





2015

INTEGRATED
REPORT

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Key figures 2015

G4-9



At Sacyr, **each project**, beyond the size, its unique nature or complexity, must contribute to **improving people's quality of life**

2,949

Million Euros

**BUSINESS
TURNOVER**

1,580

Million Euros

**INTERNATIONAL
TURNOVER**

26,845

Million Euros

BACKLOG

370

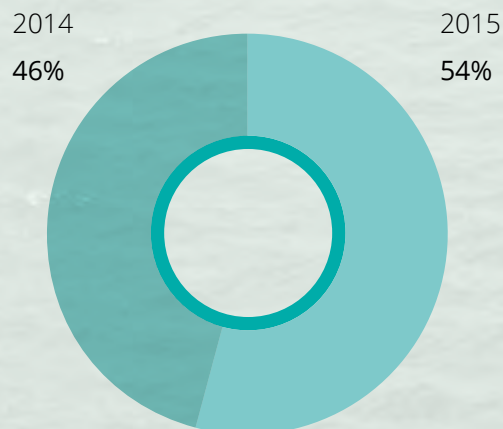
Million Euros

NET PROFIT

KEY FIGURES

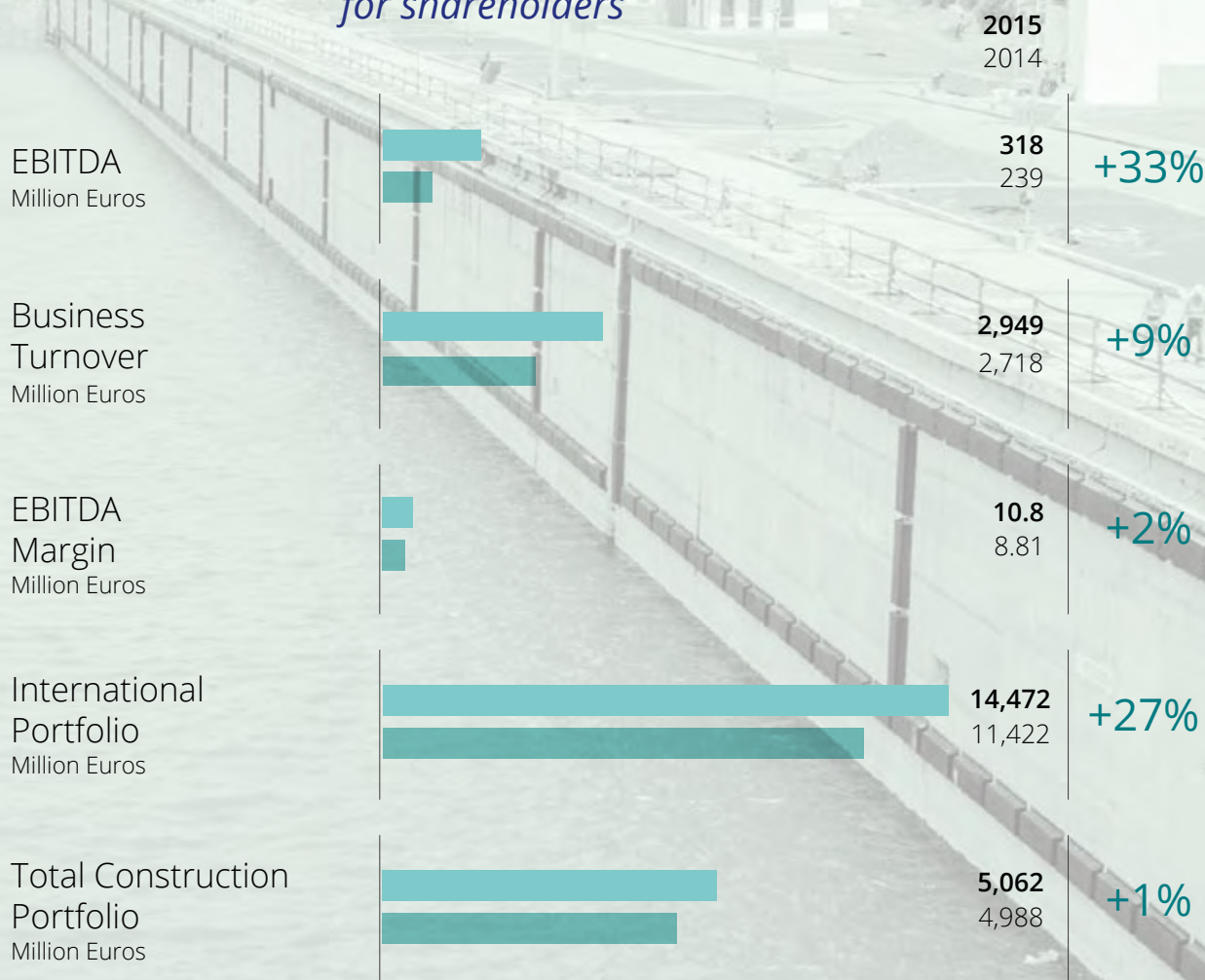
Data (Mill. €)	2015	2014	%
Business turnover	2,949	2,718	+9%
International turnover	54%	54%	-
EBITDA	318	239	+33%
EBITDA margin	10.8%	8.81%	22.59%
Net profit	370	33	+1,021.21%
Total construction and services BACKLOG	26,845	24,832	+8.1%
% international	54%	46%	+17.4%

International Business Portfolio

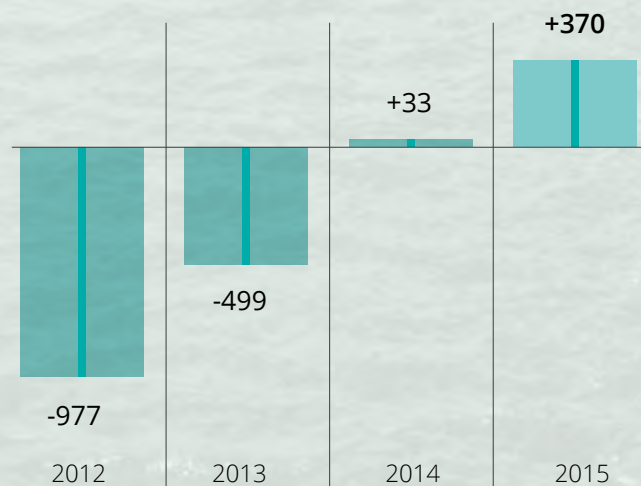




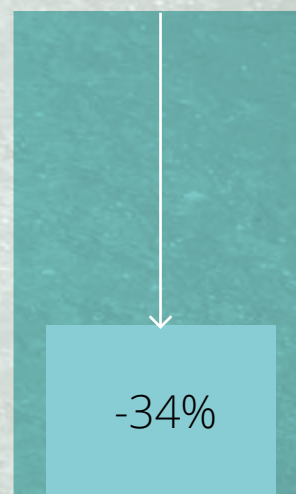
*The goal is to generate value
for shareholders*

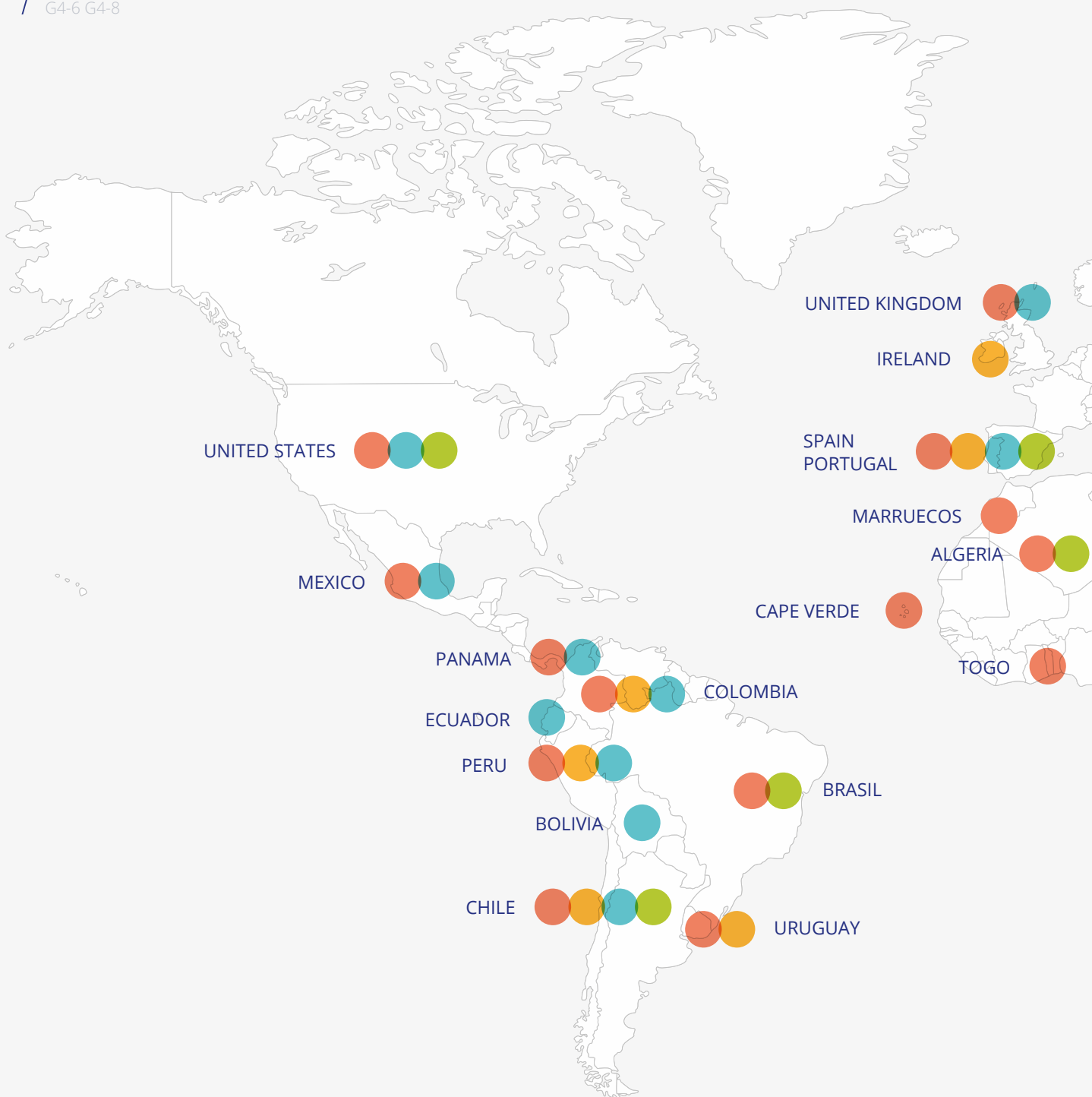


Net Profit
Million Euros



Debt Reduction
compared to 2014





CONSTRUCTION



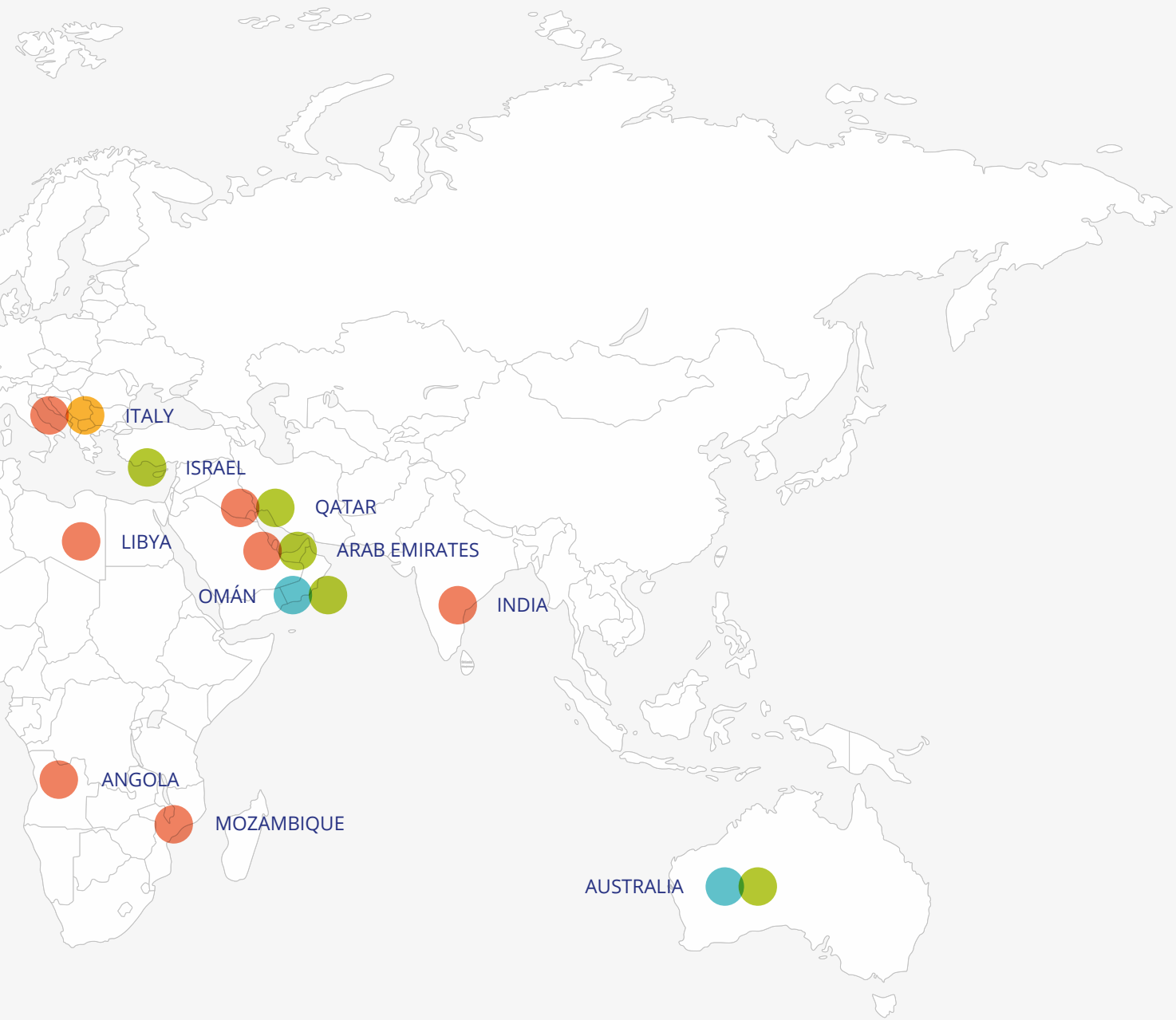
CONCESSIONS



INDUSTRIAL



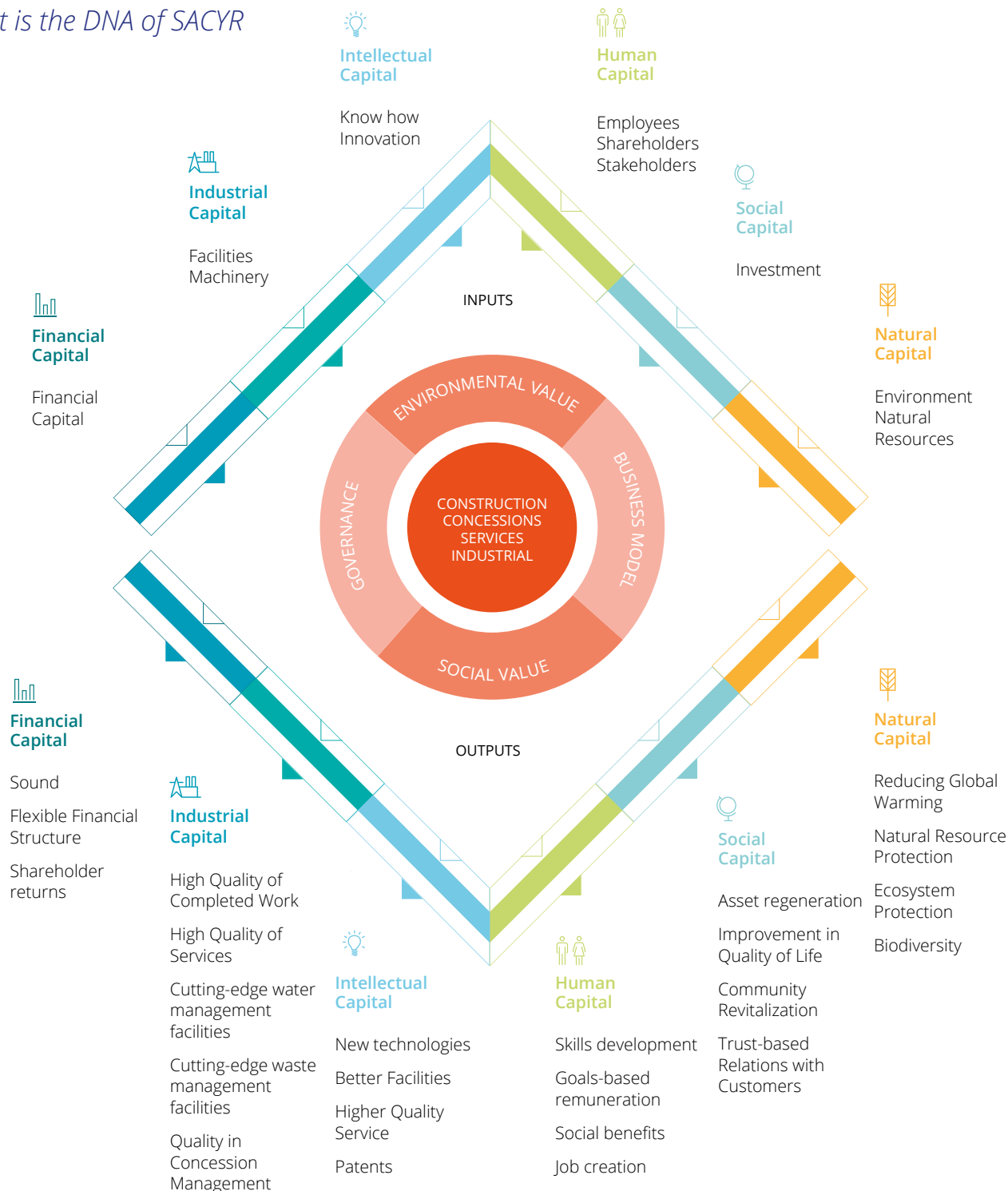
SERVICES

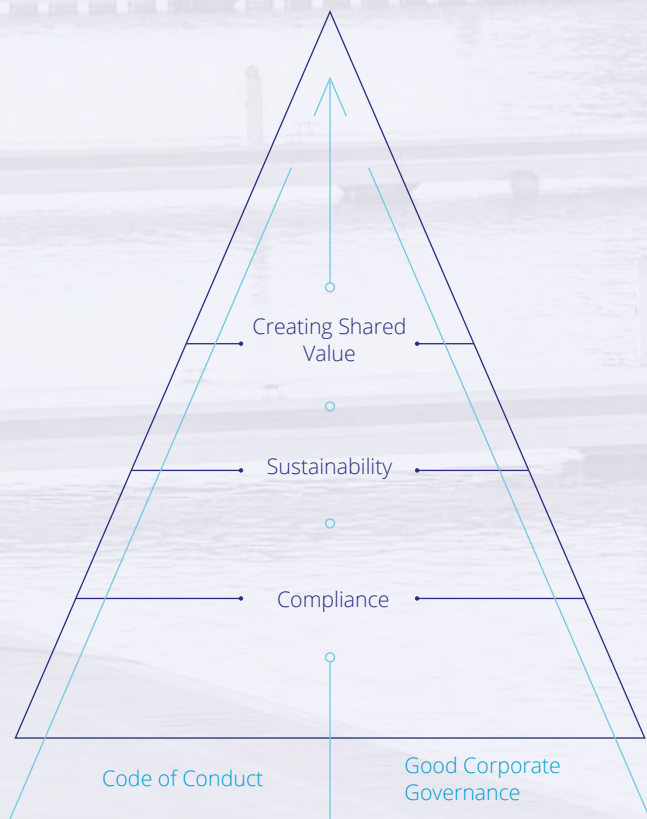


We create shared value

We are a company capable of generating value for our customers, partners and shareholders.

It is the DNA of SACYR





2015

TAX CONTRIBUTION (TTC)

Third-party taxes **+291 mill. €**
Own taxes **+167 mill. €**

INVESTMENTS

Environment **+17 mill. €**
Training **+152 thousand €**

SHARE PRICE

Market capitalisation
938.62 mill. € (dec 15)

DIRECT AND INDIRECT EMPLOYMENT

+2.7% workforce increase

VALUE CHAIN

Environmental impact assessment of
a total of **1,913 suppliers**

SUPPLIERS

Construction backlog
for **+36 months**

PRODUCTS AND SERVICES OF THE COMPANY

Total BACKLOG of **26,845 mill. €**
in **28 countries**

INNOVATION (INVESTMENT IN R&D)

Investment in R&D of **+8.6 mill. €**

Manuel Manrique
Cecilia, *Chairman and
CEO*

LETTER FROM THE CHAIRMAN G4-1 G4-13

I am pleased to present our 2015 Integrated Report. 2015 was an important year for the future of the Sacyr Group as it saw the start of our Strategic Plan for the next five years and the challenges this involved. It was also a year that witnessed the Group's transformation, improved financial equilibrium, the consolidation of our business model and the achievement of sustainable growth.

This report underlines the Sacyr Group's mission to develop complex infrastructure projects and services that help to improve people's quality of life and offer personal and professional opportunities to employees that generate value for our customers, partners, shareholders and society as a whole. This, coupled with our vision and values, is the driver of our business model. A more sustainable model that enables us to contribute positively to society as a whole.

We are aware of the crucial role we play in the development of the communities in which we operate and the welfare of the people affected by our activities. We have successfully progressed in the development of a new strategic cycle based on profitable and orderly growth, seeking profitability and cash generation over volume, raising the global profile of construction and services, increasing the weight of concessions in our consolidated business and growing robustly in the industrial sector, with a focus on innovation and commitment to customers that makes us stand out from our peers. A culture of continuous improvement centred on operating excellence.

Our capacity for innovation makes our commercial offer stand out, and the numerous initiatives we are continuously rolling out have made us a reference for the structural concept that businesses should follow in many countries, taking on the responsibility and

leadership of innovative and technological development in the interest of a more competitive technical and professional environment.

We firmly believe that transparency helps us to improve our business, and therefore we are committed to providing relevant, balanced and concise information for our stakeholders so that they can learn about the company's work in a transparent and open manner.

This openness to dialogue is reflected in our CSR policy, on which we base our work to develop the three dimensions of sustainability to build positive relationships with our stakeholders and uphold human rights. As a result of this commitment to stakeholders, we were included in the FTSE4GOOD IBEX sustainability index that recognises the efforts made by companies in the environmental, social and corporate governance areas.

We are now faced with the exciting challenge of how to ensure the sustainable development of our planet, and the Sacyr group has joined the UN 17 sustainable development goals initiative to help achieve those goals that are aligned with the activities carried out by Group companies, thereby contributing to saving the planet by doing what we do best; our job. A sustainable company is a responsible company.

2015 was clearly a year for consolidating our strategy but also a time for challenges, due mainly to uncertainty surrounding the growth of the world's leading economies, capital market fluctuations, the need for new infrastructure in many areas of the world, scant hydro resources and climate change. Challenges that are aligned with our activities and generate opportunities for continued sustainable growth.

Our backlog, which has increased by 8.1% to €26,845 million in 28 countries, is well diversified and balanced in terms of risk and return, guaranteeing activity for over 36 months.

LETTER FROM THE CHAIRMAN G4-1 G4-13

Our backlog, which has increased by 8.1% to €26,845 million in 28 countries, is well diversified and balanced in terms of risk and return, guaranteeing activity for over 36 months.

Our four business divisions are highly competitive in the global marketplace and our international presence is increasing (54%) as our business model offers enormous potential to forge synergies between our divisions in all areas. Therefore, it is important to maintain this drive and continue to reap the rewards of our strategy.

The sale of Testa has enabled us to focus on Sacyr's main business lines to increase sales, EBITDA and cash generation. This has had a clear impact on results this year: revenue and EBITDA have risen by 9% and 33% respectively and the group has sufficient cash to meet all its investment and financial commitments. In my opinion, our targets have been well and truly met.

And despite making significant provisions for financial investments and the large tax effect deriving from our stake in Repsol and the sale of Testa, net profit was €370 million, compared to €33 million obtained in 2014.

Sacyr's transformation has been mirrored by some sound financial results. The Sacyr Group has successfully completed its financial restructuring programme, reducing net debt to one third of the figure seen four years ago. At 31 December net financial debt stood at €4,180 million, down 34%, while corporate debt had been trimmed back by almost 90%.

Sacyr Construction's backlog grew by 1.5% due mainly to international contract wins, which account for 75% of total revenue. Noteworthy is the business carried out in Colombia, Qatar, the UK, Mexico, Portugal, Chile and Uruguay. Additionally, the Panama Canal extension project is only months away from completion and delivery. This vast and complex work of civil engineering led by our group is receiving praise from all corners of the globe. The work is 98% complete and the test phase is being developed successfully. Further, the rulings of the Dispute Adjudication Board handed down to date, relating to technical merit, financial requirements and the extended term are mostly in favour of the consortium, confirming that our technical and legal actions were appropriate.

Sacyr Concessions' revenue stood at €564 million at 31 December 2015, 34% higher year-on-year, EBITDA rose 66% to €184 million, leaving an EBITDA margin of 66% and the backlog increased by 17%, of which 60% corresponded to international markets. These results are due to higher traffic volumes on our motorways, with a sharp recovery in 2015 that we expect to be maintained in 2016. This, coupled with the new stretches of we are opening in Chile, and the works starting in Colombia, Uruguay and Vespucio Oriente in Santiago de Chile, make us very optimistic about the performance of this business area, that is contributing more and more to group results.

We are aware of the crucial role we play in the development of the communities in which we operate and the welfare of the people affected by our activities. We have successfully progressed in the development of a new strategic cycle based on profitable and orderly growth.

Sacyr Industrial reported revenue of €290 million, a strong increase of 50%, and EBITDA of €21 million, duplicating the previous year's results. I would like to point out that Sacyr Industrial will deliver its first big work in 2016, the first phase of the La Pampilla refinery in Peru, clearly demonstrating our EPC capacity in the industrial segment to win the trust of more customers.

In 2015, Valoriza posted revenue of €763 million, 4.2% higher than in 2014. This growth was fuelled by the Environment and Multi-services businesses (5.2% and 6.8%, respectively). EBITDA rose 13% to €70 million. In 2016 we also have reason to expect strong growth in the water and waste treatment businesses, which are equipped with the most advanced technology in the world, thanks to new international contracts we are working hard to win. Such as the recent award of a desalination plant in Oman for €1,200 million.

Further, aware of our responsibility to our stakeholders to preserve the sustainability of our activities, we are working to complete the restructuring of our construction activities in Spain and Portugal to make them more efficient and more aligned with the harsh realities facing the sector in these countries.

With regard to the reduction in the dividend paid by our investee Repsol, I would like to point out that the dividend of 0.80 euros per share received in 2016 amply covers Sacyr's cost of debt and still pays off part of the loan, which, following the early repayment of €600 million made in July 2015, offers very favourable conditions for our company.

Therefore, all we have achieved in 2015 and all we are set to achieve in 2016 allows me to reiterate my commitment that at the end of this year, the Sacyr Group's EBITDA level will have returned to what it was before the sale of Testa, but the company will have been fully cleaned up, more profitable and more efficient.

With regard to our forecasts for 2016, I would only emphasise how we have successfully progressed in the development of a new strategic cycle based on profitable and orderly growth, seeking profitability, maximum control over risk and cash generation, raising the global profile of construction and services, increasing the weight of concessions in our consolidated business and growing robustly in the industrial sector, with a focus on innovation and commitment to customers that makes us stand out from our peers.

Manuel Manrique Cecilia
Chairman and CEO





2

1
Economic
Context

THE INTERNATIONAL ECONOMIC ENVIRONMENT

The global economic performance of the main blocks and states was uneven in 2015. Although, as in the previous year, many countries such as the United States, Japan and most EU countries saw positive growth, BRICS nations (the major emerging markets) are being negatively impacted by the sharp drop in the price of raw materials, especially oil prices, and by the reheating of their economies due to surplus production, particularly in the case of China.

Although the European Central Bank and the US Federal Reserve both maintained monetary stimulus packages throughout most of the year, and the United States increased interest rates in December, this would not appear to be sufficient to offset one of the biggest enemies of all economies at the present time: low inflation rates. While these institutions have implemented all the measures at their disposal, they are proving to be insufficient to achieve sustainable and stable growth if they are not accompanied by other actions.

In terms of economic development, among the major economies, the United States posted GDP growth of 2.4% in 2015, exactly the same figure as the previous year. High job creation and, once again, cheaper energy products boosted consumption, although the appreciation of the US dollar and international economic weakness hurt exports.

According to data provided by the government itself, China's GDP rose by 6.9% in 2015, the lowest rate in 25 years. The gradual cooling-off of the second largest economy in the world.

The economic performance of euro zone countries was also uneven in 2015. The euro zone as a whole grew 1.5%, compared with 0.9% the previous year, nearing pre-crisis levels but still much lower than the other world economic powers. With regard to the economic forecasts for future years, the European Commission expects growth of 1.8% in the euro zone in 2016 and of 1.9% in 2017, while growth of 2% is expected for the European Union as a whole in 2016 and of 2.1% in 2017.

In 2016, oil will remain cheap since the OPEC has chosen not to reduce production, and demand will remain stagnant as economic recovery has not yet become firmly established. The threat of deflation has become a serious issue for the eurozone countries, such that the European Central Bank must intervene by injecting money through mass debt purchases in order for consumption to begin to recover and to allow positive price levels to emerge in the medium and long term.

THE SPANISH ECONOMY

According to data from the Bank of Spain, the Spanish economy, measured in terms of GDP, grew by 3.2% in 2015, compared to the 1.4% increase recorded the previous year. This is the second year of positive growth, following six years of contraction.

The European Commission's forecasts for Spain in 2016 and 2017 are fairly encouraging in all key components: GDP growth, job creation and unemployment figures. In 2016, it expects an increase of 2.8% in GDP and of 2.5% in 2017. Regarding the unemployment rate, levels of around 20.4% and 18.9% are expected in 2016 and 2017, respectively. All of these forecasts could be achieved in the short term if oil prices continue to fall and monetary stimulus measures are incentivised by the European Central Bank.

Spain's main stock market index, the IBEX-35, ended the year with losses. Specifically, in the last trading session of the year it closed at 9,544.20 points, an annual loss of 7.06% vs. the 3.56% gain seen the previous year.

According to data published by the Spanish Association of Construction Companies (SEOPAN), public tenders in Spain totalled 10,111.85 million euros of real investment, a year-on-year decrease of 22.2%. According to the government budget, public investment will be 10,129 million euros in 2016, more than half

of which will be assigned to the railway system (5,460 million euros). A 3,679 million euro package for Spain's high-speed "AVE" rail system will once again account for most of this type of investment. 2,383 million euros will be assigned to public roads, of which 1,174 million euros will correspond to the construction of new roads and 1,058 million euros to maintenance. 1,000 million euros will be earmarked for ports and maritime security, of which 875 million euros will go to national ports. The Ministry of Public Works will allocate a 609 million euro package to the airline sector.

The Ministry of Economic Development is still implementing the new Infrastructure, Transport and Housing Plan ("PITVI") to remain in place until 2024. The sum of total investments referred to PITVI, GDP based, is a variable percentage between 0.89% and 0.94%.

Of the total amount forecasted, 90% of resources will be provided to transport policies and 10% to the housing. Within the first, 52,403 million euros will be spent on roads. Meanwhile the AVE is provided with 25,000 million euros of investments. Ports of the State, with a party of 2,000 million euros, and modernization of conventional rail transport, with 1.310 million will be other performances stand out.

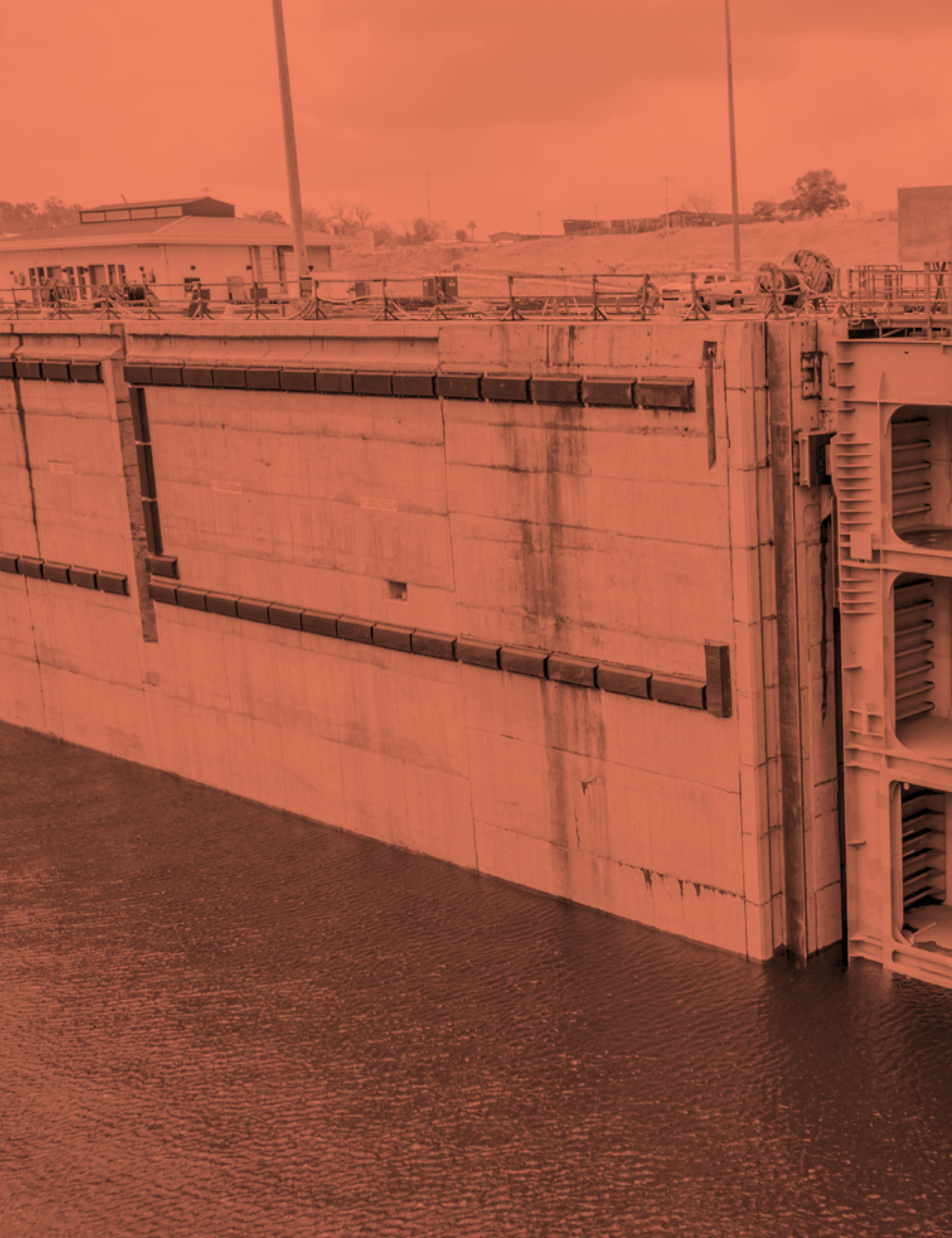
THE SPANISH ECONOMY

Despite constantly calling for austerity, European authorities are aware of the importance of developing Europe-wide infrastructure in the new world economic order. The European Commission work group created for this purpose therefore continues to implement a BACKLOG of projects to be carried out in the short and medium term focusing on key sectors to drive competition and potential growth in the European Union, especially with regard to research and development, the digital economy, energy and transport infrastructure, social infrastructure and the environment.

Among other actions, the new actions outlined in the European rail transport plan are taken into consideration. Spain, with five corridors crossing the entire country, is to be one of the main beneficiaries. The network, which will criss-cross the country's territory, should be completed before 2030, and is expected to receive a total investment of 49,800 million euros, of which at least 10% will be covered with EU funds. The Central Corridor will link Algeciras to France through the centre of the peninsula; the Atlantic-Mediterranean Corridor will run from Lisbon to Valencia; a branch of the corridor will run from Portugal to France, crossing the Castille plateau and the Basque Country; the Mediterranean Corridor will link Algeciras to Murcia, Valencia, Catalonia and the French border; and another corridor will run from the Cantabrian Sea to the Mediterranean, linking Bilbao to Valencia and passing through Pamplona and Zaragoza.



