



	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Population (millions)	7.5	7.6	7.7	7.8	7.9	8.0	8.1	8.2	8.3	8.4	8.5	8.6	8.7	8.8	8.9	9.0	9.1	9.2	9.3	9.4	9.5
GDP (trillion USD)	45.0	48.0	51.0	54.0	57.0	60.0	63.0	66.0	69.0	72.0	75.0	78.0	81.0	84.0	87.0	90.0	93.0	96.0	99.0	102.0	105.0
Life expectancy (years)	75.0	75.5	76.0	76.5	77.0	77.5	78.0	78.5	79.0	79.5	80.0	80.5	81.0	81.5	82.0	82.5	83.0	83.5	84.0	84.5	85.0
Urban population (%)	55.0	56.0	57.0	58.0	59.0	60.0	61.0	62.0	63.0	64.0	65.0	66.0	67.0	68.0	69.0	70.0	71.0	72.0	73.0	74.0	75.0
Renewable energy (%)	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0	20.0	21.0	22.0	23.0	24.0	25.0	26.0	27.0	28.0	29.0	30.0
CO2 emissions (Gt)	15.0	16.0	17.0	18.0	19.0	20.0	21.0	22.0	23.0	24.0	25.0	26.0	27.0	28.0	29.0	30.0	31.0	32.0	33.0	34.0	35.0
Forest cover (%)	22.0	22.5	23.0	23.5	24.0	24.5	25.0	25.5	26.0	26.5	27.0	27.5	28.0	28.5	29.0	29.5	30.0	30.5	31.0	31.5	32.0
Healthcare expenditure (%)	8.0	8.5	9.0	9.5	10.0	10.5	11.0	11.5	12.0	12.5	13.0	13.5	14.0	14.5	15.0	15.5	16.0	16.5	17.0	17.5	18.0
Internet usage (%)	30.0	35.0	40.0	45.0	50.0	55.0	60.0	65.0	70.0	75.0	80.0	85.0	90.0	95.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Gender inequality index	0.65	0.66	0.67	0.68	0.69	0.70	0.71	0.72	0.73	0.74	0.75	0.76	0.77	0.78	0.79	0.80	0.81	0.82	0.83	0.84	0.85
Urbanization rate (%)	55.0	56.0	57.0	58.0	59.0	60.0	61.0	62.0	63.0	64.0	65.0	66.0	67.0	68.0	69.0	70.0	71.0	72.0	73.0	74.0	75.0
Renewable energy investment (Bn USD)	10.0	12.0	14.0	16.0	18.0	20.0	22.0	24.0	26.0	28.0	30.0	32.0	34.0	36.0	38.0	40.0	42.0	44.0	46.0	48.0	50.0
CO2 emissions per capita (t)	2.0	2.1	2.2	2.3	2.4	2.5	2.6	2.7	2.8	2.9	3.0	3.1	3.2	3.3	3.4	3.5	3.6	3.7	3.8	3.9	4.0
Forest cover loss (ha)	1000000	1100000	1200000	1300000	1400000	1500000	1600000	1700000	1800000	1900000	2000000	2100000	2200000	2300000	2400000	2500000	2600000	2700000	2800000	2900000	3000000
Healthcare expenditure per capita (USD)	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400	2500	2600	2700	2800	2900	3000
Internet usage per capita (hours)	10.0	12.0	14.0	16.0	18.0	20.0	22.0	24.0	26.0	28.0	30.0	32.0	34.0	36.0	38.0	40.0	42.0	44.0	46.0	48.0	50.0
Gender inequality index	0.65	0.66	0.67	0.68	0.69	0.70	0.71	0.72	0.73	0.74	0.75	0.76	0.77	0.78	0.79	0.80	0.81	0.82	0.83	0.84	0.85
Urbanization rate (%)	55.0	56.0	57.0	58.0	59.0	60.0	61.0	62.0	63.0	64.0	65.0	66.0	67.0	68.0	69.0	70.0	71.0	72.0	73.0	74.0	75.0
Renewable energy investment (Bn USD)	10.0	12.0	14.0	16.0	18.0	20.0	22.0	24.0	26.0	28.0	30.0	32.0	34.0	36.0	38.0	40.0	42.0	44.0	46.0	48.0	50.0

## STATEMENT FROM THE PRESIDENT

It is with great satisfaction that I present this Non-financial Reporting which covers the work done by everyone in our group during 2019, a particularly important year, where we have seen impressive progress in our 2020 Strategic Plan, whose motto is "Shared Vale".

In line with the objectives of this plan, our group has devised a responsible business model that is cross-cutting in all areas of activity. We have fostered sustainability, talent and knowledge through innovation and digitalisation, and we have left a positive mark on our environment through our social responsibility and communication.

Our activity in 2019 has brought our group satisfactory results and a solid and stable financial situation. Likewise, I wanted to emphasise the work done by our teams working on major contracts in our activity sectors (city-based services, construction, materials and the water cycle), allowing us to continue our role as leaders in our areas of activity while consolidating and strengthening our presence throughout Spain.



In parallel with our fulfilment of the development objectives set out by the 2030 Agenda, we have strengthened our ethics system and have become pioneers by obtaining the Criminal Compliance certification, which, alongside the renovation of the Social Responsibility certification, attests to the effort by all group companies to comply with the highest quality, safety and environmental standards.

Our strategic objectives also include fostering an innovation-based circular economy model as well as an approach to knowledge management centred on digitalisation and technological investment that allows us to improve the efficiency and environmental impact of our activities.

Talent is also one of the pillars of our strategy. Accordingly, we have strengthened our commitment to job stability, talent development, and equal opportunities.

Lastly, our policy of giving back continues to be a key pillar of Sorigué, and this year we have gone above and beyond to leave a positive impact on society, spearheading cultural, educational and social activities through Fundació Sorigué. Similarly, as part of the PLANTA project, we have presented new spaces for interaction between disciplines, such as art, architecture, business knowledge and landscaping, in an effort to share the value we generate.

The report we present below provides details on all these results and shows that we are coming into the last year of the strategic plan with a solid and stable base thanks to our responsible growth model.

I would like to give special thanks to everyone at Sorigué, our clients, our suppliers and our partners, without whom none these achievements would have been possible.

**Ana Vallés**  
President of Sorigué

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# 2018-2020 STRATEGIC PLAN

## “Shared Value”

The motto of our 2020 Strategic Plan reflects our drive to create “Shared Value” through the definition of a management model based on innovation, knowledge generation and influence in the community, talent promotion and sustainable management.



# A. RESPONSIBLE GROWTH

## TRANSPARENCY AND RESPONSIBLE MANAGEMENT

### Business Areas

technology	services
construction	engineering
materials	agriculture

### Transparency and good governance

- + Criminal risk controls
- + Governance
- + Responsible business

Risk measures or controls within the crime prevention plan

Addition of a new MD for Central-south region

Awarded the Criminal Compliance Management System Certification for the group as per UNE 19601

### Responsible growth

**19<sup>1</sup>**  
Companies  
corresponding to

**+€571m**  
Revenue  
in 2019

**97%**  
of the business

**€2.3m**  
Taxes paid on profits



**43%**  
production growth  
with respect to 2018

<sup>1</sup>The scope of the data included in this report encompasses the 19 companies detailed in section "7. About this report".



### We strengthened our ethics system.

We updated our Compliance Policy and were awarded the double certification in CSR and Compliance.

### We held specific training

for any personnel exposed to an especially high amount of risk.

### Responsibility in the supply chain



**+1,400**  
Supplier  
evaluations

using social and/or  
environmental criteria

## ENVIRONMENTAL SUSTAINABILITY

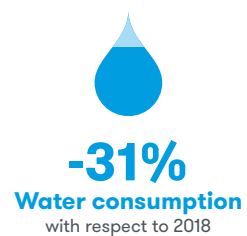
### Environmental management



**88.5%**  
Increase in financial  
resources committed  
to the environment  
with respect to 2018



### Responsible consumption of resources and the circular economy



**-5%**  
Total energy  
consumption  
in 2019 with  
respect to 2018



**100%**  
Milled  
material recycled

### Climate change prevention



**-6.34%**  
Total GHG  
emissions

### Biodiversity protection

**+1,150**  
Trees planted  
in 2019.

**8**  
Hectares  
of an exploited area  
restored



## B. TALENT

### HUMAN TEAM

#### Employment stability



**3,741**  
People



**+2.7%**  
Growth in the staff  
in 2019 with respect to 2018



We have instituted a  
**Remuneration plan**

#### Development

**39,814**  
Annual training hours

**88%**  
Of our employees  
recommend Sorigué  
as a place to work



#### Equality and diversity

**+9%**  
more women on staff  
than in 2018

**10%**  
Reduction in the  
salary gap

**12**  
Group companies with  
an Equality Programme

**2.65%**  
Integration ratio of  
people with disabilities

Recognised as a  
**Charitable Company**  
by the Incorpora programme.

**incorpora**  
de "la Caixa"

Participants in **Pacte  
del Temps**. Project by the  
Barcelona City Council.

Pacte del  
**Temps**

Recipients of the the  
**Bequal Certificate**.

**bq**  
bequal

## C. KNOWLEDGE

### Innovation

**5+2**

5 ongoing and 2 completed  
innovation projects

**+ €1m**  
In subsidised  
projects

**6**

**partnerships**  
Partnerships to boost  
innovation

### Digitalisation

**100%**  
of the staff

With Office 365 resources and solutions

**100%**  
of the staff

Update of computer systems

### Information

**systems plan**

30% annual increase in 2019

## D. INFLUENCE

### Giving back to the community

**40**

**Sponsorships**

**+6,000**

Visitors to the  
Fundació museum

We participated in a pioneer  
project alongside the **Barcelona  
City Council** and the **Economy  
for the Common Good** movement.

**First exhibition by the  
Fundació Sorigué in Madrid.**



### Communications and institutional relations

**14**

**Permanent communication channels**  
through social networks and group websites

**+10**

**We sit on the Boards of Trustees and Directors  
at business and cultural foundations**

**26**

**PR activities and actions  
with stakeholders**

**130**

**Audio-visual projects**  
Projecting the group's activities  
through images

# 02 ABOUT US

<b>2.1 RESPONSIBLE ORGANISATION AND CONTINUOUS GROWTH</b>	<b>11</b>
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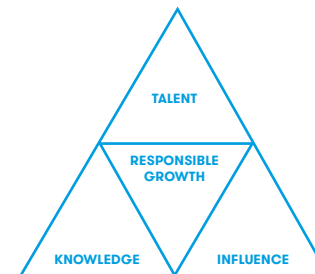
## 2.1 RESPONSIBLE ORGANISATION AND CONTINUOUS GROWTH

**The Sorigué group is made up of an ensemble of leading companies in their respective sectors with long-standing experience. Innovation, creativity, solvency and adaptation to change are some key elements that help us to strengthen our commitment to society and the environment.**

We are a business group with more than 60 years of experience and extensive knowledge in all specialised areas where we carry out our activity. Our way of understanding business takes the shape of a model based on continuous responsible growth, whereby we generate and share value with all our stakeholders.

We understand that in order to keep doing business, respect the planet and promote responsible progress, we have to protect our natural resources and empower the people and the community where we operate. Above all, we believe in working towards a common goal: to foster the creation of real value in the present while preserving our heritage for future generations.

