unsustainable extraction
3. Supply shown at 50% reliability and includes infrastructure investments scheduled and funded through 2012. Current 50%-reliable supply does not meet average demand
SOURCE: 2030 Water Resource Group - Global Water Supply and Demand model; IFRS; FAO/STAT

[Source: Water Resource Group: Charting our water future, 2009]

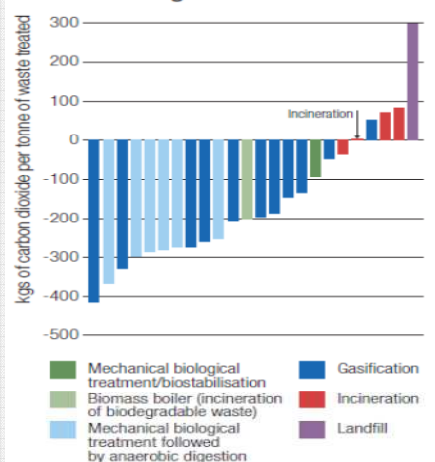
Energy from waste

Using waste as a source of energy has the potential to supply a fifth of the UK's electricity by 2020.

[Source: Energy from Waste: a wasted opportunity, Institute of Mechanical Engineers, UK.]

- There are various ways in which **energy can be obtained from waste**. Studies have been carried out which have identified that anaerobic digestion and gasification linked to CHP plants result in the greatest reductions in greenhouse gas emissions.
- The city authority of Freiburg (Germany), operates its own municipal anaerobic digestion plant which converts annually 36,000 tonnes of household organic waste into 4 million m³ of biogas, which is used to generate 7 GWh of electricity each year, and 15,000 tonnes of fertiliser.

Fig. Greenhouse gas performance of waste management scenarios



[Source: World Economic Forum: Slim City: Sustainable Buildings.]



Water efficiency

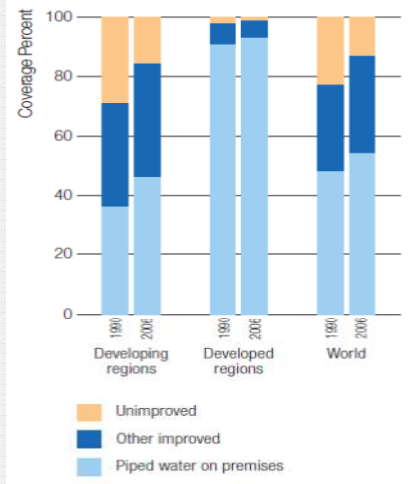
In terms of inefficiency of water resources and operations, losses are routinely reported as 40%, and as high as 70% in some cities.

[Source: UNESCO, Water: A shared responsibility. The United Nations World Water Development Report 2, 2006]

- In cities with established **water-management** infrastructure, improvements have focused on **reducing leakages and inefficiencies**. Due to the good management of infrastructure in Tokyo the leakage rate was reduced from 20% at the beginning of the 1950s to 3.6% today, reducing CO2 emissions by about 73,000 tonnes of CO2 per year.

- Opportunities in emerging countries can be found through the **co-operation between communities and NGOs, as well as the public and private sector**, to improve water and sanitation services. For example, in Nairobi (Kenya), the local communities and NGOs have developed the Biocentre concept. Each Biocentre provides water supply outlets, toilet and bathroom facilities, and community facilities for hire.

Fig. Drinking water supply coverage



[Source: World Economic Forum: Slim City: Sustainable Buildings.]



Waste management

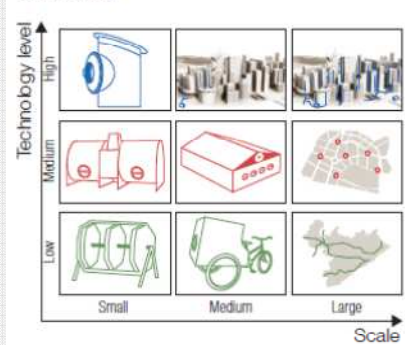
The revised EU Waste Framework Directive includes targets for EU member states to recycle 50% of their municipal waste and 70% of construction and demolition waste by 2020.

[Source: Being Wise with Waste: the EU's approach to waste management. EU.]

- Buildings and neighbourhoods must provide adequate space for **waste separation** to encourage inhabitants to sort and recycle their waste. Enabling waste separation at source will increase the viability of generating energy from it and solutions for converting organic waste to compost.

- Waste collection systems are very different in developed countries to those in developing countries. In developing countries there are less technical solutions that can also generate profits. The organic waste collection schemes in Bangladesh, provide such an example, where organic solid waste is composted and then sold to fertilizer companies.

Fig. Scales of waste management solutions



[Source: World Economic Forum: Slim City: Sustainable Buildings.]



Cost curve

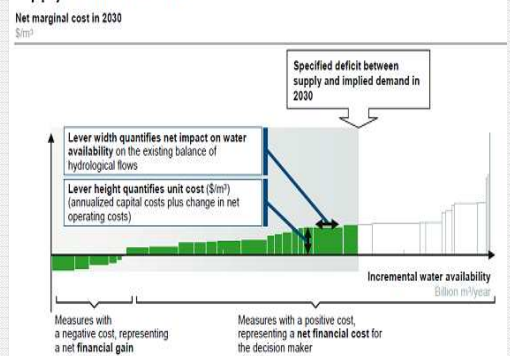
Low pressure membrane technology for water treatment could develop a market potential of up to 85 billion m3 by 2030, 56 times its volume in 2005.

[Source: Water resources group.]

- The "Water marginal cost curve", developed by the Water Resources Group, enables the comparing of the **cost and potential profits that result from the application of different technologies in the water cycle**. This methodology is of great use for decision making, given that it provides transparency on existing technologies in order to satisfy the demand for water in various countries.

- This is important, for example, taking into account that currently membrane technology in China is 2-3 times more expensive than traditional treatment technologies, in South Africa and Brazil supply infrastructure covers only 50 percent of predicted demand and India requires an annual investment \$1.4 billion per year.

The water availability cost curve and specified supply-demand deficit



[Source: World Economic Forum: Slim City: Sustainable Buildings.]



New opportunities require new skills

Our response:
**Strategic Corporate
Responsability Plan 2011-2014**

we want to take a giant leap

Vision 2020

Being a leader in the next decade means being acknowledged for our capacity to bring solutions capable of turning cities into more sustainable entities.

Because we want to be a part of the sustainable challenge solution and take advantage of the market opportunities. To do so, we need to:

- Better understand and connect with the real needs of citizens and be involved in making the changes.
- Create new capacities within the organization allowing us to design better sustainable solutions.
- Strengthen our organization to respond better, faster and more coherently to the challenges posed by the transformation of cities worldwide.



We have travelled part of the way, now we need a giant leap

With the approval of the Second Strategic Corporate Responsibility Plan 2009-2010, the Board of Directors established a strategic objective for the Group and its areas of business: a commitment with the sustainability of their activities through the promotion of socially responsible actions that respond to stakeholder expectations. A commitment which was also incorporated into the Group's strategic Plan.