Picasso Tower
Seville, Spain



3

Business model and
operating environment



3.1 Mission, Vision and Values

MISSION

To develop complex infrastructure projects and services that contribute to improving citizens' quality of life, providing opportunities for personal and professional development for our employees and creating value for our customers, partners and shareholders

VISION

To be a leading group with an international focus that is seen as a benchmark in developing innovative, high-value projects, that grows steadily and profitably, providing quality employment opportunities for our employees while being environmentally friendly

VALUES

EXCELLENCE

Rigor, Talent, Passion

BACKLOG of 26,845
million euros**INNOVATION**

Imagination, Creativity, Courage

191
R&D projects**TEAM SPIRIT**

Trust, Collaboration, Loyalty

+22,000 **+2.7%**
employees than in 2014**INTEGRITY**

Honesty, Transparency

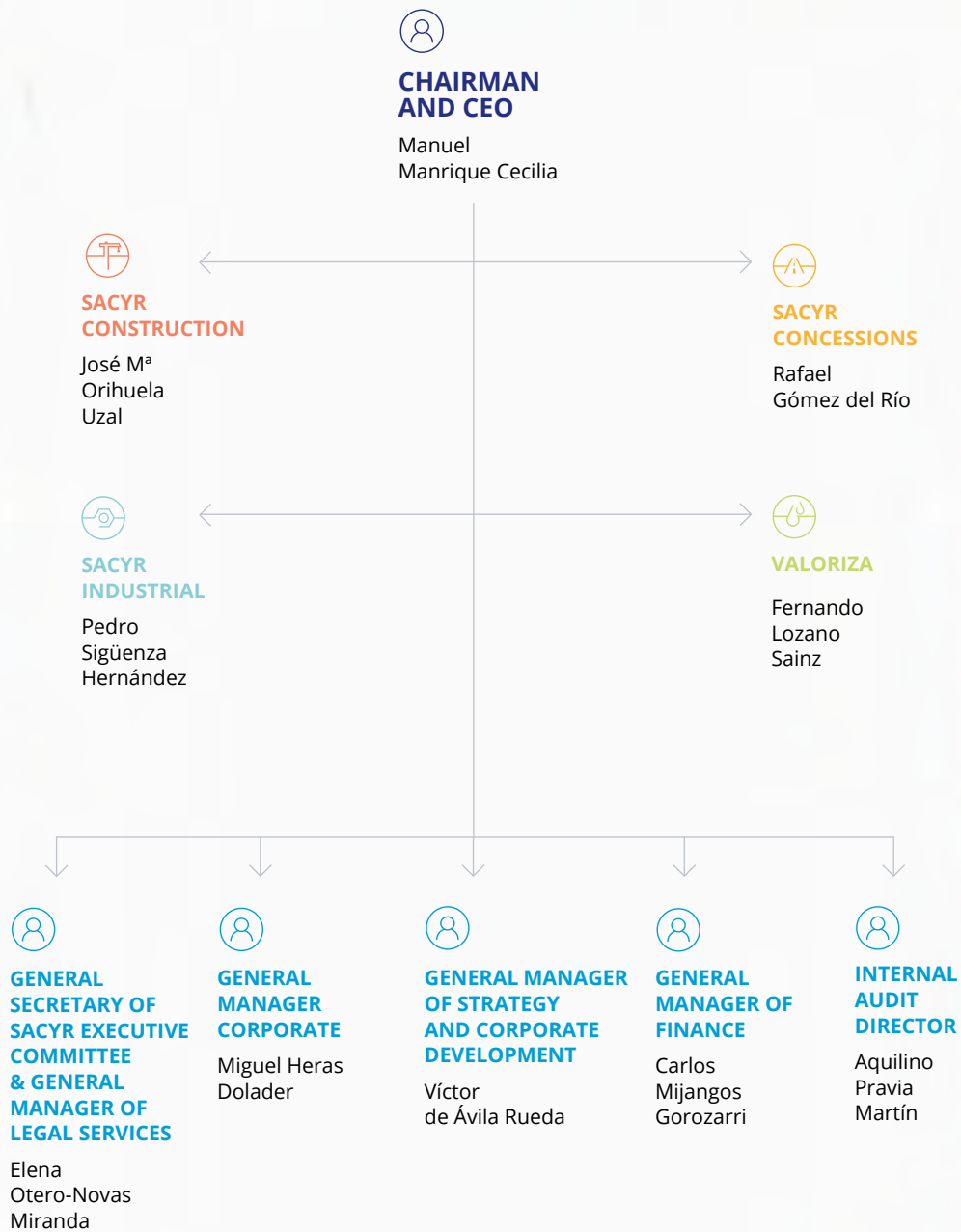
0
cases of noncompliance with
the Code of Conduct**ADAPTABILITY**

Resilience, Pragmatism, Austerity

-34%
debt reduction with regard to 2014



Organisational Chart



3.2 Business model

CONSTRUCTION



CONCESSIONS



WHAT IT IS?

Focused on construction activities including:

- Civil Works
- Building
- Hydro projects
- EPC

Top technological capacity
83% of international exposure

Diversified infrastructure BACKLOG:

- Exposure to different industries
- Exposure to diverse geographic markets
- Combination of risk free assets and concessions with upside potential

35 assets
27 years average remaining life
High growth potential and crescent valuation

KEY RESOURCES

Financial
CapitalIndustrial
CapitalIntellectual
CapitalHuman
CapitalSocial
CapitalNatural
CapitalFinancial
CapitalIntellectual
CapitalHuman
CapitalSocial
Capital

KEY FIGURES

**BACKLOG (MILL.
€)**

5,062

**%
INTERNATIONAL**

83%

**INCOME BACKLOG
(MILL. €)**

13,339

**%
INTERNATIONAL**

60%

GENERAL INFO

Sacyr Construction has always upheld such principles as meeting deadlines, promoting innovation, internationalization of its business, build with high standards of quality and safety and respect for the environment.

Performed through the head units Sacyr Construction, in Spain and Chile; Somague in Portugal; and SIS in Italy, focusing mainly on the construction of all manner of civil engineering and residential and non-residential building infrastructure.

Throughout its 20 year track record, **Sacyr Concessions** has more than proven its expertise and technical know-how, as well as its financial capacity with committed global investment amounting to 15 billion euros. Specialized in greenfield projects in which it handles designing, financing, construction and management of assets

24 assets in operation
Young assets with an average remaining life of 27 years

11 assets under construction
Investment under management exceeds €14.8 billion

SERVICES



¿WHAT IT IS?

Focused on public services concessions:

- Water, Environmental and Multiservices
- Stable and cash generator activity for the long run

Solid BACKLOG of contracts

Track record

Improving earnings and margins

INDUSTRIAL



Focused on EPC projects related to Energy:

- Core-business with potential upside
- JV with Fluor

Highest technological capabilities

Most dynamic and fastest growing business area
+250 plants

KEY RESOURCES



Financial
Capital



Industrial
Capital



Intellectual
Capital



Human
Capital



Social
Capital



Natural
Capital



Financial
Capital



Industrial
Capital



Intellectual
Capital



Human
Capital



Natural
Capital

KEY FIGURES

INCOME BACKLOG
(MILL. €)

6,031

EBITDA
MARGIN

9.2%

INCOME BACKLOG
(MILL. €)

2,413

EBITDA
MARGIN

7.3%

GENERAL INFO

Environment:

- Municipal Services
- Waste Treatment
- Environmental Works

Water:

- Water Full Cycle
- Water Treatment Plants

Multiservices:

- Facility Management
- Home Assistance
- Catering
- Infrastructure Conservation

Engineering and industrial construction activities:

Power generation, biomass, cogeneration Treatment plants and waste energy recovery plants, Conventional generation plants, Cogeneration plants and renewable energy Transmission lines and electric substations
Factories and industrial plants, Infrastructures and installations in Oil & Gas, Biofuel Fabrication.

Strategic alliances:

- Sacyr Fluor: strategic acquisition 50% Fluor S.A. EPC Projects
- Sacyr Nervion incorporation: Maintenance of industrial installations.
- Isotron: EPC generation and electricity transmission.

3.2 Business model

The Sacyr Group, in business for over 30 years, is structured into four different areas of activity and operates in a total of 28 countries: G4-4 G4-17 G4-9

CONSTRUCTION

Performed through the head units Sacyr Construction in Spain and Chile, Somague in Portugal, and SIS in Italy, focusing mainly on the construction of all manner of civil engineering and residential and non-residential building infrastructure.

CONCESSIONS

Activity performed by Sacyr Concessions, with a presence in Spain, Portugal, Italy, Ireland, Chile, Peru and Uruguay; this division is a leader in the management of infrastructure such as motorways, hospitals, transport hubs, etc.

SERVICES

Provided by Valoriza, which specialises in the management of the following services:

Environmental: provided through the head unit **Valoriza Servicios Medioambientales**, a leading company in the operation of:

- **Municipal services:** leader in the management of concessions in the main towns in Spain for street cleaning, collection of municipal solid waste (including underground recycling containers), gardening and maintenance of green areas, management of parking meters and towing services.

- **Waste treatment:** with important concessions for building and operating plants to treat municipal solid waste, packaging and batteries, treatment facilities for debris from construction and demolition, landfill gas removal, and plants for biomethanation, incineration, and waste-to-energy production, as well as facilities to treat, compost, and thermally dry sludge from wastewater treatment plants.

- **Regeneration:** this area encompasses water quality control, atmospheric control and recovery of landscapes and woodlands.

Water: provided by Valoriza Agua and Sadyt, in two areas: engineering, development, construction, maintenance and operation of all types of water-related

plants (drinking water and water purification plants, desalination plants, tertiary treatments and recycling, industrial wastewater treatment, agricultural treatment, etc.) and the integrated management of the water cycle under public sector concessions or in the private sector.

Multi-services: provided through the following companies:

- **Valoriza Facilities:** Group company specialised in the integral cleaning of buildings, facility management services, ancillary services (porter services, gardening, etc.), energy and social-health services.
- **Valoriza Conservación de Infraestructuras:** Group company that specialises in the maintenance and upkeep of roads and other specific infrastructure: dams, irrigation channels, etc.

CONSTRUCTION



CONCESSIONS



SERVICES



INDUSTRIAL



INDUSTRIAL

- **Cafestore:** Group company specialised in the operation of motorway service areas (third leading Spanish operator in this market), and in the management of restaurants and cafeterias at large facilities: hospitals, transport hubs and public and private buildings.
 - **Valoriza Mining:** Group company specialized in the development of mining projects from exploration and evaluation of the deposit to the construction of the associated infrastructure and mining operation. The company has an extensive BACKLOG of copper, gold, tin and tungsten, which can provide significant investments in the coming years.
- Performed through Sacyr Industrial, the Group division, as a result of the integration of various companies and areas of the company, in charge of engineering and industrial construction activities. Covering the promotion, performance, start-up and operation of projects in the following business areas:
- Engineering and energy:** Sacyr Industrial is one of the leaders in the Spanish energy sector, and it is also a pioneer internationally in conventional and renewable power plants, in cogeneration plants, and in the development of biomass, solar energy and geothermal plants. It also operates and maintains power plants and industrial facilities.

Environment and mining:

Sacyr Industrial is one of the leading international companies in the design, construction and operation of waste treatment and waste-to-power plants. It also has experience in mining and processing plant projects.

Oil & Gas: implementation of refinery, chemical and petrochemical, gas handling and treatment and liquefied natural gas (LNG) projects, and the transportation and storage of this type of fuel.

Electrical facilities:

engineering development and the construction of high-voltage electricity lines, electricity substations and low-, medium- and high-voltage facilities.

The organizational structure of the Group

is led by the figure of an Executive Chairman and CEO, on which depend the CEOs of each of the business areas and line departments that support the rest of the Group, which are: Strategy and Corporate Development, Finance, General Corporate and finally, the General Management of Legal Counsel / Secretary of the Board.

3.3 Sacyr's strategic vision for 2015-2020

Leadership is in the values that make up our DNA



In 2015, our company was guided by a new strategic vision that will make us a more robust and profitable group in the medium to long term

Focus

International expansion
with a sustainable position

The Sacyr Group carries out its business activities through its subsidiaries in more than twenty countries across five continents.

Scale

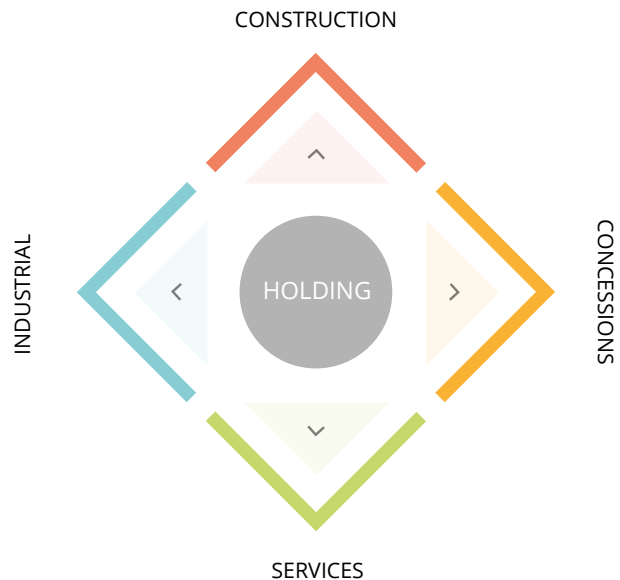
Gain ground in priority
business areas

Sacyr consolidated its strategy of increasing profitability by determining key segments with high operational return.

Sustainability

Sustainable financing, corporate debt removal and shareholder returns.

SACYR DIVISIONS



3.3 Sacyr's strategic vision for 2015-2020

GEOGRAPHICALLY STRATEGIC AREAS

Sacyr's strategy is designed to bring the Group back to its traditional values and to the business lines that have brought us the greatest success:

- The "construction + concessions" mix, targeted at greenfield projects, with a strong contingent of institutional investors and the expectation that more will be brought on board.
- Public works with a large technology component, generating high margins, prestige and recognition.
- Businesses with high added value, underpinned by a BACKLOG of dedicated subsidiaries with significant expertise, such as in water and waste management, desalination, tunnelling and high-speed rail businesses.
- Sacyr's industrial construction business, which has emerged as another clear growth driver. Its recent award of a gas pipeline contract, and more than 250 plants already built in Spain and abroad, demonstrate its capacity.

Naturally, this strategic framework incorporates the strengths of each of our business areas:

- The expertise and the international backlog in the construction area, which now accounts for 82% of that backlog.
- Sacyr Concessions' expansion capacity and growth potential.
- The added value of the industrial area.
- The large BACKLOG of utmost-quality services of excellence within Valoriza.

NEW STRATEGY FOR THE COMING YEARS

In 2015, and led by the Executive Committee, we have made a major effort to redefine the Group's strategy to project our growth. We have therefore carried out a process of internal reorganisation in order to strengthen the decision-making bodies and increase the procedures for controlling risks and costs, placing the support procedures in the strategic business lines of the holding and giving more prominence to innovation as a cross-cutting element throughout the entire company.



CONSTRUCTION STRATEGY

1. Boosting profitability and consolidating our extensive experience in hi-tech projects: tunnels, desalination and water treatment plants, cutting-edge engineering, and a solid presence abroad.
2. Maintaining steady growth and increasing our market share worldwide, working alongside local partners to insert a strong local presence from the outset.
3. Examining possible areas for expansion into new markets.
4. Maintaining steady margins and giving priority to profitability rather than volume.



CONCESSIONS STRATEGY

1. Optimising our present concession management capacity, moving forward as an expanding business platform for other areas (construction and services). Focusing on the margins.
2. Selective additions of top-ranking investors and partners for mature assets and financial partners on projects with major investment undertakings, as soon as awards are made.
3. Continuing our expansion in markets and geographical areas with the right opportunities and local partners. Reasonable, continuous growth at a rate of two or three concessions per year.
4. Boosting the deployment of new operating systems geared towards more induced traffic, and improving customer loyalty systems (payment strategies, marketing, etc.).



SERVICES STRATEGY

1. Organic growth of current business activities, making a priority of maintaining margins, drawing on the solid experience of our structure.
2. Work mainly geared towards management of working capital through careful selection of tenders and customers, and adapting our service level to customers' payment capacities.



INDUSTRIAL STRATEGY

1. High industrial growth potential as well as joint support and work effort in the construction division. Optimising investment. Potential improvement in terms of returns.
2. Making the most of the high technical capacity in desalination.



N6 concessionaire,
section: Galway –
Ballinasloe. Ireland



2020 PROJECTION

The NEW VISION OF SACYR for 2020 focuses on five businesses: Construction, Concessions, Industrial, Services and Rental Properties. We want to obtain an adequate BACKLOG scale in the activities with the best outlooks for growth, and in which we have the greatest capacity to generate value by focusing on a select number of countries, and all of this with financial sustainability.

In 2020, we expect to reach a much stronger geographic position in Latin America and the United States, together with a greater presence in the Middle East. In addition, the share of EBITDA in Spain and Portuguese-speaking Africa is expected to decline.

3.3 Sacyr's strategic vision for 2015-2020

RESULTS OF THE SACYR GROUP

*The **7th largest company in the world** for maintenance and operation of infrastructure assets concessions*

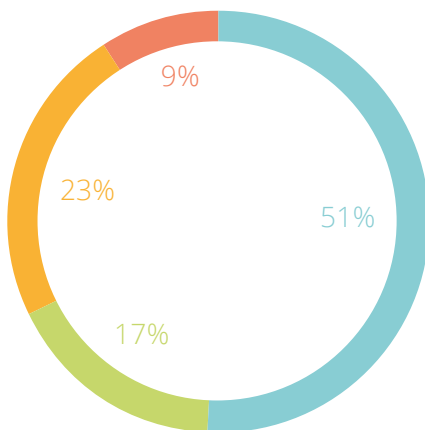
***+50%** growth in activity in Sacyr Industrial*

***+51%** concessionary incomes*

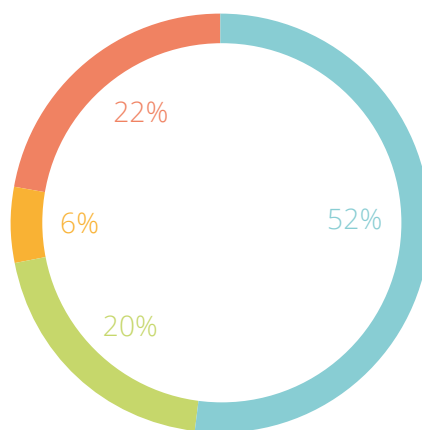
INTERNATIONAL



TURNOVER (2015)



EBITDA (2015)



● INDUSTRIAL ● SERVICES ● CONCESSIONS ● CONSTRUCTION

2015 HIGHLIGHTS

The most important highlights for the Group in 2015 are described below:

- 2015 has been a year in which Sacyr has redefined its strategy, focused on profitable growth in its four business areas: Construction, Infrastructure Concessions, Services and Industrial, in selected geographical markets.
- The most significant milestone in this focalisation strategy was the successful **sale of Testa**, the Group's property rental business. The sale was concluded in June 2015 **for a total of 1,794 million euros** and a **17% premium on NAV**.
- The Group **was able to reduce its net debt by 34% to 4,180 million euros** with cash flow from business activities, allied with the divestment of Testa, and after expenditure on growth capex and other effects.
- Sacyr's strategy is based on **two clear growth drivers**: Sacyr Concessions and Sacyr Industrial.



- During the year, Sacyr has actively sought growth **opportunities in the Infrastructure Concessions business**. It has met with considerable success in Colombia (Pasto-Rumichaca, Corridor 5 and Autopista al Mar) and in Uruguay (Corridor 21 and 24), where the Group has made a combined investment of 2,300 million euros in operations which **will provide future income of over 6,800 million euros**.
- The strong performance in concession income (51% in like-for-like terms) due to the positive trend in traffic, as well as the contribution from new contracts awarded, **highlights the quality of the assets in Sacyr's concessions BACKLOG**.



- In **Sacyr Industrial**, the significant growth in activity (+50%) is fuelled by the firm tendering activity in this area, which has also been reinforced strategically in its three business lines through the acquisition of **Sacyr Fluor**, to develop oil & gas projects; the creation of **Sacyr Nervion**, specialised in the operation and maintenance of industrial plants; and the agreement with Isotron, focused on executing electrical infrastructure.



- Organic growth is assured through the important contracts awarded in the **international construction** area. These contracts include the Pumarejo Bridge over the Magdalena river in Colombia, the Pampilla refinery in Peru, the design and construction of the QEZ-1 (Qatar Economic Zone 1) planning works in Ras Bufontas (Qatar), the Querétaro hospital in Mexico, Ulster University (Belfast), and a road in the Cajamarca region (Peru).



- In the **Services business**, the **pattern of sustainable and stable growth** (+7% in like-for-like terms) and the consolidation of margins (9.2%) has continued. Significant contracts have been awarded during the year, such as the cleaning and waste collection service management in Guadalajara and the cleaning service at the Barcelona-El Prat Airport and in Terminals 1, 2 and 3 of the Adolfo Suarez Madrid – Barajas Airport.

3.3 Sacyr's strategic vision for 2015-2020

INCOME STATEMENT

Remarks on the most significant aspects:



- **Concession** revenue was up 51% year-on-year, due to the positive traffic performance on our motorways, the start-up of the Rutas del Desierto motorway in Chile, the higher contribution of revenue from the other Chilean assets, the Vial Sierra Norte concession in Peru and the concessions awarded in Colombia.



- Sacyr **Industrial** increased its revenue twofold thanks to the new EPC contracts awarded in electricity infrastructure (Mexico, Peru, the United Kingdom and Panama) and in oil & gas (Colombia, Bolivia and Peru).



- In the **Construction** business, revenue amounted to 1,666 million euros, 75% of which stemmed from international activity, thanks to the contribution from the backlog in Chile, Italy, Portugal, Colombia, Peru, Mexico, Portuguese-speaking Africa and the Middle East. The performance in Spain and Somague has been practically flat compared with 2014 due to the contraction in activity (-9% and -22% respectively).



- The **Services** business posted 4% growth. Growth was 7% in like-for-like terms, due to the disinvestment of water assets in Portugal carried out in June 2014. Environmental and multi-service activities grew by 5% and 7%, respectively, and water activities grew by 7% in like-for-like terms.

3.3 Sacyr's strategic vision for 2015-2020

STATEMENT OF INCOME (THOUSAND EUROS)

	DECEMBER		% chg
	2015	2014*	15/14
Revenue	2,948,914	2,718,066	8.5%
Other income	114,480	91,602	25.0%
Total operating income	3,063,394	2,809,667	9.0%
External and Operating Expenses	-2,745,314	-2,570,712	6.8%
GROSS PROFIT FROM ORDINARY OPERATIONS(1)	318,080	238,955	33.1%
Amortisation and depreciation charge	-110,322	-78,941	39.8%
Changes in provision	-59,938	33,759	n.s.
NET OPERATING PROFIT	147,821	193,773	-23.7%
Financial results	-242,420	-251,059	-3.4%
Results from equity accounted subsidiaries	-467,843	170,599	n.s.
Provisions for financial investments	-108,699	8,345	n.s.
Change in value of financial instruments	-3,789	4,089	n.s.
Results from sales of non current assets	32,447	36,128	-10.2%
PROFIT BEFORE TAXES	-642,483	161,874	n.s.
Corporate Tax	-157,252	-165,556	-5.0%
PROFIT FOR CONTINUING ACTIVITIES	-799,735	-3,681	n.s.
RESULTS FOR COMPANIES WITH DISCONTINUOUS ACTIVITIES	1,183,393	43,029	n.s.
CONSOLIDATE RESULTS	383,658	39,347	n.s.
MINORITIES	-13,652	-6,627	106.0%
NET ATTRIBUTABLE PROFIT	370,006	32,720	n.s.
GROSS MARGIN	10.8%	8.8%	

*Adjusted with TESTA accounted as discontinued operation.

3.3 Sacyr's strategic vision for 2015-2020

- **EBITDA was up 33% to 318 million euros.**
- In Concessions, the increase is partly attributable to the change in the scope of consolidation, which entailed the full consolidation of eight concession assets that were accounted for using the equity method in 2014. Stripping out this impact, concessions' EBITDA growth stood at 38%.
- In the Construction business, the difference in EBITDA from the previous year was the result of the drop in oil prices, which led to delays in certain of Somague's projects, especially in Angola and Brazil.
- EBITDA from Sacyr Industrial has increased significantly, underpinned by the revenue from the new EPC contracts, from the impact of the improvement in the electricity pool price and the drop in the gas price on power plants margins.
- In Services, the 13% growth of EBITDA was notable, fuelled by Environment and Water. Stripping out the effect of disposals in the water business, growth in services was 19%.
- **The EBITDA margin was 10.8% compared to 8.8% in the same period last year.**
- The increase in the depreciation charge of property, plant and equipment was the result of the incorporation of concession projects due to the change to full consolidation of certain concession assets in 2015.
- Net financial losses amounted to -242 million euros. The average interest rate on the borrowings stands at 4.5%.
- The profit or loss from companies accounted for using the equity method included -478 million euros from our holding in Repsol, of which -105 million euros related to our share of Repsol's net loss of -1,227 million euros through 31 December 2015 and -373 million euros to the write-down of the investment to fair value after an impairment test.
- Income from asset disposals amounted to 32 million euros, 24 million euros of which relate to the valuation of PPAs ("Purchase Price Allocation") assigned to the concession assets which were included through full consolidation in 2015. The other 8 million euros stem from the positive income obtained from the divestment of certain concession projects.
- **Net profit for 2015 amounted to 370 million euros. This result is not comparable with that of 2014, as it includes the following non-recurrent effects:**
- The gain on the sale of Testa for a gross amount of 1,280 million euros and the corresponding asset impairment for deferred tax amounting to -180 million euros.
- The adjustment in the carrying amount of our investment in Repsol to fair value, amounting to -373 million euros.
- In keeping with the criteria of prudence, working capital and financial provisions amounting to 130 million euros.

3.3 Sacyr's strategic vision for 2015-2020



BACKLOG

The revenue backlog amounted to 26,845 million euros, primarily in connection with the most recurrent activities: concessions and services, which represent over 70% of the total backlog, not to mention the large construction backlog of over 5,000 million euros relating mainly to international contracts awarded.



Revenue from the Construction business totalled 5,062 million euros at 31 December 2015, marking an increase of 1.5% year-on-year. It includes contracts in Chile, Italy, Colombia, Panama, Portugal, Angola, Bolivia, Qatar, Peru, Brazil, Mexico, Uruguay, Mozambique, Angola, Togo, Cape Verde, India and other countries.



Sacyr Industrial operates in Australia, the United Kingdom, Bolivia, Mexico, Peru and Colombia, as well as Spain, with various projects in the oil & gas, electricity infrastructure, power plant and waste treatment sectors. It now has backlog projects amounting to 2,413 million euros. Growth in Sacyr Industrial will be driven by the acquisition of Fluor Iberia, the joint venture it has established with Nervi3n and the agreement with Isotron.



The Concessions BACKLOG includes the Corridor 5 motorways BACKLOG: Puerta de Hierro – Cruz del Vizo and Pasto – Rumichaca, both in Colombia, and the Corridor 21 and 24 motorway in Uruguay, awarded in 2015. The concessions BACKLOG also includes concessions in Spain, Chile, Peru, Portugal and Ireland.

It is important to note that this backlog does not include many of our projects, such as the backlog of our concession in Italy (Pedemontana – Veneta) and the Mar 1 motorway in Colombia, which are accounted for using the equity method.

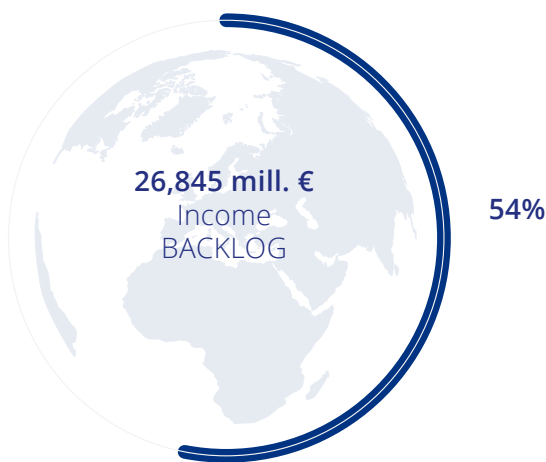


A significant proportion of the backlog, 54%, is now international. The Construction and Infrastructure Concessions businesses are particularly relevant. The international backlog accounts for 83% of the total at the Construction business and 60% of the total at the Concessions business.

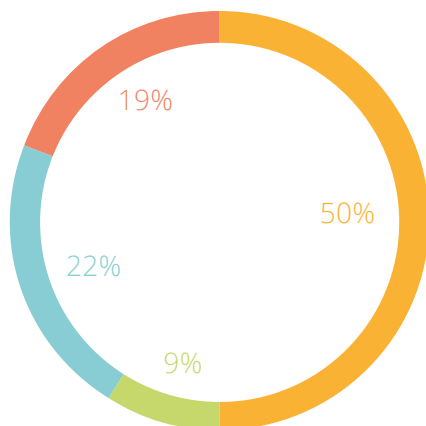
The international backlog of Valoriza stands at 31% of this division's total backlog, with a presence in Algeria, Australia, Portugal and other countries, and consists mainly of water-unit related projects.

3.3 Sacyr's strategic vision for 2015-2020

INTERNATIONAL BACKLOG



INTERNATIONAL INCOME BACKLOG



● INDUSTRIAL ● SERVICES ● CONCESSIONS ● CONSTRUCTION

CONSOLIDATED BALANCE SHEET

The most significant change in the balance sheet in 2015 was the sale of 77% of Testa. This means that it is no longer accounted for by full consolidation. The 23% shareholding that Sacyr still held in Testa at 31 December 2015 is accounted for as a financial investment held for sale.

Another significant change was the decrease in current liabilities after refinancing the syndicated loan maturing on 31 January 2018 taken out to finance the investment in Repsol, now recognised under "Non-current financial debt", and the partial repayment of the loan, amounting to 611 million euros.

The change in the consolidation method in the first quarter of 2015 (from being accounted for using the equity method to full consolidation) for certain concessions has resulted in increases in the concession projects and accounts receivable from concession assets. Financial debt increased by 561 million euros in the period for the same reason.

3.3 Sacyr's strategic vision for 2015-2020

BALANCE SHEET (THOUSAND EUROS)

	December 2015	December 2014	% chg 15/14
NON CURRENT ASSETS	6,778,086	8,455,476	-1,677,390
Intangible Assets	14,816	6,913	7,903
Real Estate Investments	0	1,846,596	-1,846,596
Concessions Investments	1,643,853	1,213,675	430,178
Fixed Assets	376,148	395,039	-18,891
Financial Assets	3,164,864	3,956,895	-792,031
Receivables for concession assets	1,388,989	917,402	471,587
Other non Current Assets	2,838	645	2,194
Goodwill	186,578	118,311	68,267
CURRENT ASSETS	3,679,388	3,148,819	530,569
Non current assets held for sale	527,535	302,623	224,912
Inventories	196,661	386,356	-189,696
Receivables for concession assets	213,985	49,906	164,079
Accounts Receivable	1,997,458	1,888,173	109,285
Financial Assets	140,928	163,285	-22,357
Cash	602,822	358,475	244,347
ASSETS = LIABILITIES	10,457,474	11,604,294	-1,146,820
EQUITY	1,911,589	1,326,074	585,515
Shareholder's Equity	1,656,130	1,205,300	450,830
Minority interests	255,460	120,775	134,685
NON CURRENT LIABILITIES	5,052,321	4,144,848	907,473
Financial Debt	4,072,303	3,411,860	660,443
Financial Instruments at fair value	161,839	132,704	29,135
Provisions	361,804	279,248	82,556
Other non current Liabilities	456,374	321,035	135,339
CURRENT LIABILITIES	3,493,564	6,133,372	-2,639,809
Liabilities associated with the non current assets held for sale	224,186	219,771	4,414
Financial Debt	850,612	3,445,304	-2,594,692
Financial Instruments at fair value	27,780	15,231	12,549
Trade Accounts Payable	1,653,847	1,604,984	48,863
Operating Provisions	246,248	315,908	-69,660
Other current liabilities	490,891	532,174	-41,283

3.3 Sacyr's strategic vision for 2015-2020

EQUITY

Total equity amounts to 1,912 million euros. 87% (or 1,656 million euros) is attributable to equity holders of Sacyr and 255 million euros to non-controlling interests in the Group.

Shareholders at the Annual General Meeting held on 11 June 2015 resolved to carry out a capital increase with a charge to reserves through the issuance of 15.2 million shares with a par value of 1 euro each, in the proportion of 1 new share for every 33 previously issued. Trading in the new shares began on 29 July 2015. Accordingly, at 31 December 2015 share capital was represented by 517 million shares with a par value of 1 euro each.

On 15 September, 2015, **a interim dividend was paid in cash, of a gross amount of 0.05 euros per share.**

BORROWINGS

At 31 December 2015, the Group's total net debt stood at 4,180 million euros. The breakdown is as follows:

Corporate debt: the Group's net corporate debt amounted to 66 million euros, corresponding to working capital used by the parent to coordinate and provide the financial management as the Group's parent company.

In addition, the holding shows a financial liability of 459 million euros at 31 December 2015 for the outstanding balance on bond issues made in 2011 and 2014.

Debt according to businesses: Amounts to 2,041 million euros. Virtually all of the debt is associated with very long-term project finance. It is repaid with cash flows generated by the businesses and 93% matures from 2018 with significant gaps.

A total of 93% of net debt, or 1,891 million euros, is related to infrastructure concessions and other concession projects. Debt in the concessions business increased by 678 million euros in 2015, but the lion's share of this increase, 561 million euros, is due to the fact that several companies that were formerly accounted for using the equity method are now fully consolidated. Investment in Chile and Peru accounts for the remainder. Derivative instruments arranged hedge 50% of potential increases in interest rates on project finance.

Repsol debt: The investment vehicle that holds the 8.5% stake in Repsol had net debt at 31 December 2015 of 1,613 million euros. The loan is serviced with Repsol dividends. This variable-rate financing was refinanced under favourable market conditions, with maturity extended to 31 January 2018. In 2015, 611 million euros were repaid.

Net financial losses were 242 million euros. The average interest rate on the borrowings stands at 4.5%.

Inside Logroño's
Court of Justice,
Spain



3.4 Performance of the Sacyr Group in 2015

We continued strengthening those businesses in which we are leaders and experts, promoting new growth engines, such as construction and concession projects, and consolidating sacyr industrial



**Sacyr
Nervión**

All of the foregoing, tied to management measures based on reducing costs and debt, will lead to a stronger, more innovative and more competitive Group, that is more committed to the traditional values of our Company: prudence, austerity, quality and compliance with the commitments assumed.

Some of the most significant events that took place during the year are as follows:

- **NERVION INDUSTRIES:** in October, Sacyr Industrial created Sacyr Nervión, on an equal footing with Nervión Industries, a company that engages in assembly and industrial maintenance services and applied engineering in different areas. The purpose of the new company will be the comprehensive repair of all types of storage tanks, in any part of the world, and all types of maintenance services for refineries or other productive facilities in the oil & gas sector and the industrial sector.

STRATEGIC AGREEMENTS

In 2015, Sacyr signed various agreements with other companies aimed at boosting the businesses considered to be strategic by the Group. These agreements include:

isotron

- **ISOTRON:** in December, Sacyr Industrial signed a collaboration agreement with Isotron to bid jointly for EPC projects for power generation and transmission, electric substations, thermal generation plants (gas, diesel, biomass, etc.) and renewable energy plants (photovoltaic, solar and wind plants).

Sacyr Fluor

- **FLUOR CORPORATION:** in July, Sacyr bought up 50% of Fluor, S.A., the Spanish subsidiary of the multinational engineering company Fluor Corporation, to create SacyrFluor, owned equally by the two companies. The new company, created in September following approval by the European Union Directorate-General for Competition, will provide engineering services and manage "EPC" projects (Engineering, Procurement and Construction) in the oil and gas sector and the onshore petrochemicals industry in Spain, Southern Europe, North Africa and Latin America.

lundin mining

- **RÍO NARCEA NICKEL (GRUPO LUNDIN):** in March, Valoriza Minería signed a collaboration agreement with the Canadian multinational mining leader Lundin Mining to participate in exploration projects within the territories controlled by Ossa Morena and Faja Pirítica Ibérica in south-eastern Spain. Lundin

3.4 Performance of the Sacyr Group in 2015

owns 24 investigation permits and Valoriza Minería is in charge of operating and managing the mining exploration activity.