THE MOTTO OF OUR 2020 STRATEGIC PLAN REFLECTS OUR DRIVE TO CREATE “SHARED VALUE” THROUGH THE DEFINITION OF A MANAGEMENT MODEL BASED ON INNOVATION, KNOWLEDGE GENERATION AND INFLUENCE IN THE COMMUNITY, TALENT PROMOTION AND SUSTAINABLE MANAGEMENT.



This culture of sustainable growth is highlighted once again in our 2020 Strategic Plan, which demonstrates our commitment to shared value and strengthens the mission and values that define Sorigué.

**+€571m**  
in revenue in 2019

**2.7%**  
increase in the team  
with respect to 2018

This history of Sorigué, which recorded 571 million euros in revenue in 2019, reflects the success of a time-honoured project based on a diversified approach to activity and financial prudence. With an equity-to-asset ratio of over 35%, the strength of the balance sheet is evident and is even clearer when compared to other companies in the sector. These sound financial indicators reflect the good performance of the company's operations and sustain the group in a solid financial situation.

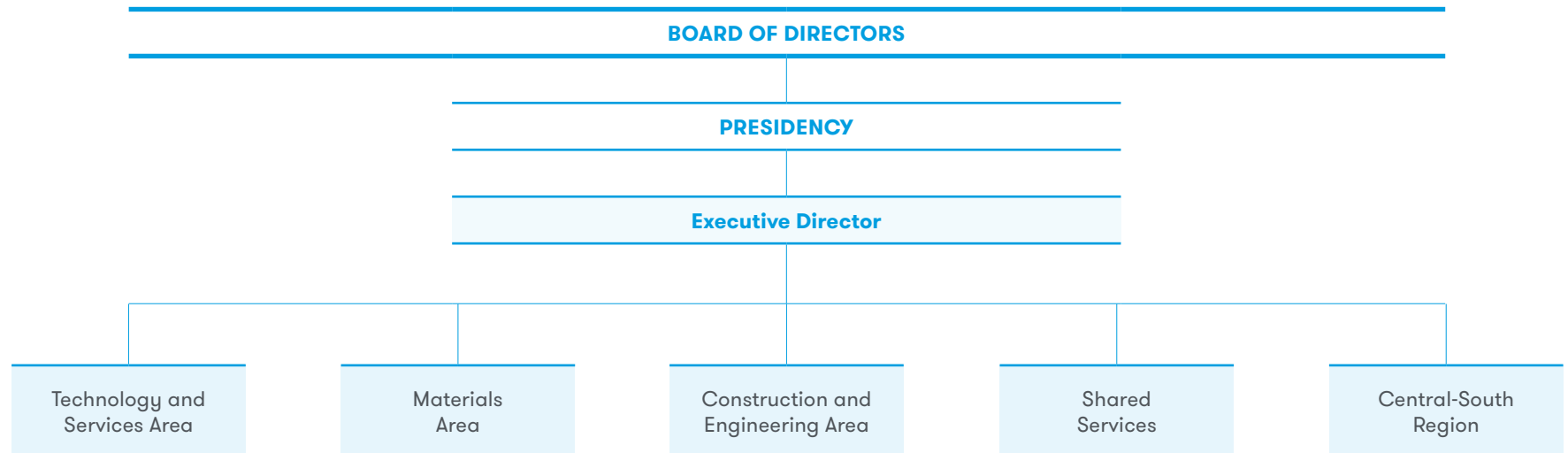
### 2.1.1. GOVERNING BODIES (102-18)

To guarantee success over the long run, Sorigué has put a governing structure in place that perfectly balances the company's entrepreneurial spirit, management and supervision. In addition to a regulatory framework that guarantees an ethical, environmentally friendly and socially responsible policy, the group boasts specific guidelines and codes of conduct.

The Board of Directors, the highest level of corporate governance of the group, is responsible for drafting, engaging and supervising the strategy, in addition to operations, management, and development of the corresponding corporate policies with full transparency. Furthermore, each business area has a steering committee that executes decisions that are more operational in nature.

In order to improve management and encourage a more cross-cutting distribution of power, each company in the group has its own management body responsible for daily executive decisions and the implementation of projects and activities.

Sorigué integrates and monitors the progress of its sustainability strategy through the Corporate Social Responsibility Department, which reports directly to the Board of Directors.



## 2.2. OUR BUSINESS MODEL

**Our comprehensive business model has led us to adopt a focus on creating shared value which helps us to prosper as a company over the long term while contributing to the development of the territories where we operate.** <sup>(102-1)</sup>

Sorigué began as company specialising in aggregate production and asphalt treatment. Throughout our history, we have developed a comprehensive business model that has grown prosperously with the addition of new activities.

These activities are centred around six business areas: technology, services, construction, engineering, materials and agriculture. A business model that also covers the entire value chain of the sectors in which the company operates.



### 2.2.1. SORIGUÉ GROUP ACTIVITIES <sup>(102-2)</sup>

Thanks to our efforts and after many years in operation, we offer our clients — both in the public and private sectors — a wide range of specialised services in equipment and infrastructure, including activities such as comprehensive waste management, urban environmental services and urban infrastructure maintenance. Elsewhere, we work on projects related to power supply in the industrial sector.

Below, some of the activities carried out in each of the group's business areas are shown:

- **Services:** urban maintenance, landscaping and environment, waste management, industrial projects, facilities and transport of goods by road.

- **Construction:** building works, civil engineering, conservation and property development.

- **Technology:** services and waterworks, underwater works and hydraulic equipment.

- **Engineering:** design and engineering of hydraulic infrastructure, as well as its conservation and operation.

- **Materials:** production, classification, treatment, distribution and installation of materials including asphalts (hot-mix and cold-mix), aggregates, prefabricates and concrete.

- **Agriculture:** production of fruit, grains, olives and almonds.

## FEATURED PROJECTS 2019

### Technology

- Contract award for maintenance works on the water networks and facilities of Aigües de Vilanova.
- Operation, conservation and maintenance of the Sludge Treatment Plant in Sant Adrià de Besòs.
- Implementation of the conservation works on the treatment facilities of Aguas de Lorca.

### Engineering

- Contract to begin maintenance and operations on the waste water treatment plants of the Instituto Aragonés del Agua.
- Initiation of the remodelling and operation and maintenance of the sanitation system of La Llagosta, Barcelona.

### Services

- Initiation of the contract for maintenance of public buildings in Tarragona.
- Renewal of maintenance contracts for public schools, markets and roads in several districts of Barcelona.
- Awarding of several contracts for framework agreements for the renovation and conservation of public spaces and equipment in different districts of Madrid.
- Sorigué renews its maintenance contract with the Barcelona Zoo.
- Decommissioning of Units 1 and 2 at the Compostilla thermal nuclear plant in León on behalf of Endesa.



### Construction

- Contract award for construction of the Mandarin residential building on behalf of KKH in Barcelona.
- The Caldes de Montbui car park, built by Sorigué, receives the 2019 BBConstrumat award.
- Contract award for replacing the railway tracks at the workshops in Martorell and renovating the workshop in Rubí for Ferrocarrils de la Generalitat.
- Initiation of construction on two new residential developments by ASG Homes in Seville and Madrid.

### Materials

- Initiation of the manufacture and laying of hot bituminous mixture in Girona with a new plant in Calonge.
- New packaging plant for repair products and a production plant for resin-based products in La Plana del Corb.
- Execution of resurfacing with sustainable techniques in a section of the motorway between Alforja and La Selva de Camp (Tarragona) with a warm bituminous mixture within the scope of the first Public Innovation Procurement programme of the Catalanian Regional Government.

### Agriculture

- Advances in organic fruit production, with final certification expected in 2021.

The car park and urban development of Plaza del Sindicato in Caldes de Montbui receives the 2019 BBConstrumat award.

**Sorigué companies<sup>2</sup> and activities** (102-45)

	TECHNOLOGY	SERVICES	CONSTRUCTION	ENGINEERING	MATERIALS	AGRICULTURE
<b>ACSA</b> Obras e Infraestructuras						
<b>AFICSA</b>						
<b>AMBITEC</b>						
<b>AXER</b>						
<b>CIMEXCO</b>						
<b>CONSTRAULA</b>						
<b>CLD</b>						
<b>CLD UTE</b>						
<b>DITRANSCO</b>						
<b>FIRTEC</b>						
<b>NORDVERT</b>						
<b>SORIGUÉ</b>						
<b>SORIGUÉ ACSA CONSERVACIÓN</b>						
<b>VIALEX</b>						
<b>UTE GRANADA, UTEs PARLA, UTE ZOO BCN<sup>3</sup></b>						
<b>AGRO-SORIGUÉ</b>						

<sup>2</sup> List of Sorigué Group Companies included in this report and which fall under the scope of the Non-financial Reporting also included in this document.

<sup>3</sup> UTE Granada, UTEs Parla and UTE Zoo Ben carry out the same activities as ACSA.



### 2.2.2. TERRITORIAL PRESENCE (102-4, 102-6)

Throughout 66 years of history and through 17 companies, Sorigué is a leader in the Spanish domestic market where it carries out most of its activity. In order to operate with the utmost effectiveness, we have three headquarters in Barcelona, Madrid and Lleida, as well as branches and material production centres in cities like Huesca, Zaragoza, Tarragona, Lleida, Badalona, l'Hospitalet de Llobregat, Seville, Granada and Palma de Mallorca.

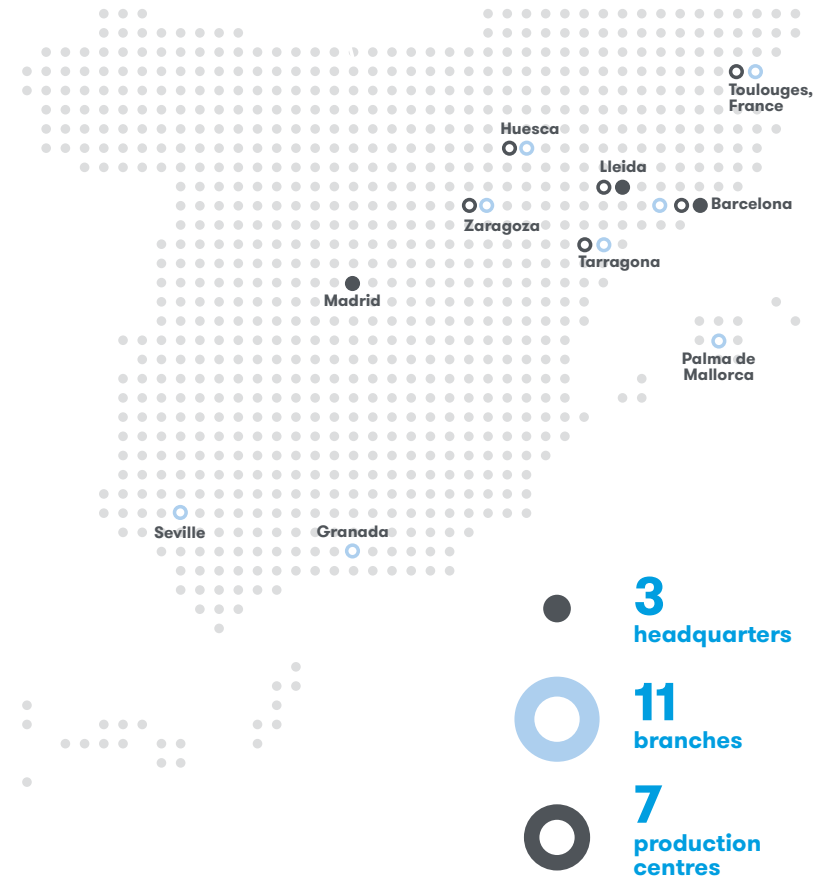


In 2019, we focused our efforts on consolidating our activity and presence in the Central-South region, where we have signed important contracts in the technology and services area. We have bolstered our efforts and made them visible through our commitment to culture in the territories where we operate. In October 2019, we presented the first exhibition of the Fundació Sorigué in Madrid which was attended by over 30,000 visitors.