To achieve this end, the Strategic Corporate Responsibility Plan 2009-2010 has as its main objectives to:

- Establish strategic lines, for FCC and its businesses, in corporate social responsibility for this period, reinforcing the work already carried out in this field within the Group.
- Identify socially responsible actions which provide an answer to our strategic challenges.
- Consolidate the organizational structure already established in the previous Strategic Corporate Responsibility Plan, from which both the strategy and socially responsible actions of FCC and its areas will be defined and promoted.
- Achieve a joint vision and mission as a Group with regards to CSR.

The strategic lines of the 2009-2010 Strategic Corporate Responsibility Plan have been:

- 1. GOOD GOVERNANCE**
- 2. FCC'S PEOPLE**
- 3. COMMUNICATION AND PUBLIC ACKNOWLEDGMENT OF FCC'S SOCIALLY RESPONSIBLE STRATEGY**
- 4. OUR CORPORATE CITIZENSHIP**
- 5. CARING FOR THE ENVIRONMENT**
- 6. RESPONSIBLE INNOVATION WITHIN THE GROUP**

Renewed principles

Doing things right.

- *We work hard to identify, satisfy and even anticipate our clients' needs (internal and external)*
- *Even when things are going well, we seek ways to improve, being open to consider new ideas beyond what we are accustomed to do with ease.*
- *We believe mistakes are not failures.*
- *In our actions and decisions we always take into account all the consequences and implications.*

Integrity.

- *We carry out our activities according to the current legislation and our Code of Ethics.*
- *We loyally fulfil our commitments, respecting people's dignity, favouring the professional and personal development of our business associates.*
- *We do not tolerate the use of unethical practices, neither for individual benefit nor for that of FCC.*
- *We are loyal to FCC in the face of personal interests, maintaining a neutral political attitude in our activities, respecting free competition, and managing our contractors and suppliers in an impartial and objective manner. We are committed to respecting the environment and we have a socially responsible attitude in the communities affected by our activities.*

Efficiency.

- *We systematically seek austerity and simplicity in everything we do, providing services our clients really want, avoiding unnecessary elements.*
- *We always steer our work towards facilitating the achievement of the Groups' objectives.*
- *We strive to achieve the best results with an optimum use of resources and funds.*
- *We also protect and make the best use of other less easily measurable resources like FCC's structure and management systems, our knowledge and experience, our brand and the relationships that we maintain with external actors (clients, providers, etc.).*

Proximity.

- *We consider that human relations are the intrinsic element of the services that we provide or the goods that we produce.*
- *We understand our social responsibility as a way of managing the company that seeks, not only to create shareholder value, but to work together with those communities in which we carry out our activities in order to favour their wellbeing and development.*
- *We are committed to achieving the priority goal of ensuring the wellbeing and professional development of those who work in the Group.*