TESTA

On 8 June 2015, Sacyr and Merlin Properties signed an agreement by which the latter would acquire a majority shareholding in the share capital of Testa Inmuebles en Renta, Socimi, S.A. orchestrated in several phases:

- On 8 June 2015, following the capital reduction made by Testa, by returning capital to its shareholders, Sacyr received a total of 667 million euros (5.80 euros per share). Additionally, Testa paid an extraordinary dividend of 4.57 euros per share, as a result of which Sacyr received an additional inflow of 525 million euros. Sacyr, S.A. used these funds to cancel the debt it held with Testa (953 million euros) and obtained free cash flow of 239 million euros.
- On the same date, Merlin Properties subscribed to and paid a capital increase at Testa, for a cash amount of 430,838,704.01 euros, through the issue of 38,491,930 new ordinary Testa shares, with a nominal value of twenty euro cents each and an issue premium of 10.9929618497 euros per share, representing 25% of the property management company's share capital.
- On 23 July, Sacyr made the first delivery of 38,645,898 Testa shares to Merlin Properties, representing 25.1% of the total owned by Sacyr, for an amount of 861,240,363.77 euros. Merlin now holds a 50.1% interest in Testa.
- The acquisition also by Merlin Properties, no later than 30 June 2016, through a second delivery of 76,248,281 Testa shares owned by Sacyr, for the amount of 694 million euros, after which Merlin Properties would own 99.6% of Testa. This second delivery of shares may be divided into various tranches as agreed by the parties. On 12 August, the 41,437,761 shares were transferred to Merlin Properties, which accounted for 26.91% of Testa's share capital. These shares, along with those previously.

After Merlin Properties gained control of Testa on 23 July, the latter submitted to the Spanish Securities Market Commission (CNMV) a preliminary announcement of the request for authorisation to launch a takeover bid for 100% of Testa's shares, in compliance with prevailing regulations, at a price of 13.54 euros per share, payable in cash. Sacyr irrevocably agreed to immobilise its shares in Testa and not to take part in the bid.

The takeover bid was authorised by the CNMV on 28 October 2015. The acceptance period ran from 2 to 16 November 2015, both inclusive. The operation, announced in a Significant Event notice dated 18 November, had a take-up of 472,527 shares, representing 81.24% of the shares the offering was directed at (581,609 shares) and 0.31% of Testa's share capital.

As a result of all the aforementioned transactions, Sacyr obtained 1,794 million euros (capital reduction, dividend payout and subsequent sale of Testa's shares for a total of 1,555 million euros).

3.4 Performance of the Sacyr Group in 2015

This important transaction will significantly improve the Group's financial position and allow it to develop its global strategy in the areas of construction, infrastructure concessions, services and industrial activities.

PANAMA CANAL

On 1 January 2015, the DAB (Dispute Adjudication Board), an independent technical body established within the framework of the agreement between Grupo Unidos por el Canal (GUPC) and the ACP (Panama Canal Authorities), handed down a ruling in favour of the former with regard to two of the most important claims submitted by the consortium in relation to the poor quality of the basalt (a concrete-based material used in construction) and the delay attributed to the ACP in obtaining approval for the concrete mixture used in the project. The ruling stipulated that the ACP must pay GUPC a total of 234 million US dollars and also granted a six-month extension of the agreement.

In the first half of the year, the last sluice gates of the 16 along the canal were installed. Once the installation was complete, testing began for flooding and the operation of the sluice gates, a process which lasted the entire second half of the year.

At year-end 2015, the project was 96% complete and is expected to be inaugurated in June.

BONUS SHARE ISSUE

On 11 June 2015, the shareholders at the Annual General Meeting approved item eight on the agenda, a capital increase, with a charge to unrestricted reserves, amounting to 15,218,558 euros through the issuance and placement of 15,218,558 shares of the same class and series, with the same rights as the outstanding inventories as of that date. The new shares issued were freely assigned to the shareholders of Sacyr in the ratio of 1 new share for each 33 outstanding shares.

On 29 July 2015, the new shares began trading on the Spanish stock markets: Madrid, Barcelona, Bilbao and Valencia, with a new share capital of 517,430,991 shares.

DIVIDEND

On 31 August 2015, the Board of Directors of Sacyr approved the payment of an interim dividend against 2015 profits for a total of 25,727,156.25 euros (gross), or 0.05 euros per share. This remuneration was paid on 15 September.

3.4 Performance of the Sacyr Group in 2015/ Share Price



At 31 December 2015, Sacyr's share capital was fully subscribed and paid. Share capital was composed of 517,430,991 shares with a par value of 1 euro each. There is only one class and series of shares, and all shares carry the same rights.

At year-end 2015, Sacyr's market capitalisation stood at 938.62 million euros. Share performance on the continuous market is as follows:

SHARE EVOLUTION DURING 2015

Number of quoting shares	517,430,991
Volume negotiated (Thousand Euros)	5,427,009
Days of negotiation	256
Closure price 2014 (Euros)	2.86
Closure price 2015 (Euros)	1.81
Maximum (08/04/15) (Euros)	4.27
Minimum (12/16/15) (Euros)	1.78
Mean weighted price (Euros)	3.18
Mean daily volume (n° of shares)	7,447,109
Liquidity (Shares negotiated / capital)	3.29

3.4 Performance of the Sacyr Group in 2015/ Share Price

CHANGES IN SHARE CAPITAL AND SHARE PERFORMANCE

The shareholders at the Annual General Meeting held on 11 June 2015 resolved to carry out a capital increase with a charge to reserves through the issuance of 15.2 million shares with a par value of 1 euro each, in the proportion of 1 new share for every 33 previously issued. Trading in the new shares began on 29 July 2015. Accordingly, at 31 December 2015, share capital was represented by 517 million shares with a par value of 1 euro each.

On 15 September 2015, an interim dividend was paid in cash for a gross amount of 0.05 euros per share.

At 31 December 2015, the Parent held 4,898,800 treasury shares, equivalent to 0.94675% of its share capital. At the average exchange rate, the price paid was €10.686 per share.

In 2015, Sacyr continued with the liquidity contract signed on 29 March 2012 with BEKA Finance, S.V., S.A., in accordance with CNMV Circular 3/2007 of 19 December.

Between 1 January and 31 December 2015, 33,874,772 and 31,820,768 Sacyr shares were bought and disposed of, respectively.

At 31 December 2015, Sacyr was the custodian of 2,809 Sacyr shares: 1,210 shares that were not subscribed in the 2013 bonus issue and another 1,599 shares not subscribed in the bonus issue carried out in July 2015.

Sacyr will be the legal custodian of these securities in the three years established by law, at the end of which, and pursuant to Article 59 of the Spanish Corporate Enterprises Act, it will sell and deposit the resulting amount, together with the dividend rights received during this entire period, in the General Deposit Fund, where it will be available to its shareholders.

At the end of 2015, the Sacyr share price was 1.814 euros per share, a 36.48% drop against the previous year-end (2.856 euros per share).



Analyst Day Sacyr
Concessiones

Stock Market Information	2015
Share price (euros)	
High	4.28
Low	1.78
Average	3.18
Year-end	1.81
Average daily trading volume (no. of shares)	6,657,374
Annual trading volume (thousands of euros)	5,427,009
No. of shares at year end	517,430,991
Market capitalisation (thousands of euros)	938,620
Earnings per share (euros/shares)	0.72
Dividend per share (euros/shares)	0.05
Pay-out (% of attributable profit)	6.99
Dividend yield (%)	2.76



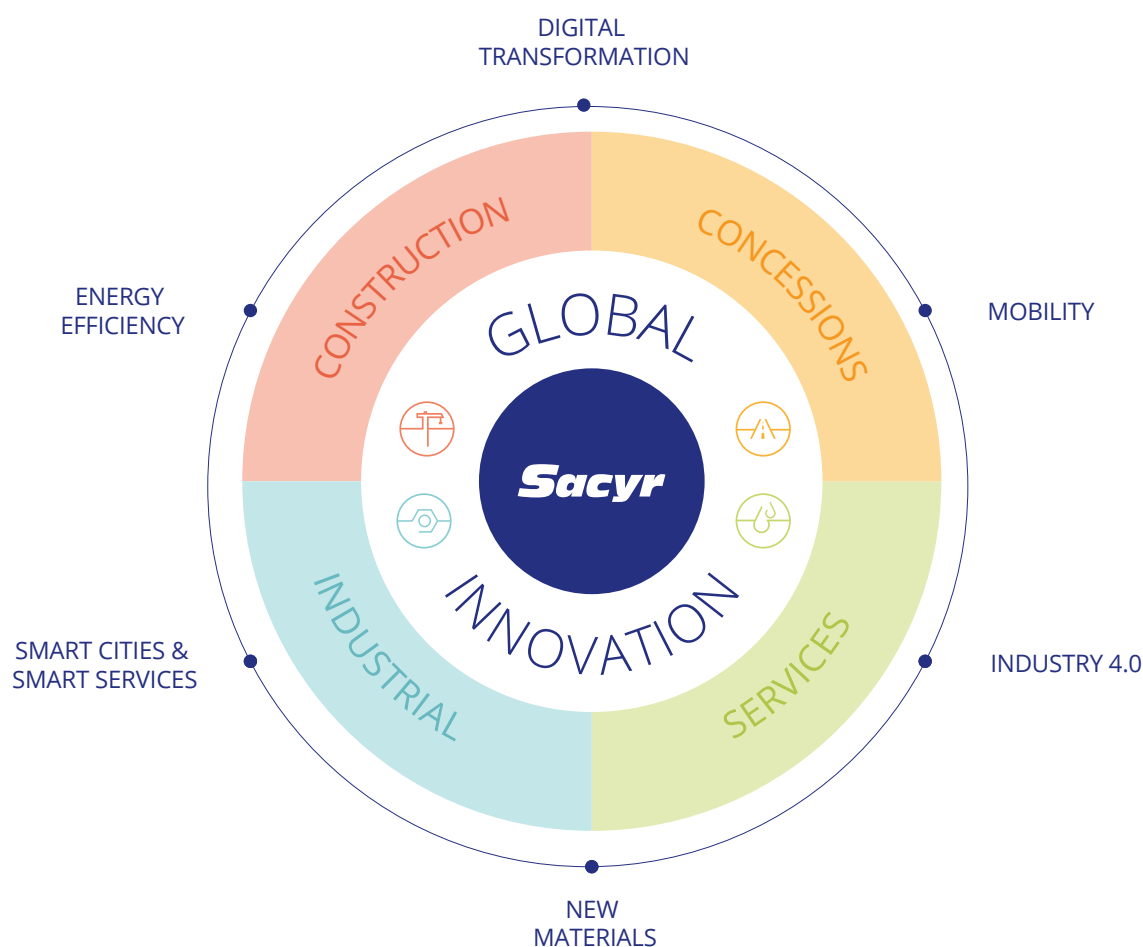
3.4 Performance of the Sacyr Group in 2015/ Global Innovation

At Sacyr, creativity and innovation grow with each of the projects we undertake

+34 MILLION EUROS INVESTMENT IN R&D SINCE 2006



3.4 Performance of the Sacyr Group in 2015/ Global Innovation



At Sacyr, we have developed a business model that allows us to strategically set ourselves apart in terms of our success and create competitive advantages and that serves as the foundation for sustainable growth over time. Strategy that boosts innovation as a cross-cutting element throughout the entire company and becomes the driving force of our performance, a tool for creating value and a differentiating factor with companies in our industry at a global level.

Research, development and innovation activities are carried out at the various Group companies and the Innovation Department coordinates and serves as the backbone of and point of reference for driving progress and ongoing improvements in this field.

Rounding off this structure, a large number of Group companies have their own Innovation Departments responsible for implementing specific projects. These projects are always coordinated and supervised by the R&D Department and the Group's Innovation Department. All of these companies report relevant information to the Committee of Innovation Units.

Certification of the R&D Management System

Sacyr's Innovation Management System is certified by AENOR under UNE 166002:2014. This tool helps us to efficiently organise and systematise all our R&D activities and enables us to:

- Foster R&D activities across all Group companies and define the primary objectives in this field.
- Design common guidelines for organising and managing R&D effectively.
- Improve technological monitoring based on an analysis of the internal and external situation.
- Identify and assess the threats and opportunities posed by technological trends.
- Ensure that the activities of the different company departments likely to generate new technologies and patents are identified.
- Select and manage a suitable BACKLOG of strategic projects for the various Group companies.
- Promote R&D as a means to a competitive edge and treat it as such in all corporate reputation schemes.
- Promote cooperation with universities and public research institutions, eliminating the traditional dichotomy between the public and private sectors in this sphere of corporate activity.
- Gear SMEs towards R&D activity, thereby helping to meet the government's R&D investment targets.



Road linking Cali
to Buenaventura,
Colombia

3.4 Performance of the Sacyr Group in 2015/ Global Innovation

191 projects

*+8,6€ million
in the Group*

DEVELOPMENTS IN R&D ACTIVITY AT SACYR

Sacyr is carrying out an ambitious development of its R&D activity. Since 2004, it has obtained external official recognition in the form of loans, grants and certifications in a total of 191 projects through different public tenders.

Despite the tough economic climate, R&D investment in 2015 exceeded 8.6 million euros for the Group.

CHALLENGES IN INNOVATION

Sacyr faces various challenges regarding innovation in each of the business areas in which it has a presence.

Our business lines are determined by the type of infrastructure in which we work (transportation –roads, railways, airports, ports, etc.–; environmental treatment, industrial and energy facilities, buildings for social purposes –hospitals, stadiums, administrative buildings, etc.–) and by our involvement in the various phases of managing the infrastructures (design, financing, construction, integrated management, upkeep, etc.).

In general, the challenges regarding innovation that we are facing at Sacyr are related to the following:




- providing better service to the end users of the infrastructure (their users), through safer roads, water treatment plants that are more environmentally friendly for both people and the ecosystem, better equipped hospitals, etc.
- improving efficiency throughout the entire cycle of managing the infrastructures (design, financing, construction, etc.) such that the total cost is more competitive for our corporate customers, large enterprises and public administrations.

Some of the specific challenges for certain lines of innovation are detailed below.

Sao Paulo
underground
(metro), Vila
Prudente station.
Brazil



3.4 Performance of the Sacyr Group in 2015/ Global Innovation

Area of responsibility	Short-term challenges (2016)	Mid-term challenges (2018)	Long-term challenges (2020)
 Construction	<ul style="list-style-type: none"> • Development of new technologies making it possible to restore highways and maintain them in proper condition based on reusing and recycling materials and manufacturing at lower temperatures. • Reduction of energy demand in buildings, through improvements in insulation systems and by integrating renewable energies. 	<ul style="list-style-type: none"> • Development of new highway-monitoring techniques that make it possible to know, in real time, what the highway conditions are and to contribute information for their preventive maintenance. • Implementation of BIM (Building Information Modelling) in construction projects. 	<ul style="list-style-type: none"> • Development of technologies that make it possible to recover energy from vehicle traffic. • Development of buildings that do not require electricity from, or that even contribute electricity to, the grid, and technologies that make it possible to adapt the production of such energy to the needs of each user, of the buildings themselves and of the cities where they those buildings are located.
 Concessions	<ul style="list-style-type: none"> • Progress in designing, constructing and maintaining road surfaces, new methods, materials, construction processes, etc. • Deployment of new systems to control and optimise the lifespan of concessions. 	<ul style="list-style-type: none"> • Innovative developments in user services. • Improvements to concession safety. 	<ul style="list-style-type: none"> • Using drone-based technologies for infrastructure maintenance.
 Services - Water	<ul style="list-style-type: none"> • Studies of environmental and health effects of the chemicals and materials used in drinking water and the by-products of that use. • Reduction of odour emissions and sound pollution. 	<ul style="list-style-type: none"> • Mechanisms and substances involved in fouling and biofouling of membranes using wastewater. • Industrial use of reused water, as well as its indirect use for drinking water. • Elimination of emergent priority and polluting substances. 	<ul style="list-style-type: none"> • Reduction of energy consumption (water-energy trade-off). Use of renewables/ efficient and sustainable energies. • Solutions for brine management in indoor plants. Possible evaluation of brine or salts extracted from brine.

Area of responsibility	Short-term challenges (2016)	Mid-term challenges (2018)	Long-term challenges (2020)
 Services – Infrastructure Maintenance	<ul style="list-style-type: none"> • Use of simulator-based training systems. • Reduction of occupational accidents through the introduction of systems to monitor equipment operators. • Introduction of systems that make it possible to optimise the consumption of fluxes in winter road operations. 	<ul style="list-style-type: none"> • Development of new methods based on mechanised techniques making it possible to automate certain road operations and reduce risks for equipment operators. • Introduction of sensor systems that make it possible to detect specific, real risks for drivers, such as the presence of wildlife, traffic backups in areas with fog or reduced visibility, etc. • Implementation of truly effective systems that make it possible to determine the use of vehicles in high occupancy lanes and toll booths, without violating the Data Protection Law. 	<ul style="list-style-type: none"> • Introduction of radio frequency-based systems that make it possible to interact with drivers and inform them of risks or incidents ahead. • Implementation of a system that georeferences all elements on the highway through LIDAR. • Rethinking of the signalling paradigm of moving works through logical, coherent ordering and the introduction of variable-messaging panels that alert drivers of actual risks, not of possible risks.
 Environmental Services	<ul style="list-style-type: none"> • Development of new technologies in managing inventoriable elements for planning municipal solutions. • Development of new technologies to reduce the volume of leachate reservoirs. • Development of new techniques for the use of waste tyres and pyrolysis waste in road surfaces in order to improve safety, efficiency and comfort. 	<ul style="list-style-type: none"> • Development of new systems that minimise the human resources needed in parking-metre services. • Development of new technologies to predict the risk of an urban tree falling or cracking. 	<ul style="list-style-type: none"> • Development of new technologies that minimize occupational risks at treatment plants. • Development of new technologies that enhance the value of waste that is to be disposed of in a landfill.
 Facilities services	<ul style="list-style-type: none"> • Development of new services Talent Development Program: E-talent. 	<ul style="list-style-type: none"> • Development of new technologies for the control and optimization of dispersed work forces. 	
 Sacyr Industrial	<ul style="list-style-type: none"> • Development of new geothermal heat pumps with higher efficiency. • Development of new techniques for building thermoactive foundations. 	<ul style="list-style-type: none"> • Development of new materials for geothermal interchangers and jointing techniques. • Development of calculation tools for the design of geothermal facilities. 	

3.4 Performance of the Sacyr Group in 2015/ Global Innovation

Despite the diversity of these initiatives, there is a common line in the development of our innovation that seeks to value, among others, the following technologies:

- Augmented reality.
- Mobility (use of mobile applications).
- Printing and 3D modelling.
- IoT, sensing and big data.
- Robotics, drones and autonomous machines.
- Geothermal energy.
- Nanotechnology.
- New energy sources.

These technologies are applied to different realities of our businesses among which are:

- New materials.
- New equipment / machinery.
- New processes.
- New channels or customer relationship models.
- New business models.

In seeking out responses to the challenges that may be addressed through innovation, we are continuing to develop a model for managing innovation that promotes:

- a clear business focus that allows us to prioritise those innovation projects that most contribute to improving users' experience with the infrastructure and to streamlining the costs for those financing projects, which affects the health of our income statement in the short, medium and long term.
- active governance of innovation, with innovation departments and committees that enable us to establish R&D guidelines, coordinate initiatives among the various business areas and provide structure to the framework in order to encourage innovation.
- framework that promotes the coexistence and cooperation between open innovation, from external agents (ecosystems of entrepreneurs, scientists, trainers, suppliers in the industry, etc.), and internal innovation, ideas put forth by our employees, developed in an especially beneficial cultural and business environment, and actively supervised by a multidisciplinary professional team in innovation, talent management and communication.
- a careful process of enhancing innovation, by obtaining project certificates from public authorities and by seeking out more advanced patents for our R&D developments.

*We look for business ventures already formed or in the process thereof that **improve competition** in the infrastructure and services sectors **through technology***



Sacyr Innovation Awards

These awards aim to encourage and promote the development of **start-ups with high potential that focus** on the construction and services sectors, and to provide them with the value of participating in this experience and our support in the process of maturing and entering the market.

We look for business ventures that are already formed, that are making

a difference and that aim to have global reach, bringing new values to the market.

The winning projects will receive the sum of **50,000 euros** in the form of a convertible loan. Subsequently, for a period of nine months following the award ceremony, Sacyr promises to help accelerate the product at an **Accelerator Sacyr Office** (ASO), where they will receive

mentoring, technical support, and access to partners and the various Sacyr Group companies.

In 2015, the 5th Innovation Awards ceremony was held with high quality results within the scope of innovation.

More information and calls for projects can be found on Sacyr's website (**www.sacyr.com**).

3.4 Performance of the Sacyr Group in 2015/ Stakeholder Relations

At Sacyr, we base our management on excellence, responding to the needs of our stakeholders, contributing value to society and seeking economic and environmental sustainability



Manuel Manrique, chairman and CEO of Sacyr named "Leading Businessman of 2015" by the Spanish Chamber of Commerce in Chile for his outstanding business and professional career and his contribution to improving business relations between Chile and Spain

At Sacyr, we consider stakeholders to be any social group that is or may be affected by the Company's activity, now or in the future, and/or that legitimately affects or may affect the Company's activity and, therefore, our results. G4-24 G4-25

- Employees
- Analysts and investors
- Shareholders
- Media

Transparency and dialogue with stakeholders are fundamental for the progress and development of our Strategic Plan and for our Corporate Responsibility Master Plan.

- Customers
- Local communities
- Public entities
- NGOs and other members of civil society
- Suppliers and contractors

WORK WITH LEADING R&D INSTITUTIONS

G4-16

Sacyr as a member of various benchmark organisations and takes part in dialogue forums that promote its development. Participation in these initiatives makes it possible to exchange experiences and good practices with other professionals, and encourages joint reflection by a large number of specialists regarding the varied aspects of R&D. Some of the organisations or forums in which Sacyr actively participates are:

- **Spanish Construction Technology Platform (PTEC):** this platform, of which the Group is a member, brings together all players in the construction sector in order to:
 - Identify the challenges of innovation in construction.
 - Develop the necessary strategies and plans to meet these challenges.
 - Implement the results obtained.

Sacyr is on the board of trustees of the PTEC Foundation, and sits on the permanent commission and the strategy council. Within the PTEC Foundation, Sacyr heads the Strategic Transport Networks taskforce and participates in the Sustainable Construction and Materials taskforces.

- **Spanish Environmental Technologies Platform:** responsible for defining and supporting the implementation of the R&D strategic agenda in the field of environmental technologies by integrating the activities of other sector-specific technology platforms and supporting public authorities in their future environment-related R&D programmes and work.

- **Building Research Establishment Environmental Assessment Methodology (Breeam) Spain**

Advisory Board: The world's leading and most technically advanced method of building-sustainability assessment and certification.

- **Participation in the Spanish Road Technology Platform:** The Spanish Road Technology Platform (PTC) is a forum for all agents in the science-technology-business system which play an important role in fostering employment, competitiveness, and growth in the road infrastructure sector in Spain.

Sacyr plays an active role in the platform through its presence on the Management Board and in working groups.

- **SEOPAN R&D Committee:** Sacyr actively participates in this Committee of the Spanish Association of Construction Companies (SEOPAN) through its Head of Innovation.
- **Andalusia Technological Corporation:** Sacyr is a full member and trustee of this corporation, which brings together researchers from universities and research centres, innovative companies, financial institutions and public entities in an alliance for innovation, research and development.
- **Knowledge and Innovation Managers' Club:** Sacyr belongs to this private initiative that promotes and stimulates improved productivity and competitiveness through the management of intellectual capital, know-how and innovation.

3.4 Performance of the Sacyr Group in 2015/ Stakeholder Relations



- **R&D Committee of the Spanish Employers' Confederation (CEOE):** This committee reaches out to government authorities and ministries responsible for R&D and groups them by sectors to strengthen and expedite R&D projects.

Moreover, to support each other in the development and implementation of R&D activities, Sacyr and a number of **universities, research centres and organisations have entered into cooperation agreements.**

Universities:

- Madrid Polytechnic University
- Valencia Polytechnic University
- Alfonso X el Sabio University
- University of Granada
- Polytechnic University of Catalonia
- University of Huelva
- University of Almería
- University of Las Palmas
- University of Cordoba
- University of Cantabria
- Madrid Complutense University
- University of Salamanca

Public Research Centres and Foundations:

- Testing and Calibration Laboratory of the Mining School (LECEM)
- Official Laboratory for Testing Construction Materials (LOEMCO)
- Centre for Public Works Research and Innovation (CEDEX)
- Centre for Development, Research and Application of New Technologies (CEDIANT)

- Gómez Pardo Foundation
- Galician Civil Engineering Foundation
- Almería Solar Platform (CIEMAT) Integral Automation Centre (CeDIInt)
- Madrid Institute of Advanced Water Studies (IMDEA AGUA)
- Norwegian Research Centre (Vestlandsforskning)

In addition, Sacyr took part in Science Week, organised by the Directorate General of Universities and Research of the **Council on Education and Employment of the Community of Madrid**, through the **Foundation for Knowledge** and in conjunction with the **Alfonso X El Sabio University Foundation.**

At Sacyr, we continue to renew our technology infrastructure in order to improve the efficiency of the Group's internal management. In addition, we are developing new methods for improving our relationship and communication with our stakeholders:

- Updating of Sacyr's webpage
- Public-sector electronic invoice
- Improvements to the Employee Portal
- Gesfontesta Incident Management Project
- Improvements to SLIGO (Application for analytical monitoring of works)

Social Media

We operate in the major social networks: Facebook, LinkedIn, Twitter, Pinterest and Instagram.



Third set of locks
on the Panama
Canal



3.4 Performance of the Sacyr Group in 2015/ Stakeholder Relations

SHAREHOLDERS, ANALYSTS AND INVESTORS

General Shareholders' Meeting: This is an excellent forum for exchanging information between company directors and shareholders. At these meetings, directors report on the progress of the company, its profits, and the main milestones reached and planned, while shareholders can request information and clarification and make any comments they deem appropriate.

Financial information: In accordance with prevailing legislation, the Sacyr Group prepares the annual report, half-yearly and quarterly financial results and the annual corporate governance report on a regular basis. These reports may be viewed on the CNMV's website, www.cnmv.es, and on Sacyr's website, www.sacyr.com

Sacyr's website (www.sacyr.com) contains all relevant corporate and financial information regarding the Company's performance, and all information made public through various financial and economic reports and communications (annual report, quarterly results, etc.).

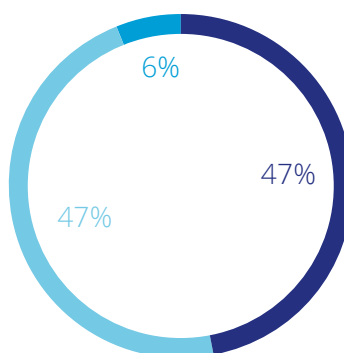
Personal assistance: The Investor Relations Department provides shareholders, analysts and investors with a number of direct and personalised contact channels:

- Telephone: (shareholder hotline: 902 196 360).
- E-mail: ir@sacyr.com and accionistas@sacyr.com
- Meetings: Investor Relations Department personnel meet stakeholders on request.

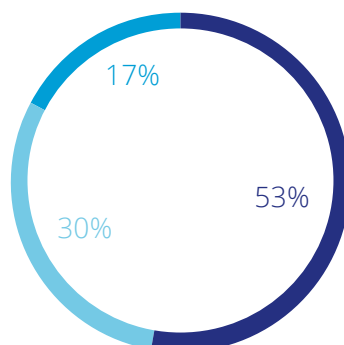
FINANCIAL ANALYSTS

At year-end 2015, 15 analysis firms actively followed Sacyr's share, with 94% making positive recommendations (either "buy", "overweight" or "maintain"). The Sacyr share, in fact, had the second largest percentage of positive recommendations in the sector.

SACYR



SECTOR AVERAGE



● Buy + Overweight ● Hold ● Sell + Underweight



Inside the bullring
in Burgos, Spain

3.5 Construction



*WE LEAD THE INDUSTRY
RANKING FOR LONGEST
BACKLOG WITH MORE THAN 36
MONTHS OF SECURED ACTIVITY*

The Construction division, headed by Sacyr and Somague, **is the primary engine of our Group**. It has continued to see considerable growth in Spain and had spectacular performance internationally.

Our **model for international expansion** must take into account the need for **local deployment**, taking advantage of the capacity demonstrated to compete with industry leaders in other countries that are benchmark companies for us, and **know how in specific segments**.

+1,600
million euros in
Revenue

36
months of
Secured activity

+5,000
million euros in
Construction backlog

75%
**international
construction backlog**

KEY FIGURES

Million of euros	2015	2014	%
Turnover	1,666	1,697	-1.8
- International	827	698	+19
- Spain	407	406	+0.2
- Somague	431	554	-20.7
EBITDA margin	4.7%	6.1%	
Backlog	5,062	4,988	+1.5
Months of activity	36	35	

SPAIN
PANAMA
PORTUGAL
CHILE

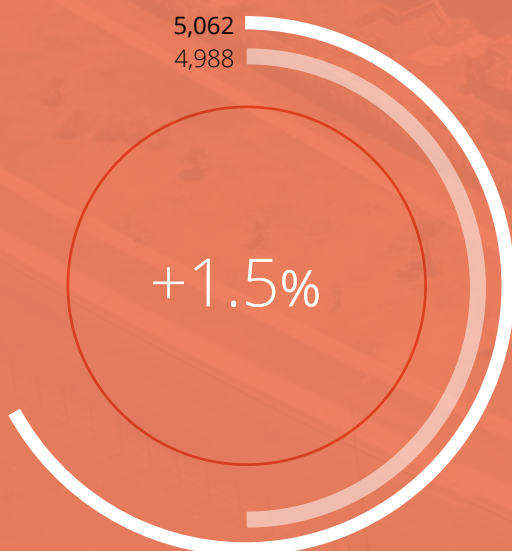
ANGOLA
COLOMBIA
ITALY
CAPE VERDE

UNITED KINGDOM
BRAZIL
IRELAND
MOZAMBIQUE

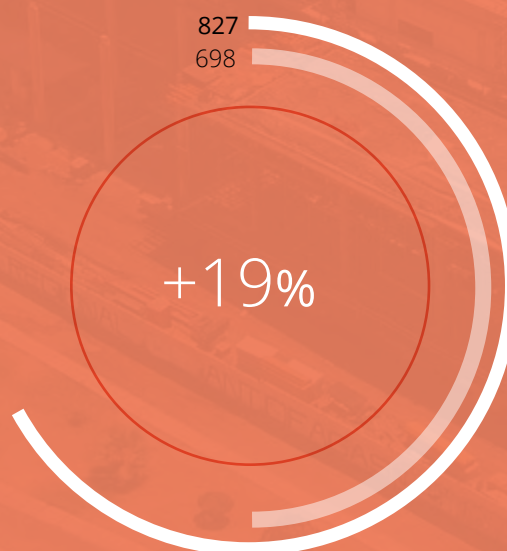
PERU
URUGUAY
QATAR

MEXICO
MOROCCO
OTHER
COUNTRIES

BACKLOG 2015
(Million Euros)



INTERNATIONAL TURNOVER
(Million Euros)



● 2015
● 2014

3.5 Construction

**BACKLOG BY GEOGRAPHICAL AREA**

MILLION EUROS	2015
Spain	844.42
Panama	514
Portugal	133.59
Chile	764.34
Angola	482.05
Colombia	663.09
Italy	868.79
Cape Verde	11.68
United Kingdom	85.41
Brazil	153.18
Ireland	5
Mozambique	56.22
Peru	159.03
Uruguay	33.35
Qatar	217.92
Mexico	141.96
Morocco	4.9
Other countries	436.64
TOTAL	5,062

In 2015, the construction division posted revenue of 1,666 million euros, virtually in line with the previous year's sales figures.

The EBITDA margin reached 4.7%, thereby maintaining a level of return in accordance with the Group's requirements.

The construction backlog stood at 5,062 million euros, up 1.5% on the previous year. This improvement, which allows 36 months of activity to be covered at current billing rates, is largely due to contracts obtained abroad.

The strategy of internationally expanding the construction division is reflected in the weight of overseas billing, which represents 75% of total revenue. Noteworthy is the business carried out in Colombia, Qatar, Angola, the UK, Mexico, Portugal, Chile and Uruguay, among others, where important contracts were awarded:

Extension of Port of
Valencia, Spain



3.5 Construction



- In Colombia, Sacyr has strengthened its presence after being awarded several major contracts, which include the construction of the “Pasto-Rumichaca” motorway, by a consortium formed by Sacyr Concessions and the Ecuadorian company Hedoiza Crespo, for 536 million euros; the construction of the “Pumarejo” bridge over the Magdalena river in Barranquillas for 220 million euros; the construction of the “Mar 1” motorway for 475 million euros; and the construction of the “Corridor 5: Puerta de Hierro-Cruz del Viso” motorway for 112 million euros.
- In Qatar, a consortium formed by Sacyr Construction and UCC (Urbacon Trading & Contracting) was awarded the contract for the design and construction of the urban development works in the Qatar Economic Zone 1 (QEZ-1), in the area of Ras Bufontas, for an amount of 409 million euros.
- In Angola, Somague has been awarded numerous construction contracts, which include the construction of an office complex for the Ministry of Transport in Luanda, for 49.88 million euros; the construction of a residential building also in Luanda, for 21.73 million euros; and the construction of various buildings for the Instituto Superior Politécnico de Tecnologías y Ciencias (ISPTEC), for 19.92 million euros, etc.
- In the UK, Sacyr won the contract to build the new Ulster University campus in Belfast, Northern Ireland, for an amount of 91 million euros.
- In Mexico, Sacyr has won several contracts including the project to build a new regional hospital in Querétara for 43.5 million euros.
- In Portugal, where Somague remains one of the leading companies in the ranking of contracts awarded, the following stand out: the construction of an expressway in “Cámara de Lobos” on the island of Madeira, for 25.8 million euros, and the work to expand the “Porto de Velas” wharf on the island of San Jorge in the Azores, for 7.6 million euros.
- In Chile, Sacyr remains a dominant player after being awarded several projects, which include the work to upgrade the “Ruta 7” motorway in the Chaitén area (Los Lagos) for 18.5 million euros and the 13.3 million euros contract for the construction of the “Bachelor Donatello” office building in Santiago.
- In Uruguay, where Sacyr is working for the first time, the construction of the Corridor 21 and 24 motorway: Nueva Palmira – Mercedes” stands out, for a total investment of 144 million euros.

In 2015, Sacyr Construction has received the award for the Best R&D Project given by the Platform of the Road by studies carried out in the field of temperate recycled mixtures with emulsion and FORAE 2015 Prize awarded by the National Confederation of construction, a body that brings together all Spanish associations of construction, the best rehabilitation system applied to the building sector.



Antofagasta
Hospital, Chile

AWARD FOR SUSTAINABLE BUILDING



The jury of the XXIV International Awards Cemex Mexico awarded two prizes at the Faculty of Health Sciences of Granada project, built by Sacyr, in Sustainable Building

and Industrial / Institutional Building categories. The distinction as sustainable building is because it is a work that serves basic bioclimatic principles as are the

use of sun, water consumption, optimizing energy consumption and incorporating design solutions that maximize the solar energy use potential and ventilation natural.

3.6 Concessions



GROWTH ENGINE OF THE SACYR GROUP

Sacyr Concessions has a BACKLOG of 34 concessions distributed throughout eight countries, together with two road-maintenance companies. The diverse nature of these assets, both as a result of their location and type of asset, is noteworthy of mention

The concession business, which continues to grow, must continue to be firmly committed to **greenfield investments** in transport and social infrastructure in key markets. Mature assets are rotated as the same time local structures are consolidated.

29%
Of the
Group's Turnover

At year-end 2015, the Group had 34 concessions distributed throughout eight countries (Spain, Italy, Portugal, Ireland, Chile, Colombia, Uruguay and Peru) 23 of which were in operation and 11 of which were under development. There are 25 motorway and road concessions in the EU and America (11 in Spain, 6 in Chile, 3 in Colombia, 1 in Italy, 1 in Portugal, 1 in Ireland, 1 in Peru and 1 in Uruguay), in addition to concessions for 6 hospitals, 2 transport hubs and 1 underground railway line.

+139%
Revenue

REVENUE FROM TOLL
ROADS HAS DOUBLED
+51%

Sacyr Concessions' order backlog stood at 13,339 million euros at 31 December 2015, 17% larger year-on-year, with 60% deriving from the international markets.

TRAFFIC INCREASE
+28,000
TOTAL USERS

OPENING NEW
SECTIONS IN CHILE

SPAIN
ITALY
PORTUGAL
IRELAND

CHILE
COLOMBIA
URUGUAY
PERU

BACKLOG
(Million Euros)

TURNOVER
(Million Euros)

● 2015
● 2014

13,339
11,402

+17%

564
419

+34%

3.6 Concessions



The Sacyr Group operates in the infrastructure concessions sector via its subsidiary **Sacyr Concessions**.

Revenue in the concessions business totalled 564 million euros in 2015, 34% higher compared to 2014, due to improved traffic figures on concessions in operation, construction revenue from new concession operators in Latin America (Chile, Peru and Colombia), and to the change in the consolidation method (from being accounted for using the equity method to full consolidation) of eight concessions in Spain following changes in company control.