Likewise, the group occasionally carries out projects abroad in countries like France, Romania and Algeria.

Thanks to our wide range of services, at Sorigué, we offer solutions to different profiles and types of clients, including public administrations, legal entities and individuals.

Sorigué headquarters in Madrid, inaugurated in 2018.



### 2.2.3. ESTABLISHING PARTNERSHIPS FOR THE COMMON GOOD (102-12 102-13)

Our responsibility to society shapes our commitment to the environment. We look for partnerships and support initiatives with different social stakeholders in an effort to promote innovation in the areas where we operate, always seeking high-value solutions with a focus on sustainability. Under the motto of our Strategic Plan, “Shared Value”, we have created spaces for debate and knowledge generation, and we continue to participate in the sectors’ leading associations.



OUR RESPONSIBILITY TO  
SOCIETY SHAPES OUR  
COMMITMENT TO THE  
ENVIRONMENT.

#### BENCHMARK SUSTAINABILITY INITIATIVES

- United Nations Global Compact.
- Protecting partner of the Spanish Association of Social Responsibility Directors (DIRSE).

#### INNOVATION FOR SUSTAINABILITY

- Participation in the Comunitat RIS3CAT Aigua, funded by Acció alongside the Watertour project, for research into smart water management in the hotel sector.
- Collaboration with the the IDIADA Applus+ group on the project “Future Roads Energy and Adherence Knowledge” on road-tyre adherence.
- Partnership agreement with the University of Lleida and the University of Barcelona to promote joint research.
- Participation in the Municipalia trade fair through a set of conferences on the challenges faced by cities.

#### SOCIETY AND CULTURE

- Fira Barcelona (BBConstrumat Presidency).
- Red Cross.
- Guardian Assistant Association for People with Intellectual Disabilities (Atades).
- The Architecture and Society Foundation.
- Barcelona Global.
- Catalunya Culture Foundation.
- National Art Museum of Catalonia (MNAC).
- International Contemporary Art Fair of Madrid (ARCO).
- Advisory council of Banco Santander.



## SECTORAL ASSOCIATIONS TO WHICH WE BELONG

### CONSTRUCTION

- Builders Guild of Barcelona and Districts
- Builders Guild of Tarragona
- Association of Construction and Property Development Companies of Menorca
- Builders Association of the Balearic Islands
- Business Association of Builders and Property Developers of Seville (GAESCO)
- Association of Construction and Infrastructure Entrepreneurs of Córdoba (Construcor)

- Association of Builders and Property Developers of Granada (ACP Granada)
- Andalusian Federation of Construction Entrepreneurs (FADECO)
- Official Chamber of Works Contractors of Catalonia (CCOC)
- Federation of Construction Associations of Huesca

### SERVICES AND TECHNOLOGY

- Spanish Maintenance Association — AEM
- Spanish Association of Business Financiers (ASSET)
- Iberian Society for Trenchless Technology (IBSTT)
- Spanish Institute of Internal Auditors (IAI)

- Spanish Association of Parks and Gardens (ASEJA)
- Professional Association of Green Spaces of Catalonia
- Spanish Association of Arboriculture

### BUSINESS FABRIC

- Association of Service Companies of Tarragona (AEST)
- Association for the Progress of Management (APD)
- Spanish Professional Association of Procurements, Contracting and Supplies (AERCE)
- Entrepreneurial Confederation of the Province of Tarragona (CEPTA)
- Confederation of Entrepreneurial Organizations of Lleida (COELL)

National Industrial Development Federation of Catalonia

- Economy Circle of Lleida
- Company Forum
- Business Group of the Pyrenees

### WATER SECTOR

- Spanish Association of Water Supply and Treatment Companies (AEAS)
- Catalan Water Partnership (CWP)
- Spanish Dams and Reservoirs Society (SEPREM)
- Association of Water Supply and Treatment Companies of Andalusia

- Spanish Association of Water Desalination and Reuse (AEDyr)
- Water Services Group of Catalonia (ASAC)

### MATERIALS

- Aggregates, Prefabricates and Concrete Guild of Lleida
- Aggregates Guild of Catalonia
- Technical Association of Bituminous Emulsions (AETB)
- Spanish Association of Manufacturers of Asphalt Mixtures (ASEFMA)

03

# WE GENERATE SHARED VALUE

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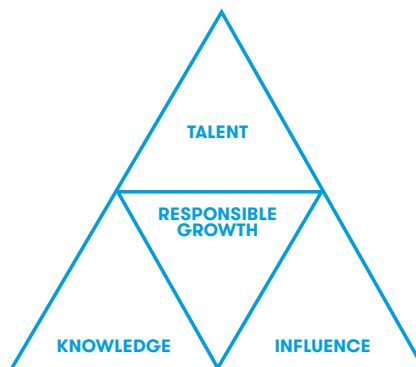
### 3.1

## 2020 STRATEGIC PLAN: “SHARED VALUE”

**Our commitment to creating shared value is founded on responsible growth and channelled through innovation, knowledge management and sustainability.**

The 2018-2020 Strategic Plan, “Shared Value”, compiles the value generated in our company by bringing continuity to the challenges overcome in the past and imprinting responsible growth in the core of the strategy through talent, knowledge and influence.

We are dedicated to cultivating talent, the digital transformation and territorial diversification. That is why the 2018-2020 Strategic Plan, “Shared Value”, is based on the four pillars that constitute the unique identity of Sorigué: responsible growth, talent, knowledge and influence. Throughout 2019, we continued working tirelessly to achieve some of the objectives set forth in each of the lines of action contained in the four pillars of the SP2020.



The basis of our Strategic Plan is **RESPONSIBLE GROWTH**, which has five main lines of action:

- 1. Strengthening business in the Central-South region** to increase activity, presence, notoriety and prestige, resulting in a significant increase in turnover and clients. In 2019, we strengthened the management structure from the bottom up and increased our turnover and number of clients.
- 2. Creation of the Energy and Sustainability Area** as part of our commitment to turning the environmental area into a vector for business growth, determining the strategic lines of action and exploring new activities related to sustainability and energy efficiency.
- 3. Comprehensive Customer Service Plan** as a new strategy for supporting the group's presence in the market, implementing a comprehensive customer relationship management (CRM) system and increasing transversality and interdepartmental collaboration (CDG).
- 4. Creation of the Advisory Council for Growth and Development** with persons who add a cross-cutting perspective and support the progress of the strategic lines.
- 5. Improved business efficiency** through internal processes in the company that allow us supervise cost control systems.

The key to ensuring growth is our **TALENT**, which we support through the creation of a People Area focused on fulfilling our strategic goals with these four lines of action:

1. **Creation of the People Area.**
2. **Management Plan.**
3. **Matching our expertise with the company's specific needs.**
4. **Talent retention.**

In 2019, we bolstered and retained talent through our Remuneration Plan.

The second strategic pillar for ensuring responsible growth is the management and leverage of **KNOWLEDGE**, through:

1. **Digitalisation.** Developing a digital culture and providing digitalisation tools throughout the company, from top to bottom and transversally, guaranteeing the system's operational security and sustainability as well as access to technology and information from any location.
2. **Innovation.** Pursuing innovation as a competitive advantage through a system that promotes strategic partnerships to support business lines and maintain a flow of viable innovation-based projects.
3. **Creation of a monitoring system for the Strategic Plan.** Monitoring the SP2020 by creating a team to follow up and evaluate the implementation of the various lines of action in the SP and establishing a system of indicators for all axes and action plans.

The last pillar is **INFLUENCE**, whose lines of actions are:

1. **A comprehensive plan for communicating value and institutional relationships.** The Communications and Institutional Relations Plan guarantees the standing and reputation of Sorigué, respecting its identity as a leader and its strategic vision before all stakeholders by developing specific communications strategies and strengthening the PLANTA project as an instrument for building reputation and standing.
2. **Corporate Social Responsibility and Compliance as a means of influence.** CSR as a distinguishing factor behind our identity, assessing its impact on business development, ensuring compliance of the rest of the group through strategic criteria and completing the GRI sustainability report, all in line with our unique identity.



The advances we made in 2019 towards the objectives of the 2020 Strategic Plan are the following:

1. Strengthening the business in the Central-South region: hiring of a new Regional Manager and 43% growth in production with respect to 2018.
2. Creation of the new Energy and Sustainability Area, signing several agreements with partners to take on joint projects in renewable energy and energy efficiency.
3. Start of implementation of a comprehensive customer relationship management (CRM) system.
4. Transversality and interdepartmental collaboration have been strengthened through work meetings in the Commercial Development Group (CDG).

5. We have implemented a digital culture within the group featuring projects that guarantee the security and operational sustainability of the system and ensure access to technology and information anywhere.

6. We have maintained a constant and growing flow of viable innovative projects.

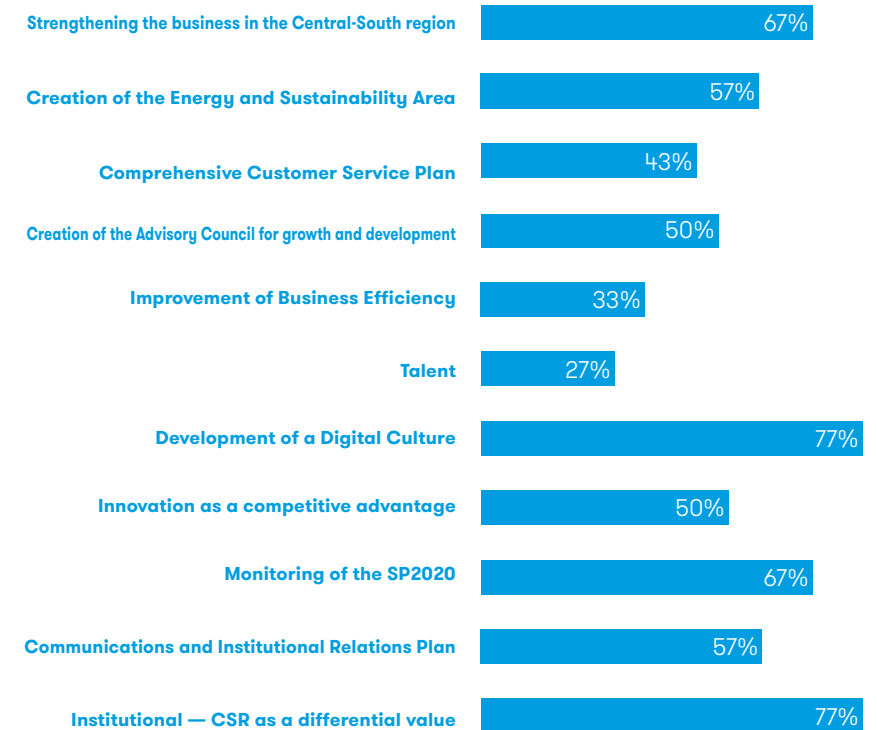
7. We have consolidated the PLANTA project as a tool for improving the group's reputation and standing in the sector.

8. We have been awarded the certification in Compliance for the entire group, and we have extended the certification in CSR to most group companies.