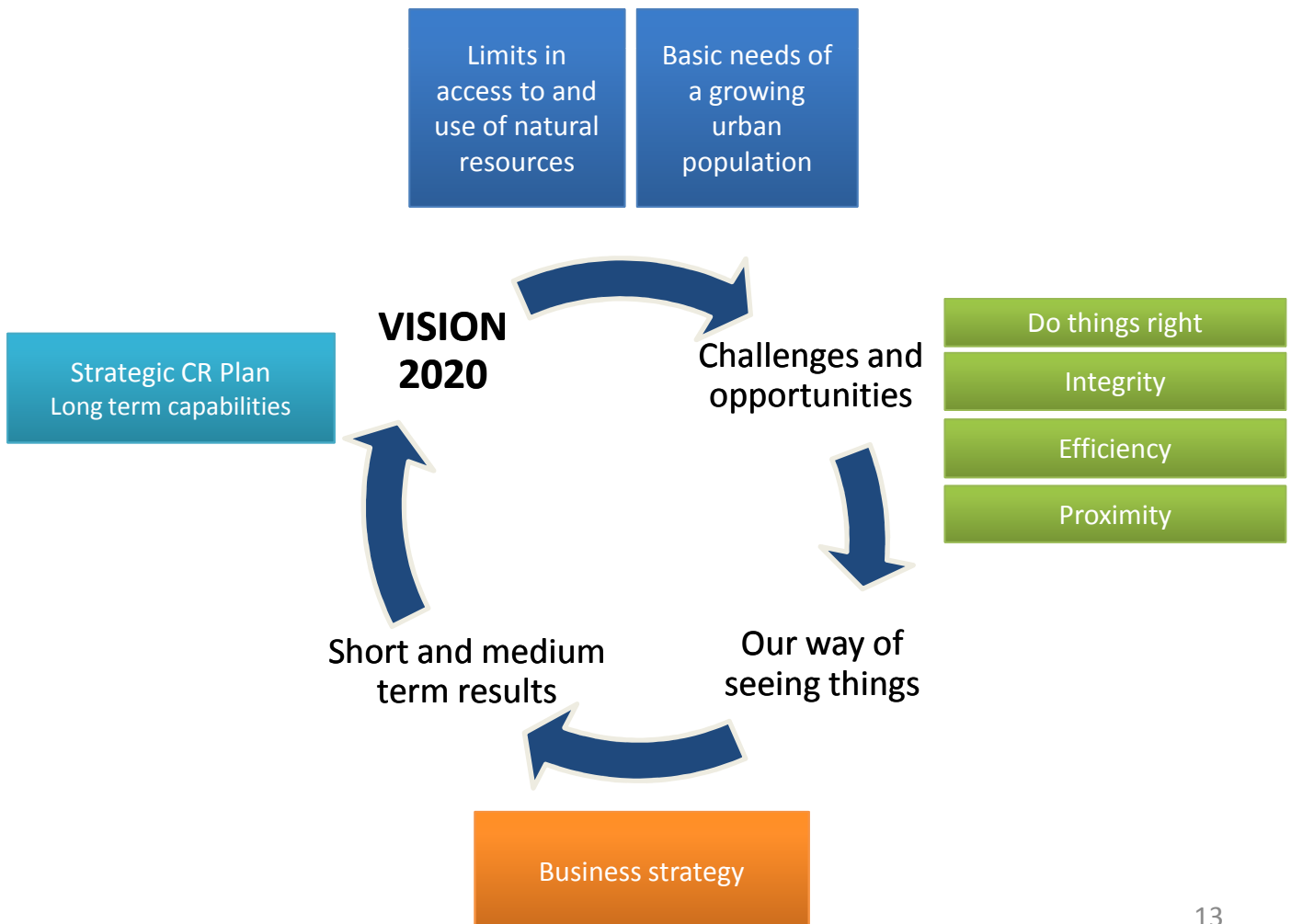


we want to take a giant leap

Structure of the Strategic Corporate Responsibility Plan 2012-2014

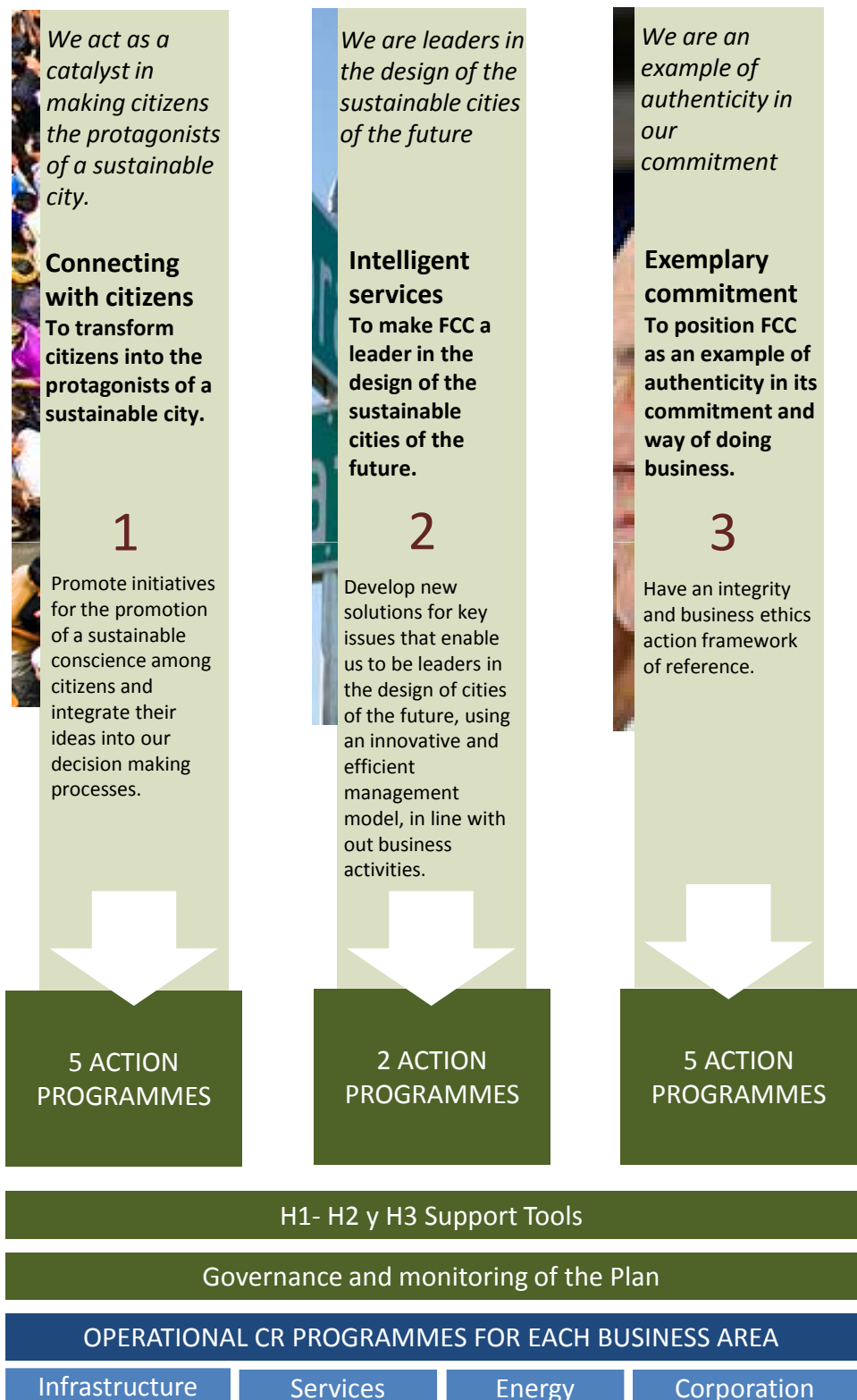
Vision 2020

Being a leader in the next decade means being acknowledged for our capacity to bring solutions capable of turning cities into more sustainable entities.





Structure of the 2012-2014 Strategic CR Plan: acting with integrity throughout the whole company.



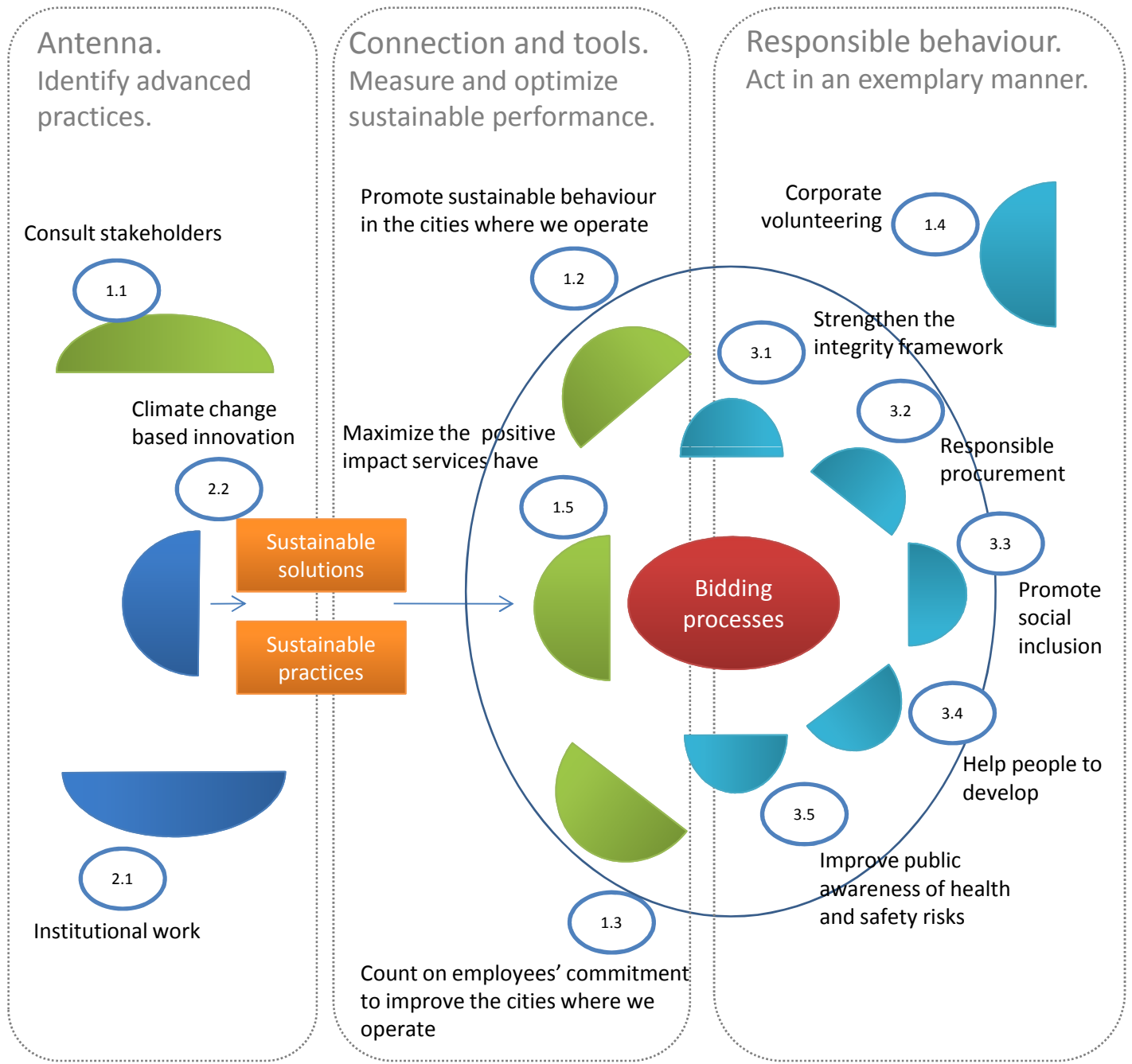
2015 Positioning

Strategic priorities

Actions and objectives



Goal of the 2012-2014 Strategic CR Plan: Create competitive advantages.