EBITDA was 184 million euros, with an EBITDA margin of 66%.

The following major contracts were awarded in 2015:

- In Colombia, Sacyr Concessions was awarded the following projects:
- Project to restore, update and operate Corridor 5 between "Puerta de Hierro-Palmar de Varela-Carreto-Cruz del Viso" (202 km). With planned investment of around 256 million euros and projected future revenues of 883 million euros over the concession's 25-year lifespan.
- "Pasto – Rumichaca" motorway: construction and subsequent operation, for 25 years, of the road linking the city of Pasto, in the southeast of the country, with the town of Rumichaca on the border with Ecuador. The investment for this project is 1,023 million euros for 80 km of road. Future revenue is projected at 3.342,9 million euros.

- Construction and operation for a 25-year period of the "Autopista al Mar 1" road. The 176 km new road will link the towns of San Jerónimo and Santafé, and extend to Bolombolo. Total investment in the project amounts to approximately 930 million euros, while future revenue is estimated at 2,025 million euros.
- In Uruguay, Sacyr Concessions was awarded the contract for a new project to restore and manage the 179 km stretch of motorway between the cities of Nueva Palmira and Mercedes for a period 24 years. Total investment in the project will exceed 144 million euros, while future revenue is estimated at 306 million euros.

Other corporate transactions that took place during the year include:

- The first stretch of the Chilean "Rutas del Algarrobo" motorway, linking the towns of La Serena and Vallenar, started operating in May. The 100 km segment connects Límite Regional III Región de Chile with the entrance to the city of Vallenar.
- Sacyr Concessions sold 30% of Sociedad Concesionaria del Hospital de Antofagasta, in Chile, to Global Dominion Access, for 8 million euros, a transaction in which the acquirer also took over the proportional part of the concession operator's guarantees.



Ruta del Algarrobo
concessionaire, Chile

- Sacyr Concessions also sold 49% of its ownership interest in the concession operator “Ruta de Limari” (Chile): “Ovalle – La Serena” motorway to the investment fund “Prime Infraestructura II”, for 94 million euros.
- The company also secured 182.4 million euros in financing for stretch II of the “Autopista Longitudinal de la Sierra” (Peru) motorway from Banco Santander.

Sacyr Concessions’ order backlog stood at 13,339 million euros at 31 December 2015, 17% larger year-on-year, with 60% deriving from the international markets.

3.7 Sacyr Industrial



We are developing all manner of power generation, oil and gas, electrical facility epc projects and all kinds of industrial plants

Our industrial and services experience encompasses projects of great technical complexity, such as the expansion of La Pampilla refinery Desulphurisation Plant in Peru, the new regasification offshore terminal of Cartagena de Indias and cement manufacturing plants in Oruro (Bolivia) and Riobamba (Ecuador)

KEY FIGURES

(Million Euros)	2015	2014	%
Turnover	290	194	+50%
Power plants	127	124	+3%
EPC	163	69	+135%
EBITDA	21	10	+119%
EBITDA margin	7.3%	5.0%	+2.3 p.p.
BACKLOG	2,413	2,408	+0.21%

Revenue for Sacyr Industrial amounted to 290 million euros in 2015, up 50% on the previous year thanks to new EPC (Engineering, Procurement and Construction) contracts awarded in electricity infrastructure (Mexico, Peru and Panama) and in Oil and Gas (Cartagena regasification plant in Colombia, and the middle distillate block at La Pampilla refinery in Peru) and Environmental activities (the Oruro cement plant in Bolivia).

EBITDA also improved to 21 million euros vs. 10 million euros in 2014, leaving a margin of 7.3%. In 2015, the company's power plants benefited from higher electricity pool and gas prices compared to the previous year.

SPAIN
PERU
MEXICO
COLOMBIA
BOLIVIA

PANAMA
CHILE
ECUADOR
SCOTLAND

TURNOVER
(Million Euros)

EBITDA
(Million Euros)

● 2015
● 2014

290
194

+50%

21
10

+119%

3.7 Sacyr Industrial



The following major contracts were awarded in 2015:

- A 156 million euros contract was signed to adapt the petrol blocks of La Pampilla refinery in Peru to new fuel specifications.
- In Ecuador, the expansion of the cement plant of Chimborazo for the Unión Cementera Nacional for an amount of 170 million euros.
- The new project in Panama for operation and maintenance services for the Empresa de Distribución Metro Oeste (EDEMET) worth 20 million euros.
- A 12 million euros contract for work on substations and the 4th phase of the Eastern transmission lines in Mexico for the Federal Electricity Commission (CFE).
- In Spain, a major contract was also secured for the installation of geothermal systems at the Hotel Santa Marta and Mercado del Val (Valladolid), worth a total of 1.5 million euros.

A number of significant transactions were also finalised which are in line with the strategic targets of this division, to increase its market share and boost its capacity to face new challenges:

- Sacyr Fluor: in July 2015, Sacyr acquired 50% of Fluor, S.A., the Spanish subsidiary of the US engineering multinational, Fluor Corporation. The new company

will provide engineering services and manage EPC projects in the oil and gas sector and the onshore petrochemical industry in Spain, Southern Europe, North Africa and some Latin American countries.

- Sacyr Nervión: in October, Sacyr Industrial and Nervión Industries, Engineering and Services, S.L. created a partnership with a 50% share each - the company Sacyr Nervion. The new company will operate in projects related to the following:
 - Comprehensive repair services for all manner of storage tanks, anywhere in the world.
 - All types of maintenance services for refineries or other production facilities in the oil & gas sector and other selective maintenance and assembly projects of industrial works.
- Isotron: in December, Sacyr Industrial and Isotron signed a partnership agreement to make joint combined bids in EPS electricity generation and transmission tenders.

Sacyr Industrial's activity over the next few years is fully assured by a backlog of 2,413.42 million euros at 31 December 2015.



Lebrija thermosolar
plant, Spain

INNOVATION

The general aim of our Group includes giving R&D the wherewithal to act as a differentiating factor of competitiveness. Sacyr Industrial takes part in numerous innovation projects, either in a cooperative

manner with other business units, taking advantage of the various specialisations, or individually, with its research and technical staff.

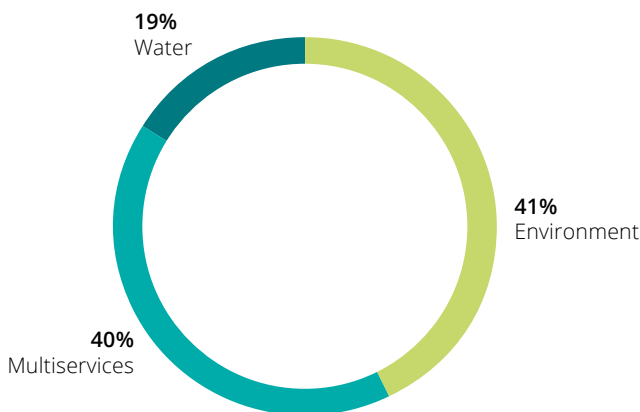
To organise and structure these activities, Sacyr has certified its R&D system pursuant to UNE 166002: 2006, applicable to all companies and activities, which, consequently, are audited and approved by AENOR.

3.8 Valoriza



Valoriza operates a wide range of businesses, focusing at all times on providing a comprehensive service for customers and addressing their needs with higher returns thanks to a selective choice of business activities

TURNOVER BY ACTIVITY VALORIZA



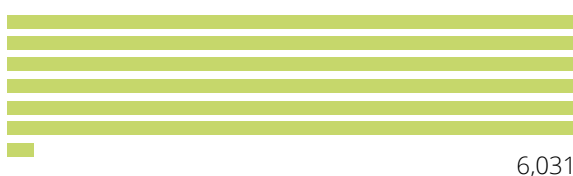
Revenue (Million euros)



EBITDA (Million euros)



BACKLOG (Million euros)



The Sacyr Group's Services area, headed by **Valoriza Gestión**, continued with its growth and diversification strategy in 2015.

VALORIZA'S BUSINESSES BY MANAGEMENT AREA

ENVIRONMENT

Municipal services
Waste management
Landscape restoration
Environmental projects

WATER

Integrated water cycle management
Water treatment
Desalination
Treatment and reutilisation

MULTISERVICES

Facilities

Maintenance of facilities
Cleaning services
Energy services
Social and health services

Valoriza Conservación

Maintenance and upkeep of roadway infrastructure
Dam and canal maintenance

Cafestore

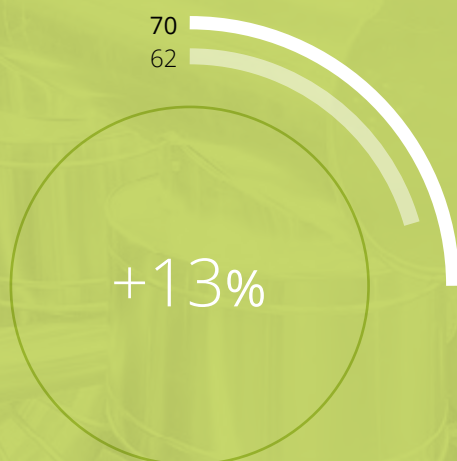
Highway and toll road service stations

Mining

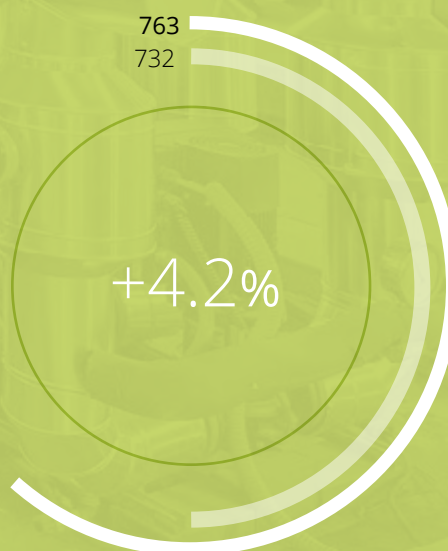
Exploration

SPAIN
PORTUGAL
AUSTRALIA
ALGERIA
CHILE

EBITDA
(Million Euros)



TURNOVER
(Million Euros)



● 2015
● 2014

3.8 Valoriza



The main milestones marked by the different businesses classified in this sector of activity are:

In 2015, **Valoriza posted revenues of 763 million euros, 4.2% higher than in 2014**. This growth was fuelled by the Environment and Multi-services businesses (5.2% and 6.8%, respectively).

EBITDA was 70 million euros, with a year-on-year variation of 13%. **The EBITDA margin was 9.2%.**

At 31 December, **Valoriza's backlog** stood at **6,031 million euros**, of which 31% derives from the **international market**. Valoriza remains firmly committed to tendering activity in all its business areas both in Spain and abroad.

CAFESTORE

Company specialized in food services concessions present in markets of motorway service areas (third national operator in this market), social care and public bodies.

46 sales facilities: 27 service areas throughout the national territory, Restaurants in 3 hospitals of the Community of Madrid, 2 cafes in transport interchangers, 2 nursing homes and 13 public agencies (Madrid, Castilla La Mancha, Extremadura and Andalusia).

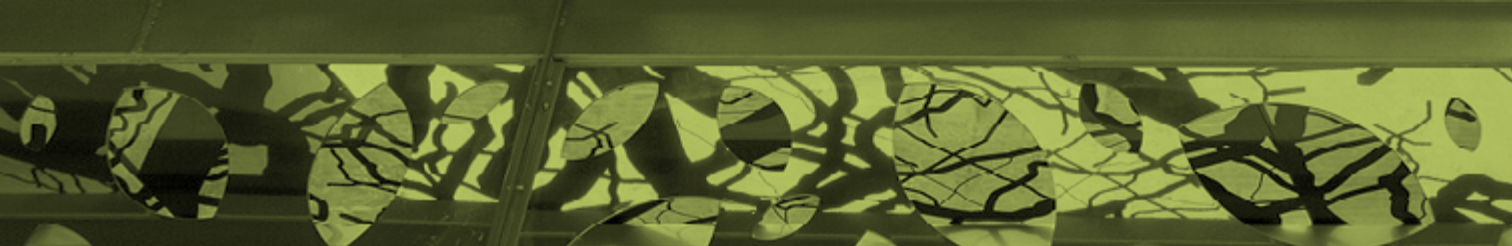
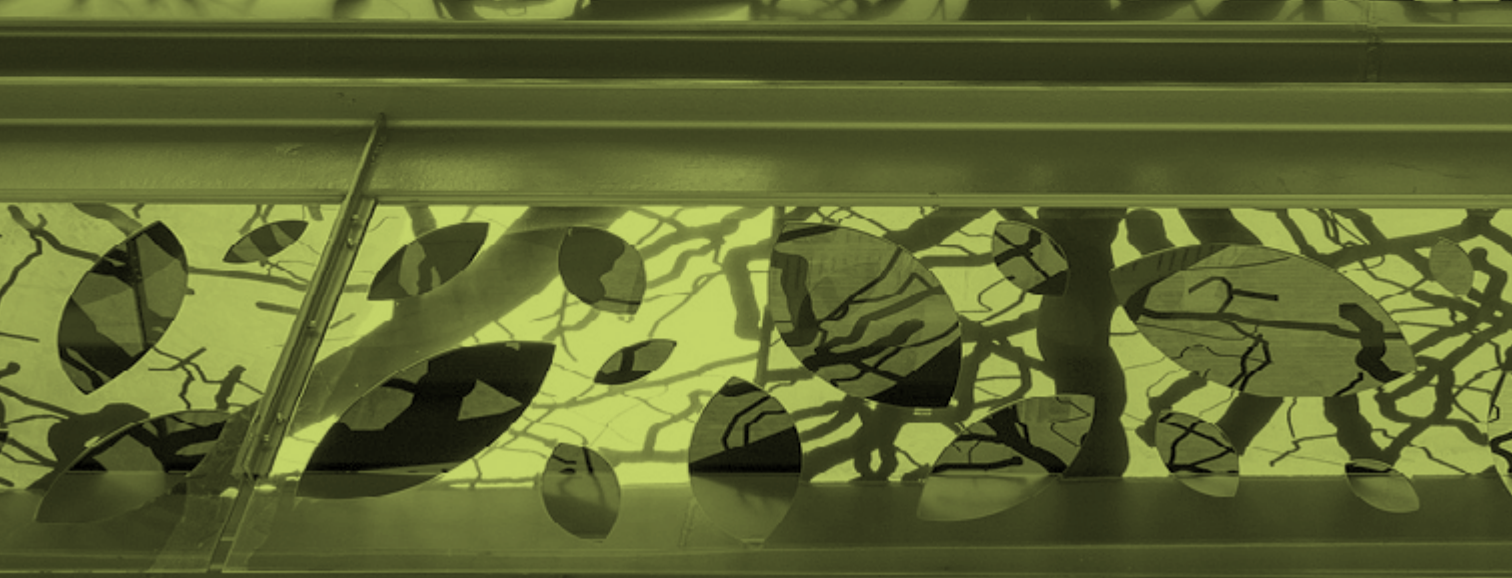
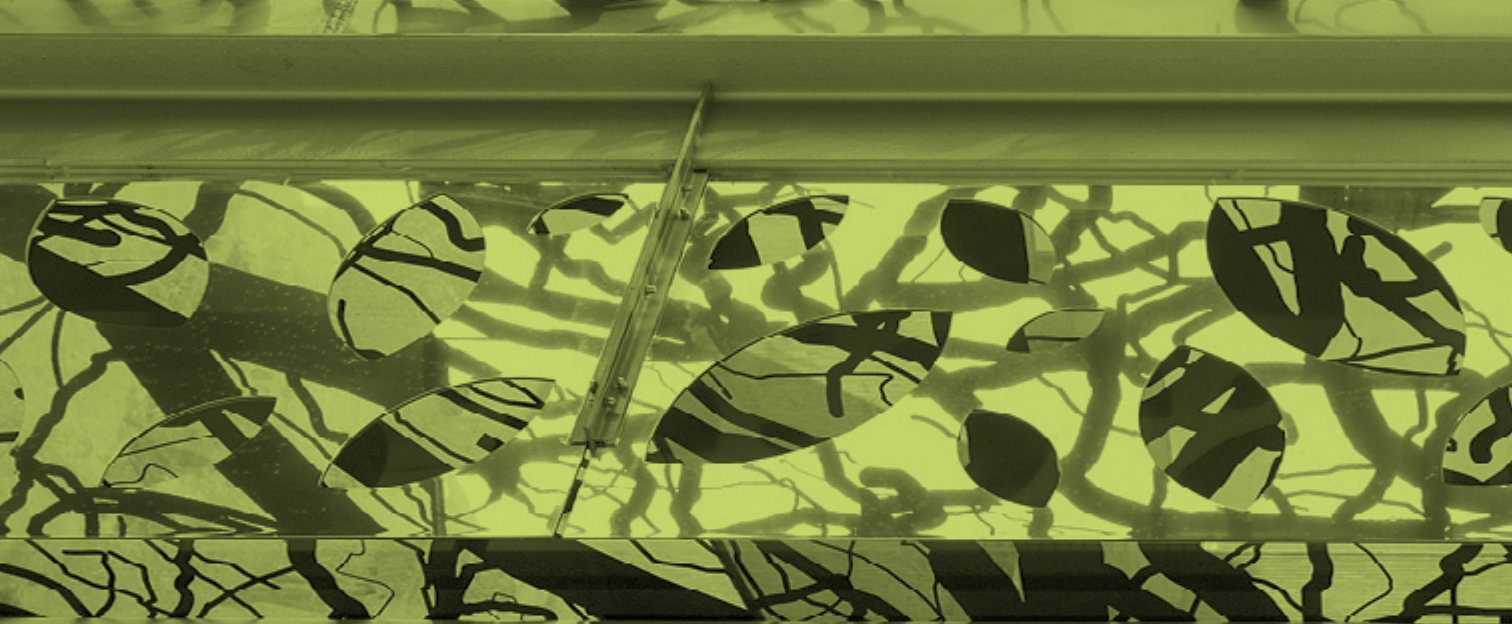
Within this context, it is worth noting the following awards during the year:

- Restoration, cafeteria and installation of vending machines of drinks and food, in the Special Delegation of the Tax Agency (AEAT) in Madrid.
- Catering services for users of the Euro-Latin American Youth Center (CEULAJ), Malaga.
- Catering Services in the Residence Santa Maria de Benquerencia, Toledo.

For further information visit our website:
www.cafestore.es



Valoriza Servicios
Medioambientales
in Guadalajara,
Spain





4

Environmental
Value

The Sacyr Group has undertaken a commitment to the environment, energy management and efficient management of resources as essential factors in carrying out its activities, while complying with more stringent requirements and guaranteeing customer satisfaction, in a major bid to improve its relationship with the environment



We provide know-how in services and projects that require proven experience and treatment technologies

These certifications provide companies with numerous benefits and are a differentiating factor on the market, improving the image of the products and services offered and inspiring confidence among customers and consumers.

Sacyr has an Integrated Quality, Environment and Energy Management System in accordance with ISO 9001, ISO 14001, ISO 50001, UNE 158.301, UNE 158.101 and EMAS standards, the main European and international benchmarks in the respective fields.

Sacyr currently has the following certifications:

					
ISO 9.001	ISO 14.001	ISO 50.001	UNE 158.301	UNE 158.101	EMAS
37	26	2	1	1	2

The following milestones were completed in 2015:

- New certifications in accordance with ISO 9001 and ISO 14001 standards in:
 - Sacyr Industrial Peru, for the following:

“Provision of services for carrying out and managing projects, including turnkey arrangements (basic and detailed engineering work, procurements, construction, supervision and start-up), in the following areas: Oil&Gas plants, power plants, waste treatment plants, mechanical and electrical facilities in industrial plants and electricity lines and substations. Energy management of power plants and industrial plants (monitoring, follow-up, control and analysis of energy parameters) and advisory services regarding the return on and sale of energy. Management services for bidding on projects (basic and detailed engineering work, procurements, construction, supervision and start-up) in the following areas: Oil&Gas plants, power plants, waste treatment plants, mechanical and electrical facilities in industrial plants and electricity lines and substations.”
 - Valoriza Facilities - University of Malaga, for the following:

“Provision of cleaning services at the centres and facilities of the University of Malaga.”
 - Expansion of the scope for ISO 9001 and ISO 14001 certification in:
 - Valoriza Servicios Medioambientales *“The management of sports facilities and activities”*.
 - Sacyr Concessions *The certification of the new concession operator, AUTOPISTA DEL GUADALMEDINA C.E.S.A. AP-46 P.K. 6+200. 29160 – CASABERMEJA (Malaga), and redefinition of the scope “The conservation, maintenance and operation of toll and shadow toll roads”*.
- Sadyt *“Design, construction, installation, maintenance, operation and start-up of water treatment, desalination and purification plants, facilities and equipment as well as sludge and biogas lines”*.
- New certification in accordance with ISO 50001 standard “Energy management” in:
 - Valoriza Servicios Medioambientales, for the following:

“Energy management in buildings and its installations”

“The provision of road cleaning and urban solid waste collection and transport or similar services. Management of collection points.”

“The provision of operation and maintenance services for waste treatment plants.”
 - New certification in accordance with ISO 158.101 standard “Services for promoting personal autonomy Management of residential centres and residential centres with integrated day and night care. Requirements”, in:
 - Valoriza Servicios a la Dependencia, for the following:

“The provision of residential, personal, healthcare, psycho-social and other ancillary services (podiatry, adapted transport and hairdressing) to individuals that need assistance”.
 - New EMAS standards for cleaning and waste collection services in Majadahonda, in:
 - Valoriza Servicios Medioambientales, for the following:

“The provision of road cleaning and urban waste collection services in the municipality of Majadahonda (Madrid)”.

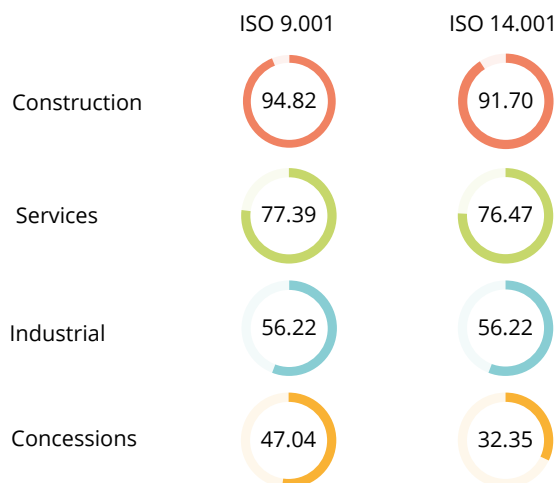
This EMAS certification was obtained after completing its environmental impact statement and subsequent verification and validation by AENOR on 15 December 2015.

Environmental impact statements are available for consultation by the general public at the following address: http://192.168.91.131:100/es_es/canales/_canal-innovacion/calidad-y-medio-ambiente/Nuestras-experiencias/default.aspx.

The company is currently working to obtain certification in accordance with ISO 17025 standard "Assessment of conformity. General requirements for the competence of testing and calibration laboratories", in the water laboratory in the Canary Islands.

The percentage of activity certified to these voluntary requirements under ISO 9001 and ISO 14001 at year-end 2015 were as follows:

CERTIFIED ACTIVITIES (%)



Since 2003 Sacyr has held a **Madrid Excelente** mark in recognition of Sacyr as a company committed to excellence, reflecting the Group's commitment to innovation and ongoing improvement, employee satisfaction and active support of the economic, social and environmental development of the community.

Given the importance of the system for classifying companies in the construction industry in Italy, the Italian authorities recognise the importance and value of organisations attaining ISO 9001 certification, and also add further requirements and demands, defined in the RT-05 Technical Regulations. Sacyr Construction and Valoriza Servicios Medioambientales have had this certification since 2008.

In 2015, the Sacyr Industrial subsidiary, Valoriza Energía Operación y Mantenimiento, renewed its PEFC (Programme for the Endorsement of Forest Certification) certificate and FSC (Forest Stewardship Council) certificate addressing the custody of forest and biomass products used at the Group's power plants.

Sacyr
headquarters,
Madrid. Spain



ENVIRONMENTAL EXPENDITURE AND INVESTMENTS AND REGULATORY COMPLIANCE

Sacyr is firmly committed to the environment, which translates into numerous initiatives to prevent, mitigate or remedy the environmental impact of its activities.

G4-EN31

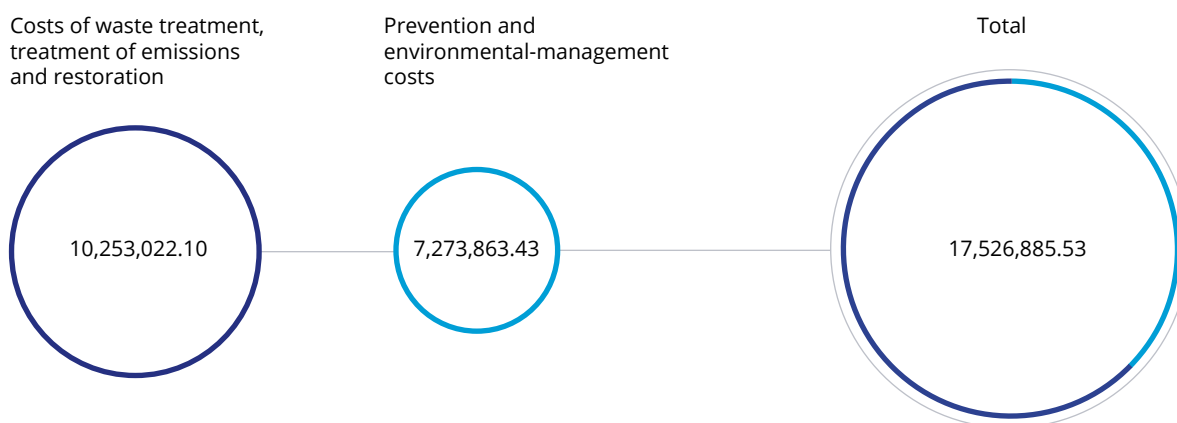
Sacyr is firmly committed to the environment, which translates into numerous initiatives to prevent, mitigate or remedy the environmental impact of its activities. Carrying out these activities carries a number of environmental costs, either from discretionary activities or those required by contract or environmental law; however, they are always aimed at preventing the environmental impacts arising from its activities or reducing them when they cannot be avoided. The environmental costs associated with initiatives carried out in 2015 are as follows:

In 2015, at Sacyr a total of 14 sanction proceedings were closed and 15 proposals for sanction proceedings were received. The total monetary value of the archived sanctions was 218,452 euros, and in none of the cases were significant fines imposed. Of all of the proceedings that were closed, two did not involve any monetary cost.

G4-EN29

The increase in environmental costs incurred in 2015 with regard to those of 2014 is noteworthy of mention. The costs of waste treatment, treatment of emissions and restoration rose by 20.58%, while prevention and environmental-management costs increased by 43%.

ENVIRONMENTAL EXPENDITURE AND INVESTMENTS SACYR 2015 (€) G4-EN31



ENVIRONMENTAL GRIEVANCE MECHANISMS (G4-EN 34)

Sacyr has different formal channels to communicate with its stakeholders and the public at large, through which it is able to receive complaints related to environmental issues. These mechanisms include several e-mail addresses, a general address (info@sacyr.com) and another specific address related to corporate responsibility (rcorporativa@sacyr.com). In addition to these channels, Sacyr employees have various means available for reporting any complaints or suggestions, for example, the Sacyr Group's Conduct Hotline and the green mailbox on the Company's intranet.

The Conduct Hotline (codigoconducta@sacyr.com) is a corporate tool through which any question about the scope and applicability of the Code of Conduct

and, in general, the Regulatory Compliance Model can be asked in strict confidence, and through which any breaches or risks relating to the guidelines and behaviour regulated by the Code of Conduct or the Regulatory Compliance Model can be safely reported.

The Conduct Hotline guarantees that all matters reported and the identity of the employee reporting the incident shall remain confidential, fully complying with all personal data protection regulations, that a reliable and objective analysis of the potential breach will be carried out, and that the rights of the persons allegedly involved therein shall be safeguarded.

A new Code of Conduct was approved on 29 July 2015, through

the Circular issued by Sacyr's Chairman, and is effective in any country in which the Group carries out its business activities.

These types of complaints may also be received through external management-system certification companies (AENOR, SGS, etc.).

Every complaint received leads to an inquiry and appropriate measures are then taken to resolve the issue and avoid recurrences. Sacyr's Management System establishes the documentation for each claim through corrective measures, which allow the resolution of the situation to be monitored exhaustively.

No environmental complaints were received through any of these channels.



4.1 Climate Change and Energy Efficiency

Sacyr's commitment to the fight against climate change

Climate change is one of the greatest environmental, social and economic threats facing mankind, and therefore concerns us all.

For years, the Sacyr Group's concern for this major environmental issue has taken the form of an environmental policy that is committed to saving energy and controlling atmospheric emissions, coupled with a business strategy that focuses on developing alternative energy sources.

Sacyr is aware of its responsibility with regard to global warming and has taken another step, defining the main pillars of its climate strategy:

- Encourage energy savings and adopt energy efficiency measures.
- Promote the use of renewable energy.
- Contribute to the preservation of natural carbon sinks.
- Develop technology research and development projects (R&D).
- Encourage training and awareness-raising initiatives regarding the fight against climate change.
- Promote management systems that help fight climate change.
- Comply with the applicable requirements related to efficient energy management and the fight against climate change.
- Communicate the actions taken by Sacyr in the fight against climate change.

- Monitor and continuously improve energy performance and the reduction of greenhouse gas emissions where technically and economically viable.

This undertaking shows that Sacyr is firmly committed to the fight against climate change and that it is a key objective in carrying out its business activities; contributing to the improvement of our environment, society and future.

The Property Management Division reduced electricity consumption by 1,367.97 GJ (A2) between 2013 and 2014 as a result of the following actions at various of its properties:

- The replacement of halogen lights with LEDs in, inter alia, common areas and parking garages.
- Installation of motion detectors.
- Replacement of air-conditioning equipment with more efficient units. G4-EN6

These steps have avoided the emission of 110.58 TnCO₂(A1). Our vehicle fleet's average emissions have dropped from 117.93 gCO₂/km to 116.26 gCO₂/km.

In Sacyr's energy services contracts, 23,164.35 GJ of energy was saved in 2015 in comparison with the baseline, thus avoiding the emission of 2,995.14 TnCO₂ into the atmosphere. This savings results from efforts with regard to public lighting and interior lighting and the switch in heating fuel and ACS.

G4-EN7 G4-EN19

Sacyr, in 2015, has certified new activities in accordance with the requirements of the UNE-ISO 50001. Having an Energy Management System enables an organization to discover and exploit its potential for energy efficiency, benefiting turn cost savings and significantly contributing to climate and environment protection, reducing emissions of greenhouse gases.

4.1 Climate Change and Energy Efficiency

The main objective is to improve the energy performance and energy efficiency continuously, and identify opportunities for reducing energy use through responsible use and consumption. As a result, the following actions:

- The placement of halogen lights with LEDs.
- Installation of motion detectors.
- Replacement of air-conditioning equipment with more efficient units.

In addition to this, Sacyr, in its commitment to sustainability in construction, has been working for years in the execution of construction projects with LEED and BREEAM certification requirements.

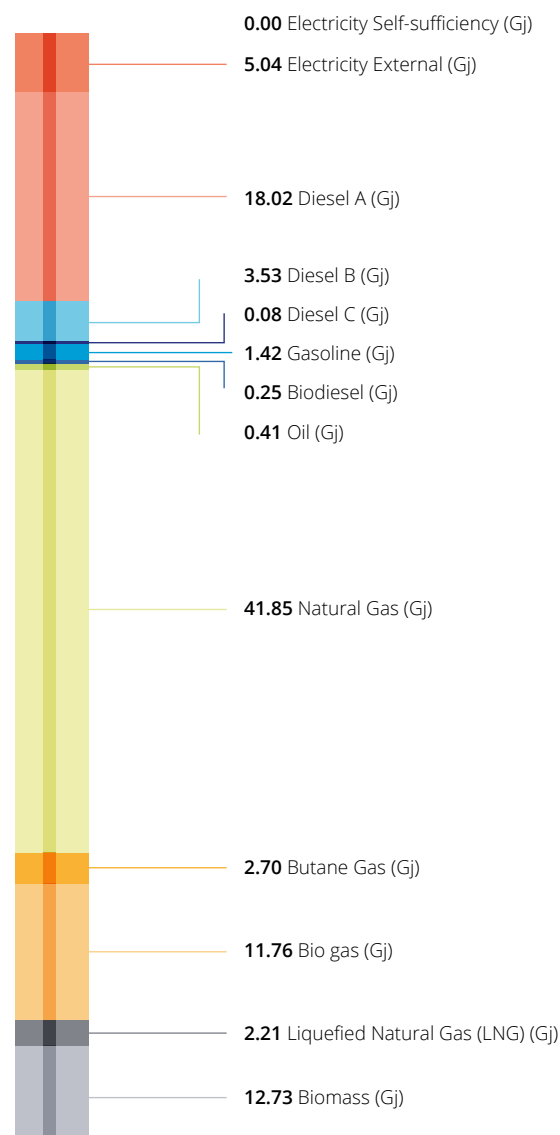
In 2015, the work PT Data Center has obtained 2 certifications LEED, one Gold and one Platinum, and the Control Tower Base Rota work is under review for the LEED Silver certificate.

In addition, two works are underway BREEAM Certification (Prevention Center in the Airbus Group (Madrid) and the University of Ulster (Ireland) and Sacyr has just begun the process of LEED certification in the work General Regional Hospital "El Marqués", Querétaro (Mexico).

INTERNAL ENERGY CONSUMPTION (GJ) 2015 G4-EN3

TOTAL	14,457,282.64
Construction	2,741,018.02
Services	2,118,389.41
Industrial	9,550,386.15
Concessions	47,489.06

PERCENTAGE OF INTERNAL ENERGY CONSUMPTION BY SOURCE IN 2015 (%) G4-EN3



4.1 Climate Change and Energy Efficiency

The energy intensity figures in 2015 with regard to the construction business in Spain and abroad are as follows: G4-CRE1 G4-CRE2 G4-CRE3

- Energy intensity: 80.10 Kwh/m²
- Water intensity: 0.74m³/m²
- Greenhouse gas emissions intensity: 31.07 KgCO₂/m²

It should be noted that there were no leaks and/or refills of refrigerant gases in the leakage checks that were carried out on the various air conditioning equipment.

With regard to the previous report, the information referring to these figures increased considerably, from 10,938.72 m² to 32,445.40 m² in 2015, and, therefore, we have increased the surface area included in our report by 296.61%.

EXTERNAL ENERGY CONSUMPTION (Gj) 2015 G4-EN4

TOTAL	75,962.29
Construction	5,097.95
Services	7,858.61
Industrial	5,607.89
Concessions	3,397.85

*Due to a change in the provider of business travel within the company, the information reported does not refer to the entire year for failure to obtain the data.

ENERGY INTENSITY SACYR 2015 G4-EN5

Total energy consumption (Gj)	14,533,244.93
Turnover (Thousands of €)	2,949,000.00
Energy intensity (Gj/Thousands of €)	4.93

DIRECT GREENHOUSE GAS EMISSIONS (SCOPE 1) (te CO₂) 2015 G4-EN15

TOTAL	712,752.70
Construction	181,105.47
Services	90,731.32
Industrial	440,592.10
Concessions	323.82

* The conversion factors used to calculate this indicator are "Final energy - primary energy conversion factors and CO₂-2011 emission factors for motor and heating fuels" published by the Institute for Energy Diversification and Savings (IDAE) in December 2012.

4.1 Climate Change and Energy Efficiency

The intensity of the greenhouse gas emissions from urban development relates to 11.91 TnCO₂/€ million.

G4-CRE4

INDIRECT GREENHOUSE GAS EMISSIONS (SCOPE 2) (te CO₂) 2015 G4-EN16

TOTAL	60,796.88
Construction	13,259.23
Services	40,057.22
Industrial	3,605.61
Concessions	3,874.83

INDIRECT GREENHOUSE GAS EMISSIONS (SCOPE 3) (te CO₂) 2015 G4-EN17

TOTAL	5,450.30
Construction	4,238.93
Services	565.28
Industrial	402.34
Concessions	243.74

Scope 3 emissions (A3) accounted are related to business trips.

INTENSIDAD DE LAS EMISIONES SACYR 2015 G4-EN18

Total emissions (teq CO ₂)	773,549.59
Revenues (Thousand €)	2,949,000.00
Emission intensity (Teq CO ₂ / Thousands of €)	0.26

To calculate the intensity are taken only emissions scope 1 and 2. The units are equivalent tons of CO₂.

The only emissions of ozone-depleting substances generated by the Sacyr Group are potential leaks from its air conditioning equipment. However, proper maintenance keeps these at minimum levels.