In conclusion, and analysing the degree of performance in each of the objectives contained in the lines of action, the degree of total

progress for the SP2020 in 2019 sits at 51%. The details of each objective are laid out below.

#### SP2020 Progress



The percentage shown has been calculated on the basis of the performance grade given from a maximum score of 3.

## 3.2. RESPONSIBLE MANAGEMENT

**At Sorigué, we are fully aware of the important role we play as a company when taking on the challenges of sustainable development together with other stakeholders in society. We are a major driving force behind the economy and, in turn, have a significant impact on the development of the territories where we operate.**



We have incorporated social responsibility into Sorigué's management system as a fundamental aspect to ensure its progress. This responsibility goes beyond strict fulfilment of the legal obligations in force and includes our approach to ethical and transparent conduct, holding us accountable for the consequences and impacts resulting from our daily activity.

We take this path alongside our stakeholders through ongoing, intimate dialogue, sharing our latest developments and paying heed to

expectations of the groups with whom we share a relationship.

The CSR department is tasked with ensuring the group's responsible management, and its main objective is to promote business with a responsible and sustainable vision at the economic, social and environmental levels. This task is rolled out by supporting all areas of the company, disseminating our values and commitments, implementing our ethical and legal compliance principles and reporting our advances and achievements in sustainability.

By applying our company policies, we reinforce our commitment to our staff, customers and suppliers, as well as our dedication to minimising the environmental impact of our activities and to ongoing improvement by delivering products and services with high quality standards.



Below you will find the policies that govern our commitment to responsible management:

- **Sustainability Policy**

Explains Sorigué's commitment to sustainable growth.

- **Energy Efficiency Policy**

Lists the goals in place to optimise production processes.

- **CSR Policy**

Lists the principles governing Sorigué's commitment to corporate social responsibility.

- **Innovation Policy**

Takes an in-depth look at the culture of innovation throughout the company.

- **Compliance Policy**

Adopts the principles of transparency, honesty, legality and ethics in everything we do.

In addition to the policies we adhere to, at Sorigué, we boast the **IONET SR10:2015 certification for social responsibility management systems** for group companies, specifically, 93% of our business in terms of revenue [77% in 2018]<sup>4</sup>.

## SORIGUÉ'S VALUES <sup>(102-16)</sup>

Our identity is based on our pride for the past, awareness of the present and ambition for the future.

This identity is the source of our values:

- **Commitment, loyalty and a sense of belonging**
- **Integrity and honesty**
- **Accountability and support on behalf of the clients**
- **Collaborative culture and teamwork**
- **Flexibility and adaptation in the face of change**

<sup>4</sup> IONET SR 10:2015 includes Acsa, Ambitec, Aficsa, Constraula, CLD (CLD SL and CLD UTE), Firtec, Sorigué and Vialex.



### 3.2.1. RISK MANAGEMENT

(102-11, 102-15, 102-29) (103-1, 103-2, 103-3)

Performance and risk management in sustainability (Primary risks associated with the company's activity)

THE COMPREHENSIVE MANAGEMENT SYSTEM IS ONE OF THE GROUP'S MAIN TOOLS FOR PREVENTING POTENTIAL RISKS. IT IS GOVERNED BY BENCHMARK STANDARDS IMPLEMENTED IN EACH GROUP COMPANY.

At Sorigué, we have worked to consolidate the procedures and mechanisms that allow us to perform sound risk management in the different areas: economic, environmental, social and governance. With these in mind, we make the corresponding strategic decisions focused on preventing risks and achieving the business objectives of the company.

In order to prevent potential risks, we have developed a comprehensive management system and a general management procedure, as well as a specific procedure for criminal risks.

WE HAVE A COMPREHENSIVE RISK MANAGEMENT SYSTEM AT THE GROUP LEVEL, WHICH INCLUDES RISKS THAT ARE ONLY OF A FINANCIAL NATURE.

Within the framework of this procedure, the system for identifying risks and opportunities and planning associated actions is set out, as well as the method for planning relevant changes affecting the management system. The Management of each company, alongside the team, is tasked with identifying and analysing the risks and opportunities associated with their activity — following analysis of the internal and external context — and establishing a concrete action plan. The risk and opportunity analysis is performed annually and includes aspects related to finance, transparency, good governance, society and the environment.

The main economic and social risks and impacts we have identified are associated with the provision of liquidity in the capital and money markets if one or more financial institutions were to fail or if the financial system were to be overwhelmed by malpractice. The impact on our group would limit our capacity to operate, in the first case, and practically paralyse us, in the second case. In an effort to prevent harm to the group due to these risks, we work with more than one financial institution in an effort to minimise the impact associated with the risk of insolvency of one or more financial institutions, where said risk can be covered by the other institutions. Meanwhile, no significant quantifiable financial impact (risk or opportunity) has been identified in relation to climate change.



IN 2019, WE UPDATED OUR COMPLIANCE POLICY, AND WE CERTIFIED OUR COMPLIANCE SYSTEM, WHEREBY 97%<sup>5</sup> OF THE GROUP<sup>6</sup> IS CERTIFIED BY UNE STANDARD 19601:2017 ON MANAGEMENT SYSTEMS FOR CRIMINAL COMPLIANCE.

With regard to crime risk management, the group's strategy revolves around the **Regulatory Compliance Policy**, which establishes our commitment to strictly comply with the laws, the standards and the principles of legality in force in all fields where we operate, whether directly or indirectly. Accordingly, we refer to a manual which describes the workings of the Management System for Crime Prevention, established by the Board of Directors for all activities carried

out within Sorigué. This system takes normative references established for the context of action, such as Organic Law 5/2010, on the reform of the Criminal Code, which introduces the criminal responsibility of legal persons.

Likewise, in 2016, we implemented a **Crime Prevention Programme**, which defines and establishes the appropriate surveillance and control measures to prevent crimes being committed, adapts the company's business practices to specific standards of control and supervision, and promotes lawful, transparent and honest practices in the market. Over 90 measures or risk controls have been established within the Crime Prevention Plan. This initiative, developed within the framework of the corporate social responsibility strategy, allows us to simultaneously address the principles of legality, transparency, honesty, respect for human rights, respect for the environment, equal opportunities, etc.

One of the main objectives of the Crime Prevention Plan for 2019 was obtaining the standard UNE 19601:2017 certification, in addition to the necessary criminal risk assessment. Accordingly, in June, an external third party provided a training and awareness session for all participants in the risk assessment system.

Unlike previous years, on this occasion, the assessment system was changed so that, instead of the risk assessment being carried out by 21 selected people, we studied the figure of the risk owner and assessor, so that we now have 17 risk owners and 9 assessors. The assessment analysed 7,132 operations and identified 361 as having high risk; a clear decrease when compared to the data handled to date. Furthermore, Sorigué has over 90 control measures implemented effectively and permanently in its operations.

Following said risk assessment and with a preliminary map in hand, the certification process for standard UNE 19601:2017 was devised with a positive result, having given weight to the preventive and control measures that the company implemented to mitigate and reduce the risk of committing crimes.

WE HAVE DEPLOYED CERTIFIED MANAGEMENT SYSTEMS IN THE GROUP'S KEY AREAS OF OPERATIONS IN AN EFFORT TO IDENTIFY AND PREVENT THE MAIN NEGATIVE IMPACTS TO WHICH WE ARE SUSCEPTIBLE AS A RESULT OF OUR ACTIVITY.

<sup>5</sup>Percentage calculated on the basis of revenue.

<sup>6</sup>The companies holding the Compliance certificate are: Acsa obras e Infraestructuras, Áficsa, Ambitec, Aride Catalunya, Axer, Cimexco, CLD, CLD UTE, Constraula, Coutex, Cuarcitas de Mediterráneo, Ditransca, Finyoar, Firtec, ICA, Nordvert, Sorigué, Sorigué-Acsa Conservacion, Vialex.

Our management system is governed by the following standards:

- **UNE-EN ISO 9001:2015**  
on quality management systems.
- **UNE-EN ISO 14001:2015**  
on environmental management systems.
- **EMAS**, in compliance with Regulation 1221/2009 of the European Parliament and of the Council of 25 November 2009, on the voluntary participation by organisations in a community eco-management and audit scheme.
- **UNE-EN ISO 50001:2011**  
on energy management systems.
- **UNE-ISO 14064-1:2012**  
on greenhouse gases.
- **OHSAS 18001:2007**  
on health and safety management systems in the workplace.
- **Applicable legislation and regulations in the field of occupational risk prevention.**
- **UNE 166002:2006** on managing research, development and innovation (R&D&I).
- **IQNET SR 10:2015** on corporate social responsibility management systems.
- **UNE-EN 1176-1** on equipment in play areas and surfaces.
- **UNE 73401:1995** on the quality guarantee in nuclear installations.
- **UNE 171370-1** on handling materials with asbestos.
- **UNE 19601:2017** on crime risk systems.



### Sorigué companies and activities

	UNE-EN ISO 9001	UNE-EN ISO 14001	EMAS III	UNE-EN ISO 50001	UNE-ISO 14064	OHSAS 18001	ISO 45001	LEGAL PRL	RD 840/2015 Serious acc.	UNE 166002 R&D&I	UNE-EN ISO 22000	IQNET SR10	UNE-EN 19601 Compliance	UNE-EN 1176-1 Play Areas	UNE 73401 Nuclear Power Plants	UNE 171370-1 Asbestos	Quality Guarantee Label	Voluntary Agreements Programme OCCC, SACE, etc.
<b>Fingcar</b>																		
<b>Cimexco</b>																		
<b>Acsa</b>			**															
<b>Aficsa</b>																		
<b>Agrosorigué</b>																		
<b>Ambitec</b>																		
<b>Àrids Cat.</b>																		
<b>Axer</b>																		
<b>Constraula</b>																		
<b>CLD SL</b>																		
<b>CLD UTE</b>																		
<b>Coutex</b>																		
<b>Cumesa</b>																		
<b>Ditransco</b>																		
<b>Firtec</b>																		
<b>Ica***</b>																		
<b>Nordvert</b>																		
<b>Sorigué</b>																		
<b>Sorigué Acsa</b>							*											
<b>Vialex Cons.</b>																		

\*\* Scope WWTPs Zaragoza  
\* Expected 2020

Outside the scope of the report: Fingcar, Àrids Catalunya, Coutex, Cumesa, ICA

### 3.2.2. ETHICS AND GOOD GOVERNANCE

Ethics are one of the basic pillars of our operations and constitute a solid commitment that offers reassurance to society at large. For this reason, we continuously update and consolidate our approach to ethics. This is how we build trust with our clients, professionals and, ultimately, our stakeholders.

Our **Code of Ethics** is the primary ethical framework that we use to establish the ethical principles and commitments that are applicable to the entire group. In this sense, it is observed by all members of Management and staff, as well as by all natural or legal persons who have a stake in the activities carried out by Sorigué. Furthermore, we extend our ethical commitment to all suppliers and partners at all levels of the company's value chain through our Code of Conduct.

Using this Code, we are able to foster ethical and responsible conduct that pursues cooperation, equality and respect for human rights. Likewise, we demand compliance with existing anti-corruption regulations in the countries where we operate, meaning we do not tolerate criminal conduct or corrupt practices.