Key.

- Action programmes for: CONNECTING WITH CITIZENS
- Action programmes for: INTELLIGENT SERVICES
- Action programmes for: EXEMPLARY BEHAVIOUR



1 Connecting With Citizens

Maximizing the positive impact of our activities in the communities in which we operate.

To promote actions among citizens that improve the development of more sustainable cities.

Be considered by public administrations as a company that generates local value.

Action programmes

1.1. Be learning all the time – sustainable radar

1.2. Connect with citizens – active sustainability

1.3. Employee participation – responsible local commitment

1.4. Corporate volunteering

1.5. Seek the maximization of sustainability value – positive impact actions

Coordinating Team

Top management sponsor:
José Manuel Velasco

Communication and CR, HR and business area representatives (Services, Infrastructure and Energy).

Objectives for 2014

15 consultation groups with key opinion holders in strategic markets.

Develop one Spanish and one international pilot project for the promotion of sustainable behaviour.

25,000 hours dedicated by employees to FCC's local commitment programmes.

Strengthen corporate volunteering in collaboration with the Esther Koplowitz Foundation.

All public bidding processes have methods to measure the impacts of our services.

CONNECTING WITH CITIZENS

Maximize, connect and participate

1.1. Dialogue platforms in key places – sustainable radar

Objective: Establish dialogue platforms in key places to maximize, connect and participate with key opinion holders in order to discuss the future of cities.

Description: Establish forums/dialogue platforms with key opinion holders in strategic positions, with the aim of linking the management of ECOCities with the needs of future cities.

This will be carried out through consultations with key opinion holders in the main cities or *target* cities that are able to add value for the identification and understanding of key issues that strengthen the Citizens' Services concept.

Actions

Definition of external groups and consultations in the main cities or *target* cities:

- Definition of strategic lines.
- Definition of *target* cities.
- Definition of stakeholders.
- Operating rules for group consultations.
- Mechanisms for the composition and revision of these groups.
- Procedure for the selection of improvement actions.
- Pilot project.
- Launch in key markets.

Objective 2014

15 consultation groups with key opinion holders in strategic markets.



CONNECTING WITH CITIZENS

Maximize, connect and participate

1.2. Promotion of sustainable behaviour among citizens – active sustainability

Objective: To involve citizens in the development of sustainable solutions through a corporate programme that drives urban communities where FCC operates to advance towards this goal.

Description: We are looking for participation between FCC and citizens to respond to this century's urban challenges. We seek to develop the citizens' "active sustainability" as the way of promoting sustainable practices. These practices will be aligned with our activity.

Actions

- Identify areas for collaboration to modify citizens' unsustainable behaviour that has a connection with our business.
- Identify and reveal the "active sustainability" skills of our workers that as well as being able to reduce the occurrence of unsustainable practices can help to improve FCC's services and citizens' perception of them.
- Systems for the evaluation of the impact of "active sustainability" initiatives presented in the framework for the offer of services.
- Implementation of pilot project.
- Expansion to key markets.
- Expansion to other markets with a special focus on emerging economies.

Objective 2014

Develop one Spanish and one international pilot project for the promotion of sustainable behaviour.



CONNECTING WITH CITIZENS

Maximize, connect and participate

1.3. Participation of employees- commitment to local responsibility

Purpose: All FCC's employees can have the opportunity to collaborate in the creation of a more sustainable, just and diverse city.

Description: Design programs for company employees to participate in the development of the concept of Citizens' Services, showing our capabilities to achieve the largest possible impact in urban society.

The action will show the genuine commitment of the company to create a more sustainable society.

Acciones

- Design a model of employee participation using two strategic lines:
 - Increasing the awareness of local communities of sustainability concepts.
 - Participation of employees in projects in which, using their *know-how*, will promote local sustainability.
- Determination of principle areas of action in the two strategic lines (definition of areas with the greatest potential impact on urban society by market).
- Determination of a measuring model to quantify and value impacts.
- Development of a pilot project: *Launch of a programme in a Spanish city*.
- Development in the main Spanish markets.
- Progressive launch in all markets, in particular in those that are in development.

Objective 2014

25,000 hours dedicated by employees to FCC's local commitment programmes.





CONNECTING WITH CITIZENS

Maximize, connect and participate

1.4. Corporate volunteering

Objective: To consolidate the programme *Voluntarios FCC* and achieve an increase in the number of volunteers.

Description: Since 2008 FCC has developed a corporate volunteering programme aligned with the Esther Koplowitz Foundation. The volunteer work takes place in residential homes, for elderly people without resources and who have mental disabilities, that the foundation has in Madrid, Barcelona and Valencia.

Actions

- Holding of volunteer days in the homes that promote corporate volunteering in collaboration with the Esther Koplowitz foundation.
- Increase in the number of activities carried out in Valencia, Madrid and Barcelona.
- Implementation of initiatives that fosters the motivation and participation of the volunteers in the planned activities.

Objective 2014

Strengthen corporate volunteering in collaboration with the Esther Koplowitz Foundation: increase the number of FCC's active volunteers by 10%.



CONNECTING WITH CITIZENS

Maximize, connect and participate

1.5. Maximize the sustainable impact of our services- positive impact actions

Purpose: To make sure that the company's activities are designed to generate the maximum added social value.

Description: To have procedures in place to measure the social impact of the company's activities that strengthen the Citizens' Services concept. To demonstrate to citizens and public administrations the added value that FCC's activities generate.

Actions

- Creation of an observatory for the monitoring and analysis of the trends related to with sustainability issues, included in the tender's contract specifications in the major markets in which the company operates.
- Identify those activities carried out as part of FCC's main services that will enable the improvement of these services' environmental performance and social commitment, in accordance with the Sustainable Economy Law.
- Development of a methodology to measure and demonstrate the added social and environmental value generated by the company's activities for its inclusion in the company's service offerings.
- Identification of relevant KPIs (key performance indicators) to measure and report on the sustainability performance of the company's services.
- Publication of a catalogue of sustainable practices for internal diffusion.
- Inclusion in tender offers and accountability reports.