The operational control measures taken at the fixed centres are noteworthy of mention, showing that there were no leaks and/or refills of refrigerant gases involving the various air conditioning equipment.

G4-EN20

NOX AND SOX AND OTHER SIGNIFICANT AIR EMISSIONS

G4-EN21

Area	Electricity (t SO ₂)	Electricity (t NO ₂)
Construction	22.06	15.10
Services	74.37	50.91
Industrial	6.71	4.59
Concessions	6.47	4.43
TOTAL	109.62	75.03

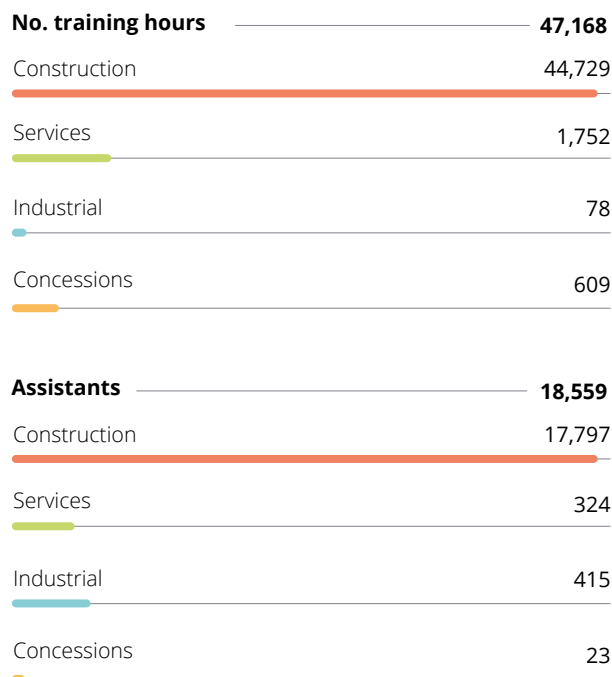
4.1 Climate Change and Energy Efficiency

ENVIRONMENTAL AWARENESS

In Sacyr one of the key factors in the development of particular needs of the centers and staff located in them are satisfied with external and internal training related with running activities, with the ultimate aim to optimize the quality of units and services provided, as well as minimize the potential environmental impacts of such activities.

In summary, developments in 2015 are as follows:

ENVIRONMENTAL TRAINING 2015 SACYR



SUPPLY CHAIN G4-EN33 G4-12

Based on the impact that its collaborators have on its environmental performance, Sacyr is aware of the importance of involving its suppliers and subcontractors in complying with environmental requirements. In accordance with its commitment to people and the environment, Sacyr encourages building long-term relationships with suppliers that share its same values and that are committed to more responsible policies and practices.

Our suppliers are evaluated at regular intervals and their environmental performance and energy efficiency are assessed on the basis both of environmental and energy practices adopted and of compliance with the required environmental documentation (authorisations, waste management, etc.). Quality criteria such as adherence to deadlines, service quality, contractual performance, etc., are also evaluated.

The main environmental impacts detected in the activities carried out by our collaborators are related to the impact on the land of insignificant spills of dangerous substances, incomplete compliance with legislation relating to their activities

4.1 Climate Change and Energy Efficiency

At Sacyr, in 2015, we evaluated the environmental impact of 1,913 suppliers, 35 of which were found to cause significant negative environmental impacts. With 22.86% of these suppliers, we agreed on improvements after the evaluation, and we ended our relationship with 31.43% as a result of the evaluation.

G4-EN32

In 2015, regarding the *“percentage of new suppliers that were screened using environmental criteria”*, the initial assessment system of all suppliers was reviewed from an environmental point of view, whereby suppliers were liable for compliance with the following environmental requirements:

- Environmental management system certificate.
- Placement of ecolabels.
- Use of reusable/recycled materials.
- Management of waste with an authorised manager/carrier.
- Whether steps are taken to reduce energy consumption, water consumption, discharges, noise and atmospheric emissions.
- Use of returnable packages or reusable/recyclable products.

We will be able to provide information in this regard in the 2016 report.

Education and awareness-raising on caring for the water in the Magdalena River, within the area of influence of the Pumarejo Bridge project

Through the SES Consortium, Sacyr has been carrying out actions related to raising awareness on caring for the water involved in our projects, such as the “New Pumarejo Bridge Construction” project, where 2,000 copies of a book on the Magdalena River, titled “El Magdalena. Voces de un Río Mundo” [The Magdalena River. Voices of a World River], were printed and distributed among citizens.

The main purpose was to educate and make people aware of the project, as well as the favourable economic and environmental effects or impacts that it will have with regard to recovering the navigability of the Magdalena River, emphasising the project’s potential and raising awareness on how to care for the water.

The project aims to care for the biodiversity of the land by promoting actions that have an impact on and thus favour the biodiversity and management of the ecosystems.

4.2 Water

We are leaders in water treatment, desalination and purification



Efficient water management is vital to sustainable development. Aware of the crucial importance of water, the Sacyr Group continues to raise its water management efficiency. Therefore, in carrying out our business activities, we look for ways of optimising water use, reusing water and using recycled water

Managing more than 1,340,000
customers in Spain and Portugal

Activities with certified quality and
environmental management to ISO
9000 and 14000 standards

Expansion works
on the Panama
Canal, Atlantic zone



Project to improve and expand the sewer and water treatment system serving the communities of Huancayo, El Tambo and Chilca

Through its subsidiary Valoriza Agua, Sacyr provides its knowledge, experience and qualified resources for managing the integrated water cycle to offer effective solutions. The company continues to provide significant benefits to the community through initiatives such as the “Project to improve and expand the sewer and water treatment system serving the communities of Huancayo, El Tambo and Chilca”, the scope and purpose of which is the provision of infrastructure and equipment to treat the water serving the city of Huancayo.

The project includes the construction of a wastewater treatment plant with an average flow of 80.700 m³/h, with a specific plan for the following:

- Cover the wastewater treatment deficit for the population in this area of influence.
- Reduce the water contamination of the Shullcas, Chilca, Ancalá and Mantaro Rivers, helping people recover their dreams.
- Provide irrigation water with high standards of quality that is optimal for agriculture in the areas surrounding the Shullcas, Chilca, Ancala and Mantaro Rivers.
- Provide efficient sanitation services using clean technologies with high standards of quality.
- Reduce the infrastructure gap for wastewater treatment.
- Decrease the number of illnesses caused by water contamination.
- Comply with the maximum permissible limits and standards regarding environmental quality.
- This initiative will enable Sacyr to provide the following social benefits:
- Improve the health of the population in the area of influence.
- Reduce environmental contamination and odour emissions and preserve the environment.
- Take advantage of water used in activities such as agricultural irrigation and the irrigation of green spaces and water used for industrial purposes.
- Protect fish farming activities in the area.
- Preserve the ecosystems of the area and recover the vitality of the tourism industry.
- Prevent leaks, disruptions and breakdowns in the water supply and in the sewer system in the neighbourhoods of the area of influence.
- Comply with all sanitation regulations.
- Improve the quality of life of the surrounding communities.

“STORM SYSTEM”.- Project: RAS BUFONTAS

A system of collecting rainwater based on stopping the maximum flow of rainwater through percolation reservoirs connected directly to the water distribution system to be used for preserving green spaces, in addition to enabling groundwater recharge through percolation.

The system is a combination of the most suitable options for reducing the volume and speed of water runoff and polluted water runoff by offering effective water management.

The project's main objective is to protect water ecosystems, improve water quality, preserve water

resources, protect public health and control flooding.

Sacyr has demonstrated its commitment to the sustainable use and management of water resources in a context of water scarcity, by taking advantage of rainfall patterns and reusing water as much as possible.

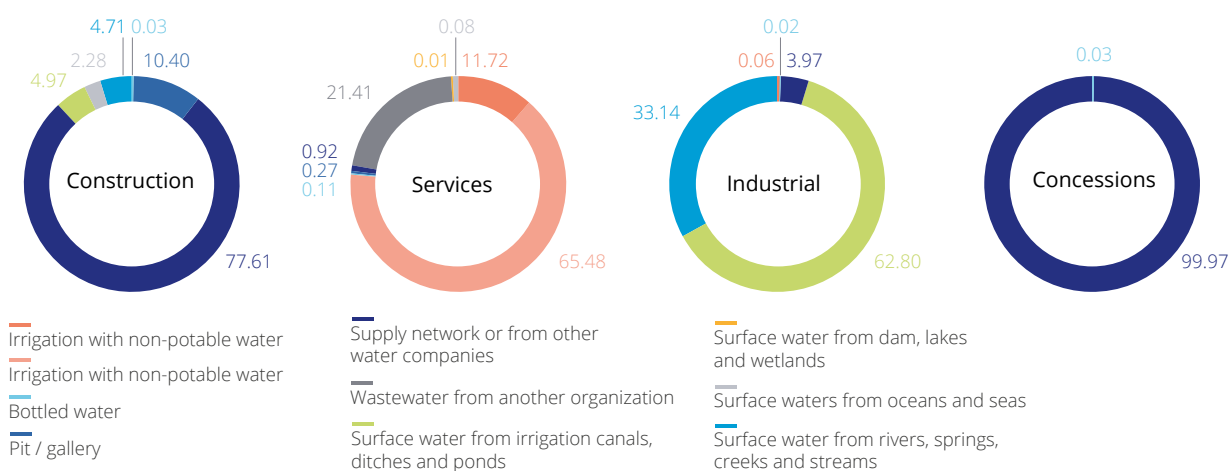


4.2 Water

Sacyr continues to move towards increasingly more efficient water management, which is vital to sustainable development. To go a step further, we are working on our water footprint, which will enable us to have more

efficient criteria when identifying the risks associated with water use and when assessing the impact that our activities have on this environmental factor.

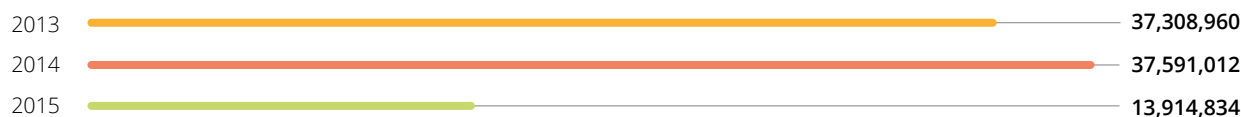
PERCENTAGE OF WATER CONSUMPTION BY AREA 2015 G4-EN8



TOTAL WATER CONSUMPTION BY SOURCE 2015



EVOLUTION WATER CONSUMPTION 2013-2015 (m³)



The information relating to 2015 cannot be compared with previous years, since the criteria for measuring water use has been revised to reflect the organisation's actual consumption.

4.2 Water / Valoriza Agua

WE CREATE VALUE WITH OUR ACTIVITIES

Population growth, the transformation of lifestyles and economic development have greatly increased pressure on water resources.

VALORIZA AGUA is responding to this need with the most advanced engineering for water treatment and supply

ENGINEERING FOR WATER

Social development depends on Water as an economic asset.

Technology allows us to make available to the human being the amount of water needed, with the right quality for each use, without generating waste or pollutants.

Sacyr continues to focus on the consumption of recycled and reused water. In 2015, consumption of recycled and reused water in Sacyr was 3,515,991.04 cubic meters, which corresponds to 25.27% of the total consumption of recycled and reused water of the organization. G4-EN10

In Valoriza Agua we generate new resources, through desalination, which enable the water used is reclaimed for new uses or can be returned to nature in optimal conditions.

R&D of Valoriza Agua applied to processes has produced synergies results between energy generation and environmental care.

In 2015 we have successfully completed projects related to reducing environmental impacts (smells, discharge brines), process improvement (reduction of energy consumption, use of renewable energy, improvement and reuse of membranes), intelligent control solutions and development of new technologies (Forward Osmosis, eliminating emerging).

DESALINATION AND WATER POTABILIZATION

The experience and technical response of Valoriza Agua, materializes in our ability not only to the exploitation of the different sources of supply, but also to provide the design and construction of the necessary facilities to optimize natural resources and minimize environmental impact.

Valoriza Agua leads the seawater desalination sector for human consumption, industry and irrigation.

Our facilities, equipped with the latest technology, are able to incorporate to water cycle more than 1.9 million cubic meters a day (equivalent to the consumption of a city of 10 million inhabitants) with low energy consumption and enhancing substantially existing natural resources.

4.2 Water / Valoriza Agua

MANAGEMENT INTEGRATED WATER CYCLE

We manage the largest water management joint venture in Spain, (EMALSA) in Las Palmas de Gran Canaria which serves 400,000 inhabitants.

We also manage the largest joint venture contract in Spain in the last ten years in the privatization of EMMASA (Santa Cruz de Tenerife), serving more than 222,000 inhabitants.

Water quality is much more than drinking water. In Valoriza Agua quality represents an excellent supply, management of meter reading and billing by easy and convenient consumption for the population. Water quality we offer is quality of life, rapid response capability to meet new demands and tranquility in homes.

SEWAGE AND COLLECTORS

Among the multiple uses of water one of the most important is cleanliness.

Both the water used as from rain is needed to be evacuated from the urban environment and forwarded for further processing before being returned to its natural cycle.

In Valoriza Agua, aware of this reality, we project in all our activities a cleaning service, maintenance and incorporation of modern remote control systems, and an evacuation network of urban sewage and collectors, as well as pretreatment systems of wastewater needed to better debugging.

WASTEWATER TREATMENT

The wastewater from populations, crops or industry, contains toxic elements that if they were discharged directly to nature, it would pollute the environment.

Valoriza Agua closes the cycle of water treatment in sewage treatment plants before returning it to nature.

The wastewater treatment plants (EDAR), designed, constructed or operated by Valoriza Agua in cities such as Madrid, Puertollano, Murcia, etc. are able to effectively treat a total of 890,000 m³ / day.

Among the most important highlight of the year are:

- Works of general sanitation infrastructure and water treatment in the basin of Arroyo de La Reguera (Madrid) with capacity of 80,000 m³ per day.
- Implementation and construction projects of the works of Arroyo Quinones's (San Sebastián de los Reyes) EDAR, to purify 45,700 m³ daily.
- Implementation and expansion project of Puertollano's EDAR to purify 30,000 m³ per day.

WASTEWATER REUSE OF TREATED

Treated wastewater is an essential component for the efficient use of water resources and sustainable development.

In Valoriza Agua we work on the implementation of new treatment processes through R&D department for the effective development conduct applicable technologies to reuse and water regeneration, always seeking to optimize existing procedures and preparing of cutting edge technologies.

4.2 Water / Valoriza Agua

In addition to this, technology Valoriza Agua developed for Wastewater Treatment Plants is perfectly adapted to the specific needs of water from the drainage of fields, with solutions that allow reuse of wastewater for agriculture and irrigation for golf fields, thus contributing to environmental protection and water conservation.

On the other hand, we perform environmental monitoring plans ensuring monitoring and controlling the effect of the facilities on the environment.

FIGURES

ENGINEERING FOR WATER

Design, construction and operation of plants to produce:

- More than 750 million cubic meters annually by reverse osmosis.
- More than 75 million cubic meters per year by reversible electrodialysis.
- More than 10 million cubic meters per year of process water for industrial use.

DESALINATION AND WATER POTABILIZATION

- Electrodialysis treatment of drinking water from ETAP Llobregat (Barcelona) The biggest EDR plant of the world 200,000 m³/day.
- Other stations of potable water treatment:
ETAP Puertollano 34,560 m³/day.
Jaca ETAP 26,000 m³/day.

INTEGRATED WATER CYCLE MANAGEMENT

- Concessions for the management of Integrated Water Cycle serving over 1,340 million families in the Iberian Peninsula: Melilla, La Coruna, Las Palmas, Santa Cruz de Tenerife, Guadalajara, Soria and Barcelos (Portugal), among others.

WASTEWATER TREATMENT

- Project and works to expand the treatment capacity of Tres Cantos (Madrid) EDAR to 31,000 m³/day.
- Design, construction or operation of EDARs to regenerate more than 300 million cubic meters annually.
- Effluent treatment for Repsol Cartagena refineries with 4,200 m³ per day.

WASTEWATER REUSE OF TREATED

- Reuse Plant of Cartagena's field drainage with 6,000 m³ / day by reverse osmosis avoiding Mar Menor eutrophication.
- Tertiary treatment plant with desalination for a golf course in Benidorm, Alicante. 5,000 m³/day.
- Treatment of industrial water through MBR technology for industrial uses and irrigation. 2,000 m³ / day.



Aguilas waste water
processing plant,
Murcia. Spain

4.2 Water / Valoriza Agua

INNOVATION IN WATER MANAGEMENT

Participation in 4 projects from LIFE and EAA Grants Programs.

1) Project Life Transfomem: transformation of reverse osmosis membranes into recycled membrane of ultra and nano filtration.

2) Denitox Project: development of a new environmental technology of denitrification based on autotrophic anaerobic oxidation.

3) Osmos Project: development of an innovative desalination process for reducing energy consumption by direct osmosis.

4) Odor Project: development of highly efficient technologies for treating industrial processes and water purification odors.

HOW WE MANAGE WASTEWATER

In all of Sacyr's contracts where discharges occur, the Company has obtained the related administrative authorisations, in a systematic and planned manner, and the wastewater is analysed in order to verify compliance with applicable legal requirements and those established in the corresponding authorisations, thereby ensuring the quality of the discharge. The quality parameters to be analysed are determined in accordance with the authorisations and regulations in effect in the country, on a case-by-case basis.

In 2015, a total of 4,515,344.67 m³ in wastewater and 10,585,000.00 m³ in brine was discharged, with various means for receiving the discharge, most notably the public water supply, maritime public waters and the sewage network. [G4-EN22](#)

In 2015, we calculated the discharges in such a way that was more realistic, instead of based on consumption, which is how they had been calculated up until the 2014 report. This information therefore cannot be compared with that of the previous years.

4.3 Biodiversity

Respecting the environment is a key value for Sacyr and the Group's strategy for managing biodiversity is to prevent any impacts on the environment

At the Sacyr Group, we conduct large infrastructure projects that link our Good Governance and Business Model objectives to the idea of sustainability.

G4-EN11

TAAM Project.- "R&D project on new treatments to improve the quality of acidic mine water".

We designed and started up a type of passive treatment for acidic water from mining operations which consists of circulating such water through various runoff basins and reactive tanks until the uncontaminated water is discharged into the Odiel River. The passive treatment system is based on using natural energy sources (gravity water flow and biogeochemical reactions). The water flow treated is approximately two liters per second, which is a total of 63,072 m³/year. With regard to the results obtained, the following targets are being met:

- Increase in the pH, thus obtaining the precipitation of heavy metals (a decrease in the acidity to almost neutral) and conductivity very close to zero.
- High alkalinity indicates that the reagent is functioning correctly.
- In addition, virtually all of the metals (Fe, Al, Cu, Zn, As) are retained. Iron (Fe) decreases most 90% while aluminum (Al) disappears completely. Copper (Cu), Zinc (Zn) and Arsenic (As) do not appear in the discharge process.

The aim of this project is to find ways to improve the water quality of the Oriel River, which is affected by acidic mine water in one of the most important metallogenic regions in the world.

Solutions are also provided in the water sector that contribute to the sustainable development, protection and improvement of the water quality, thereby having a direct impact on recovering this resource.

4.3 Biodiversity

Preserving biodiversity is one of our strategies at Sacyr, in addition to being one of the pillars of our environment and corporate social responsibility policy.

The performance of our contracts may impact biodiversity as a result of occupying, altering and

fragmenting the habitat. Sacyr always takes all preventative, mitigating and corrective measures necessary to reduce any possible impacts. The most significant impacts arising from the activities carried out by the Sacyr Group in 2015 were as follows:

G4-EN12

Impacts	Reversibility	Protection actions
<ul style="list-style-type: none"> - Destruction or fragmentation of habitats. - Disturbances to birds during breeding and rearing seasons. - Impact on animal and plant populations. 	Reversible	<ul style="list-style-type: none"> • Preparation of specific studies to determine the actual presence of susceptible species in the work environment and the possible impacts thereon, designing species protection and breeding programmes. • Proposals for modifying the project in order to minimise the effect on plants and animals in the work areas. • Placement of signs and signals around habitats of special interest or specific species to prevent them from being affected, and boundary marking of the work area to adjust or limit the affected area so as not to exceed the scope of expropriation assigned to the project. • Transplant of species affected by the work to other non-affected areas. • Exhaustive supervision of the cutting and pruning work to avoid affecting other plants. • Plantings to compensate for the trees cut down. • Biological shutdowns that entail stopping all work during breeding, nesting and rearing seasons for certain species. • Rehabilitation of clearly marked animal paths. • Restoration of areas affected by the work, such as the stabilisation of slopes, the addition of vegetable soil and hydroseeding.



4.3 Biodiversity

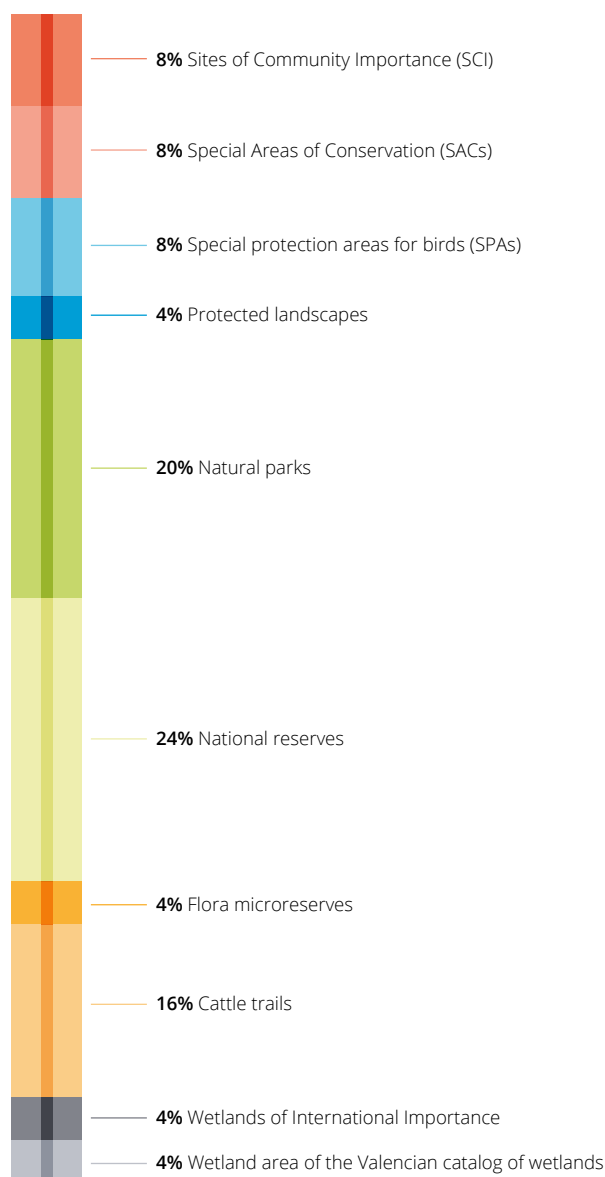
Due to the nature of the activities, all these effects last as long as the activities are carried out, are reversible and, under no circumstances, give rise to significant impacts, and in many cases specific action plans are in place, i.e., species protection and breeding programmes, plans to transplant species of high biological value, etc.

The Sacyr Group understands the importance of environmental preservation, protection and restoration and, therefore, pays special attention to those work centres that are adjacent to or in natural areas of high biodiversity value, regardless of whether or not they are protected. For the purpose of mitigating the most significant environmental impacts on biodiversity, ecological restoration actions are also carried out.

Given the length of time involved and the times of year at which various land restoration projects are carried out, it is difficult to gauge the surface area restored at any given time. With the available information, we estimate that the surface area restored by Sacyr in 2015 was 88.97% of the areas affected by its activities. 71.43% of the restoration actions were verified by independent external professionals and carried out in conjunction with third parties. In all cases, the results of the restoration actions were considered satisfactory.

G4-EN13

In 2015, the following activities were carried out in a total of 25 protected areas: G4-EN11





Rescue of
indigenous
fauna during the
expansion work on
the Panama Canal

The protected areas are located in Alentejo (Portugal), Badajoz, Huelva, La Palma, Madrid, Guarda (Portugal), Valencia and Vila-Real (Portugal), and correspond to activities carried out with regard to construction work (pipes, water purification plants, desalination plants, dams, roads and motorways), street cleaning and urban solid waste collection services.

Total protected
surface area:
320,712.21 Ha



Area affected by
business activities:
541.57 Ha



51.57 Ha
inside the
protected areas

490.00 Ha
in areas adjacent to the
protected areas

4.3 Biodiversity

Various activities affecting habitats with species exposed to some degree of threat were also carried out. The number of species whose habitats were affected by our activities, according to the threats, is as follows: G4-EN14

SPECIES INCLUDED ON THE IUCN RED LIST AND ON NATIONAL AND REGIONAL CONSERVATION LISTS

DEGREE OF PROTECTION	NO. OF SPECIES	LOCATION
Near threatened	2	Madrid; Panama
Of special interest	6	Madrid
Of interest to the Canary Island ecosystems	1	Sta. Cruz de Tenerife
Critically endangered	2	Sta. Cruz de Tenerife; Valencia
Endangered	9	Huelva; Jaén; Madrid; Panama; Sta. Cruz Tenerife; Valencia
Least concern	30	Huasco (Chile); Huelva; Jaén; Panama; Santiago (Chile); Valencia
Special protection	2	Sta. Cruz de Tenerife
Rare	1	Huelva
Vulnerable	13	Madrid; Santiago (Chile); Valencia; Huelva; Panama; Sta. Cruz de Tenerife

4.3 Biodiversity

ENVIRONMENTAL IMPACT MITIGATION

G4-EN27

Sacyr in its commitment to the environment and society in general, helps to promote environmental sustainability, primarily through:

- implementing projects in their environmental management plans.
- environmental monitoring activities.
- sustainable actions.
- development of R&D projects sustainability related.
- promoting outreach initiatives, training and environmental awareness.

This commitment is embodied in a series of sustainable practices, aimed at minimizing the impact to the natural environment, efficient use of resources, application of the hierarchy in waste management, promotion of energy saving, reduction emissions, etc. [G4-14](#)

ENVIRONMENTAL CLAIMS

Sacyr has different formal channels to communicate with its stakeholders and the general public, through which we facilitate receiving complaints related to environmental issues. Among them are several mailboxes, info@sacyr.com and other related to corporate responsibility rcorporativa@sacyr.com. In addition to these routes, Sacyr employees have different channels to transfer their complaints and suggestions, for example, the query line and complaint of Sacyr Group and the green mailbox, both located in the intranet.

Query and Complaint Line (codigoconducta@sacyr.com) is a corporate tool to facilitate the confidential and secure formulation of any consultation on the scope and applicability of the Code of Conduct and, in general, the Regulatory Compliance Model, and to report contraventions or risk situations in relation to the guidelines regulated in the Code of Conduct or the Regulatory Compliance Model as a whole.

Consultation and Complaint Line procedure guarantees confidentiality in the handling of complaints that are processed and the identity of the complainant, in full compliance with the legislation on data protection, reliable and objective analysis of the possible infringement and maximum respect for the rights of suspects.

A new Code of Conduct has been approved, effective in any country where the Group deploys its activities, issued by the President of Sacyr through Circular, dated 7/29/15.

Another way to receive such claims is external certification firms of management systems (AENOR, SGS, etc.).

For every filed complaint an investigation is carried out and appropriate measures for both its resolution to prevent reoccurrence are taken. The Management System of Sacyr provides documentation for every claim through corrective actions, allowing comprehensive monitoring of the resolution.

No environmental complaints were received through these channels. [G4-EN34](#)

4.4 Natural resources and environment

VALORIZA SERVICIOS MEDIOAMBIENTALES is a services company citizens focused which, through efficient management, has assumed society's commitment to sustainable development

Awards exceeding
156 million €
in 2015

Turnover:
313 million €

Attributable profit
after tax:
7,059 Thousand €

This commitment has been channelled through an extraordinary specialisation and technological development that has allowed the company to attain a leadership position in the environmental and energy sector in Spain.

OUR VALUES

Sacyr

Experience

Innovation

Citizen
Service

Focus on
Results



4.4 Natural resources and environment

HOW WE CREATE VALUE

At VSM, we contribute to generating value for the community by carrying out our activities in the division's business areas:

MUNICIPAL SERVICES:

- Manages street cleaning concessions and services.
- Waste collection.
- Gardening and maintenance of green areas and forestry.
- Urban mobility (management of parking meters, tow trucks, priority residential areas, processing of complaints, etc.).
- Maintenance of urban infrastructure (underground containers, road conservation, public lighting, maintenance of fountains and sports facilities).

WASTE TREATMENT AND MANAGEMENT:

- Operation of USW plants and containers.
- Transfer plants.
- Plants to process used tyres and waste from construction and demolition.
- Organic composting plants.
- Degasification and post-closure maintenance of disposal facilities.
- Biomethanisation plants.
- Incineration.
- Cogeneration.
- CSR (selected waste fuel).
- Waste-to-energy production.
- Facilities to treat, compost, and thermally dry sludge from wastewater treatment plants.

ENVIRONMENTAL REGENERATION WORK:

- Water quality control services.
- Silvicultural treatment and forestry work.
- Landscape restoration.
- River restoration.
- Bioengineering.

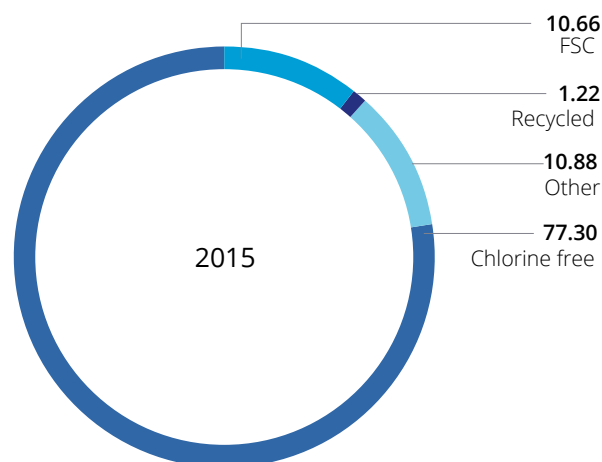
AND HOW WE APPLY THESE ACTIVITIES IN OUR FACILITIES:

In our workplaces we make permanent actions for the proper recycling of supplies we use. So in 2015 more than 300kg of hazardous waste were withdrawn for treatment and recycling.

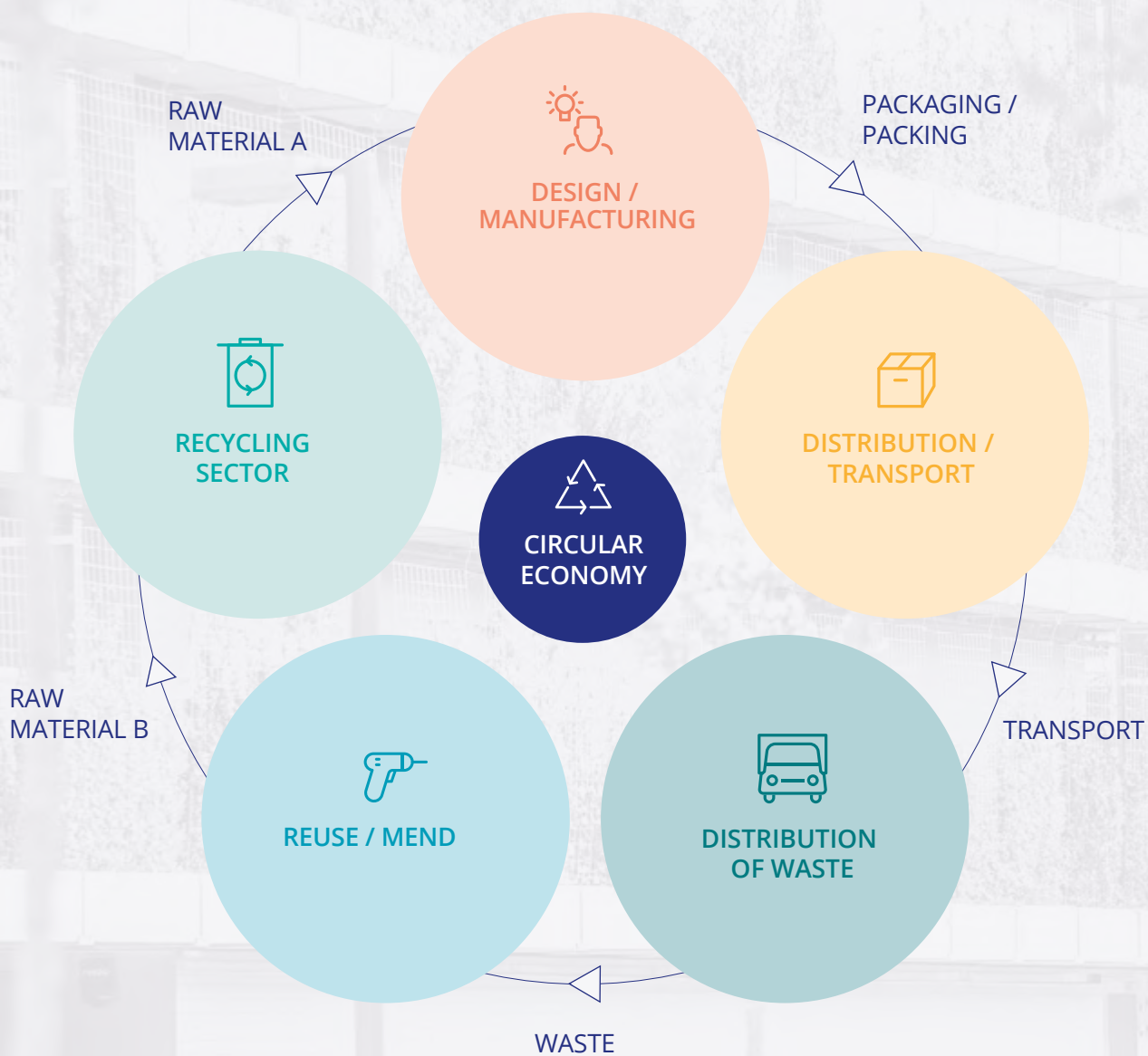
GREEN SUPPLIES

The paper we use at the Sacyr Group is obtained from suppliers selected following a rigorous analysis to ensure that they meet certain requirements, for example, being certified by the Rainforest Alliance and EU Ecolabel. In this manner, we know that the paper comes from renewable natural resources, that it has followed a strict chain of custody and, in this manner, that it constitutes a vital contribution to the development and protection of the forests. In addition to providing a permanent record of the origin of their paper, our suppliers offer biodegradable paper, with high recycling rates, and most of the energy used comes from renewable resources.

PAPER TYPE CONSUMED (%) G4-EN1



CIRCULAR ECONOMY



4.4 Natural resources and environment

One of the Sacyr Group's priorities in each business is to optimise resource consumption and reduce waste generation. Accordingly, in carrying out its activities, the Group encourages the use of recycled materials – generated internally or outsourced – and the selection of more environmentally-friendly products and processes.

37.61% of total materials used by Sacyr in carrying out its activities were recycled. G4-EN2

PROJECT HIGHLIGHTS

Integral Waste Recovery Center Maresme

Modernization works of the plant, carried out by the UTE-TEM, at the request of the Consortium for Waste Treatment of Maresme improved the efficiency of the treatment carried out on waste management, with a notable increase in use of recycling and improvement in the quality of energy recoverable fraction. The exploitation of the treatment plant, located in Mataro, 20 kilometers northeast of Barcelona, has a term of 15 years.

Treatment and Recovery Facilities for Urban Waste Los Hornillos

These facilities manage around 400,000 tons / year of municipal waste currently generated in Valencia City and its metropolitan area, which consists of the capital and 44 surrounding municipalities, with a population of approximately 1,500,000 inhabitants.

Mechanical Biological Treatment Plant of Arraiz

Located in Arraiz (Bilbao), the plant with a size of 23,000 m² enables completely prevent the discharge of waste without having previously been treated, which positions Vizcaya in an enviable position in the field of waste management.

E.D.A.R. Arroyo de la Reguera

The E.D.A.R. Arroyo de la Reguera is an industrial work included in the Plan of cleansing and purifying for the Community of Madrid. The station is designed to treat a wastewater flow of 80,000m³ /day. Serving a population of more than 270,000 inhabitants, from the municipalities of Móstoles, Fuenlabrada and Leganés.

4.4 Natural resources and environment

WASTE DISPOSAL AND TREATMENT METHODS

Prevention is the key to Sacyr's waste policy. The benefits from preventing environmental impacts take the form of a savings in the consumption of raw materials and a reduction in management costs. Everything with the only aim of achieving the best environmental results.