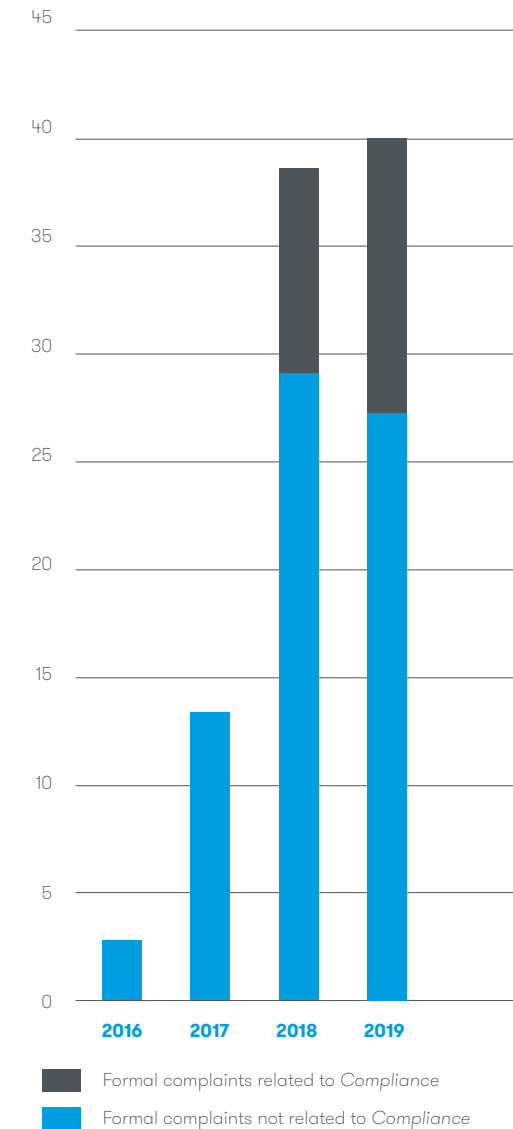
#### (102-17) (GRI 406-1)

With the goal of ensuring our compliance with our ethical standards, we have put an **ethics channel** in place for all stakeholders, allowing them to submit claims, formal complaints, enquiries and suggestions, in addition to exercising any right related to personal data protection provided for in legislation. In 2019, the ethics channel received a total of 40 enquiries. All enquiries received a response and 33 were resolved and closed within the same year (39 in 2018). Of the enquiries received, 13 were related to our crime prevention plan.

All formal complaints give rise to an investigation by the Compliance Commission, whereby the confidentiality and rights of the involved parties are guaranteed and any form of retaliation is eliminated. Twelve of the 13 formal complaints received this year were resolved, and the remaining complaint, related to a case of workplace harassment, is under review. No formal complaint concerning a human rights violation was filed in 2018.



Use of the ethics channel



### 3.2.2.1. FIGHT AGAINST CORRUPTION, BRIBERY AND MONEY LAUNDERING

(205-1, 205-2, 205-3)

(103-1, 103-2, 103-3 Anti-corruption)

By application of the Code of Ethics, Sorigué requires legal compliance with existing anti-corruption regulations and does not tolerate any type of criminal conduct or corrupt practices from any person who is part of the group, regardless of their contractual relationship with Sorigué. In 2019, as in 2018, no cases of corruption were confirmed.

IN 2019, WE MADE A GREAT EFFORT TO INFORM 100% OF OUR STAFF ON THE ANTI-CORRUPTION POLICIES AND PROCEDURES PUT IN PLACE AT THE COMPANY.

As a new development, in 2019, we informed 100% of our professionals on Sorigué's anti-corruption policies and procedures. Furthermore, we trained the 24 people who make up our prevention system at Sorigué, the 10 people in Management and 14 people who make up part of our administrative and technical team.

Beyond the Code of Ethics, the Criminal Compliance Policy orchestrates the group's principles of transparency, honesty, legality and ethics by respecting the legislation in force and ensuring a culture of regulatory compliance. The commitment outlined in this policy is also extended to suppliers, contractors and partners. In total, in 2019, we assessed 100% of the 7,132 operations, of which 361 were identified as presenting risk. For any operations that may entail risk, Sorigué has an audit team that monitors these operations exhaustively in order to prevent any type of risk for the group.

Within the criminal risk assessment system itself, all operations assessed by the assessors have had control measures put in place by the respective risk owners. In this sense, the criminal risk assessment performed in 2019 analysed, on the one hand, the operation itself and, on the other hand, the control measures it has in place for mitigation purposes, resulting in an assessment of whether or not said operation entails a risk for the company. This way, we can affirm that all operations carried out have enough control and mitigation measures in place, even if the corresponding assessors consider that said operation entails its own risk inherent to the nature of the crime in question and related to the economic activity executed.

IN 2019, 100% OF OPERATIONS WITH SUPPLIERS AND PARTNERS WERE ASSESSED FROM THE POINT OF VIEW OF RISKS CONCERNING CORRUPTION

	2019	2018
<b>Total operations</b>	7,132	2,964
<b>Operations with risk</b>	361	1,244
<b>% Assessed operations</b>	100%	100%

The discrepancy in the data between 2018 and 2019 is justified by the change of the risk assessment system; in 2019, 9 system assessors were appointed to analyse the existing risk in their respective area of activity, as it relates to the different types of criminal risks that apply to Sorigué. By contrast, in 2018, the risk assessment system used in previous years was implemented. This particular system used 21 assessors to analyse all operations.

It is also worth mentioning that, following its adherence to the United Nations Global Compact, Sorigué recognises the commitment made by companies reflected in principle 10: “businesses should work against corruption in all its forms, including extortion and bribery”.

“BUSINESSES SHOULD  
WORK AGAINST  
CORRUPTION IN ALL  
ITS FORMS, INCLUDING  
EXTORTION AND  
BRIBERY”.

### 3.2.2.2 RESPECT FOR HUMAN RIGHTS

Our approach to human rights and civil liberties is identified as one of the principles of our CSR Policy. This commitment is also included in our Code of Ethics as one of the basic principles of conduct within the framework of the responsibilities of employees and executives.

All persons employed at Sorigué are hired in accordance with the selection and hiring mechanisms laid down in the internal management procedures, thus guaranteeing respect for human rights and the principles of Non-discrimination and fulfilling the provisions of the Collective Bargaining Agreement and the Workers’ Statue.

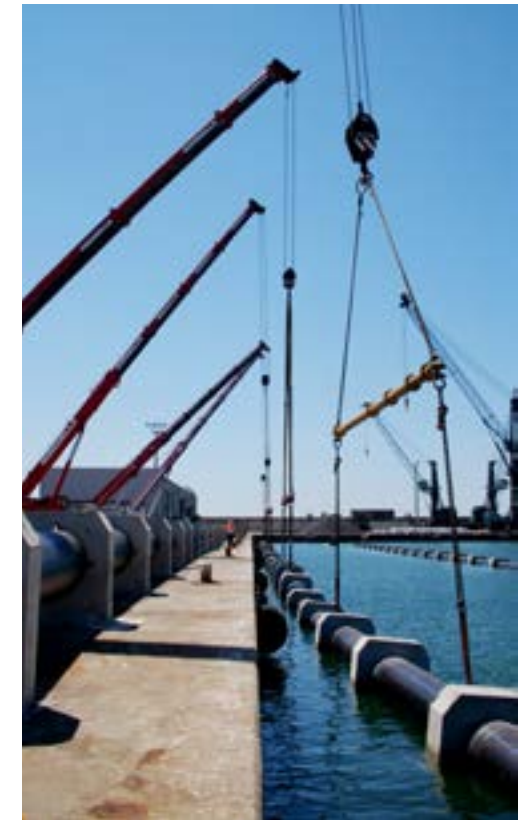
Furthermore, Sorigué monitors the necessary compliance in terms of human rights through the legal representation of workers, intervention by the Human Resources Department and collaboration with Human Resources’ partners.

We extend our commitment to human rights to our suppliers and partners, including a section in our Code of Conduct for this purpose that governs our relationships with third parties to which all must expressly agree. This Code of Conduct covers several matters including the eradication of child labour, diversity and equal treatment towards all staff members, dignified treatment, working conditions that comply with the law and regulations regarding wages and working hours, respecting all rights and freedoms, in particular the freedom of association.

IN 2019, WE HELD  
SPECIFIC TRAINING IN  
HUMAN RIGHTS  
FOR OUR STAFF.

(412-1, 412-2)

Operations subject to review or assessment of their impact on human rights totalled 3,198 in 2019 and 1,512 in 2018. In addition, we held 150 hours of training in 2019 and 120 hours in 2018, with the aim of training our staff in human rights.



3.2.3.  
**TRANSPARENCY AND  
DIALOGUE WITH  
STAKEHOLDERS**

At Sorigué, we identify who our stakeholders are in an effort to understand their needs and expectations. Their integration is one of the most important tools we have to ensure socially responsible management of our activity.

As such, our commitment compels us to build strong trusting relationships with our stakeholders to create sustainable value through fluid and participatory dialogue.

STAKEHOLDERS	
Owners	Natural persons
	Legal persons
Human capital	Staff members
	Union representatives
	Subcontractors
Clients, users and consumers	Private sector clients
	Public sector clients
	Users
Suppliers	Large suppliers
	All other suppliers
Partners and collaborators	Temporary joint ventures
	Other partners (financiers, business partners, associations, etc.)
Government and administrations	Public Finance, Social Security, waste management agencies, etc.
Local community and society	Local society
Media outlets	Local, national and international media outlets

(102-40, 102-43) (102-42)

We first identified our stakeholders as part of the implementation of the IQNET SR10 certification. This list has been subsequently updated with the different departments involved in the company’s sustainability management. We have made a commitment to review the stakeholder map every two years or whenever there is a substantial change in the group’s activity that makes it necessary to update it.



## Main channels of communication and dialogue

● Ongoing ● Annual ● Biannual ● Whenever needed

STAKEHOLDERS							
Dialogue channel	Owners	Human Capital	Clients, users and consumers	Suppliers, partners and collaborators	Governments, administrations and governing bodies	Local community and society	Media outlets
Internet	●	●	●	●	●	●	●
Social networks (LinkedIn, Twitter, Instagram)	●	●	●	●	●	●	●
Newsletter	●	●	●	●	●	●	●
Health and safety committees	●	●					
Company committee	●	●					
Ethics Channel reporting resources	●	●	●	●	●	●	●
Health and Safety task forces	●	●					
Equality Programme Commission		●					
Climate study		●					
Workplace harassment reporting resources		●					
Mailing information	●	●	●	●	●	●	
Press releases							●
Trade fairs, seminars, clusters, conferences, etc.			●	●			
Sustainability report	●	●	●	●	●	●	●
Annual financial statement	●	●	●	●	●	●	●
In-person meetings	●	●	●	●	●	●	●
Training and awareness		●	●	●			
Collaboration agreements and/or partnerships			●	●			
Annual CSR surveys	●	●	●	●	●	●	●
Tours of our facilities		●	●	●		●	
Employee suggestion questionnaire		●					
Training assessment questionnaire		●					

### 3.2.3.1 THE IMPORTANCE OF EXTERNAL AND INTERNAL COMMUNICATION

The creation of the Communications Department in 2013 and the development of the corporate External Communications Plan constituted a major boost for Sorigué's relationships and standing with external stakeholders. Furthermore, since 2015, the group has maintained internal communication plans as our tool for comprehensive management of this aspect within the group. Using these different communication channels, we promote synergies, a sense of ownership and a collaborative culture, which also contribute to the cultural transformation.

AT SORIGUÉ,  
WE MAINTAIN  
A CLOSE,  
TRANSPARENT  
AND ONGOING  
RELATIONSHIP  
WITH OUR  
STAKEHOLDERS.