Objective 2014

All public procurement tender offers presented by FCC will have methodologies for measuring the social and environmental impacts of the operations and services to be contracted.

2 Intelligent Services

To place FCC among the leading companies in the design of sustainable urban communities

Developing new solutions in key issues allows us to take a leading position in the design of urban communities through an innovative and efficient management model.

Action programmes

2.1 Make advancements in the design of the urban communities of the future – institutional work.

2.2 Leadership in innovation – innovation to fight against climate change.

Objectives for 2014

Creation of an antenna observatory – Global Eco City

Study of trends in the design of citizen services, based on the knowledge of leading institutions.

Definition, actions and impulse of the Group's strategy regarding Climate Change.

Coordinating team

Steering committee sponsor:
José Manuel Velasco / Eduardo
González

Climate Change Committee



Intelligent services

Developing new solutions

2.1 Make advancements in the design of the urban communities of the future – institutional work.

Objective: Understand and anticipate the trends of the urban communities of the future.

Description: Creating an antenna observatory that allows us to identify and assess the opportunities associated to the characteristics of the urban communities of the future and establish alliances with high level global entities .

Actions

- Identification of reference entities at a global level.
- Analysis of the possibilities of carrying out projects or joint alliances at the corporate or business level.
- Creating an antenna observatory – Global Eco-City
- Study of best practices in sustainable development.

Objective 2014

An study of trends in Citizens' Services for our business stemming from the know-how acquired from leading institutions.



Intelligent services Developing new solutions

2.2 Leadership in innovation in order to fight against climate change.

Objective: Orient the company's strategies in order to integrate the carbon variable in its activities.

Description: FCC, as a Citizens' Services company, must assume as a challenge of its activity, to be part of the solution to the problem of the greenhouse gas emissions generated by the high density populated urban areas. During the next decade cities will concentrate a great part of these emissions. To cope with this challenge, the Climate Change Committee has been created, as the key element in the Group regarding the management of climate change related aspects.

Actions

Articulation, planning and development of the key tasks that are defined as responsibilities assumed by the Climate Change Committee.

- Monitoring FCC's greenhouse gas emissions inventory.
- Analysis of the risks and new opportunities.
- Defining strategies in order to adequately position FCC (group/business units) in those areas where FCC can have a competitive advantage due to the nature of its business and products.
- Response to relevant external stakeholders regarding climate change, mainly the requirements of financial analysts, DJSI, FTSE4Good, Carbon Disclosure Project.

Objective 2014

Definition and development of the company's climate change strategy.

3 EXEMPLARY BEHAVIOUR

Position FCC as an example of authentic commitment.

Have an exemplary framework regarding integrity and business ethics.

Action Programmes

- 3.1. Relying on renowned ethical principles – integrity framework.
- 3.2. Focus on sustainable behaviour in the value chain– responsible procurement.
- 3.3. Promoting the social inclusion of people with social needs– commitment with people.
- 3.4. Contribute to the development of people
- 3.5. Improve public attention to risk, safety and health

Coordinating team

Steering Committee Sponsor:
Felipe Garcia / Francisco Martín

Corporate Responsibility, Legal, Risk,
Human Resources and Procurement
Units.

Objectives for 2014

The new ethical framework covers 100% of FCC's activities and its key suppliers.

100% of FCC's key suppliers and those considered critical from sustainability standpoint are to be assessed in line with environmental, social and ethical criteria.

Increase of employees with special needs.

Support program for employees who are risk of social exclusion program.

FCC's social framework of diversity, plurality, and equality should cover the entire company (global scope), all its activities, and those of its main contractors.

Developing an action program for workers, stakeholders and communities, aimed at improving health and safety.

EXEMPLARY BEHAVIOR

Authenticity and commitment

3.1. Relying on renowned ethical principles – integrity framework.

Objective: To reinforce the company's ethical framework to address the major challenges facing FCC in order to promote exemplary behaviour.

Description: To have advanced management models and tools in order to eradicate corruption and bribery, within FCC's Code of Ethics framework.

Acciones

- Renewal of the ethics and integrity framework inline with standards of reference for the company at a global level.
- Defining a due-diligence methodology for the social and environmental evaluation of new projects and markets.
- Implementation of the integrity framework for all group companies.
- Training system in ethics and integrity with a global reach.
- Framework of indicators related to deployment of the integrity framework.
- Extension of the ethics and integrity framework to suppliers.

Objective 2014

The new framework will cover 100% of FCC's activities as well as those of its contractors.



EXEMPLARY BEHAVIOR Authenticity and commitment

3.2. Focus on sustainable behaviour in the value chain – responsible procurement.

Objective: Consolidate and extend the concepts of integrity and sustainability FCC's entire value chain.

Description: Define the procedures that allow to assess and promote integrity and sustainability among our suppliers and contractors.

Actions

- Dissemination among suppliers of the competitiveness, objectivity and transparency criteria of our contract awarding processes. (Supplier portal in FCC's corporate webpage)
- Definition of a supplier Code of Conduct in order to reinforce the concept of integrity in our relations with suppliers and contractors, and most of all, ensure their commitment.
- Definition of the main sustainability attributes of application among suppliers.
- Definition of methodology, both for assessing these attributes in the framework of the supplier evaluation processes, as well as their consideration in the decisions regarding awarding contracts.
- Pilot project

Objective 2014

100% of FCC's key suppliers and those considered critical from sustainability standpoint are to be assessed in line with environmental, social and ethical criteria.



EXEMPLARY BEHAVIOR

Authenticity and commitment

3.3. Promoting the social inclusion of people with social needs – commitment with people.

Objective: Create the conditions for integrating collectives with special needs in the Group. Support in their social integration.

Description: Have procedures to identify potential areas for integrating vulnerable groups with special needs, as well as how to identify employees who are risk of social exclusion.

Actions

Integration. Global identification and categorization of areas and positions to potentially contract groups with special needs. Define profiles for each category of work identified.

Support. Identification of groups exposed to the risk of social exclusion. Definition specific indicators to identify employees at risk of social exclusion (ref flag) + Definition of management policies for situations of risk of social exclusion (support + decision making).

- Awareness campaigns and setting up communication channels in this regard.
- Strategic alliances with entities dedicated to the attention of collectives at risk of social exclusion.
- Monitoring results of implemented initiatives.

Objective 2014

Increase of employees with special needs.

Support program for employees who are risk of social exclusion program.



EXEMPLARY BEHAVIOR

Authenticity and commitment

3.4. Contribute to the development of people.

Objective: Reinforce the development of people measures taken and lead the company's cultural change in line with the equality and diversity social framework of the communities we provide services to.

Description: Implementation of social programs for people that form part of the workforce and development of actions in order to promote equality and internal diversity.