TOTAL WEIGHT OF WASTE BY TYPE AND TREATMENT METHOD SACYR 2015 (Tn) G4-EN23

Type of Waste	Construction	Concessions	Industrial	Services	Total
RCD	5,362,869.00	0.00	965.60	17,880.47	5,381,715.07
RNP	69,048.63	52.01	759.10	18,439.70	88,299.44
RP	1,017.67	10.77	22.01	245.25	1,295.69
TOTAL	5,432,935.30	62.78	1,746.70	36,565.42	5,471,310.20

RCD: Construction Waste. RNP: Waste not dangerous. RP: Hazardous Waste.

TRANSPORT OF PRODUCTS AND MATERIALS

G4-EN30

Transporting and moving materials in general have significant impacts on the environment: greenhouse gas emissions and other pollutants, fragmentation of habitats, the use of renewable and non-renewable resources and noise, among others.

Therefore, the development of sustainable transportation is everyone's concern. Sacyr's commitment in this connection consists of carrying out actions to promote sustainable transportation, including, greater control over business trips and authorisation procedures, promoting

the use of videoconferences mainly for internal meetings, encourage taking the train instead of flying, and making employees aware of global initiatives such as **"Earth hour"** and **"Global CO₂ emissions reduction day"**.

It should also be noted that in 2015 Sacyr began to update its technological infrastructure, which will allow the company to be more efficient and competitive. The actions carried out include unifying the networks, servers and peripheral equipment, the installation of a corporate Wi-Fi network, the installation of videoconferencing.

4.4 Natural resources and environment

systems, a plan for replacing work equipment, etc. The Company began implementing these projects at its main work centres both in Spain and abroad (i.e., Colombia, Peru, Mexico, Panama and the US) and in subsequent phases they will be incorporated at other centres. These measures translate into a greater use of audio and videoconferencing equipment and more energy-efficient equipment that will contribute to reducing our overall energy consumption and, therefore, our carbon emissions.

Several years ago Somague launched a good practice in sustainable transportation to work through a shared bus. This initiative enables its employees to travel from various points in Lisbon to Sintra, where its central headquarters are located. Three routes were created and combined in such a way so as to optimise transportation based on the employees' place of residence. In 2015, an average of 30 employees were transported per day and the use of this daily transportation service avoided the emission of 40.94 tonnes of CO₂.

The environmental impacts related to the transport of products and other goods and materials are not considered to be particularly significant in the context of the Sacyr. Most of this type of transportation is carried out by suppliers, and they are given a best practices code which covers the main environmental impacts of transport identified by Sacyr.

SPILLS G4-EN24

One of the Group's main objectives in carrying out its activities is to avoid undesirable environmental impacts caused by chemical, oil and fuel spills. Sacyr therefore develops adequate procedures aimed at identifying, preventing and responding to possible incidents, accidents or potential emergencies that may have an impact on the environment. Consequently, these types of incidents arise infrequently and do not have serious consequences.

In 2015, six minor incidents involving accidental spills were reported, none of which had a significant impact on the environment. These incidents were dealt with in accordance with the action protocol, thus being able to avoid and correct environmental contamination. The main causes were vehicle accidents and breakdowns, cables breaking on vehicles, the hoses of truck-mounted cranes breaking, and losses in recharging deposits. Consequently, involuntary hydraulic fluid and fuel spills occurred and the spills were cleaned up and subsequently handled appropriately. The estimated total volume of dangerous substances spilled is 0.0366 m³. All of these minor incidents were resolved in a satisfactory manner thanks to the staff's response, whereby the contaminated area was cleaned and the waste was managed.



Construction of the
Vallenar-Caldera
motorway in Chile





5

Social Value

5.1 Corporate Responsibility – Sacyr Foundation

Sacyr is committed to a responsible management model designed to create long-term value for all its stakeholders and to contribute to progress in society and the global economy through sustainable development



CORPORATE RESPONSIBILITY

In recent years Sacyr has developed a structure of responsibilities designed to definitively implement a model of responsible management and extend it across all levels of the organisation, with the ultimate aim of **making Corporate Responsibility a key focus of all management decisions.**

As the company's highest corporate body, the Board of Directors has primary responsibility for defining, promoting and overseeing the Group's Corporate Responsibility strategy.

The Corporate Responsibility Department defines and develops initiatives in the same field in collaboration with all areas of business management.

There is also a **Committee for Corporate Social Responsibility**, composed of one or more representatives of every business area and every corporate area linked to the a responsible management of the company (Corporate Governance, Human Resources, Internal Audit, Environment, Risk, H&Safety and R&D).

Sacyr views responsible management as an essential commitment to its stakeholders; the Company must be respectful of society in all its operations and activities and always take into account of the rights, needs and wishes of the different groups with which it interacts. This basic principle should shape all our business decisions, from strategic considerations to daily management choices.

SACYR IN SUSTAINABILITY INDEX FTSE4GOOD IBEX

Sacyr has been included in the **FTSE4GOOD IBEX Index, which awards companies efforts in environmental, social and corporate governance matters.** The index is composed of securities belonging to BME IBEX 35® index and the FTSE Spain All Cap index, which meet the criteria of good practice in Corporate Social Responsibility (CSR). These companies work for environmental sustainability, developing positive relationships with stakeholders of the company and the support and preservation of human rights.



FTSE4Good

Sacyr 2015
General
Shareholders'
Meeting



5.1 Corporate Responsibility – Sacyr Foundation

CORPORATE RESPONSIBILITY MASTER PLAN

Sacyr implemented its first Corporate Responsibility Master Plan at the end of 2009, which is revised on an ongoing basis in order to make changes based on the needs of its stakeholders. In 2015 the current Plan, sets forth the Group's actions in this regard and defines the

differentiating corporate aspects of its policy. The new 2016-2020 CSR Plan will be approved in 2016.

Sacyr's main corporate responsibility objectives can be classified into:

1

Encourage communication with stakeholders.

3

Extend the Group's ethical and social principles to the supply chain (suppliers/ subcontractors).

6

Mitigate the environmental impact of our projects and activities.

2

Nurture employees' pride in their sense of belonging.

4

Reinforce good governance mechanisms.

7

Integrate all Corporate Responsibility actions and principles into the entire decision-making process.

5

Support the development of the host communities where the Group operates.

Collaboration agreement with the Higher Sports Council

In 2015, within our line of action for the dissemination and practice of healthy habits, the collaboration agreement between Sacyr Foundation and the Higher Sports

Council (CSD) remains in force. The agreement establishes the provision of five scholarships annually to five athletes nominated by the CSD: Mario Mola and Carolina Routier

(triathlon), Auri Bokesa (athletics), José Luis Abajo "Pirri" Sergio Lacasta, Andrea Breteau Ianucci and Eugeni Gavalda (fencing).



SACYR FOUNDATION

At Sacyr, we also contribute to the development and welfare of the communities where we work through our Foundation, which carry out a broad range of social initiatives.

G4-15

In 2015, the Sacyr Group contribute to various community projects, which can be broken down into 3 different categories:

- Fostering Innovation
- Support of sports
- Social action

Here are some of the major Corporate Responsibility initiatives launched by the Group in 2015:



Cooperation agreement between Sacyr and Inclusive Association for social integration and improvement of life expectancy of the group of disabled and dependent.

INNOVATION AWARDS

(see page 57).

SOCIAL ACTION

(see 5.4 Local Communities, page 137).

PROMOTING SPORTS

Sacyr Sports Club



The purpose of the Club is to promote participation in both team and individual sports activities, depending on the sport, and the personal development and sports training of the partners and participants in the activities organised by the Club.

The Club's aim is basically to make participating in sports activities a habit for a large number of employees at Sacyr, to help them be in the best health possible, and to encourage relationships between employees in activities outside the work environment,

thereby favouring the creation of a corporate culture and increasing their sense of belonging.

For more information, please visit the Club's website (<http://clubdeportivo.sacyr.com/>).

5.2 Health and Safety

At Sacyr, the maximum safety of all our employees in the performance of their tasks is a priority



Therefore, we are committed to providing a safe and stable environment for our employees and we constantly update our occupational health and safety measures. In addition, we fully comply with prevailing legislation in all the countries in which we operate.

More than 92% of the Sacyr Group is certified according to OHSAS Standard 18001. G4-CRE6

53% of all Sacyr Group employees in Spain are represented on health and safety committees. G4-LA5

ACCIDENT RATES G4-LA6

Area	employees	Hours	Accidents Resulting in Absence	Working Days Lost	Frequency Rate (N° of WA/ Worked Hours x 1,000,000)	Severity Rate (W. days Lost/ Worked Hours x 1000)	Incidence Rate (N° WA/ N° Workers x 1,000)
Services*	13,977	36,367,336.5	1,094	42,305	30.08	1.16	7,826.67
Work	1,355	3,515,300	38	2,617	10.81	0.74	2,803.40

With respect to the claims of our contractors during 2015, there has been a serious accident. The prevention service conducted appropriate investigations of the accident to the stated case, analyzing the causes and taking steps to prevent their repetition.
G4-LA6



Workers on the
Panama Canal
expansion project

5.2 Health and Safety

At Sacyr, we have adopted the concept of integrated safety and have established an occupational health and safety policy aimed at improving working conditions and raising the level of protection, health and safety of our employees.

In line with prevailing occupational health and safety regulations, preventative initiatives at the Sacyr Group are carried out using both its own resources and others arranged with an external risk prevention service:

- Joint Prevention Service
- Support structure
- External Prevention Service

In 2015, Sacyr Group companies once again submitted their OHS management systems to be audited to ensure OHSAS compliance, the outcome of which was successful.

CERTIFIED HEALTH AND SAFETY SYSTEM

In addition to fully complying with all legal requirements, all Sacyr companies are implementing occupational health and safety management systems certified under OHSAS 18001, the principal international benchmark for occupational health and safety.

The system has been implemented at 44 Group subsidiaries, 14 of which are also certified under OHSAS 18001 (two more than in 2014), which represents more than 92% of the Group based on its total number of employees. [G4-CRE6](#)

[G4-LA5](#)

53% of all Sacyr Group employees in Spain are represented on health and safety committees.

In addition, 8% of the Group's total workforce has union representation through prevention officers. Although these officers do not form part of a health and safety committee because the minimum number of employees is not met, they actively participate in health and safety-related issues by periodically attending meetings with company representatives.

This OHS management system helps to correctly identify, review, manage and improve monitoring of the occupational risks to which Group employees are exposed and to comply with prevailing legislation.



No. hours of training
in H&S
34,533 hours



Investment:
152,876 euros



Participants
2,730 employees

5.2 Occupational Health and Safety

OBJECTIVES ACCOMPLISHED

- ✓ Development and Implementation in Valoriza Conservación de Infraestructuras of the Safety Road Management System according to ISO 39001.
- ✓ Restructure Safety and Health Management System at Work to comply with regulatory requirements and the requirements of auditors and the implementation thereof in all Group companies.
- ✓ Development of computer application PRESYV as prevention management tool, developing new features and adapting to the new OHSMS..
- ✓ Implementation of an external validation system at Sacyr Construction subcontractors and subsidiaries thereof.
- ✓ Creating a Healthy Habits program within the Company covering different areas such as sports, food and health.



Sacyr for sport

CHALLENGES

Short term:

- Get a lower incidence rate of 10% compared with the index incidence of the company last year.
- Overcome average score both documentary and security level field, compared to the last year, as provided in the management review.
- Reduction of accidents caused by overexertion by 10% over the previous year.

Medium term:

- Implementation of an external validation system for subcontractors in other Group companies.
- Implementation and certification of the Safety Road Management System in the other Group companies.
- Opening a stable Department of OHS in all countries where we operate.

Long term:

- Creation of internal OHS awards.

5.2 Health and Safety

RESULTS OF OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

The Sacyr Group's endeavours in the field of occupational health and safety have significantly raised workplace quality, as measured by an internal scoring system that assesses each work centre in relation to the fulfilment of prevention obligations.

The occupational accident rate rose slightly compared to last year's figures, but still remains below the figures released by the Ministry of Employment for the two sectors in which most of the workforce is employed. The calculation system is that recommended by the standard criteria of the Spanish OHS Institute ("INSHT"), i.e., frequency, seriousness and incidence indices, along with the criteria set out in section LA7 of the Global Reporting Initiative.

All the statistics set out below refer to Spain only: G4-LA6

Total group	Incidence index	Frequency index	Seriousness index	Employment index
2015	7,383.27	28.36	1.12	0.0014
2014	7,045.68	27.00	0.85	0.0018
2013	5,914.83	22.84	0.56	0.0010
2012	6,089.98	23.51	0.53	0.007

In 2015, the Sacyr Group recorded three serious accidents involving its workforce in Spain (one at Sacyr construction and two at Valoriza Servicios Medioambientales) in addition to 21 cases of work-related illness.

In terms of accidents involving subcontractors, four serious accidents were recorded in 2015. The Prevention Service carried out the usual investigation for these cases, analysed the causes and took the necessary measures to prevent any reoccurrences.

In terms of **types of accidents**, the most significant accidents over the last two years were as follows:

TYPE (%) G4-LA6

	2012	2013	2014	2015
Physical overexertion – musculoskeletal system	40	41	39	38
Crush injuries as a result of a fall	23	20	21	19
Crush injuries as a result of tripping over or crashing into an immovable object	8	9	7	7

Accidents are notified and recorded in the standard reporting format published in Order TAS/2926/2002, of 19 November, for Electronic Occupational Accident Declaration System (Delt@), accessible at: <http://www.delta.mtin.es>



Construction of the
light rail system
in Guadalajara,
Mexico

AWARDS

During the Second Meeting of Occupational Health and Safety and Emergency, the City of Alcobendas has awarded Sacyr subsidiary, Valoriza Facilities, dedicated to facility management for reporting and promoting good practices in the prevention of occupational risks in the development and implementation of self-protection plans with DESA installation at their centers.

5.2 Health and Safety

CONTRACTORS AND OCCUPATIONAL RISKS

In addition to guaranteeing the health and safety of its own employees, Sacyr also takes appropriate measures to guarantee the safety of subcontracted employees.

It deploys a specific “Business Coordination” procedure to this end, the main objectives of which are as follows:

G4-12

- To ensure that subcontracted workers are fully informed about the risks to which they are exposed in their respective jobs and about the applicable protective and preventative measures.
- To ensure that subcontractors effectively fulfil their responsibilities, taking all necessary measures and providing their employees with the appropriate means to ensure their safety.

In 2015, Sacyr complied with construction industry subcontracting regulations, limiting the number of levels in the subcontracting chain by using subcontracting records and requiring subcontractors to produce evidence of compliance.

DISSEMINATION OF THE GROUP’S HEALTH AND SAFETY POLICY

Sacyr Group management considers that maximum occupational safety requires that employees be fully aware of the risks to which they are exposed in their jobs and of the importance of taking adequate preventive measures.

The Group therefore encourages all employees to become familiar with the guidelines of the company's occupational health and safety policy and incorporate them into their working environment. To this end, the Group informs employees of the policy and distributes related documentation through training programmes tailored to each functional area and hierarchical level within the company.

By way of example, the following are a few of the occupational health and safety courses taught:

- Company Management Staff Course
- Construction Agreement Cycle II Courses
- Basic occupational health and safety courses (30 hours, 50 hours and 60 hours)
- Bridge crane operator courses
- OHS for office cleaning
- OHS in tunnelling work, based on ITC 02.1.02



La Serena-Vallenar
motorway, Chile

Both the Occupational Health and Safety Manual and the General Procedures are available to all employees through the Sacyr Portal and the “PRESYV” application. Employees can also use the Sacyr Portal to pick up technical guides, prevention documentation and technical notes for occupational health and safety.

5.3 Valoriza Infrastructure Maintenance

VCI is the Sacyr Group's company in charge of performing maintenance on all types of infrastructure. Its main activities are the maintenance of roads, ports and canals

In its role of maintaining the main operations performed they are to maintain all elements of the infrastructure in perfect condition so that they perfectly fulfill their role, carrying out conservation work, operation and maintenance of roads, dams, canals, networks irrigation, ports, airports and railways.

+800 employees
+6,600 km managed
+140 Km of irrigation canals
Port of Bilbao

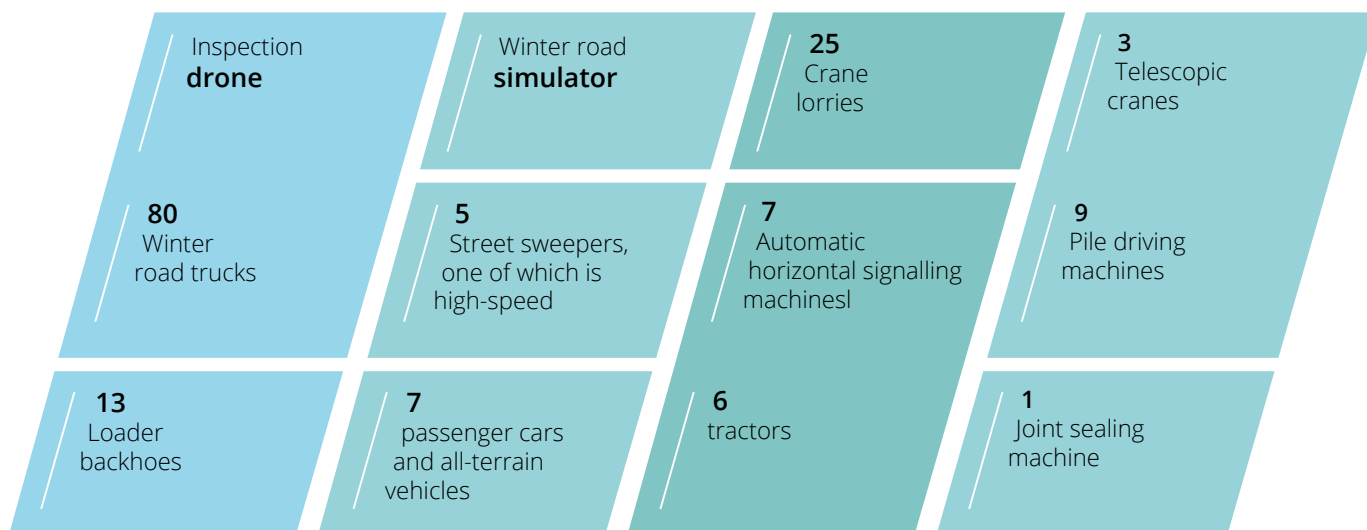
"GOLD" Seal Badge to
Excellence in Innovation

KEY FIGURES (Thousand of euros)

	2015	2014	%
Total revenue	52,286	40,458	29.24
Net profit	7,769	5,348	45.27
BACKLOG	180,123	88,338	103.90
International Revenue	11,936	0	-

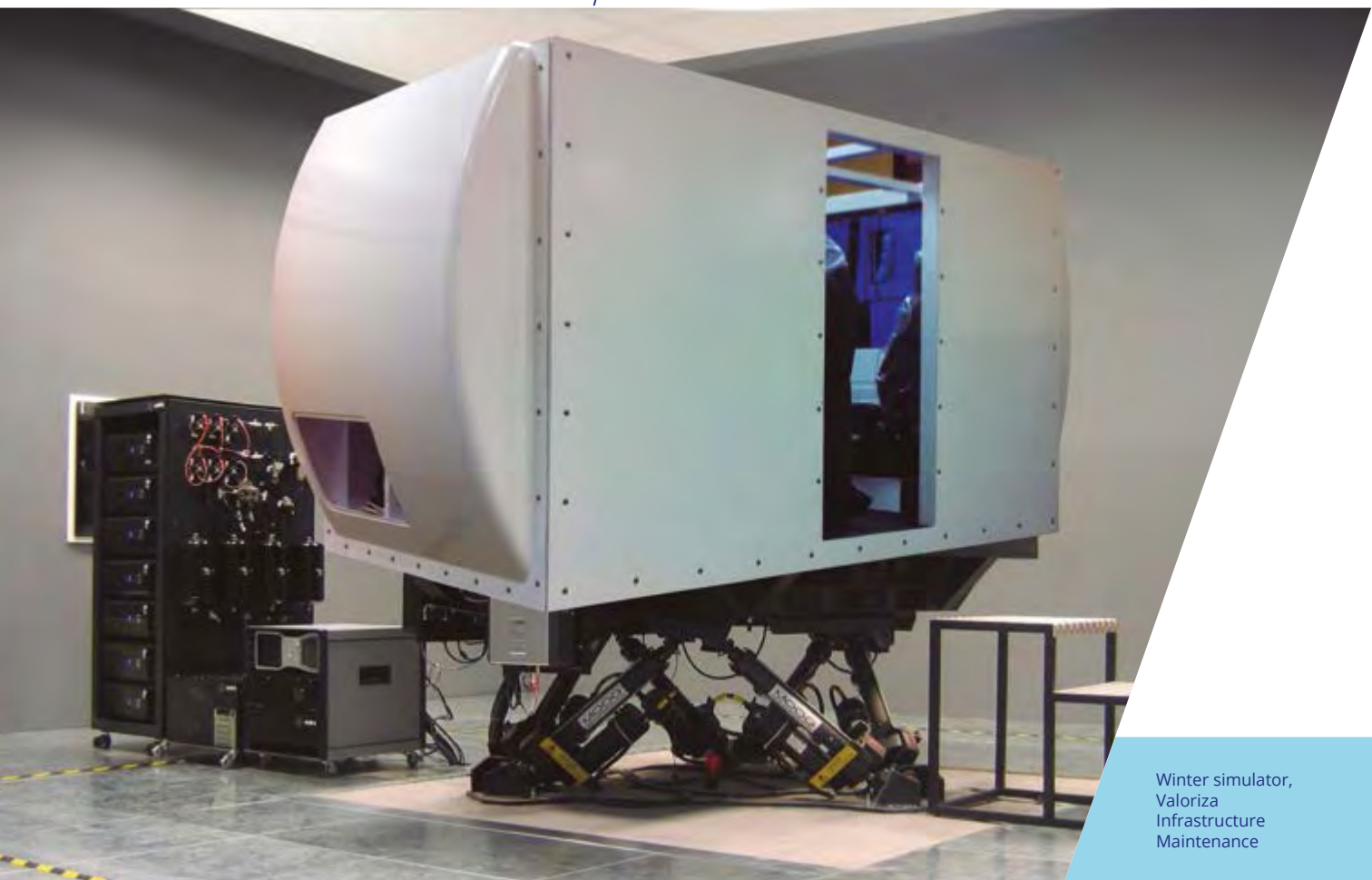
New patent:
System for helping drivers in low
visibility situations

In order to provide full-service maintenance, we have the latest materials and machinery:



Conservation work
on the Eresma
motorway, Spain





Winter simulator,
Valoriza
Infrastructure
Maintenance

INNOVATION

- Launch of 5 new innovation projects and 4 developed in previous years, with an investment of € 1,631,705.
- Participation in the first R&D public purchase by the Ministry of Public Works and, for the time being, the company has passed all phases and has even obtained
- “innodemanda” aid to develop the system to be implemented.
- The installation and start-up of the first system worldwide for melting ice on roads using inert gases such as vector fluid in geothermal installations.
- The entry into operation of a system able to predict the useful
- life of large structures (bridges and viaducts) by measuring changes in their vibrations caused by atmospheric variables (artificial excitation).
- The entry into operation of the first serious game to train employees in the infrastructure maintenance sector.

5.3 Valoriza Infrastructure Maintenance

HOW WE CREATE VALUE IN THE COMMUNITIES?

In all Conservation contracts, employees must reside in the vicinity of the bases of conservation, so recruitment is all in the area, also the IAE is paid in the municipalities where we have bases. Normally local businesses are what make us small subcontract work.

SIGNIFICANT MILESTONES IN 2015

- In August, SAOPSE was incorporated as part of VCI, which took control of 60% of the company, thus beginning its international expansion.
- Construction of anti run over system in industrial version.
- The drilling division was created within VCI and the first machinery was purchased.
- VCI was awarded two maintenance contracts with the Navarra regional government.
- We carried out emergency work, lesser contracts and external work amounting to 6.3 million euros.

CHALLENGES

We remain committed to improving our activities and services in order for the company to be a sector leader and experience sustainable growth over time.

Short term:

- Increase our presence internationally.
- Consolidate the company as the fourth largest Spanish company in maintenance services.
- Launch the website www.valorizaci.com.

Medium term:

- Creation of structure in Peru and Italy.
- Become a benchmark in maintenance in Chile.
- Enter the British market.
- Creation of new offices in Spain (Eastern office).

Long term:

- Implementation of new business lines.

HOW DO WE MEET THESE CHALLENGES?

- Through concessions and in the countries where the Group is established with synergies to open new markets.
- Increasing business figures by diversifying jobs and opening new lines of business where we have opportunities to grow.
- Increasing the number of contracts, especially in regional bodies.
- Establishment in new geographic areas.

5.3 Valoriza Infrastructure Maintenance



N6 highway,
Ireland

5.4 Local Communities

Local communities and populations are important because we form part of them and are committed to improving their situation



SUSTAINABLE DEVELOPMENT GOALS



There are currently 17 development goals under discussion between UN member states. These goals will set the international agenda over the next 15 years, covering the challenges to be tackled until 2030 for a fairer and better world. These 17 Sustainable Development Goals (SDGs), with their 169 associated targets, were put forward by a group of experts after numerous meetings in which various government institutions, UN agencies, representatives of private entities and civil society organisations participated.

The world governments, including Spain, must apply the 2030 Agenda in their domestic and international cooperation policies in order to reach the 17 SDGs and 169 targets, and thus generate better opportunities and well-being for all. All governments will have to adopt measures to meet these goals.

At Sacyr, we are taking up this initiative and will integrate these SDGs in our new CSR policy that will be published in 2016.

G4-15

5.4 Local Communities



UNITED NATIONS GLOBAL COMPACT

In 2007 the Sacyr Group adhered to the Global Compact, an ethical commitment promoted by the United Nations to create corporate citizens that make it possible to reconcile corporate interests and processes with the values and demands of civil society.

In becoming a signatory of the Global Compact, Sacyr undertook to support and implement the ten ethical principles underpinning the initiative, which are based on universal declarations and conventions and encompass four areas: human rights, employment, the environment and the fight against corruption.

This commitment is reflected in our Code of Conduct and is part of our 6 Basic Ethical Principles. [G4-15](#)

SOCIAL CASHFLOW

In Sacyr we contribute to the economic and social development of the communities where we are present through the development of a solid business model. The economic value generated has allowed the distribution of wealth among our main stakeholders. The economic value distributed in 2015 in these communities has been nearly 2,000 million euros.

GRUPO SACYR 2015

Operating charges	160
Disinvestment	1,584
Dividends collected	127
Financial charges	352
Economic generated value	2,223
Economic retained value	244
Payments for investments	(446)
Financial payments	(1,507)
Payment of dividends	(26)
Economic distributed value	(1,979)

5.4 Local Communities

VOLUNTEER PROJECTS

In 2015, we can stress that “We make our values the reality of each project” in which we have become involved, both professionally and personally. G4-15

We have carried out several projects:

SACYR PANAMA

GUPC, in charge of design and construction of the Third Set of Locks of the Panama Canal expansion

project, has made and implemented an alternative traffic plan in the area of Atlantic locks to affect as

little as possible to populations they have been isolated by opening the navigation channel to the ocean.

SACYR COLOMBIA

VIAL AL MAR CONCESSION

- Pre-Consultation to Afro-Colombian communities.
- Specific Environmental and Social Responsibility Plan (PRSA) with three transverse axes: ISO 26000, Ecuador Principles and the Global Reporting Initiative. Document endorsed by the National Infrastructure Agency.
- Involvement of internal and external stakeholders.
- Development of a matrix of indicators and results.
- Currently defining actions to team building, training, fundraising and involvement of local actors.

PUERTA DE HIERRO CONCESSION

- Communities most affected by the armed conflict in Colombia, with more than 235,000 displaced people in the last 10 years and ranked as one of the most important drug route where different armed groups converge (guerrillas, paramilitaries and emerging bands).
- Training the RSA team to work interagency management, field reconnaissance and preparation of the final PRSA document.
- Involving communities' infrastructure actions of to be run, for being employment generators in areas of social conditions.

- Achieving economic as well as communicate (socialize) impacts and benefits of the project, in order to deal with informed and participatory actors.

PASTO RUMICHACA CONCESSION

- Presence of indigenous communities in much of the territory that require conducting prior consultation.
- Archaeological site of ancient INCAS communities valued and protected by the UN.
- Complexity in dialogue development with communities and institutions.

SACYR PERU

Activities have been focused on development of the area, for the inclusion of the population in the project providing accommodation and food to the workers of hydroelectric plants instead of installing a camp for them, thus they are involved in the project and obtain an economic improvement.

WORKS WITH INHABITANTS

- Agreement With the Health Center Monzón to provide Occupational Hazard class.

- Collaboration with the Health Center Monzón to enable a topic in the work with medical personnel from the area.
- Fumigation of Caunarapa, Aucantagua and Maravillas for prevention of Dengue disease and UTA (leishmaniasis), which are transmitted by mosquitoes.

Project "Dental caries free Communities." It will provide oral health services to a population of 400 children from 12 Monzón

Valley populations. It is divided into three phases:

- Oral health education in schools.
- Donations of toothbrushes, toothpaste and mouth checking.
- Treatment of needed cases.

SACYR ESPAÑA

EVENTS AND SOLIDARITY ACTIVITIES IN "THE MUSHROOMS" IN SEVILLE

- European Day of Languages, an initiative to bring people of all ages together for learning languages (initiative awarded with the TOP FECEI Prize).
- Gymkhana Internet Day in collaboration with the Andalusian Government to facilitate the use of new technologies for all ages.
- Solidarity Fair ALMAT within the awareness campaign of the Association of Spinal Cord Injury in Traffic Accident for using seat belt.
- Organizing Cigarette Mother's Solidarity Concert to raise funds

and food for different charity brotherhoods.

- 'Operation Good People' in collaboration with Radio Sevilla to collect food and toys for the Christmas season.

CONSTRUCTION PROJECT CASCO VIEJO

- Social partnerships for benefit of the community by recruiting members of the Assembly of Unemployed.

WORKS IN ALMADÉN DE LA PLATA

- Opening of transverse passages for provisional fencing work to allow the transit of cattle off working hours.

- Collaboration with the Department of History at the University of Seville in dating and classification of archaeological remains found during earthworks..

IN THE WORKS OF PUERTO DE ALGECIRAS

- Marina Line: the planning of the work is amended in order to deliver part of the works to the population of La Linea, so that could be enjoyed and generate value during the summer. This period is very important for economic activity in the area by income from tourism.

SACYR CHILE

- Marina Line: the planning of the work is amended in order to deliver part of the works to the population of La Linea, so that could be

enjoyed and generate value during the summer. This period is very important for economic activity in the area by income from tourism.

TOY DRIVE

This is the fourth consecutive year that this Christmas project has been carried out. These are days that are set aside for us to be aware that we have to help the neediest persons, especially children.

We have decided to collaborate with the Toda Ayuda Foundation, which fights the risk of social exclusion.

In cooperation with different solidarity-based organisations such as Precomar, Caritas, the Asociación de vecinos Aire Nuevo and Juventudes Hospitalarias, toys that have been

collected were distributed among the neediest population in Parla and Cañada Real.

The drive has been an overwhelming success, as more than 400 children saw their dream of receiving a Christmas present come true.

CLOTHING COLLECTION CAMPAIGN

This is a project aimed at all employees of Sacyr nationwide. We participate along with Caritas, collecting clothes for disadvantaged groups.

This year, the aim of the campaign was to help disadvantaged groups who come to the Parroquia Santa Micaela and San Enrique, next to our headquarters. Thanks to the

enormous effort made by Sacyr staff, a lot of clothing was collected and then distributed among more than 200 people who come weekly to the parish.

OPERATION KILO

At Sacyr, we have been cooperating with the Madrid Food Bank in collecting food since 2012. In 2015, and thanks to the

collaboration of Sacyr staff, with "Operation Kilo" campaign, whose theme is "A kilo of food. Thanks a million", 180 kilos of food were

distributed to charities dedicated to care and direct care of the most needy.

5.4 Local Communities

OFFICE OF COMMUNITY RELATIONS

The purpose of this office is to inform citizens of the development of work carried out by Sacyr in the Panama Canal Expansion Project. This initiative forms part of Sacyr's information transparency and corporate responsibility policy in relation to the work carried out.

The Office of Community Relations provides the citizens of the areas bordering the project, and the public in general, with a tool to remain constantly informed about the development and progress of the work, to receive personalised attention regarding specific aspects of the various projects and to submit any complaints or queries regarding the construction process or the impact on mobility and other aspects related to urban planning.

In addition to the information panels, at these offices visitors receive an explanatory flyer with information about the works being carried out and the projects to be undertaken. There have been distributed more than 7000 copies of this flyer in public places of interest, media and at every house with the breakdown of the characteristics of the work, the main benefits of it, related activities with the project interesting to the community and environmental actions that Sacyr performs.

In 2015 the office received 38 requests for information and one complaint. The office has sent more than 600 flyers to staff and subcontractors. Since the start of the works more than 32,000 people have been informed through different channels of communication.



SOCIAL FEES AND PROCEDURES IN THE EVENT OF DEFAULTS

At Sacyr, we are committed to progressively fulfilling the Sustainable Development Goals. The sixth goal includes, among other initiatives, the need to halve the proportion of people without sustainable access to drinking water and to basic sanitation services.

We are aware that in the places where we carry out our activities access to drinking water and to sanitation services is possible thanks to the infrastructure put in place by the governments of the contracting countries; however, even in developed countries, there are groups that are impoverished and at risk of exclusion and that lack the economic resources to gain access to water.

For this reason, in all the services managed by Valoriza Agua, we analyse, in particular, cases of users who have the intention to pay but

who have short-term difficulties in doing so, and we postpone the suspension of the service or reach agreements on partial payments, and thus finance their debts.

Other specific social actions that were taken in 2015 were:

CABEZÓN DE LA SAL

- 50% rebate to families with income below the national minimum wage.
- Rebates to large families (20% for those with 3 or 4 children, and 30% for those with 5 or more children).

VALDÁLIGA

- 50% rebate to families with income below the national minimum wage (two and one-half times the national minimum wage in the case of large families).

LAS PALMAS DE GRAN CANARIA

- When more than four people live in a housing unit, raising the second consumption block by 7 m³ in each two-month period, for each person above that number.

SANTA CRUZ DE TENERIFE

- Average rebate of 25% on the two highest consumption blocks for large families.
- Agreement with the city government to not suspend the supply/reconnect the service for users who the Council of Social Affairs considers to be at risk of social exclusion.

5.5 Valoriza Facilities

FACILITIES VALORIZA is the company Sacyr Group specialized in the provision of facilities services: management, cleaning, utilities, energy services and social and health services



2015 has been a very positive year for Valoriza in terms of successes in contracting, having achieved a turnover of 244 million euros.

Our experience in providing services allows us to contribute value to our customers' businesses.

*Contracts awarded in 2015 for an amount over **244 million euros***

OUR COMMITMENTS

- To contribute professionalism to the management and provision of services.
- To implement a quality policy focused on customer satisfaction.
- To optimize the cost of each service.
- To offer a flexible service, adaptable to the real needs of each customer.
- To attain the ongoing improvement of our customers' rental properties.

Building
maintenance work,
Valoriza Facilities



5.5 Valoriza Facilities

DEVELOPMENT OF NEW SERVICES

Valoriza Facilities kept a steady pace of growth over the years, focusing both for finding new businesses that allow us to offer more complete solutions to our customers.

The result of this development was the creation of Valoriza Dependence Services, dedicated to the provision of services to different groups in a situation of dependency (elderly, children, physically or mentally disabled), which in a few years VDS has become one of major nationwide operators of this sector.

Recently, another example is the clear and firm commitment to energy services.

SIGNIFICANT EVENTS

- International development: in October the Chilean company Valoriza Facilities Chile was incorporated. Valoriza Facilities Chile has been working at full capacity since this date in the initial preparations for the start up of the Antofagasta Hospital and in preparing new offers. We have also begun working on entering the market in QATAR and in SAUDI ARABIA with the help of local partners, taking part in the prequalification process for submitting bids before the QATAR RAILWAY COMPANY and the SAUDI RAILWAY COMPANY, and in ITALY with the assistance of Consorzio Stabile Vis Scpa.
- In connection with the Second Meeting on Occupational Health and Safety and Emergency Prevention, Valoriza Facilities was awarded by the Alcobendas municipal council for promoting good practices in occupational health and safety.
- We have obtained environmental management and quality certificates for the cleaning service at the University of Malaga.
- Renewal of the CMVP (Certified Measurement and Verification Professional) international certificates granted by EVO (Efficiency Valuation Organisation) and AEE (Association of Energy Engineers) by Raul Ramos and Angel Martín.
- Obtainment of the CEM (Certified Energy Manager) international certificate granted by AEE (Association of Energy Engineers) by Fernando Fernández.
- Obtainment of the ENERTIC 2015 Best Manager in the Constructors category, granted to Raul Ramos in recognition of innovation and best practices.
- **We have participated in the following meetings, congresses and/or presentations:**
 - XVIII National Congress and VII International Congress of SOCIEDAD ESPAÑOLA DE MEDICINA PREVENTIVA SALUD PÚBLICA E HIGIENE held in La Manga del Mar Menor in June 2015.
 - International Facilities Management Congress (CIFMERS) held in September 2015.
 - Facilities Management Services forum. Participation in the roundtable on the debate on "Outlook and goals for FM: Sustainability, maintenance and energy efficiency".
 - First Seminar on Purchasing Facilities and General Services (AERCE) held in October 2015.