At Sorigué, we maintain a close, transparent and ongoing relationship with our stakeholders. The Communications Department carries out its mission in the following areas:

- Press
- Institutional Relations
- Digital Communication
- Audio-visual Communication
- Internal Communication
- Image and Brand
- Advertising and Sponsorship
- Protocol and Events

For further information, see the Communications section in the chapter on Influence.

### 3.2.3.2 CLOSE RELATIONSHIP WITH OUR CLIENTS AND USERS

The Quality, Prevention and Environment Department monitors and manages client satisfaction.

In addition to the dialogue channels we have opened with these stakeholders, in order to understand their expectations and degree of satisfaction with the products delivered and the works or services rendered, all group companies use a **satisfaction assessment procedure**. This procedure consists of completing a satisfaction survey, in accordance with a sampling and frequency plan established directly or through assigned personnel. Following the survey, an analysis of the information and results is performed in order to determine actions for improvement.



**Complaints and claims** are received by technicians in the areas, branches, services and/or works through different communication channels: phone, letter, personal communication or any other medium.

These claims are then assessed to determine if further action needs to be taken, reviewing any additional information as necessary. Once assessed, the company determines which actions need to be put in place, and who is tasked with their implementation and deadlines. All information regarding this procedure is recorded in the Complaints and Claims Register. Once the cause of the claim has been resolved, the affected area or delegation notifies the client of said resolution and sends a copy to the Quality, Prevention and Environment department.

Furthermore, Sorigué has enabled the ethics channel on its website for any queries, suggestions, complaints or claims.

WE COMMIT  
TO ANSWERING  
100% OF THE  
CORRESPONDENCES  
WE RECEIVE.

The group commits to answering 100% of correspondences, making an effort to reduce the response time as much as possible. Further detail on received communications can be found at the beginning of section “2.2.2 Ethics and good governance”.

Likewise, we offer **specialised after-sale services** for certain business areas, such as: Cimexco’s property development services, in which a channel is opened with the home buyers for each work and during its corresponding phase of execution; or contracts signed with the Public Administration, including gardening or rubbish collection services (CLD), in which a channel for complaints and suggestions is put in place for each contract and the corresponding monitoring is carried out by the competent Administration on a recurring basis.



# 04 RESPONSIBLE AND SUSTAINABLE GROWTH

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## 4.1 RESPONSIBLE FINANCIAL MANAGEMENT

(103-1, 103-2, 103-3 Financial performance)



IN LINE WITH OUR CONTRIBUTION TO TRANSPARENT MANAGEMENT, SORIGUÉ PUBLISHES ITS FINANCIAL PERFORMANCE, AS WELL AS ITS PROGRESS.

The sustainable growth strategy, in accordance with our vision of responsible financial management, is focused on diversification and expansion in an effort to always offer the highest quality to clients. Our goal is to further our operations throughout the whole of Spain and open up to new businesses and markets.

<sup>7</sup> Refers solely to tax on corporations.

<sup>8</sup> The increase in taxes paid is due mainly to the increase in the tax base of the companies included within the scope of this report.

### 4.1.1 FINANCIAL PERFORMANCE

(102-7)

Financial performance is an important factor both internally and externally, in parallel to the Sustainability Policy, the promotion of an ethical and responsible culture and a business strategy based on a model that generates value for stakeholders. In 2019, our revenue surpassed 571 million euros, accounting for a considerable increase with respect to 2018 and 2017.

The favourable financial performance brought in a pre-tax profit of 16,934,632. This is an 8% increase over 2018, where we

recorded a profit of 15,670,095 euros, corresponding entirely to Spain. The taxes paid<sup>7</sup> in 2019 increased by 51%<sup>8</sup> with respect to the previous year, from a total of 1,525,792 euros in 2018 to 2,310,342 euros in 2019. Meanwhile, in 2019, we received a total of 110,866 euros in subsidies [158,723 euros in 2018].

The equity-to-asset ratio sits at 35%, demonstrating the strength of the balance sheet, especially when compared to other companies in the sector.

The net financial debt also remains at satisfactory levels, both in terms of absolute value and as a percentage of EBITDA. For further detail, see the Consolidated Annual Financial Statements.

In accordance with business culture, part of our annual income is donated for the development of people, dissemination of culture and sponsorship of entities through Fundació Sorigué. In 2019, Sorigué allocated a total of €1,196,476.99 to the Foundation's cultural and social projects, sponsorships, partnerships and donations. This amount was about 6% lower than the in 2018, when the amount of donations was €1,273,030.30.

**(201-4)** Meanwhile, in 2019, the group obtained financial aid from the Government totalling 109,016 euros, given primarily to Agro-Sorigué, for an agricultural claim and, to a lesser extent, a diesel subsidy.



#### 4.1.2 SUPPLY CHAIN MANAGEMENT

RESPONSIBILITY,  
TRANSPARENCY AND  
SUPPORT IN FAVOUR OF  
THE LOCAL COMMUNITY  
ARE THE KEY PILLARS  
OF SORIGUÉ'S  
RELATIONSHIPS WITH ITS  
SUPPLIERS. EXTENDING  
THE ETHICAL PRINCIPLES  
AND VALUES OF THE  
GROUP IS FUNDAMENTAL  
FOR OUR PROGRESS  
AND SUCCESS.

**(102-9)** In response to the type of activities it carries out, Sorigué works with a wide range of suppliers and partners with which it is equally responsible for offering the best results. Accordingly, it has adopted the pertinent commitments and good practices and complies with the corresponding legal requirements.

The group has a general set of regulations that governs its purchasing process and encompasses both the rules and procedures for procuring and contracting goods and services carried out by the different companies and business areas. Additionally, in some cases, depending on the type of activity, companies may have their own specific policies in place. For example, CLD has its own purchasing process integrated within that of the group.

OUR PURCHASING  
SYSTEM WAS  
DESIGNED WITH  
THE GOAL OF BEING  
TRANSPARENT DURING  
THE PURCHASING  
PROCESS WHILE  
TAKING ADVANTAGE  
OF SYNERGIES THAT  
PROVIDE EFFICIENCY  
AND GENERATE VALUE  
FOR GROUP  
COMPANIES.

At Sorigué, we work to establish solid relationships with our suppliers and partners, whereby we incentivise them to adopt commitments to sustainability and the same ethical principles that govern our actions. Specifically, the Code of Conduct for suppliers and partners, which establishes the guidelines for conduct and is applicable to all group companies, is understood and expressly accepted by all by means of the corresponding purchasing documents. This Code takes into account several aspects:

- Quality and environment
- Occupational risk prevention
- Compliance with labour and tax matters
- Transparency and social responsibility

(308-1, 308-2, 414-1)

Ensuring our continuity and ongoing improvement is essential to our success. This obliges us to determine to what degree our suppliers and partners are complying with the agreements and conditions, as well as

the evolution of purchasing management. To do so, we evaluate suppliers in accordance with matters concerning occupational risk prevention, environmental management and corporate social responsibility. In 2019, we performed 1,463 evaluations, of which 1,387 accounted for environmental criteria<sup>9</sup>. Of the total number of suppliers evaluated in terms of their impact on the environment, 49 (3% of the total) have been identified as suppliers with negative environmental impacts.

WE ENCOURAGE  
PURCHASING LOCALLY SO  
AS TO SUPPORT LOCAL  
SUPPLIERS AND THE  
ECONOMIC GROWTH OF  
THE TERRITORY WHERE  
WE OPERATE. IN 2019,  
94% OF PROCUREMENTS  
WERE MADE WITH  
LOCAL SUPPLIERS,  
THUS CONTRIBUTING  
TO THE ECONOMIC  
DEVELOPMENT  
OF THE TERRITORY  
WHERE WE OPERATE.



	2019	2018
<b>Total revenue by suppliers at Sorigué<sup>10</sup></b>	525,469,621	475,670,215

<sup>9</sup> The discrepancy is due to the fact that, at AXER, 1 supplier was evaluated based on social criteria, while none were evaluated based on environmental criteria; and, at CLD, 75 suppliers were evaluated based on environmental criteria, while none were evaluated based on social criteria.

<sup>10</sup> The total revenue by suppliers includes billing for internal purchases.

## 4.2 ENVIRONMENTAL COMMITMENT



AS AN OVERALL OBJECTIVE, OUR SUSTAINABILITY POLICY PRIORITISES CREATING POSITIVE IMPACTS ON THE ENVIRONMENT WHILE REDUCING NEGATIVE IMPACTS.

Growing in a sustainable and responsible manner is our foremost pledge as an company, as conveyed in our **business policies**.

A key part of our effort and commitment to generating value in all possible directions is not just protecting the environment, rather it involves enhancing any positive impacts that our activity may have on the environment.

In line with one of the seven emblematic initiatives of the **Europa 2020** strategy, and considering our commitment to growth in an intelligent, sustainable and comprehensive manner, our goals in terms of the environment take inspiration from the circular economy.

OUR ENVIRONMENTAL GOALS ARE FRAMED UNDER THE CONCEPT OF THE CIRCULAR ECONOMY — GOALS THAT CENTRE AROUND INNOVATION.

Aligned with the company's strategic plan, **innovation plays a key role** in our goals aimed at designing more energy efficient products and processes, reusing waste or by-products, longer useful life, etc.

We work with a common, cross-cutting environmental management system that integrates all of Sorigué's processes and activities, following the principles of environmental protection and ongoing improvement set forth in our policies. In 2019, 93% of the turnover has been certified by the international standard UNE-EN-ISO 14001 on environmental management. Additionally, specific group companies and activities are certified by other benchmark standards, such as EMAS III and UNE-EN-ISO 1064-1, relating to a company's carbon footprint (in the case of CLD), and UNE-EN ISO 50001, on energy efficiency systems (at Acsa Obras e Infraestructuras and CLD).



WE WORK WITH  
A COMMON,  
CROSS-CUTTING  
ENVIRONMENTAL  
MANAGEMENT SYSTEM  
INTEGRATED IN THE  
DIFFERENT PROCESSES  
AND ACTIVITIES  
OF THE GROUP,  
ON THE BASIS OF  
ISO STANDARD 14001.

The most relevant tools to ensure that we protect the environment and minimise our impact on it are the following:

- **Policies** constitute our reference framework, reflect the general purposes of the company and are the basis for the specific environmental goals of each area of activity. These policies include aspects related to sustainability, and there are R&D&I policies that stipulate technical products which take into account decarbonisation concepts.

- **The identification and evaluation of environmental issues**, as well as the positive and negative impacts that our operations can cause, help us to learn more about it. We set out a specific operational control system for each one of the most significant or relevant issues.

- **The regular identification and assessment of compliance with legal requirements** that are applicable to each case through the use of online sources that allow us to stay up to date on developments in the law.

- **The channels for submitting enquiries and sharing**, through which any person in the group can contribute, consult and participate in issues related to the environment.

- **The implementation of acting systems** in the event of environmental emergencies, as well as tools for analysing possible environmental incidents in order to prevent them from happening again.

- **The internal audits** we conduct throughout the year constitute a key element for ongoing improvements to the system and to the comprehensive management of the company.

- **Ongoing training, information and awareness** on environmental issues, both for own staff and for partner companies.

- **Ongoing assessment of suppliers and subcontractors** gives us information with a view to future contracts and helps us to establish improvement actions.

In terms of environmental protection, we regularly identify and assess compliance with the legal requirements applicable to the operations of the various Sorigué companies. This assessment is performed using online sources that allow us to stay up-to-date with the latest legal developments and carry out our operations in the most environmentally friendly way possible.