Actions

- Establishment of an equality and diversity policy for the company and singling out its key lines of attention.
- Revision of the practices and procedures of the company from the diversity and equality viewpoint and definition of programs with a global scope, international impact.
- Establishment of social programs for the people that form the workforce, that attend to special needs.
- Implementation of improvement actions in order to improve the work climate.
- Framework of indicators for the execution and development of actions and programs.
- Extension of the main actions of development of the principles of equality and diversity to contractors.

Objective 2014

FCC's social framework of diversity, plurality, and equality should cover the entire company (global scope), all its activities, and those of its main contractors.



EXEMPLARY BEHAVIOR

Authenticity and commitment

3.5. Improve public attention to risk, safety and health

Objective: Develop and promote a culture of wellbeing of health and safety.

Description: Establish programs of prevention of health and safety risks that stem from the organization and are extended to stakeholders and communities.

Actions

- Establish prevention plans for work related risks that can be extrapolated to the most number of people, workers and communities.
- Develop activities for improving public attention to risks, with a Zero accident objective, both at work and outside, oriented for our stakeholders.
- Coordinate actions with other plans (other departments) integrating the health and safety perspective in order to reinforce quality and social wellbeing.
- Extend the knowledge of the Strategic Plan of Road Safety to our stakeholders.
- Develop internal and external campaigns for the promotion of health and safety, and participate with other entities on common improvement objectives regarding health and safety conditions.

Objective 2014

Developing an action program for workers, stakeholders and communities, aimed at improving health and safety.



H1 Reporting

To develop the current reporting system so that key sustainability indicators are gradually incorporated into the company's scorecard.

Strengthening the current indicator system will enable us to automate the reporting system further still, improve the reliability of information and take decisions based on this information.

we want to take a giant leap

Strategic lines

Review and strengthening of the automated reporting system.

Development of a scorecard for each business.

Presence in sustainable indices.

Goals for 2014

New quarterly reporting format. Review the reporting system to enable the use of a quarterly reporting scorecard for a set of KPIs.

Achieve the precision and quality of financial information regarding the new KPIs.

Maintain FCC in the most prestigious sustainability indices (DJSI, FTSE4Good). To improve FCC's scores through the annual elaboration of a continuous improvement plan and benchmarking using the results of the indices' assessments.

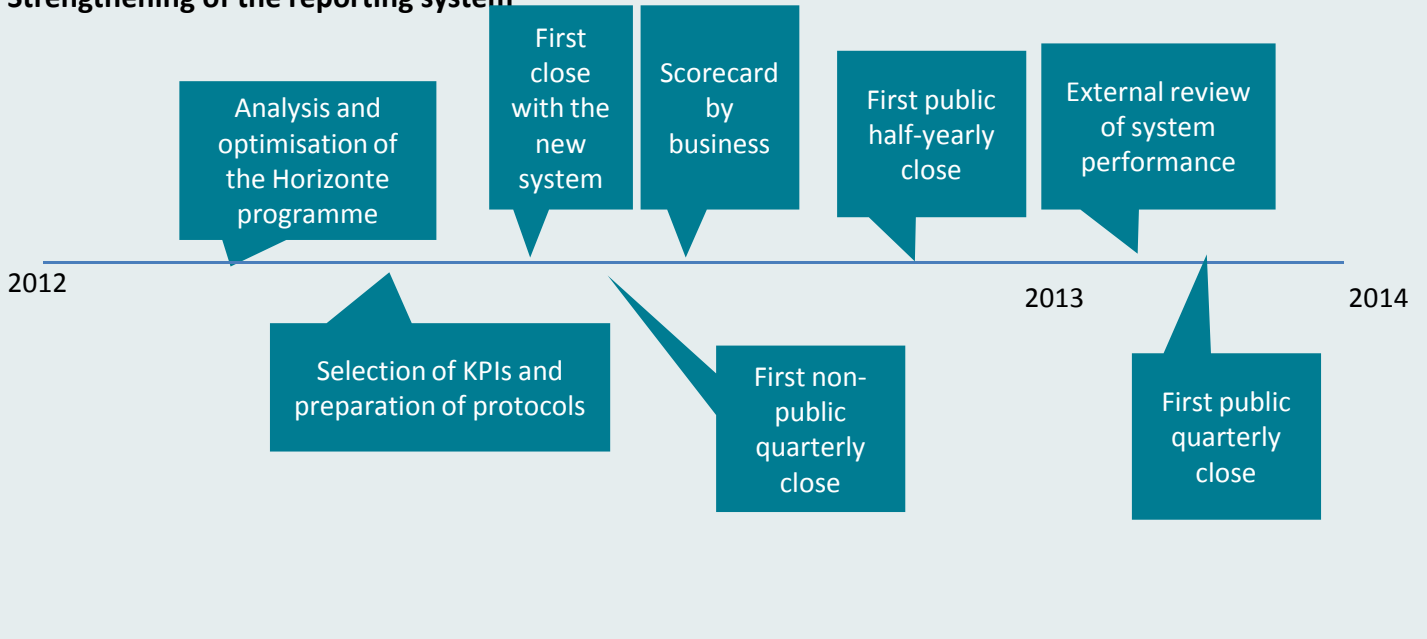
Coordinating team

Corporate Responsibility/Information Systems

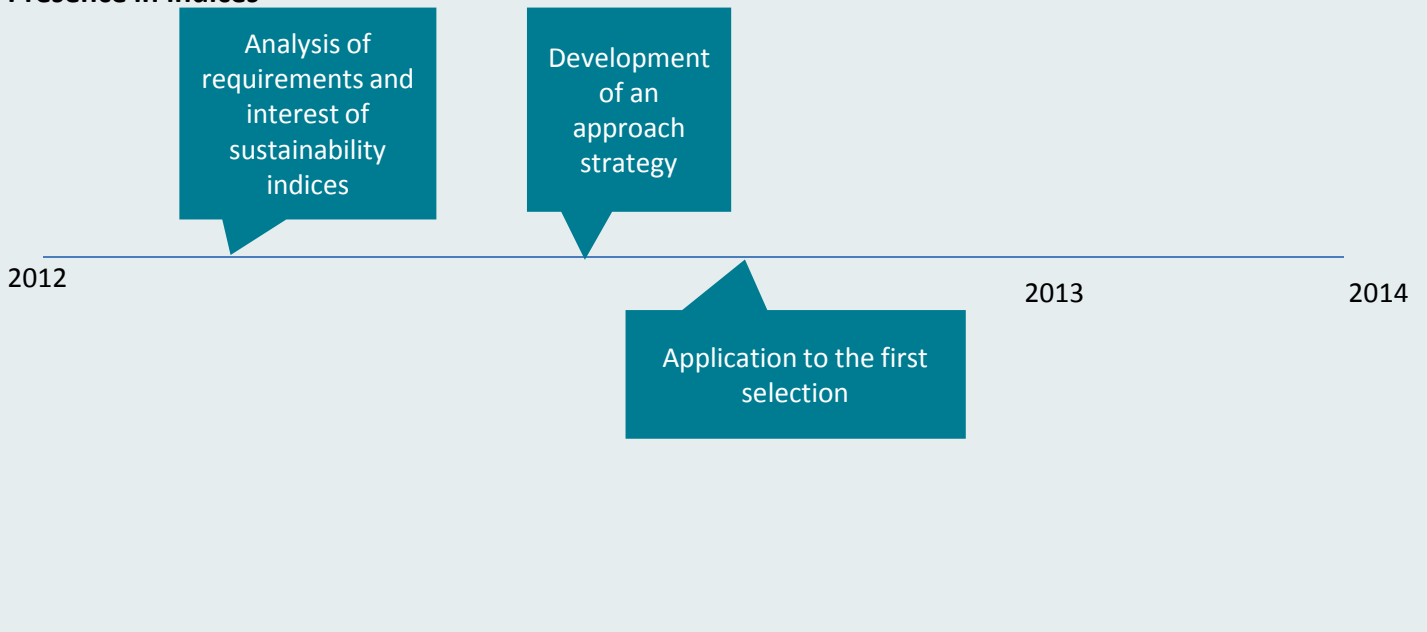
To be the first Spanish company present in sustainability indices focussed on water and the climate.