5.5 Valoriza Facilities

- Valoriza Facilities, as Vice Chairmen of AMI through Fernando Redondo, actively participated in the group sponsoring AENOR EA 0055 Standard on the Classification of Energy Service Suppliers, which categorises the actions of Energy Service Suppliers and establishes minimum quality requirements.
- With the first concessions awarded in the area, in 2015 Valoriza opened new offices in the Canary Islands and in Melilla.
- Award by Ente Vasco de la Energía (a public entity in the Basque country) of a grant for investments in high-energy efficiency in the buildings, installations and infrastructure of the Ermua Municipal Sports Institute within the framework of the comprehensive energy services contract with this Basque Municipal Institute that was awarded to VF for a term of ten years.
- Home help services in the municipalities of Badalona, Fuenlabrada, El Puerto de Santa María and the Government of Cantabria for a total amount of 12.6 million euros.
- Madrid's community. Comprehensive management service of the Residence and Day Centre people over Villa del Prado, Madrid, amounting 7.6 million euros and a term of 2 years (extension).
- Basque government. Department of Justice and Public Administration. Cleaning services of judicial and juvenile facilities in the Basque Country buildings, amounting to 4.7 million euros and a term of 2 years (extension).
- Ministry of Education, Culture and Sport - cleaning, gardening and phytosanitary treatments at Museo Nacional Centro de Arte Reina Sofía, and outbuildings (Palacios de Velázquez and Cristal del Retiro), amounting to 2.0 million euros and a deadline of 2 years.

MAJOR CONTRACTS AWARDED IN 2015

- AENA - cleaning service terminals and external agencies Barcelona-El Prat airport and Adolfo Suarez Madrid-Barajas, Lot 1, Terminals 1, 2 and 3, for a total amount of 57.2 million euros and a deadline of 3 years.
- AENA - assistance for persons with reduced mobility (PRM) at the airport of Tenerife Sur, amounting to 4 million euros and a term of 2 years.
- Generalitat Valenciana, Ministry of Justice and Social Welfare - Integral management of residences and day centers for elderly dependents of Benidorm, Benejúzar and Gandia, for a total amount of 19.4 million euros and a term of 4 years.
- REPSOL - Cleaning the corporate headquarters, Campus de Mendez Alvaro, Madrid, and Repsol Petroleum and Repsol Quimica industrial complexes, in Cartagena and Coruña, for total amount of 7 million euros and a term of 3 years.
- Government of the Principality of Asturias, University of Oviedo - Integral maintenance of buildings and university facilities, amounting to 3.9 million euros and a term of 3 years.

5.5 Valoriza Facilities

*Valoriza Facilities' workforce was made up of **8,015 employees**, of which 2,398 worked at Valoriza Dependence Services*

It should be noted that **4% of these employees are people with disabilities** that are completely integrated into the company's ordinary structure, all in line with Valoriza's policy on social responsibility and the integration of people affected by disabilities.

As a result of this integration policy and in order to take the company's ethical commitment a step further, in 2015 the process began to build **Valoriza's Special Employment Centre** as the ideal vehicle to promote the employment of people with disabilities.

VALORIZA SPECIAL EMPLOYMENT CENTRE will carry out its own business activities with people with disabilities, whose job positions will be suitably adapted and who will receive the training and assistance necessary to be fully integrated.

The aim of the Valoriza Special Employment Centre is beyond doubt to promote and foster the subsequent incorporation of people with disabilities into the ordinary labour market.

In 2016 we will successfully complete the accreditation process with the related administrative authorities and expect to begin operating in the second half of 2016.

FUTURE CHALLENGES

The company's growth strategy for the coming years is based on the following lines of action:

1. Growth of the core business lines.

Strengthen the traditional business lines: facility management services, maintenance, cleaning and social-health services throughout Spain.

2. Development of the private market.

Increase our presence in the private market.

3. Strengthen the Energy Services line of business.

4. International development based on the following principles:

- Continue making the most of the business opportunities generated by other Group companies.
- Consolidation in Chile.
- Begin operations in GCC countries, beginning with Qatar.

5. Complete the formation and accreditation process of the **Valoriza Special Employment Centre** and begin production in 2016.



Valoriza
Dependence
Services, Madrid,
Spain

CASE E-TALENT

TALENT DEVELOPMENT PROGRAM: E-TALENT

After starting the talent management programme in 2014, the programme was further developed in 2015 and decisions were taken according to the Talent Map drawn up in the previous year.

As part of the E-Talent Project, a Training Plan was developed for the key group. Throughout 2015,

various on-site training actions were carried out which, in addition to strengthening the aspects identified to be developed, gave rise to an improvement in the work environment and enabled synergies to be developed among the departments in the area.

The identification of successors was also key in planning the generational handover of managers and executives.

Lastly, we continued to create a Valoriza Facilities and Valoriza Dependence Services recruitment pool by incorporating the junior talent needed for the company's future through the Talentya Programme. In 2015 we incorporated 30 talented young people in our organisation.



5.6 Human Capital

At Sacyr, we are committed every day to our employees, offering them the opportunity to develop as people and professionals



Our employees are the foundation of the Sacyr Group. The key for the success of our activities and projects is to attract, develop and retain the most talented professionals.

Our workforce is made up of persons with a high degree of commitment to a job well done. The diversity and excellence of our work teams are the source of the development of the best services and constructions, and this comes from their application of their knowledge and transmission of the values of the organisation when carrying out their work.

These differences help us remain more in touch with the needs of our projects in all the countries where we have a presence.

DESCRIPTION OF THE WORKFORCE

Our success is based on the dedication and technical experience of our employees. We do our utmost to attract and retain the best. To this end, we offer them secure and attractive positions, opportunities for development and comprehensive training and a human resources policy oriented to the long term. We also have a variety of measures to allow employees to reconcile work with private life.

22,423 employees
*globally at year-end 2015**

** Average consolidated workforce*

The Sacyr headcount in 2015 was 22,423 employees (consolidated average headcount). Numbers were up by 2.7% compared to the previous year. [G4-10](#)

Almost 43% of the total workforce is employed in Spain, although the Group also has a large number of employees in Portugal, Chile, Angola and Panama, among other countries.

Breakdown of employees by business units:

By business unit, the Construction and Services divisions have by far the largest number of employees. Between them they account for 97% of Sacyr's total headcount.



Innovation Fridays
presentation, Sacyr
headquarters,
Madrid, Spain

EMPLOYEE DISTRIBUTION TABLE BY GENDER AND COUNTRY

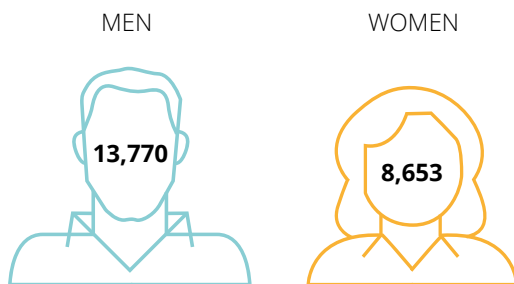
G4-10 G4-LA12

COUNTRY	2015			COUNTRY	2015		
	Nº Men	Nº Women	Total		Nº Men	Nº Women	Total
Spain	9,018	7,886	16,904	Algeria	34	3	37
Chile	1,676	251	1,927	Brazil	12	11	23
Portugal	1,578	241	1,819	Israel	15	4	19
Angola	484	92	576	Libya	12	2	14
Peru	323	43	366	Mexico	8	3	11
Colombia	189	64	253	Bolivia	3	5	8
Mozambique	251	15	266	Ireland	2	2	4
Cape verde	52	12	64	India	2	0	2
Australia	37	10	47	Costa rica	1	0	1
Panama	35	5	40	Italy	0	1	1
Qatar	37	3	40	Oman	1	0	1
				TOTAL	13,770	8,653	22,423

5.6 Human Capital

EMPLOYEE DISTRIBUTION TABLE BY GENDER

TOTAL WORKFORCE: **22,423**



Of the total workforce, 17,385 employees have fixed contracts and 5,038 have temporary contracts.

Sacyr's workforce in Spain can be broken down into a total of 7,711 men and 4,458 women working as full-time employees and a total of 1,307 men and 3,428 women working as part-time employees.

The workforce in Spain, by age, is made up of 977 employees under 30 years old, 4,073 employees 30-40 years old, 5,733 employees from 40-50 years old and 6,121 employees over 50 years old.

G4-10

RECRUITMENT

We invest in continually attracting and training talent. This allows us to ensure that our human resources needs are met in a volatile environment. The Sacyr Group's comprehensive package encompasses a series of measures from professional training to high-potential programmes for managers.

In this regard, performance evaluations were carried out for 985 employees, of which 83% were men and 17% were women. These figures, by professional category, are broken down as follows: 1% senior management, 4% management, 67% middle management and 28% technical personnel. [G4-LA11](#)

Sacyr recruits employees using transparent, confidential, rigorous procedures to ensure equality and non-discrimination. These procedures include objective tests to exclusively assess the merits, qualifications and skill profile of each candidate in order to optimise the job-person match.

TRAINING

Training at Sacyr is viewed as a strategic tool for management of talent, support for change and an enhancement mechanism for the corporate mission. This makes it "a lever to generate change". A complete range of training and leadership development has been in effect for many years and underscores Sacyr's commitment to attract and retain talented staff.

Given the recent technological breakthroughs in the areas of our business activities, as well as wide-ranging changes in the labour market, the education and ongoing training of our employees are increasingly important. Our supplementary-training courses attempt to meet our needs in this field by promoting the individual strengths of our workers and managers.

[G4-LA10](#)



Concrete pouring
on the third set
of locks on the
Panama Canal

G4-LA9

Training hours:

Men: **89,806**

Women: **33,028**

Total: **122,834**

G4-43

Training hours by category staff:

Executives: **5,764.63**

Middle management: **15,307.39**

Specialized level: **36,163.50**

Rest of Staff: **66,598.18**

ENCOURAGING WORK-LIFE BALANCE

We support our employees in their search for a healthy work-life balance. To achieve this, we offer a wide range of tools to make their work hours and workplaces more flexible and to help them with caring for children and other dependent persons who require attention.

EQUAL OPPORTUNITIES AND NON-DISCRIMINATION



Equality, social inclusion and diversity have important benefits for society, for the communities in which we operate, for companies and for the economy.

Sacyr is committed to managing its human resources strictly on the basis of professional criteria, preventing all types of discrimination due to race, religion or beliefs, political or trade union views, nationality, language, gender, marital status, age or disability.

Sacyr is firmly committed to ensuring that all employees receive equal treatment at all Group companies.

5.6 Human Capital

EMPLOYEE TURNOVER, SICK LEAVE AND ABSENTEEISM

Sacyr considers the “turnover rate” to be the proportion of the work force leaving the Company over a given period (month and year), which indicates the percentage of employees within the Group whose status changes as compared with the average headcount.

We consider that the reasons for of turnover are as follows:

- Voluntary departure by employees
- Unpaid leave
- Disability
- Retirement
- Loss of temporary disability
- Death
- Extended leaves of absence

Some of the employees of Sacyr are exposed to risks of illness or injury. To mitigate and minimize the impact of such risks, Sacyr implemented various preventive measures such as training their employees. In 2015 a total of 34,533 hours of training in OHS were given to more than 2,730 employees, assuming an investment of 152,876€.

Throughout 2015 the Sacyr Group has posted its workforce in Spain between twenty one cases of occupational disease.

G4-LA7

The Services division adapts to the conventional realities of the sector, and the following reasons are not considered “departures” in connection with the turnover rate:

- Contract termination
- Subrogations
- Transfers between Group companies
- Consecutive changes in files

The information is calculated on a monthly basis by business units. Information is reconstructed annually by gender, autonomous community, reason and age.

The highest turnover is recorded in the Services and Concessions division, due to the special characteristics of these business units, such as the seasonal nature of their activity, the loss of services put out for tender, recruitment for a specific project and recruitment on the basis of production needs.

99.57% of our employees are covered by collective agreements. 80 employees were not governed by an agreement, because there was no agreement for their sector of activity.

These persons represented 0.43% of the total workforce. G4-11

For a more detailed breakdown about Staff Turnover you may consult the GRI INDEX of this report.



"School holidays" at the Centro Superior de Deportes, Madrid. Spain

SOCIAL BENEFITS G4-LA2

Sacyr currently has policies taken out for employees that meet the following requirements: have an indefinite contract, are employees that cannot be subrogated, have been with the company for more than one year, belong to a technical or higher professional category, i.e., starting from professional group C2.

- **Private medical insurance:** The company provides medical insurance with a list of doctors covered under the policy. Since January 2008, only company employees are covered under the corporate policy, whereby a spouse, children or domestic partner may not be included as beneficiaries.
- **Life insurance:** The company offers life insurance for an insured capital of 72,121.46 euros in the case of death or disability for any reason.

TAX BENEFITS

Flexible Compensation Plan (Sacyr Flex)

Sacyr Flex is a programme that allows company employees that meet the following requirements to voluntarily and individually modify the structure of their current remuneration, by exchanging a portion thereof for certain goods or services:

- Employees with an indefinite contract.
- Employees that cannot be subrogated.
- Employees whose tax residence is in Spain.
- Employees that have more than 350 euros in fixed remuneration with regard to the salary set forth in the agreement.
- Employees of joint ventures that are wholly owned by Sacyr may also belong to this group.

Personal income tax exemption for work carried out abroad

Article 7.p of the Personal Income Tax Law is currently applicable, which exempts income received for work effectively carried out abroad from taxation, when certain requirements are met, and provided that the services were rendered abroad for a minimum of 20 days per year.



6

Governance



6.1 General Meeting, Board and Committees

GOVERNING BODIES

The Company's ultimate decision-making body is the **General Shareholders' Meeting**. It represents all Sacyr Group shareholders, and thus all of its share capital. At the Annual General Meeting, the shareholders make decisions on matters placed within their remit either by law or the company bylaws, including the appointment and removal of directors, approval of the financial statements and management report, modification of company bylaws and the approval of the remuneration Policy. [G4-34](#) [G4-35](#) [G4-36](#) [G4-38](#) [G4-49](#)

In all areas other than those reserved for shareholders at the General Meeting, the Board of Directors is the Company's main decision-making body. Some of its major responsibilities include approval of general strategy, oversight and control of how the company is managed and assessment of the performance of managers. [G4-42](#)

Sacyr's **Board of Directors** had 14 members at 31 December 2015: 1 executive director, 9 proprietary directors, 3 independent directors and 1 non-executive director.

This structure ensures that the Board remains vigilant of profitability for all shareholders and monitors strict compliance with the company's strategy.

Pursuant to Corporate Enterprises Act, executive directors are those that perform senior management functions within the company or its Group. Likewise, when a director carries out senior management functions and simultaneously is or represents a major shareholder or representative on the Board, this director shall be considered an executive or internal director for the purposes of this Ministerial Order. There are also non-executive directors, who may be proprietary or independent directors: (i) proprietary directors are directors that have a shareholding greater than or equal to the amount legally considered significant or that have been appointed due to their status as shareholders, even if their stake is less than this amount, and those representing this type of shareholder; (ii) independent directors are directors that are appointed in view of their personal and professional prestige, and can carry out their functions with no conditioning factors imposed upon them by relations with the company, its majority shareholders or directors.



Sacyr Board of Directors

Sacyr
headquarters



6.1 General Meeting, Board and Committees

GOVERNING BODIES G4-39 G4-LA12

NAME	POST	REPRESENTATIVE	DIRECTORSHIP	REPRESENTING	DIRECT VOTING RIGHTS	INDIRECT VOTING RIGHTS	TOTAL
Manuel Manrique Cecilia (1)	Chairman and CEO		Executive		264	0	264
Demetrio Carceller Arce (2)	First Vice-Chairman		Proprietary	Disa Corporación Petrolífera, S.A.	5,553	209,510	215,063
Isabel Martín Castella			Independent		219	0	219
Grupo Satocán Desarrollos, S.L.	Director	Juan Miguel Sanjuan Jover	Proprietary		0	0	0
Matías Cortés Domínguez	Director		Non-executive		100	0	100
Beta Asociados, S.L (3)	Director	José del Pilar Moreno Carretero	Proprietary		26,303,750	0	26,303,750
Prilomi, S.L. (4)	Director	José Manuel Loureda López	Proprietary		24,086,563	0	24,086,563
Prilou, S.L. (4)	Director	José Manuel Loureda Mantiñán	Proprietary		16,345,987	0	16,345,987
Cymofag, S.L. (1)	Director	Gonzalo Manrique Sabatel	Proprietary		26,200,530	0	26,200,530
Grupo Corporativo Fuertes, S.L.	Director	Tomás Fuertes Fernández	Proprietary		32,448,477	0	32,448,477
Francisco Javier Adroher Biosca	Director		Proprietary		150,000	0	150,000
Augusto Delkader Teig	Director		Independent		108	0	108
Raimundo Baroja Rieu	Director		Proprietary	Disa Corporación Petrolífera, S.A.	4,935	0	4,935
Juan María Aguirre Gonzalo	Director		Independent		10,818	0	10,818
Elena María Otero-Novas Miranda	Non-Board Member Secretary						
Estíbaliz Pérez Arzoz	Non-Board Member Vice-Secretary						

(1) Manuel Manrique Cecilia's indirect interest is held through Telbasa Construcciones e Inversines, S.L., which in turn controls 100% of the share capital of Cymofag, S.L.U.

(2) Demetrio Carceller's indirect interest is held through a controlled company (0.019%) and related parties (0.04%).

(3) In connection with the holding of Beta Asociados, S.L., José del Pilar Moreno Carretero controls 100% of Beta Asociados, S.L. through a stake in Altec, Empresa de Construcción y Servicios, S.A. and Marbevelsa, S.L. He also has control over Cantevel 1, S.L. through Marbevelsa, S.A.

(4) Prilou, S.L. has a total holding of 7.814% (3.159% direct and 4.655% indirect through Prilomi, S.L.). José Manuel Loureda Mantiñán holds 49% of the capital of Prilou, S.L. and Prilou, S.L. holds 86% of the capital of Prilomi, S.L.

6.1 General Meeting, Board and Committees

Significant shareholdings represented on the Board of Directors and included in the financial statements are as follows:

2015	
Disa Corporación Petrolifera, S.A.	12.66%
Grupo Corporativo Fuertes, S.L.	6.27%
Cymofag, S.L.	5.06%
Beta Asociados, S.L.	5.08%
Prilomi, S.L.	4.66%
Prilou, S.L.	3.16%
Grupo Satocán, S.A.	2.56%
Free-float	60.55%
Total	100.00%

The Board of Directors' Regulations, which govern its organisation and functioning, provide for three committees to help it carry out its functions: [G4-35](#) [G4-36](#)

- The Executive Committee**, which is delegated all the Board's powers other than those reserved exclusively for the Board by law, the company's bylaws or the Board's own regulations.
- The Audit and Corporate Governance Committee**, the key duties of which include reporting to the General Meeting on issues raised by shareholders in areas within the remit of the Committee; proposing to the Board of Directors, to then be submitted at the General Meeting, the appointment, re-election or replacement of the auditor, in accordance with applicable regulations; overseeing the drafting process and the integrity of the financial information of the Company and, where applicable, of the Group, reviewing compliance with regulations, proper delimitation of the scope of consolidation and proper application of accounting criteria; supervising the effectiveness of the Company's internal control and internal audit functions as well as reviewing risk management and internal control systems to ensure that major risks are identified, managed and properly brought to light; discussing with the auditor any major weaknesses in the internal control system detected during the audit process; overseeing the drafting and presentation of the regulated financial statements; liaising with the auditor, receiving any information on certain issues that could jeopardise the independence of the auditor and on any other issues relating to the audit process, and receiving information and maintaining communication with the auditor as stipulated in audit legislation and other technical auditing standards.

6.1 General Meeting, Board and Committees

In any event, the Audit and Corporate Governance Committee must receive annual written confirmation from the auditor of its independence from the Company and any companies linked directly or indirectly to the Company, and information concerning additional services of any kind provided to these entities by the auditor or by persons or entities linked to the auditor, pursuant to prevailing audit regulations on audit reporting, and must issue an annual report prior to the audit report on the financial statements, expressing an opinion on the auditor's independence. This report must contain information on providing the additional services mentioned above, and on transactions with Board members of the Company that entail or may entail conflicts of interest or related transactions which, according to Board Regulations, must be made known to the Executive Committee or the Board.

- **The Appointments and Remuneration Committee**, , evaluates the suitability of candidates for membership on the Board of Directors. The committee ensures that candidates proposed to the Board of Directors possess recognised solvency, skills and experience. [G4-51](#)

This Committee is also responsible for submitting proposals for the appointment of independent directors to the Board; notifying appointment proposals for the other directors; making proposals to the Board concerning the system and amounts of annual remuneration of directors and members of the Company's Management Committee and of directors carrying out executive functions; periodically reviewing the remuneration schemes, appraising their suitability and performance (with the participation of independent consultants); informing the Board of any cases in which it is concluded that the continuation of one or more directors as members may jeopardise the interests of the Company or adversely affect its credit and reputation; and ensuring transparency in connection with remuneration. [G4-40](#) [G4-52](#)

As set out in the Board Regulations, the Board delegates day-to-day management of the Company to executive bodies and the management team to enable it to focus on its general supervisory role.

6.1 General Meeting, Board and Committees

The body responsible for ordinary management is the Management Committee.

POSITIONS OF MANAGEMENT COMMITTEE MEMBERS

NAME OR CORPORATE NAME	POST(S)	SENIOR MANAGEMENT
Manuel Manrique Cecilia	Chairman and CEO of Sacyr, S.A. and Chairman of Sacyr Concesiones, S.L.	x
Rafael Gómez del Río	CEO of Sacyr Concesiones, S.L.	x
José María Orihuela Uzal	CEO of Sacyr Construcción, S.A.	x
Fernando Lozano Sainz	CEO of Valoriza Gestión, S.A.	x
Pedro Sigüenza Hernández	CEO of Sacyr Industrial	x
Carlos Mijangos Gorozarri	General Manager of Finance	x
Miguel Heras Dolader	Corporate General Manager	x
Elena Otero-Novas Miranda	Secretary of the Board of Directors and General Manager of the Legal Department	x
Víctor de Ávila Rueda	General Manager of Strategy and Corporate Development	x

6.2 Good Governance Practices

We develop our activities with integrity, honesty and transparency

Our corporate governance practices are geared towards guaranteeing efficient governance of the Company, safeguarding the rights of all shareholders and ensuring maximum transparency in reporting the Company's operations and financial position.

Sacyr complies with all legally-imposed corporate governance requirements and uses the recommendations set out in the good governance code for listed companies issued by the Spanish Securities Market Commission (CNMV) as its Unified Best Governance Code for ensuring best practice in its management.

The management structure of Sacyr ensures that functions and responsibilities are properly distributed among the various governing bodies: the General Meeting, the Board of Directors and the three committees that assist the Board in the execution of its duties: the Executive Committee, the Audit Committee and the Appointments and Remuneration Committee.

This structure is governed by internal regulations consisting of the company bylaws, the Board of Directors' Regulations, the General Meeting Regulations, and the Internal Code of Conduct, all of which can be consulted on the Group's website.

Sacyr chiefly complies with **Best Corporate Governance Practices** in the following areas:

- Non-executive directors on Sacyr's Board of Directors outnumber executive directors, thereby guaranteeing the Board's general oversight function.
- Sacyr is aware of the importance of having a sufficient number of female directors on its governing bodies, and at the 2015 Annual General Meeting a new female director (Isabel Martín Castilla) was appointed to fill a vacancy. The company is firmly committed to increasing the number of female employees in both positions of responsibility and all other professional categories over the next few years.
- The bylaws or the board regulations set an age limit of 65 years old for directors, being able to continue as non-executive directors.
- The distribution of different types of directors at Sacyr may be considered appropriate to the company's capital structure; directors represent shareholders from different areas, and do not make up a monolithic block. This diversity among proprietary directors encourages a culture of mutual oversight that benefits all shareholders. There is also a Vice-Chairman, who is a non-executive proprietary director. Power is further decentralised through the Executive Committee, which is composed of three directors.
- The Sacyr bylaws do not contain any "poison pills" limiting the maximum number of voting rights that can be exercised by any one shareholder or any other type of restriction designed to block a potential takeover bid through purchase of shares on the market.

Aerial view of the
expansion of the
Panama Canal,
2015



6.2 Good Governance Practices

- The members of the Board and its committees are more than mere figureheads. In 2015 the various governing bodies were active in many demanding areas of the Group's operations requiring a total of 17 Board meeting, 4 Executive Committee meetings, 11 Audit and Corporate Governance Committee meetings and 8 Appointments and Remuneration Committee meetings.
- Proposals to amend the company bylaws and the General Meeting Regulations, to bring them into line with Law 31/2014 reforming the Corporate Enterprises Act in order to improve corporate governance, were submitted to shareholders for approval at the 2015 Annual General Meeting. Throughout 2015 the Company continued to review its internal corporate governance regulations, which will be explained at the 2016 Annual General Meeting.
- The Audit and Corporate Governance Committee, also made up exclusively of non-executive directors, carries out a broad range of tasks designed to reinforce the transparency of the company's management.
- The procedures for proxy voting at annual general meetings have been broadened and improved, as have attendance procedures, with the introduction of remote appointment of proxies and remote voting through electronic and postal communications, and rollout of a shareholder e-forum.
- To help shareholders exercise their vote to the best effect, separate votes are taken at the annual general meetings on materially separate items, so shareholders can express their preferences in each case, notably on the appointment or ratification of directors.
- The Sacyr Board takes steps to periodically check and assess the quality and efficiency of its own operation and that of its committees, based on reports prepared by the committees. The Appointments and Remuneration Committee also evaluates the work of the Chairman. [G4-44](#)
- The Board of Directors conducted a self-assessment of its functions in 2015 pursuant to be in accordance with current laws, and it was found that its functions were efficient and of good quality and that no measures needed to be taken with regard to the members or organisational practices. [G4-44](#)
- The risk management and control policy is formally presented to, reviewed and approved by the Board of Directors.
- In addition to the Code of Conduct, a body has been established to oversee the Code and ensure it is applied throughout the Group, assisted by the Regulatory Compliance Unit.

6.2 Good Governance Practices

FOR FURTHER INFORMATION YOY MAY VISIT OUR
WEB (www.sacyr.com) or CNMV's (www.cnmv.es) AND
DOWNLOAD OUR CORPORATE GOVERNANCE REPORT
G4-7 G4-17 G4-39 G4-1 G4-50 G4-51

- As part of this Code of Conduct, an Ethics hotline has been set up with two functions: one for consultation, and another to report breaches of rules set out in the Code of Conduct. The latter function ensures the confidentiality of the person reporting the breach and respect for the rights of the person reports.
 - The Board of Directors' Regulations specifically govern the procedures for avoiding conflicts of interest within the maximum governing body. In this regard, directors are required to notify the Board of any potential direct or indirect conflict between their own interests and those of the company. In the event of a conflict, the director affected shall restrain from participating and voting in the deliberations on the transaction to which the conflict relates. G4-41
 - The company bylaws also stipulate that the Audit and Corporate Governance Committee must report transactions with Sacyr directors or related parties.
 - The Internal Code of Conduct regulates management of insider information and confidential operations, operations carried out on their own account by individuals subject to this code, treasury stock transactions or conflicts of interests and related party operations.
 - The Board of Directors encourages informed participation by shareholders at the annual general meetings and is committed to taking all appropriate measures to ensure that shareholders participating in these meetings can carry out their work efficiently and in compliance with the law and company bylaws.
- In particular, the Board of Directors adopts the following measures: G4-37
- Prior to the annual general meeting, the Board provides shareholders with all information that might possibly be of interest and reasonably distributed, as well as all legally required information.
 - The Board responds, to the best of its ability, to requests for information made by shareholders prior to the annual general meeting.
 - The Board responds, to the best of its ability, to questions posed by shareholders during the annual general meeting.

6.3 Remuneration and Incentives

REMUNERATION OF DIRECTORS

G4-52

Pursuant to the company bylaws, members of the Sacyr, S.A. Board of Directors are entitled to receive remuneration from the Company consisting of a fixed annual amount.

For 2015, the remuneration agreed by the Board was as follows:

G4-51 G4-53

- As a Board member: 59,940 euros gross per year.
- As a member of the Executive Committee: 39,960 euros gross per year.
- As a member of the Audit Committee or Appointments and Remuneration Committee: 19,980 euros gross per year.

The individual breakdown of the amounts received by directors for the exercise of their duties in 2015 may be found in the Annual Remuneration Report on our website (www.sacyr.com) and on the CNMV's website.

Total salary remuneration (including fixed and variable remuneration) paid to Executive Director Manuel Manrique Cecilia is 2,794 thousand euros.

At year-end 2015, the Group had no commitments to members of the Board of Directors in respect of life insurance premiums or any share-based payments.

There are also no arrangements entitling the Company's directors to receive compensation upon their removal from the Board.

6.4 Anti-corruption - Code of Conduct

CORRUPTION AND BRIBERY

In 2015 Sacyr's **new Code of Conduct** was approved, bringing our commitment to good governance into line with the regulatory requirements and recommendations of the control and supervisory bodies.

The **Code of Conduct** expressly prohibits any behaviour by its employees which could be considered to entail corruption or bribery. G4-56

REGULATORY COMPLIANCE UNIT

This Unit is made up of members of the Group's senior management and, in addition to managing the conduct hotline, is also responsible for ensuring strict compliance with the Code of Conduct.

All of the Sacyr Group's employees and members of its governing bodies, as well as the joint ventures and companies over which it has management control, have been informed of the Company's policies and procedures to fight corruption through our Code of Conduct and the circulars issued. G4-S04

Among other provisions, the Code expressly prohibits Sacyr employees from offering any type of payment to illicitly obtain benefits, and from accepting gifts or any considerations that could compromise employees' objectivity or influence a commercial, professional or administrative relationship.

The Group's Internal Audit Department is responsible for detecting and investigating any cases of corruption that may arise. The Department has specific fraud-detection software and avails itself of external experts whenever necessary, and also deploys specialist personnel to prevent and detect any such instances.

Any signs of corruption are analysed in depth and specific actions are taken for the particular case. In all cases the department reviews and analyses possible solutions for the specific business procedure which did not serve to preclude corruption practices, and improvements are sought.

Any questions can be channelled through the following addresses:

G4-57 G4-58

- Money Laundering Prevention:
sacyr.prevencionbc@sacyr.com
- Money Laundering Prevention:
lopd@sacyr.com
- Conduct Helpline:
codigoconducta@sacyr.com

Various information campaigns were carried out during the year in relation to money laundering, the code of conduct and data protection.

6.5 Risks G4-45

RISK MANAGEMENT AND ANTI-CORRUPTION POLICIES G4-2 G4-45

Due to its considerable international presence, the Sacyr Group carries out its activity in a number of sectors, social and economic environments and regulatory frameworks. Accordingly, the company is exposed to a variety of risks related to the businesses and sectors in which it operates.

Sacyr has established a comprehensive and ongoing risk management system, organised by business units and support areas at corporate level, and has a sound policy in place to efficiently identify, evaluate and manage risks in order to reasonably guarantee the efficiency and effectiveness of operations, reliability of information and compliance with legislation.

In 2012 the Internal Audit Department renewed the Quality Certificate issued by the international Institute of Internal Auditors. Most of its auditors have passed the entrance exam to obtain the CIA "Certified Internal Auditor" certificate, and also the CRMA certificate ("Certification in Risk Management Assurance").

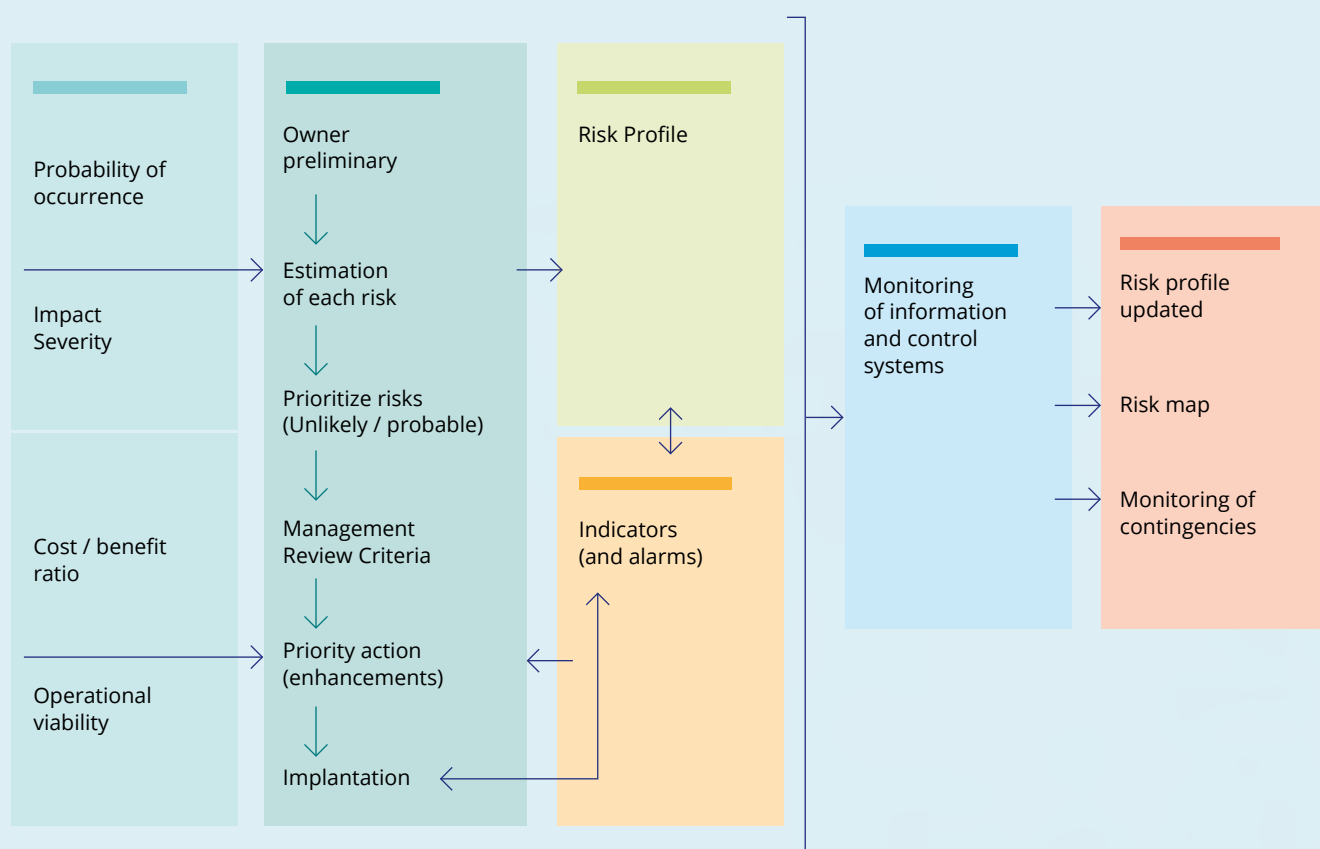
This quality certificate and the CIA and CRMA qualifications entail recognition by the Institute of the quality of the work of our internal auditors, and certify their commitment to the highest professional standards.

As established in the Sacyr risk control and management policy, the process begins with identification and a preliminary evaluation of risks. Due to the changing nature of the environments in which the organisation operates, this identification and evaluation process must be regularly updated.

The outcome of the first stage entails risk maps and profiles identifying and grouping the main strategic, fiscal and operating risks into different categories (business environment, regulation, image and reputation, human resources, operations, financial, information for decision-making, technology and IT systems and good governance), and an evaluation of the possible impact and likelihood that each risk will materialise.

After identifying the risks facing the Group, management's knowledge of each risk is analysed, as are the appropriateness and effectiveness of decisions taken to mitigate risk. Armed with this information, each business unit's management, under the supervision of the Risk Committee, the Risk Control and Management Department and the Internal Audit Department, establishes its risk priorities and determines the measures to be implemented, taking into account operating viability, possible effects, and the cost/benefit ratio of implementation. G4-SO3

PROCESS FOR IDENTIFYING RISKS AND ESTABLISHING CONTROL MEASURES



6.5 Risks

It is the responsibility of the **Board of Directors**, with the support of the **Audit and Corporate Governance Committee**, that oversees the Risk Committee, to formally approve the Group's risk management and control policy and regularly review information and control systems. This guarantees the Board of Directors direct involvement in overseeing the risk identification process and implementation and monitoring of adequate control and information systems. G4-46 G4-47

The **Risk Committee** is the most senior body responsible for Sacyr's Risk Management and Control System and for all decisions associated therewith in all business units. It is designated by the Company's most senior executive and its functions include providing support to the Board in making critical decisions, establishing risk tolerance levels and defining and promoting the risk culture across the organisation.