We also have a risk and opportunity analysis system, which is fed by an analysis of the context both inside and outside the company, as well as any legal requirements and any possible needs conveyed by the stakeholders. This system then leads us to create action plans. There are also acting systems in place in the event of environmental emergencies, as well as tools for analysing possible environmental incidents in order to prevent them from happening again.

### Financial resources dedicated to the environment (€)

	2019	2018
<b>External audits<sup>1</sup></b>	24,120	29,648
<b>Biodiversity</b>	15,760	101,659
<b>Waste management</b>	6,428,438	4,064,655
<b>Environmental awareness and training<sup>2</sup></b>	30,143	2,480
<b>Mobility and efficiency<sup>3</sup></b>	6,871,671	2,894,833

<sup>1</sup>Includes costs of external audits as per ISO 14001, 50001, 14064 and EMAS.

<sup>2</sup>Does not include expenses related to internal seminars and awareness trainings.

<sup>3</sup>Includes the purchase of new, more-efficient machinery, the cost of adapting machinery to LPG, as well as costs associated with leasing new, more-efficient vehicles.

Each year there are significant variations in the financial resources allocated to environmental matters. These variations may occur for a variety of reasons concerning the annual objectives for this material matter.

With respect to the differences between 2019 and 2018, we wish to highlight the following:

As regards the external audits, their costs depend on whether subsequent audits for monitoring and renewal are performed. It should be noted that our comprehensive management system is a mature system that has been in operation for many years. Considering that the certifications have renewal cycles of 3 years, if the year studied corresponds to a year of revisions, the corresponding investment in audits is lower.

In terms of the resources allocated for biodiversity, it should be noted that, in 2018, several investments were made for the introduction of compensatory measures, such as:

- Construction of nesting huts for kestrels, bats, owls and other native birds.
- Construction of a concrete sloping wall to facilitate nesting of swallows on the riverbank.
- Construction of declining banks in the olive tree pond to facilitate access for fauna.
- Placement of floats in the olive tree pond to help birds take flight after hydrating.
- Construction of ponds in the Font del Bonic area in order to boost the reproduction of amphibians and other fauna.

However, in 2019, our work focused on monitoring and conservation actions, meaning we made no further investments.

On the other hand, there was increased cost for waste management associated with the additional effort behind this initiative because Acsa Obras e Infraestructuras increased its activities with respect to the previous year, slightly increasing how much waste it generated, such as: contaminated soil (depending on the work and the actions carried out); asbestos or fibre cement in the Catalonia Contracts (this occurs in the same way, depending on the type of work, there may be an increase in certain waste). This increase in waste generation results in an increase in the associated cost.

**As a spearhead for our commitment to the circular economy, this year, Sorigué completed a research project in partnership with the architecture firm Fet de Terra,**

using sustainability, innovation and circular economy criteria. This project founded a construction system that uses soil discarded from Sorigué's gravel pit to create new construction material.

This innovative project guarantees a sustainable building in terms of the environment and promotes the circular economy within the company. As a sample and constructive example of the project, a special hall has been set aside to house *Ocean Without a Shore* by artist Bill Viola inside the PLANTA complex.

This particular space is installed in a completely rehabilitated building that was previously a place of work in Sorigué's active industrial complex in Balaguer [Lleida], thus becoming the first permanent installation from the PLANT

project, a space of confluence and interaction for contemporary artistic creation and business innovation of the Sorigué Group and its foundation.

The work, which was created to be exhibited in the 15th-century Italian Church of San Gallo as a side project during the Venice Biennale in 2007, is composed of three vertical HD screens embedded in altars and a sound installation, which present a cyclical progression of images that describe a series of encounters at the intersection of life and death.

In line with this initiative, in 2019, we increased the allocation to environmental awareness trainings, of which we wish to highlight the waste collection and cleaning trainings that took place at CLD and UTE CLD for all staff.

**Lastly, in terms of mobility and energy efficiency, since it could not be any other way, we increased the budget allocated to these material issues.**

On the one hand, we increased our allocation to leasing hybrid and zero-emission vehicles. In 2019, we purchased new vehicles and

renovated our fleet to make it more sustainable, increased green machinery and remodelled buildings in an effort to improve our energy efficiency and reduce our carbon footprint.

The information set out in the following sections on environmental issues refers to the set of companies included within the scope of this report (see section "7. About this report"), if not specified otherwise. In the case of Cimexco, keeping in mind that it has a very small staff and its activity is essentially offices, no relevant environmental issues have been identified for this activity and, therefore, no data has been reported for this company.

[Site of Ocean Without a Shore, by Bill Viola, at PLANTA.](#)



#### 4.2.1

### SUSTAINABLE USE OF RESOURCES (ENERGY AND WATER)

WE SEEK TO CONTINUOUSLY IMPROVE HOW WE MANAGE RESOURCES WITH THE AIM OF MINIMISING THE CONSUMPTION OF ENERGY AND WATER AND THUS REDUCE OUR IMPACT ON THE ENVIRONMENT.

#### ENERGY

(103-1, 103-2 103-3 Energy)

In line with our commitment to sustainability and ongoing improvement, we strive to maximise our energy efficiency and optimise the extraction and transformation processes. Accordingly, we have created an **Energy Efficiency Policy** that sets out how we act in this regard.

In accordance with this policy, we hold the ISO 50001 certification<sup>11</sup> on energy management and energy efficiency, through which we establish the mechanisms for measuring and assessing energy consumption to verify performance and ensure ongoing improvement.

We have set a goal to reduce our energy consumption — and, consequently, our greenhouse gas emissions — through specific actions for each

group company. In addition, we apply energy efficiency criteria when procuring products and services, handling consumables and materials and when designing processes and services.

THANKS TO OUR INITIATIVES FOR IMPROVED ENERGY CONSUMPTION, WE WERE ABLE TO REDUCE OUR ENERGY CONSUMPTION BY 5% IN 2019.

In 2019, we reduced our energy consumption by 5% with respect to the previous year, reaching a total of 583,498 GJ. The following table shows a breakdown by source.

(302-1)

Energy consumption (GJ) (GJ)	2019	2018	Change 2018-2019
<b>Diesel A</b>	230,168.1	236,107.5	-3%
<b>Diesel B</b>	62,832.2	67,524.3	-7%
<b>Diesel C</b>	184.5	1,021.7	-82%
<b>Petrol</b>	9,071.4	7,115.6	27%
<b>Natural gas</b>	155,584.0	182,635.2	-15%
<b>CNG</b>	36,950.2	44,707.1	-17%
<b>Electricity</b>	39,458.5	37,682.9	5%
<b>Heat</b>	35,371.1	37,027.2	-4%
<b>LPG*</b>	514.2	-	-
<b>FUEL-OIL*</b>	13,363.4	-	-
<b>TOTAL ENERGY CONSUMPTION</b>	<b>583,497.6</b>	<b>613,821.4</b>	<b>-5%</b>

\*In 2019, energy consumption not considered in previous years has been introduced: consumption of fuel and LPG.

<sup>11</sup> The following group companies have the 50001 certification: Acsa Obras e Infraestructuras and CLD.

The greatest energy consumption occurred in the companies Vialex and Sorigué, due to the types of activities they carry out. At Vialex, energy consumption decreased by 11% compared to 2018, partly due to the transfer of the Serós and Mequinenza concrete plants to Sorigué.

In the case of Agro-Sorigué, a significant decrease in energy consumption was identified, as only the direct consumption of the company was accounted for and not the electrical consumption of facilities leased to other users.

In the case of Acsa Obras e Infraestructuras, energy consumption has increased with respect to 2018. This is mainly linked to the consumption of diesel B, associated with construction machinery, which doubled in 2019. The increase is due to an increase in building activity.

### Initiatives put in place for energy optimisation

In an effort to optimise the processes and bring about a reduction in overall energy consumption, the following actions were carried out:

- **Boosting hybrid and electric mobility.** We are continuing our efforts initiated in previous years with regard to investing in hybrid and electric vehicles, as opposed to conventional vehicles, especially when it comes to the mobility of our own personnel and vehicles for gardening, street cleaning and waste collection services. This had the greatest impact at Ambitec, Constraula, Firtec and Nordvert.
- **More energy-efficient vehicles.** We have updated our fleet of vehicles and equipment for rubbish collection and material transport with new, more-efficient vehicles (EURO 6, in the case of Nordvert, CLD and UTE CLD).

- **Efficient electric machinery.**

At the same time, we continue to favour electrical machinery over conventional machinery, especially when it comes to our gardening operations. Likewise, other lines of improvement have focused on investments in more efficient machinery in the Materials Area.

- **Improvements to facilities.**

Several actions have been carried out to improve buildings in an effort mitigate environmental impacts and to change and update to more efficient office models:

- Installation of photovoltaic panels in different facilities belonging to Acsa Obras e Infraestructuras and Constraula.
- Monitoring of consumption at different offices in Catalonia [Constraula].



- Installation of tap diffusers in centres.
- Use of service or rainwater for irrigation and cleaning.
- Replacement of exterior lighting with LED bulbs at Nordvert, the WWTPs in Aragón, Constraula and the Acsa Obras e Infraestructuras building in L'Hospitalet de Llobregat.
- Replacement of the diesel boilers for another more efficient fuel, such as natural gas, at the Acsa Obras e Infraestructuras building on Ronda Guinardó, or the change to energy-efficient, low-consumption aerothermal systems in the Acsa Obras e Infraestructuras centre in Granada.
- Addition of bike racks in the different branches of Acsa Obras e Infraestructuras.

• **Environmental certifications for buildings owned.** Along

these lines, as mentioned in previous sections, various environmental certifications were obtained in 2019:

- BREEAM certification for Constraula — Caracas street, Barcelona — with an impressive score.
- Green stamp with three leaves for Nordvert's warehouse on Goytisolo street, L'Hospitalet de Llobregat.
- Centres such as Acsa Obras e Infraestructuras, on Progrés street, Badalona, are working to obtain their certifications.
- Partnering with clients to incorporate building certification measures that we adhere to as a construction company.

• **Company-wide measures**

that allow us to reduce energy consumption:

- Creating time slots to avoid peak hours and minimising travel and greenhouse gas emissions.
- Encouraging the use of video conferences in order to avoid unnecessary travel.

New Constraula headquarters in Barcelona.



## WATER

(103-1, 103-2, 103-3 Water)

Our goal is minimise how much water we consume in our activities that demand the most of this resource: concrete production, washing aggregates following extraction and street cleaning and rubbish collection, both when washing vehicles and trucks and when cleaning public roads.

WE HAVE REDUCED  
OUR TOTAL WATER  
CONSUMPTION BY  
31% SINCE 2018.

In 2019, our water consumption was 2.11 million m<sup>3</sup>, in which the main consumption came from surface water used for farming by Agro-Sorigué, in particular irrigation. The following table outlines water consumption according to extraction source.

Water consumption according to extraction source (m <sup>3</sup> )	2019	2018	Change 2018-2019
Surface water	1,817,394.1	2,678,483.7	-32%
Underground water	42,479.9	62,261.8	-32%
Recycled/reused water	97,676	124,015.9	-21%
Public network	158,296.6	191,844.7	-17%
<b>TOTAL WATER CONSUMPTION</b>	<b>2,115,846.6</b>	<b>3,056,606.0</b>	<b>-31%</b>

In 2019, we have managed to reduce water consumption with respect to the data from 2018; the total amount of cubic meters consumed by the group dropped by 31%. At a company level, we saw a general reduction on water consumption, except for a slight increase at the companies Nordvert, Aficsa, Ambitec and Constraula.