route map

Strengthening of the reporting system



Presence in indices



H2 Leadership and reputation

To earn the company a place among recognised leaders in solutions for sustainable urban development for investors, public authorities and multilateral bodies

The reputation programme will contribute value to the business, allowing the company to participate in key international initiatives.

Strategic lines

Presence in international initiatives.

Preparation of studies as a leader of opinion.

Strategy to influence opinion leaders

Goals for 2014

Be present in the three leading international sustainable city development initiatives.

Organize an annual event to debate trends or key issues related to the sustainability of cities.

Prepare a complete map of opinion leaders in the field of sustainability in Spanish cities.

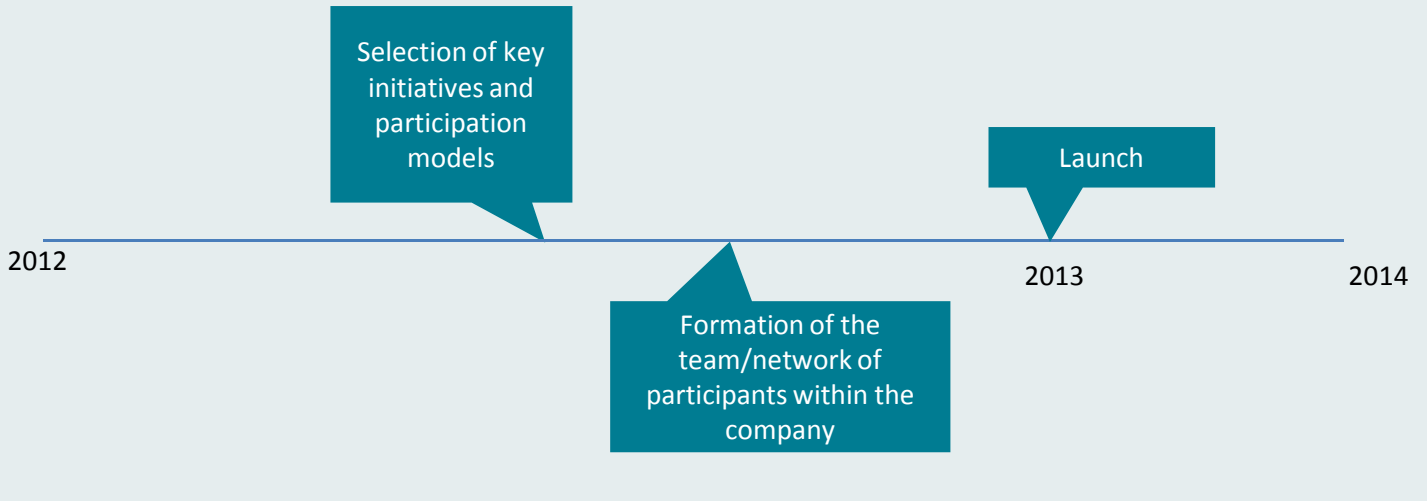
Coordinating team

Corporate Responsibility Management

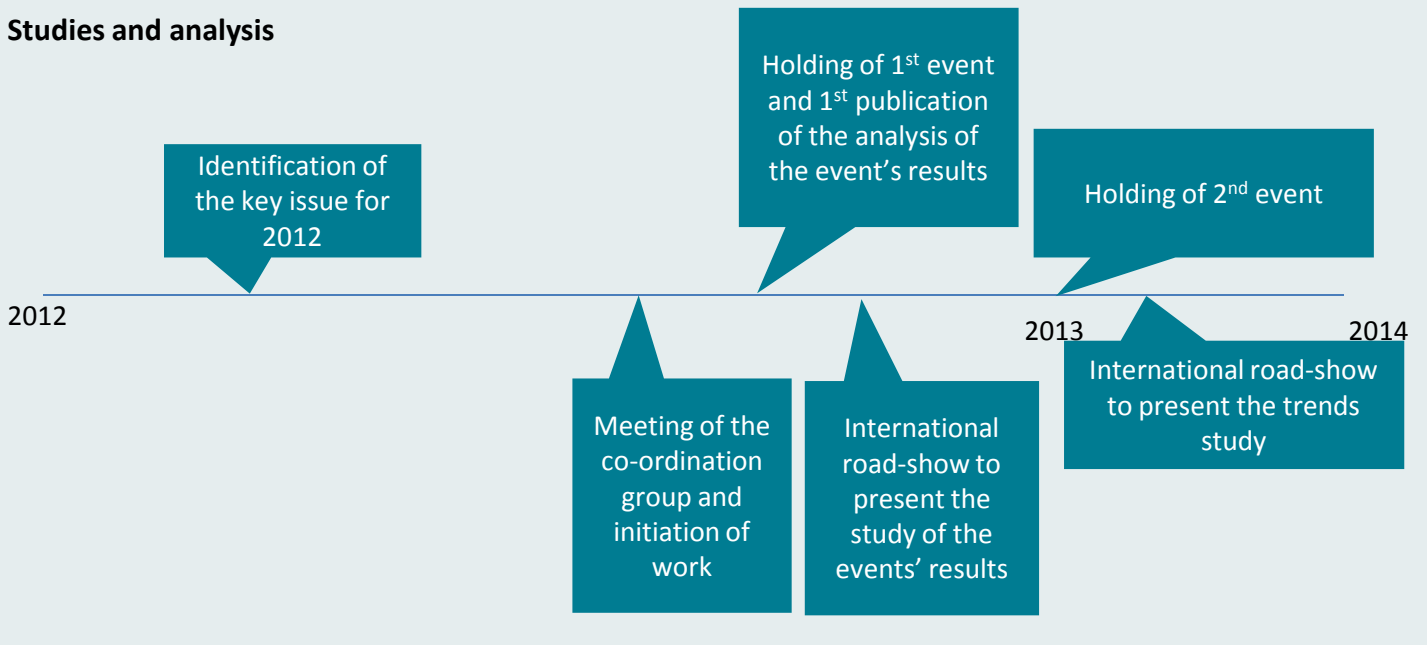