The **Risk Management and Control Department** supports the Risk Committee with the help of the different business areas of the Group that have assigned control and management personnel to carry out risk assessments and support the CEO and Business divisions in taking critical decisions.

The **Internal Audit Department**, which reports directly to the Sacyr Group's Chairman and is supervised by the Audit and Corporate Governance Committee, systematically evaluates the efficiency of risk identification, control and management procedures. The Department prepares an annual Internal Audit Plan which is subject to approval by the Audit and Corporate Governance Committee and which establishes the yearly priorities and the work plan required to achieve the department's goals G4-47

RISK MANAGEMENT AND CONTROL ACTIVITIES IN 2015

Over the last five years, due to the international economic crisis, there have been major changes to the scope and likelihood of occurrence of the various risks. Therefore, throughout 2015 we focused on updating existing risk maps and creating **new consolidated Group risk maps** as well as a **new criminal risk map**.

Furthermore, **high-level risk maps have been updated**, independently from the risk maps for the various businesses, and can be used as tools to manage risks associated with new regulatory frameworks, supervision of internal control over financial reporting by the Audit and Corporate Governance Committee,

6.5 Risks

and the impact on the Company of Spain's new Criminal Code, under which legal entities are held criminally liable for any offences committed.

In general, the Sacyr Group has **plans for monitoring its main risks**, which include testing all of its non-financial assets for impairment at the end of each reporting period.

Group policy does not permit speculative trading with derivatives.

To a greater or lesser extent depending on the business area, the Sacyr Group is exposed to the risks discussed below, in particular to credit risk, liquidity risk and market risk, and more so to interest rate fluctuations than to changes in exchange rates.

As regards credit risk, the Group is exposed through its operating activities, basically trade receivables, and its financing activities.

Customer concentration risk is mitigated by the Group's diverse customer base, backed by public sector bodies.

The underlying borrowings that require the greatest degree of hedging against interest rate fluctuations are project financing loans and those associated with

specific assets, because of their exposure for longer periods of time given the terms involved and the strong correlation with the cash flows of the projects.

The Sacyr Group intends to continue expanding the business into new countries, which carries **expansion risk** as it involves markets in which the Group does not have the same degree of experience as it has in its current markets.

Each business unit performs an assessment with customers before entering into any contracts, which includes a **study of their solvency**. During the life of its contracts, it monitors its receivables on an ongoing basis and reviews recoverable amounts, recognising impairment as necessary.

To deal with **liquidity risks**, the Group has identified probable scenarios through monitoring and control of the annual budget and daily updates of its cash flow forecasts, enabling it to take decisions early. Factors that help mitigate liquidity risk include recurring cash flow generation by the Group's core businesses and the Group's ability to sell assets. The asset rotation

6.5 Risks

strategy allows the Sacyr Group to unlock value from the maturity of top-quality investments and manage the liquidity raised in an attempt to enhance its competitiveness and profitability.

Interest-rate risk is mitigated almost exclusively by the use of derivative instruments.

Regarding **demand risk** for concession projects, the Group has measured the recoverability of the investment by continuously reviewing its valuation models based on trends in traffic and the economic growth outlook for the market where each concession operates.

The Group has implemented control systems to adequately identify, quantify, evaluate and remedy all these risks, in order to minimise or eliminate the consequences. The Group also **takes out and renews insurance policies**.

The Group seeks to serve society in all its business areas by applying a sustainable and profitable business model that adds value for all stakeholders through innovation,

technological progress and excellence in delivery.

REGULATORY COMPLIANCE RISKS

According to the Sacyr Code of Conduct, compliance with legislation is one of the basic principles underlying the conduct of the Sacyr Group and its employees. The Sacyr Group is committed to reliable and respectful compliance with all legal obligations to which it is subject in any country in which it carries out activities.

Compliance with the various legal provisions is monitored primarily by the Legal Department, and also by the Internal Audit Department, which has had a special Compliance Unit since 2008. Other organisational areas, including the Quality and Environmental Department and the Occupational Health and Safety Service, also help guarantee respect for prevailing legislation in the corresponding activity areas.

In view of the high volume of the Group's activities and its diverse and complex nature, claims occasionally arise in respect of the supply and use of products and services or other causes derived from the different regulatory and sector regulation environments applicable to Sacyr subsidiaries. These claims are

6.5 Risks

processed accordingly, and are either accepted or challenged by the Group. The number of claims is not significant in respect of the Group's overall activity.

OTHER RISKS

In addition to the aforementioned regulatory compliance risks, the Group's Risk Management and Control Policy also establishes control and communication mechanisms for a number of other risks, including the following:

- Risk of inadequate adaptation to the environment or market in which the Company operates.
- Risk of inadequate management of aspects relating to corporate responsibility and sustainability, as well as the corporate image.
- Risks in connection with human resources: positioning, training, flexibility, dependence on key personnel, work climate, etc.
- Financial risks: credit, interest rate, exchange rate and liquidity risk.
- Risk of inadequate information for the decision-making process.
- Technological and information system risks: network management, physical and programme security and integrity of information.
- Money Laundering Prevention.

ANNEX I

About This Report

This is the fourth **INTEGRATED REPORT** published by Sacyr, conducted annually and for the year 2015, and it covers the situation of the Group at December 31, 2015.

G4-18 G4-22 G4-28 G4-29 G4-30 G4-31 G4-32

This document was drawn up in accordance with the standard published by the International Integrated Reporting Council (IIRC), www.theiirc.org. It was also drawn up in accordance with the Global Reporting Initiative's Corporate Responsibility directives (GRI, version 4), under its comprehensive option and financial information has been set out pursuant to the International Financial Reporting Standards adopted by the European Union.

This report has been externally verified by an independent entity (Price Waterhouse Coopers) pursuant to the ISAE 3000 standard. It has also been verified by the independent entity Ernst & Young relative to its financial content (consolidated financial statements for the parent and its subsidiaries).

The information contained herein is balanced, including the achievements attained during the year and the objectives set for the future. To facilitate comparability, quantitative data from previous years are included, without prejudice to the information supplied in the previous year's report. The data are as precise as possible are given in sufficient detail to comply with stakeholders' expectations. Clarity is one of our requirements in writing this Report, so as to avoid explanations or ambiguities. G4-22 G4-23

To ensure reliability, the content of this Report has been reviewed by all internal departments and divisions responsible for managing the entity's stakeholders and for the information reported. In some cases, and generally owing to an absence of comprehensive data, the information contained in this Report cannot refer to the Group overall. This circumstance has been expressly reflected in the corresponding sections of the Report.

Nevertheless, Sacyr management aims to establish the necessary mechanisms to gradually eliminate these limitations to available information. G4-48

Nevertheless, Sacyr management aims to establish the necessary mechanisms to gradually eliminate these limitations to available information.

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ANNEX II

Materiality Analysis

1. OBJECTIVE OF THE MATERIALITY ANALYSIS

In line with the guidelines of the International Integrated Reporting Framework and the requirements of Guide G4 of the Global Reporting Initiative (GRI) on preparing sustainability reports, to write this report, Sacyr has carried out a materiality analysis with a view to representing the most important issues for the company and its stakeholders.

Material aspects are those that affect the company's capacity to create value in the short, medium and long-term, and that allow our stakeholders to obtain a true and fair view of Sacyr's performance in the corporate sphere and with regard to sustainability.

2. METHODOLOGY

The methodology decided on by Sacyr for carrying out **the materiality analysis and defining the material issues to be dealt with in its 2015 Integrated Report** includes the conducting of three phases summarised in the following chart:

MATERIALITY METHODOLOGY

	Objective	Objective	Result
PHASE I: PRELIMINARY IDENTIFICATION OF MATERIAL ISSUES	First identification of the relevant issues for Sacyr	Analysis of internal and external sources of information Preliminary identification of relevant issues	Preliminary listing of relevant issues
PHASE II: PRELIMINARY IDENTIFICATION OF MATERIAL ISSUES	Evaluation and validation of the relevant issues	Conducting of internal interviews with the heads of the areas involved	Delimited listing of relative issues Conclusions of the interviews
PHASE III: PRIORITIZATION AND OBTAINMENT OF THE FINAL LISTING	Obtainment of the final list of material issues to be included in Sacyr's 2014 report, in accordance with their priority	Consolidation of the information obtained in Phases I and II Prioritisation of the issues based on the conclusions from the interviews Evaluation of the results	Final listing of prioritised material issues Conclusions of the materiality study

3. DESCRIPTION OF THE PHASES

PHASE 1: Preliminary identification of material issues

Internal and external sources consulted in the study are shown below:

INTERNAL SOURCES G4-29

Sacyr 2014 Corporate Reports (2014 Integrated Annual Report, 2014 Economic and Corporate Governance Report), Strategic Plan of the Company, Map of the Company's risks, Sacyr's Corporate Responsibility Master Plan, Solutions offered by the Company and its current project, Internal Communiqués and Press Releases, Sacyr policies and commitments y Shareholder Channel and investors on the Sacyr webpage.

ANNEX II

EXTERNAL SOURCES

G4 General Guide of the Global Reporting Initiative, Sectoral Guide of the Global Reporting Initiative for the real estate and construction business, International Integrated Reporting Framework (IIRC), Sustainability Report and integrated reports of like companies prepared based on G4, Press releases (either on the company or on other companies in the sector, its suppliers, etc. or on the regions, or on the areas where it operates, or on its governments and contexts, etc.). Studies on the trends in the sector in the different countries in which Sacyr operates, Guides, publications and other documents from relevant organisations on related topics (ISO26000, Dow Jones Sustainability Index publications, European Directive on mandatory nonfinancial information, etc.) and Minutes of public meetings (e.g., CSR National Plan). G4-21

Based on this evaluation, a preliminary listing of relevant issues for Sacyr was obtained, for evaluation and validation in the next phase.

PHASE 2: Evaluation and validation of the relevant issues G4-26

To internally compare the issues included in the preliminary listing and continue identifying and delimiting which are and which are not material for Sacyr, interviews were held with 30 persons of the organisation representing all of the areas of the company involved in preparing the reports.

Given below are the areas that took part in the interviews in order to carry out this analysis:

Quality and the environment, Training, Concessions, Industrial, Environment, Safety (prevention), Valoriza, Innovation, Strategy, Water, Grants, Internal Audit, Valoriza Environmental Services, Investor Relations, Financial Department, Conservation, Taxes, Legal Affairs, Construction, Organisation, Facilities, Construction, Industrial, Compensation, SSGG, Testa, Consolidation, Labour and Communication. G4-20 G4-27

Listing of issues on which a consensus has been reached and that have been validated:

PHASE 3: Prioritisation and obtainment of the final listing

Shown below is the final listing of material issues, ordered according to their relevance, that are to be covered in the Sacyr 2015 Integrated Report. G4-19 G4-27

1	Corporate Governance
2	Risks
3	Energy
4	Innovation
5	Employment
6	Business Model
7	Strategy
8	Occupational safety and health
9	Water
10	Anti-corruption
11	External factors / social context
12	Regulatory Compliance
13	Effluent and waste
14	Emissions
15	Diversity and equal opportunities
16	Training and Education
17	Biodiversity
18	Nondiscrimination
19	Indigenous rights
20	Soil degradation, pollution and remediation
21	Environmental expenses and investments
22	Environmental evaluation of suppliers
23	Local communities

Integrated Reporting Social (G4) Economic (G4) Environmental (G4)

Internal Coverage (G4-20)

External Coverage (G4-21)

The Integrated Report should be in keeping with the results obtained, so as to faithfully reflect all material issues for the company in the corporate and sustainability sphere and thus satisfy the reporting expectations of its stakeholders and facilitate their decision-making.

Reliability / External Assurance Report G4-32 G4-33



Free translation from the original in Spanish, in the event of a discrepancy, the Spanish language version prevails.

REPORT ON INDEPENDENT LIMITED ASSURANCE OF CORPORATE RESPONSIBILITY INDICATORS

To the Management of Sacyr, S.A.:

We have carried out a limited assurance engagement on the Corporate Responsibility indicators (hereinafter referred to as the "CR indicators") contained in the "GRI Index" Appendix of the 2015 Integrated Report of Sacyr, S.A. (hereinafter Sacyr) for the financial year ended 31st December 2015, prepared in accordance with the general and specific content proposed in the "Guidelines for the Preparation of Sustainability Reports" of the Global Reporting Initiative (GRI) version 4 (G4) (hereinafter referred to as "G4 GRI Guidelines") and the Construction and Real Estate Sector Supplement.

Responsibility of Management

Sacyr's Management is responsible for the preparation, contents and presentation of the Integrated Report of Sacyr in accordance with the Comprehensive option of the G4 GRI Guidelines and the Construction and Real Estate Sector Supplement. Management's responsibility includes establishing, implementing and maintaining the internal controls required to ensure that the CR indicators are free from any material misstatement due to fraud or error.

Sacyr's Management is also responsible for defining, implementing, adapting and maintaining the management systems from which the information required to prepare the CR indicators, is obtained.

Our responsibility

Our responsibility is to issue a limited assurance report based on the procedures that we have carried out and the evidence obtained. Our limited assurance engagement was done in accordance with the International Standard on Assurance Engagements 3000 (Reviewed) "Assurance Engagements Other than Audits or Reviews of Historical Financial Information" issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC).

The scope of a limited assurance engagement is substantially less extensive than that of a reasonable assurance engagement and thus, less security is provided.

The procedures that we have carried out are based on our professional judgment and have included consultations, observation of processes, document inspection, analytical procedures and random sampling tests. The general procedures employed are described below:

- Meetings with Sacyr's personnel from various departments who have been involved in the preparation of the Integrated Report of Sacyr.
- Analysis of the procedures used for obtaining and validating the data presented in the CR indicators.

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Inscripción en el R.O.A. con número 182742. I.B. N. 29.211290

ANNEX II

Reliability / External Assurance Report G4-32 G4-33



- Analysis of Sacyr's CR indicators adaptation to the requirements established by the G4 GRI Guidelines for the preparation of reports.
- Verification, through random sampling tests, revisions, internal control tests and substantive tests on the information used to determine Sacyr's CR indicators. We have also verified whether they have been appropriately compiled from the data provided by Sacyr's sources of information.

Our Independence and Quality Control

We have fulfilled our work in accordance with the independence requirements and other ethical requirements of the Code of Ethics for Professional Accountants of the International Ethics Standards Board for Accountants (IESBA), which are based on basic principles of integrity, objectivity, professional competence and diligence, confidentiality and professional conduct.

Our firm applies the International Standard on Quality Control 1 (ISQC: 1) and thus employs an exhaustive quality control system which includes documented policies and procedures on the compliance of ethical requirements, professional standards, statutory laws and applicable regulations.

Limited Assurance Conclusions

As a result of the procedures carried out and the evidence obtained, no matters have come to our attention which may lead us to believe that Sacyr's CR indicators, for the financial year ended 31st December 2015, contain significant errors or have not been prepared, in all of their significant matters, in accordance with the G4 GRI Guidelines and the Construction and Real Estate Sector Supplement.

Use and distribution

Our report is only issued to the Management of Sacyr in accordance with the terms and conditions of our engagement letter. We do not assume any liability to third parties other than Sacyr's Management.

PricewaterhouseCoopers Auditores S.L.

Mª Luz Castilla

2nd June, 2016

ANNEX III

Contact Information G4-3 G4-17 G4-31 G4-5

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ANNEX IV | GRI INDEX G4-32

Code	Description	Omissions	Page/ Direct answer	See Ext.
STRATEGY AND ANALYSIS				
G4-1	Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.		12, 167	✓
G4-2	Provide a description of key impacts, risks, and opportunities.		170	✓
ORGANIZATIONAL PROFILE				
G4-3	Report the name of the organization.		181	✓
G4-4	Report the primary brands, products, and services.		26	✓
G4-5	Report the location of the organization's headquarters.		181	✓
G4-6	Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.		6, 7	✓
G4-7	Report the nature of ownership and legal form.		167	✓
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiary).		6, 7	✓
G4-9	Report the scale of the organization.		4, 5, 26	✓
G4-10	a) Report the total number of employees by employment contract and gender.		150	✓
	b) Report the total number of permanent employees by employment type and gender.		152	✓
	c) Report the total workforce by employees and supervised workers and by gender.		152	✓
	d) Report the total workforce by region and gender.		151	✓
	e) Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors.	not apply		✓
	f) Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).	Due to the characteristics of our activities this indicator does not apply		✓

Code	Description	Omissions	Page/ Direct answer	See Ext.
G4-11	Report the percentage of total employees covered by collective bargaining agreements.		154	✓
G4-12	Describe the organization's supply chain.		94, 130	✓
G4-13	Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain.		11-13	✓
G4-14	Report whether and how the precautionary approach or principle is addressed by the organization.		110	✓
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.		123, 137, 138	✓
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization.		59	✓

IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES

G4-17	a) List all entities included in the organization's consolidated financial statements or equivalent documents.		26, 167, 181	✓
	b) Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.		167	✓
G4-18	a) Explain the process for defining the report content and the Aspect Boundaries.		176	✓
	b) Explain how the organization has implemented the Reporting Principles for Defining Report Content.		176	✓
G4-19	List all the material Aspects identified in the process for defining report content.		178	✓
G4-20	For each material Aspect, report the Aspect Boundary within the organization.		178	✓
G4-21	For each material Aspect, report the Aspect Boundary outside the organization.		178	✓
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.		176	✓

ANNEX IV | GRI INDEX

Code	Description	Omissions	Page/ Direct answer	See Ext.
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.		176	✓
STAKEHOLDER ENGAGEMENT				
G4-24	Provide a list of stakeholder groups engaged by the organization.		58	✓
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.		58	✓
G4-26	Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.		178	✓
G4-27	Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.		178	✓
REPORT PROFILE				
G4-28	Reporting period (such as fiscal or calendar year) for information provided.		176	✓
G4-29	Date of most recent previous report (if any).		176, 177	✓
G4-30	Reporting cycle (such as annual, biennial).		176	✓
G4-31	Provide the contact point for questions regarding the report or its contents.		176, 181	✓
G4-32	a) Report the 'in accordance' option the organization has chosen.		176-193	✓
	b) Report the GRI Content Index for the chosen option.		182	✓
	c) Report the reference to the External Assurance Report, if the report has been externally assured.		179,180	✓
	d) GRI recommends external verification, although it is not mandatory for the report to be "in accordance" with the Guidelines.		179,180	✓
G4-33	a) Report the organization's policy and current practice with regard to seeking external assurance for the report.		179,180	✓

Code	Description	Omissions	Page/ Direct answer	See Ext.
	b) If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided.		179,180	✓
	c) Report the relationship between the organization and the assurance providers.		179,180	✓
	d) Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.		179,180	✓
GOVERNANCE				
G4-34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.		158	✓
G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.		158, 161	✓
G4-36	Report whether the organization has appointed an executive level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.		158, 161	✓
G4-37	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.		167	✓
G4-38	Report the composition of the highest governance body and its committees.		158	✓
G4-39	Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).		160, 167	✓
G4-40	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.		162	✓
G4-41	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders.		167	✓

ANNEX IV | GRI INDEX

Code	Description	Omissions	Page/ Direct answer	See Ext.
G4-42	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.		158	✓
G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.		153	✓
G4-44	a) Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Report whether such evaluation is independent or not, and its frequency. Report whether such evaluation is a self-assessment.		166	✓
	b) Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organizational practice.		166	✓
G4-45	a) Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes.		170	✓
	b) Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.		170	✓
G4-46	Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.		172	✓
G4-47	Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks and opportunities.		172	✓
G4-48	Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.		176	✓
G4-49	Report the process for communicating critical concerns to the highest governance body.		158	✓

Code	Description	Omissions	Page/ Direct answer	See Ext.
G4-50	Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.		167	✓
G4-51	a) Report the remuneration policies for the highest governance body and senior executives.		162, 167	✓
	b) Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.		168	✓
G4-52	Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization.		162,168	✓
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.		168	✓
G4-54	Report the ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	Instruments for the calculation of this indicator are not available within the scope of HR management in Sacyr.		✓
G4-55	Report the ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	Instruments for the calculation of this indicator are not available within the scope of HR management in Sacyr.		✓
ETHICS AND INTEGRITY				
G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.		169	✓
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.		169	✓
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.		169	✓

ANNEX IV | GRI INDEX

Code	Description	Omissions	Page/ Direct answer	See Ext.
ENVIRONMENTAL				
MATERIALS				
G4-DMA	Material aspect		112	✓
G4-EN1	Materials used by weight or volume.		112,194	✓
G4-EN2	Percentage of materials used that are recycled input materials.		114	✓
ENERGY				
G4-DMA	Material aspect		91	✓
G4-EN3	Energy consumption within the organization.		91	✓
G4-EN4	Energy consumption outside of the organization.		92	✓
G4-EN5	Energy intensity.		92	✓
G4-EN6	Reduction of energy consumption.		90	✓
G4-EN7	Reductions in energy requirements of products and services.		90	✓
CRE1	Building energy intensity.		92	✓
WATER				
G4-DMA	Material aspect		99	✓
G4-EN8	Total water withdrawal by source.		99	✓
G4-EN9	Water sources significantly affected by withdrawal of water.	Sacyr, over 2015 have not detected significant affections of water sources related to capture operations.		✓
G4-EN10	Percentage and total volume of water recycled and reused.		100	✓
CRE2	Building water intensity.		92	✓

Code	Description	Omissions	Page/ Direct answer	See Ext.
BIODIVERSITY				
G4-DMA	Material aspect		106	✓
G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.		105, 107	✓
G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.		106, 107	✓
G4-EN13	Habitats protected or restored.		107	✓
G4-EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.		109	✓
EMISSIONS				
G4-DMA	Material aspect		92	✓
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1).		92	✓
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2).		92	✓
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3).		93	✓
G4-EN18	Greenhouse gas (GHG) emissions intensity.		93	✓
G4-EN19	Reduction of greenhouse gas (GHG) emissions.		90	✓
G4-EN20	Emissions of ozone-depleting substances (ODS).		93	✓
G4-EN21	NOX, SOX, and other significant air emissions.		93	✓
CRE3	Greenhouse gas emissions intensity from buildings.		92	✓
CRE4	Greenhouse gas emissions intensity from new construction and redevelopment activity.		92	✓

ANNEX IV | GRI INDEX

Code	Description	Omissions	Page/ Direct answer	See Ext.
EFFLUENT AND WASTE				
G4-DMA	Material aspect		104	✓
G4-EN22	Total water discharge by quality and destination.		104	✓
G4-EN23	Total weight of waste by type and disposal method.		115,195- 196	✓
G4-EN24	Total number and volume of significant spills.		116	✓
G4-EN25	Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Sacyr does not transport, import, export or treat hazardous waste, so this indicator does not apply to the organization.		✓
G4-EN26	Identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff.	Throughout 2015, in Sacyr there have not been records of episodes in which the liquid effluents generated by the organization have produced significant damage on water resources and related habitats.		✓
PRODUCTS AND SERVICES				
G4-DMA	Material aspect		110	✓
G4-EN27	Extent of impact mitigation of environmental impacts of products and services.		110	✓
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category.	This indicator does not apply due to the nature of the products and services marketed by Sacyr.		✓
REGULATORY COMPLIANCE				
G4-DMA	Material aspect		88	✓
G4-EN29	Monetary value of significant fines and total number of nonmonetary sanctions for non-compliance with environmental laws and regulations.		88	✓
TRANSPORT				
G4-DMA	Material aspect		115	✓
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce.		115-116	✓

Code	Description	Omissions	Page/ Direct answer	See Ext.
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DEGRADATION, POLLUTION AND SOIL REMEDIATION

G4-DMA	Material aspect		115	✓
CRE5	Restoration lands and in need of rehabilitation	Throughout 2015, in the Construction area, there have not been activities in areas with contaminated soil, so there have not been carried out activities for decontaminating soils		✓

GENERAL

G4-DMA	Material aspect		88	✓
G4-EN31	Desglose de los gastos y las inversiones ambientales.		88	✓

ENVIRONMENTAL EVALUATION OF SUPPLIERS

G4-DMA	Material aspect		95	✓
G4-EN32	Percentage of new suppliers that were screened using environmental criteria.		95	✓
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken.		94-95	✓

ENVIRONMENTAL GRIEVANCE MECHANISMS

G4-DMA	Material aspect		89	✓
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms.		89, 110	✓

SOCIAL

LABOR PRACTICES AND DIGNITY OF LABOR

EMPLOYMENT

G4-DMA	Material aspect		150	✓
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region.		152,197	✓
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.		155	✓

ANNEX IV | GRI INDEX

Code	Description	Omissions	Page/ Direct answer	See Ext.
G4-LA3	Return to work and retention rates after parental leave, by gender.		198	✓
HEALTH AND SAFETY IN THE WORKPLACE				
G4-DMA	Material aspect		124	✓
G4-LA5	Percentage of the organization operating in verified compliance with an internationally recognized health and safety management system.		124, 126	✓
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender.		124, 128, 199	✓
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation.		154	✓
G4-LA8	Health and safety topics covered in formal agreements with trade unions.	There are formal agreements with unions in which health and safety clauses are included related to construction sector in Spain.		✓
CRE6	Percentage of the organization operating in verified compliance with an internationally recognized OHS management system.		124	✓
TRAINING AND EDUCATION				
G4-DMA	Material aspect		153	✓
G4-LA9	Average hours of training per year per employee by gender, and by employee category.		153	✓
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.		153	✓
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category.		152	✓
DIVERSITY AND EQUAL OPPORTUNITIES				
G4-DMA	Material aspect		150	✓

Code	Description	Omissions	Page/ Direct answer	See Ext.
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.		151, 160	✓
HUMAN RIGHTS				
NON-DISCRIMINATION				
G4-DMA	Material aspect		153	✓
G4-HR3	Total number of incidents of discrimination and corrective actions taken.		In 2015, no incidents of discrimination have been registered in Sacyr through the established channels for reporting incidents.	✓
RIGHTS OF THE INDIGENOUS POPULATION				
G4-DMA	Material aspect		138	✓
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken.		In 2015, no violations of the rights of indigenous peoples have been registered in Sacyr through the established channels for reporting incidents.	✓
SOCIETY				
COMBATTING CORRUPTION				
G4-DMA	Material aspect		169	✓
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified.		170	✓
G4-SO4	Communication and training on anti-corruption policies and procedures.		169	✓
G4-SO5	Confirmed incidents of corruption and actions taken.		In 2015, no Incidents of corruption have been registered through established channels for their complaint.	✓

ANNEX V | GRI TABLES

MATERIALS USED BY WEIGHT OR VOLUME G4-EN1**CONSTRUCTION**

Steel	Tn	2,592,673.33
Cement	Tn	300,951.83
Concrete	Tn	3,689,173.77
Agglomerates	Tn	1,054,755.91
Aggregates	Tn	10,860,875.96
Reused land	Tn	7,839,936.06

INDUSTRIAL

Concrete	Tn	2,363.92
Hexane	Tn	42,380.00
Hydrochloric acid	Tn	24.47
Hypochlorite	Tn	18.81
Aggregates	Tn	3,553.50
Reused land	Tn	22,779.00

CONCESSIONS

Fluxes	Tn	89.88
Pesticides	Tn	0.97

SERVICES

Reused land	Tn	33.06
Fertilizers	Tn	186.44
Oils	Tn	126.27
Sulfuric acid	Tn	22.33
Adblue	Tn	51.77
Carbon dioxide	Tn	45.58
Ferric chloride	Tn	1,689.42
Coagulant	Tn	74.00
Calcium hydroxide	Tn	63.24
Sodium hypochlorite	Tn	757.65
Paintings	Tn	60.14
Cleaning Products	Tn	407.99
Polyelectrolyte	Tn	157.38
Pesticides	Tn	40.09
Fluxes	Tn	10,769.64
Sodium hydroxide	Tn	32.52

TOTAL WEIGHT OF WASTE BY TYPE AND DISPOSAL METHOD CONSTRUCTION AND DEMOLITION WASTE (KG) 2015

G4-EN23

	CONSTRUCTION	CONCESSIONS	INDUSTRIAL	SERVICES	TOTAL	%
Other*	2,055,000.00	0.00	0.00	0	2,055,000.00	0.04
Recycling	199,755,942.03	0.00	0	61,600.00	199,817,542.03	3.71
Reuse	220,344,734.00	0.00	0	1,442,200.00	221,786,934.00	4.12
Landfill	4,940,713,326.06	0.00	965,600.00	16,376,669.00	4,958,055,595.06	92.13
TOTAL	5,362,869,002.08	0.00	965,600.00	17,880,469.00	5,381,715,071.08	100.00%

* Treaty by the manager, without knowledge of the treatment given by the manager. Delivery owners, ignoring their end use. Delivery manager, without knowing its treatment

TOTAL WEIGHT OF WASTE BY TYPE AND DISPOSAL METHOD AND NON HAZARDOUS WASTE MANAGEMENT AREA (KG) 2015

G4-EN23

	CONSTRUCTION	CONCESSIONS	INDUSTRIAL	SERVICES	TOTAL	%
Storage On-Site	0.00	0.00	3,860.00	35,643.00	39,503.00	0.04%
Composting	0.00	0.00	0.00	141,493.00	141,493.00	0.16%
Incineration	2,414.00	0.00	0.00	6,620.00	9,034.00	0.01%
Other*	192,120.00	60.00	382.00	729,880.00	922,442.00	1.04%
Recycling	20,752,407.00	15,014.00	25,521.00	9,384,512.36	30,177,454.36	34.18%
Reuse	71,360.57	14.00	69.20	4,167,461.00	4,238,904.77	4.80%
Landfill	48,030,326.66	36,917.00	729,266.00	3,974,095.09	52,770,604.75	59.76%
TOTAL	69,048,628.24	52,005.00	759,098.20	18,439,704.45	88,299,435.88	100.00%

* Withdrawal of chipping and remnants by farming company, delivering to autónomous business being unaware of their final use, storage in urban containers management through the client, because he required it.

ANNEX V | GRI TABLES

TOTAL WEIGHT OF WASTE BY TYPE AND DISPOSAL METHOD AND HAZARDOUS WASTE MANAGEMENT AREA (KG) 2015

G4-EN23

	CONSTRUCTION	CONCESSIONS	INDUSTRIAL	SERVICES	TOTAL	%
Storage On-Site	18,878.10	1,079.00	3,860.00	32,896.12	56,713.22	4.38%
Composting	0.00	0.00	0.00	612.00	612.00	0.05%
Incineration	21,065.50	8,617.00	0.00	1,988.25	31,670.75	2.44%
Other*	200.00	0.00	382.00	11,027.00	11,609.00	0.90%
Recycling	145,496.03	1,076.83	14,438.46	99,948.31	260,959.63	20.14%
Reuse	218,638.20	0.00	0.00	616.00	219,254.20	16.92%
Landfill	613,387.25	0.00	3,325.00	98,160.70	714,872.95	55.17%
TOTAL	1,017,665.08	10,772.83	22,005.46	245,248.38	1,295,691.75	100.00%

* Chemical treatment not specified elsewhere in this Annex which results in final compounds or mixtures which are discarded by one of the operations numbered D 1 to D 12 (eg evaporation, drying, calcination, etc.) and "Exchange of wastes pending any of the operations numbered R1 and R11.

WORKFORCE IN SPAIN BY AUTONOMOUS COMMUNITY G4-10

	HOLDING	CONSTRUCTION	REAL ESTATE	SERVICES	CONCESSIONS	INDUSTRIAL	2015	2014
Andalusia	0	283	4	1,370	34	146	1,837	2,015
Aragón	0	24	0	251	0	0	275	330
Asturias	0	0	0	184	19	0	203	160
Balearic Islands	0	8	0	76	20	0	104	198
Canary Islands	0	49	1	672	0	0	722	562
Cantabria	0	7	0	100	0	0	107	50
Castille La Mancha	0	20	0	894	0	0	914	835
Castille León	0	37	19	1,037	21	0	1,114	1,092
Catalonia	0	129	0	1,135	0	1	1,265	1,035
Valencian Community	0	54	0	338	18	0	410	508
Extremadura	0	15	0	201	0	0	216	126
Galicia	0	37	0	638	15	0	690	582
Madrid	209	563	6	7,007	101	111	7,997	7,717
Murcia	0	34	1	124	34	0	193	536
Navarre	0	1	0	51	0	0	52	39
Basque Country	0	70	2	408	0	18	498	558
La Rioja	0	9	0	233	0	0	242	237
Melilla	0	0	0	65	0	0	65	42
TOTAL	209	1,340	33	14,784	262	276	16,904	16,622

NEW PERMANENT HIRING AND LABOUR TURNOVER IN SPAIN BY GENDER G4-LA1

	NEW HIRING TURNOVER			ROTACIÓN		
	2015	2014	%15/14	2015	2014	%15/14
Men	843	801	5.24%	454	504	-9.92%
Women	547	533	2.63%	573	526	8.93%
TOTAL	1,390	1,344	4.20%	1,027	1,030	-0.68%

NEW HIRING AND LABOUR TURNOVER IN SPAIN BY AUTONOMOUS COMMUNITY G4-LA1

	ANDALUSIA	ARAGON	ASTURIAS	BALEARIC ISLANDS	CANARY ISLANDS	CANTABRIA	CASTILLE-LA MANCHA	CASTILLE LEON	CATALONIA
New hiring	169	27	29	15	96	8	86	71	137
Turnover	79	35	7	10	31	1	54	61	115

	VALENCIAN COM.	EXTREMA-DURA	GALICIA	MADRID	MURCIA	NAVARRRE	BASQUE COUNTRY	LA RIOJA	MELILLA	TOTAL
New hiring	60	46	68	463	11	2	71	25	6	1,390
Turnover	82	12	33	376	47	3	51	29	1	1,027

NEW HIRING AND LABOUR TURNOVER IN SPAIN BY AGE G4-LA1

	2015	UP TO 20 YEARS	+20 YEARS	+30 YEARS	+40 YEARS	+50 YEARS	+60 YEARS	TOTAL
New hiring	2015	4	285	429	406	241	25	1,390
	%	0.30%	20.50%	30.90%	29.20%	17.30%	1.80%	100%
Turnover	2015	0	118	251	239	182	237	1,027
	%	0%	11.50%	24.4 %	23.30%	17.70%	23.10%	100%

LABOUR TURNOVER IN SPAIN G4-LA1

	TOTAL 2015	TOTAL 2014
Average consolidated workforce	16,904	16,622
Total leave	1,027	1,030
Media leave	86	86
% monthly	0.51%	0.52%

ANNEX V | GRI TABLES

MATERNITY/PATERNITY LEAVE IN SPAIN G4-LA3

	PATERNITY	MATERNITY	TOTAL
Men	295	5	300
Women	0	184	184
TOTAL	295	189	484

RETURN TO WORK AND RETENTION RATES AFTER PARENTAL LEAVE IN SPAIN G4-LA3

	ACTIVE	ILEAVE	TOTAL
Men	274	26	300
Women	149	35	184
TOTAL	423	61	484

REASONS OF LEAVE AFTER PARENTAL LEAVE IN SPAIN G4-LA3

CONCEPTS OF LEAVING 2015	WOMEN	MEN	TOTAL	%
01 Dismissal of worker	2	1	3	4.90%
02 Dismissal for objective reasons, amortization for economic reasons	0	0	0	0%
11 End of temporary contract at the request of the employer	2	13	15	24.60%
15 End or interruption of the activity of workers fixed-temporary	2	1	3	4.90%
TOTAL BUSINESS CAUSES	6	15	21	34.40%
21 Worker voluntary Leave	2	2	4	6.60%
26 leave on to care for children	12	2	14	23%
26 Personal ground	0	0	0	0%
Unpaid leave	0	1	1	1.60%
Subrogation	1	0	1	1.60%
TOTAL WORKER CAUSES	14	6	20	32.80%
TOTAL OTRAS CAUSAS	29	11	40	65.60%
TOTAL LEAVE 2015	35	26	61	100%

SICKNESS ABSENTISM AND OTHER REASONS IN SPAIN G4-LA6

	2015	2014	%15/14
Lost hours (disease and other)	2,624,040	2,180,464	16.84
Worked hours	48,116,616	48,039,377	8.42
Possible hours	51,368,560	50,834,465	8.85
%Absentism	5.11%	4.29%	7.25

ACCIDENTS (BY GENDER) G4-LA6

	2013	2014	2015
Men	412	672	630
Women	370	393	502
Total	782	1,065	1,132

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Design and layout

Externa Marketing & Events, S.A.

Sacyr photo archive

Cover images and pages 125, 153 y 165 (author: Mario Entero)



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