Business areas

route map

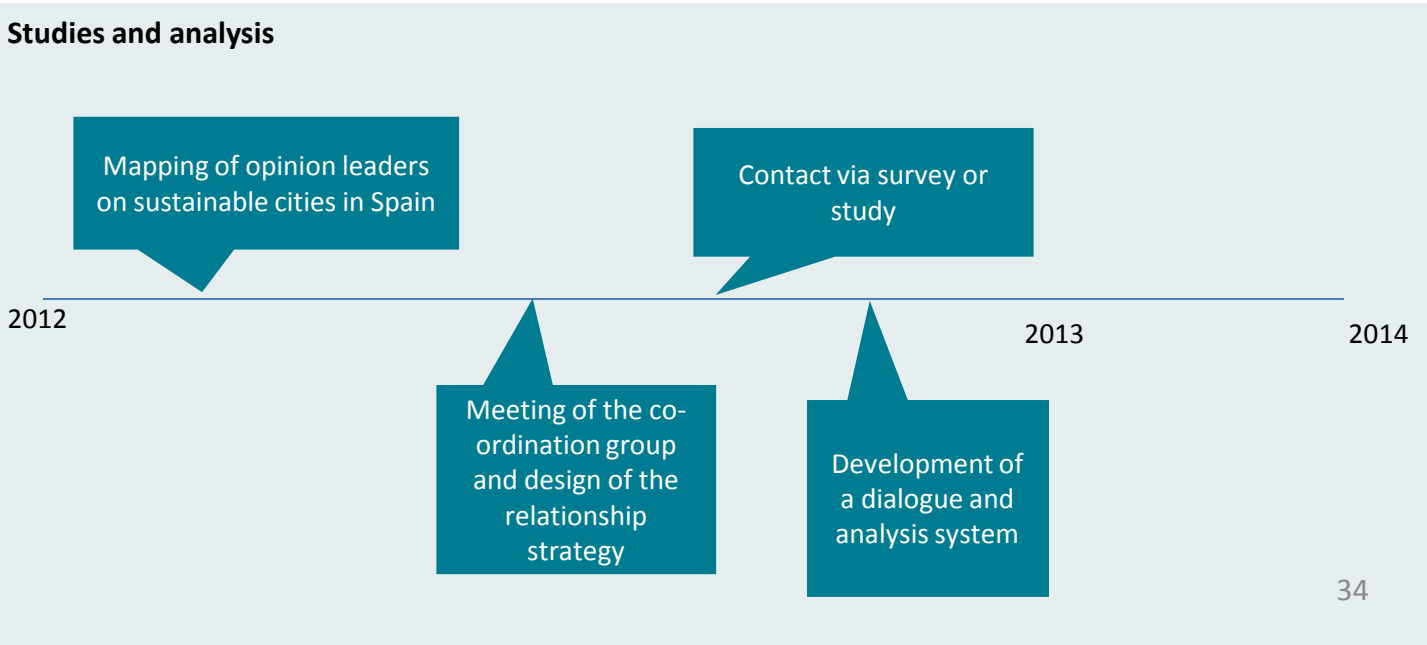
Active presence



Studies and analysis



Studies and analysis



H3 Training and awareness

Programme to train 300 leaders in the new sustainability challenges faced in the company's market environment.

Put into operation a training programme for executives with high potential that enables the multiplication of the current plan's initiatives, increasing the number of people involved.

we want to take a giant leap

Strategic lines

Internal awareness campaign

Goals for 2014

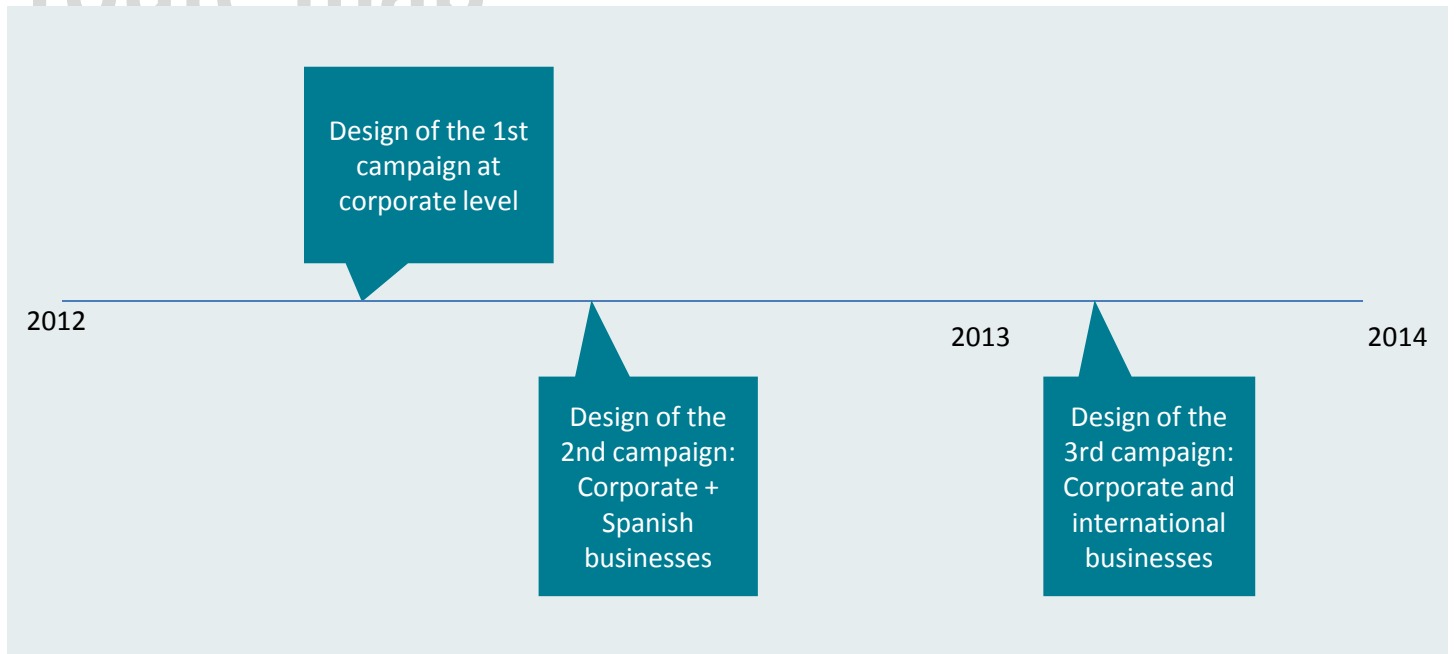
Pyramid-structured awareness programme to make the whole Group aware of the Citizens' Services approach reaching 300 people worldwide.

Creation and promotion of the *Brand Academy*.

Coordinating team

Corporate Responsibility
Management
Human Resources Management

route map





we want to take a giant leap

Diagram of the plan's governance