One of the measures implemented in water management took place at the La Plana del Corb complex, where Sorigué's production plant is located.

This facility has a process in place involving water treatment, rainwater collection and a pond for the olive trees, allowing the facility to recover practically all the water it consumes.

Agro-Sorigué also saw a significant reduction in water consumption. This drop in consumption is due to the type of crops grown during 2019 and the hectares set aside for each one. The number of hectares set aside for growing fruit, a type of crop that consumes larger

amounts of this resource, has been substantially reduced.

On the other hand, despite our overall pledge for responsible use of this natural resource, the increased water consumption at certain companies is mainly due to changes in offices, further gardening works or increases in activity and staff.

## 4.2.2 CLIMATE CHANGE AND AIR POLLUTION PREVENTION

[103-1, 103-2, 103-3 Emissions]

At Sorigué, we carry out our activities through three major business areas: Materials, Construction and Engineering and Technology and Services. The business model is comprehensive and covers the entire value chain of the sectors in which the company operates.

At Sorigué, we calculate our carbon footprint regularly in order to quantify the greenhouse gas (GHG) emissions generated by our companies' activity and to establish measures to reduce them. Due to how diverse our companies are, not all have a similar impact in terms of GHG emissions, and therefore we focus our efforts on those where the impact is most concentrated. For example, in companies operating in the manufacture of asphalt, indirect emissions are a greater contributor to our carbon

footprint than in companies operating in logistics and waste management, where direct emissions caused by fuel used to power the fleet account for most of the emissions.

WE REDUCED  
OUR TOTAL EMISSIONS  
BY 6.34% WITH  
RESPECT TO 2018.

In 2019, the total group emissions were equivalent to 34,577.9 tonnes of CO<sub>2</sub>, when accounting for direct emissions from owned or controlled sources (Scope 1) and indirect emissions from sources owned or controlled by another organisation (Scope 2).

[305-1, 305-2]

GHG emissions tCO <sub>2</sub> eq	2019	2018	Change 2018-2019
<b>TOTAL GHG EMISSIONS</b>	<b>34,577.9</b>	<b>36,920.0</b>	<b>-6.34</b>
<b>Direct emissions (Scope 1)</b>	31,936.4	33,560.0	-4.84%
<b>Indirect emissions (Scope 2)</b>	2,641.5	3,360.0	-21.38

The companies who have recorded higher GHG emissions are Acsa Obras e Infraestructuras and Vialex, accounting for 37% of the total GHG emissions.

Despite not having concrete strategic goals for reducing GHG emissions, **as a whole, in 2019, we reduced our total GHG emissions by 6.34%, reaching a 21% reduction in indirect emissions and a 5% reduction in direct emissions.**

Likewise, the two group companies with the highest GHG emissions, Vialex and Sorigué, have focused their efforts on reducing the emissions associated with their activity. In the case of Vialex, this reduction is associated with a change in ownership of the Serós and Mequinenza concrete plants in favour of Sorigué; in the case of the company Sorigué, this reduction is directly linked to the drop in asphalt agglomerate production in 2019 and the reduction in diesel consumption by the plant's heavy machinery.

Aficsa also saw a reduction in GHG emissions due to a decrease in the consumption of liquefied natural gas by the asphalt agglomerate production plant. Despite recording an increased production of agglomerate, the consumption of natural gas has been reduced by having more stable productions with fewer stops and starts.

Since greenhouse gas emissions are directly linked to energy consumption, the initiatives put in place to reduce energy consumption, which are described in the corresponding section, will result in a consequent reduction of GHG emissions.

Other initiatives implemented and/or extended in 2019<sup>12</sup>:

- Ditransco and CLD are granted the environmental quality guarantee label in the sustainable fleet category.
- Renewal of adherence to the Voluntary Agreement programme of the Catalan Office of Climate Change on the part of Acsa Obras e Infraestructuras (centres in Barcelona, Badalona and L'Hospitalet de Llobregat), Ambitec and CLD.
- Voluntary adherence to the Andalusian Emission Compensation System (SACE) of the Regional Government of Andalusia on the part of Acsa Obras e Infraestructuras.
- Renewal of UNE-EN-ISO 1064-1 certification regarding the carbon footprint on the part of Corporación CLD and UNE-EN ISO 50001 certification on energy efficient systems in the part of Acsa Obras e Infraestructuras and CLD.
- Measures put in place to foster an increase in CO<sub>2</sub> fixation through new fruit plantations belonging to the company Agro-Sorigué.

As regards a reduction of GHG emissions, Constraula and Ambitec are considering adhering to different programmes, including Voluntary Agreements.

Lastly, no significant quantifiable financial impact (risk or opportunity) has been identified in relation to climate change.

<sup>12</sup> Most measurements do not take into account the corresponding emission reduction calculation.



## OTHER EMISSIONS

Other significant emissions come from dust, which is chiefly linked to activities performed on the work site, such as extraction, treatment, storage and transport of aggregates, where measures such as applying water, using tarpaulins when transporting powdery material and cleaning truck wheels are part of the routine operational control of our activity. Furthermore, throughout 2019, we continued using measures from previous years, including encapsulated conveyor belts for aggregates at Cumesa.<sup>(305-7)</sup>

Elsewhere, nitrogen oxides (NO<sub>x</sub>) and sulphur oxides (SO<sub>x</sub>) are other emissions associated with the group's activity. These emissions are particularly associated with the operation of asphalt plant trommels, as well as thermal oil boilers, steam boilers and cogeneration engines. The values of these emissions are determined and monitored through regular (every 3 to 5 years) environmental inspections of the establishment looking at atmospheric emissions.

The three-year report conducted in 2019 by an environmental monitoring agency concluded that the emissions at the asphalt plants are within the emission limits set out in the centres' authorisations or licences.

Both in these cases and in all assessments of the facilities carried out in previous years, nitrogen and sulphur oxide emissions are well below the legal limits.

## NOISE AND LIGHT POLLUTION

With respect to noise, a non-material aspect according to our materiality analysis (chapter 7.2), we have focused on activities where it has significant impact. We monitor noise by means of acoustic readings and, when we detect any excess, we implement the corresponding corrective measures.

With respect to light pollution, currently, no group facilities pose a significant risk to the quality of the night sky nor could be considered a source of light pollution.



### 4.2.3 CIRCULAR ECONOMY (EFFICIENT CONSUMPTION OF MATERIALS AND WASTE MANAGEMENT)

103-1, 103-2, 103-3 (Impacts on the life cycle of products and services) (Main environmental impacts identified in the value chain of the organisation's products and services)

OUR AIM IS TO POSITION  
OUR WAY OF WORKING  
IN LIGHT OF THE  
RECOMMENDATIONS  
FOR THE CIRCULAR  
ECONOMY,  
ENSURING EFFICIENT  
CONSUMPTION  
OF MATERIALS AND  
MINIMISING OUR WASTE.

The synergy between promoting sustainability and the innovative character of our company is the launch pad for moving towards more efficient and environmentally friendly products and construction systems.

By applying the recommendations for the circular economy, we assess the **life cycle of our products and services** to identify in which stages the most significant impacts occur. From this perspective, the main impact resulting from the use of material resources occurs during their extraction and during the production of construction materials.

To reduce this impact, one of the strategic lines we refer to is **innovation in sustainable, high-performance products**. These allow us to maintain or expand technical characteristics and reduce the consumption of materials and generation of waste. This, in turn, reduces energy consumption and, therefore, greenhouse gases. Asphalt mixtures are one of our priorities. By monitoring performance indicators in the manufacturing processes, we are able to optimise our processes and thus minimise consumption and waste.

It is worth mentioning that Acsa Obras e Infraestructuras took the pertinent steps at the end of 2017 by joining the Pact for a Circular Economy 2018-2020, put forward by the Ministry of Agriculture and Fisheries, Food and Environment and the Ministry of Economy, Industry and Competitiveness.

Lastly, we wish to point out that, in 2019, we did not work on the aspects of circular economy linked to food waste, since they are not related to our activity and are not a material issue.



## MATERIALS

(103-1, 103-2, 103-3 Materials)

The increase in use of material resources is directly related to the increase in Sorigué's activity over the past year. For example, increased production and use of recycled aggregates is explained by the increase in works at asphalt production plants. We wish to highlight that we offer our clients the choice of using recycled aggregates.

We have seen changes in the consumption of materials from one year to another, depending on our activity and the works executed over the year. As regards 2019, the reasons for said variations are diverse in nature:

### Manufacture of asphalts: sand

The change in sand consumption in 2019 occurs, fundamentally, because the data reported in 2019 makes a distinction between the sand consumption and aggregate consumption.

## Financial resources dedicated to the environment (€) (301-1, 301-2)<sup>13</sup>

Manufacture of asphalts <sup>14</sup>	Units	Total 2019	Total 2018	Change 2018-2019
Other materials <sup>15</sup>	t	321,424	466,065	-31%
Sand	m <sup>3</sup>	159,684	60,699	163%
Construction activities <sup>16</sup>	Units	Total 2019	Total 2018	Change 2018-2019
Other materials <sup>17</sup>	t	301,965	134,834	124%
Concrete and steel	m <sup>3</sup>	110,084	187,357	-41%
Sand	m <sup>3</sup>	33,246	50,206	-34%
Manufacture of concrete <sup>18</sup>	Units	Total 2019	Total 2018	Change 2018-2019
Other materials <sup>19</sup>	t	125,881	139,994	-10%
Sand	m <sup>3</sup>	42,076	70,945	-41%

In 2018, the sand consumption in tonnes was included with aggregate consumption at all asphalt plants, except for Vialex, which reported them separately. On the other hand, it should be noted that the manufacture of asphalt agglomerate is not an ongoing process, rather it depends on what is needed to execute the works. Accordingly, there may be significant variations from one year to another.

### Construction activities

The increase in the data with respect to the values reported in 2018 is due to an increase in the consumption of gross aggregates in the construction work executed by Acsa Obras e Infraestructuras. The consumption of materials depends on which phase of construction the work is in.

### Construction activities: concrete and mortar

The most significant drop in consumption is due to the different

<sup>13</sup> Due to a change in how the indicator is calculated, the data from 2018 and 2019 cannot be compared.

<sup>14</sup> The material resources for asphalts have been calculated for the companies Áficsa, Firtex, Sorigué and Vialex.

<sup>15</sup> The other materials include the consumption of recycled aggregate, sand, bitumen and emulsion.

<sup>16</sup> The material resources used for construction have been calculated for the companies Acsa Obras e Infraestructuras, Ambitec, Constraula and Sorigué Acsa Conservación.

<sup>17</sup> The other materials include steel, concrete and mortar, agglomerate, aggregate, recycled aggregate and sand.

<sup>18</sup> The material resources for concrete have been calculated for the companies Vialex and Sorigué.

<sup>19</sup> The other materials include gross aggregate, cement and sand.

construction activity and phases. This drop is mainly due to changes in the phase of execution, where consumption tends to vary.

### Manufacture of concrete: sand

The divergence occurs because it includes the data on sand consumption and the total consumption of aggregates by Sorigué in 2019. This makes the consumption data vary with regards to the previous year.

## WASTE

(103-1, 103-2, 103-3 Effluents and waste)

In terms of **waste management**, we work non-stop to minimise waste production, focusing on our efforts in areas where we generate the greatest volume of waste and the most impactful waste. All the waste we generate are processed according to according to the channels recommended by the competent administration, whereby we hire authorised

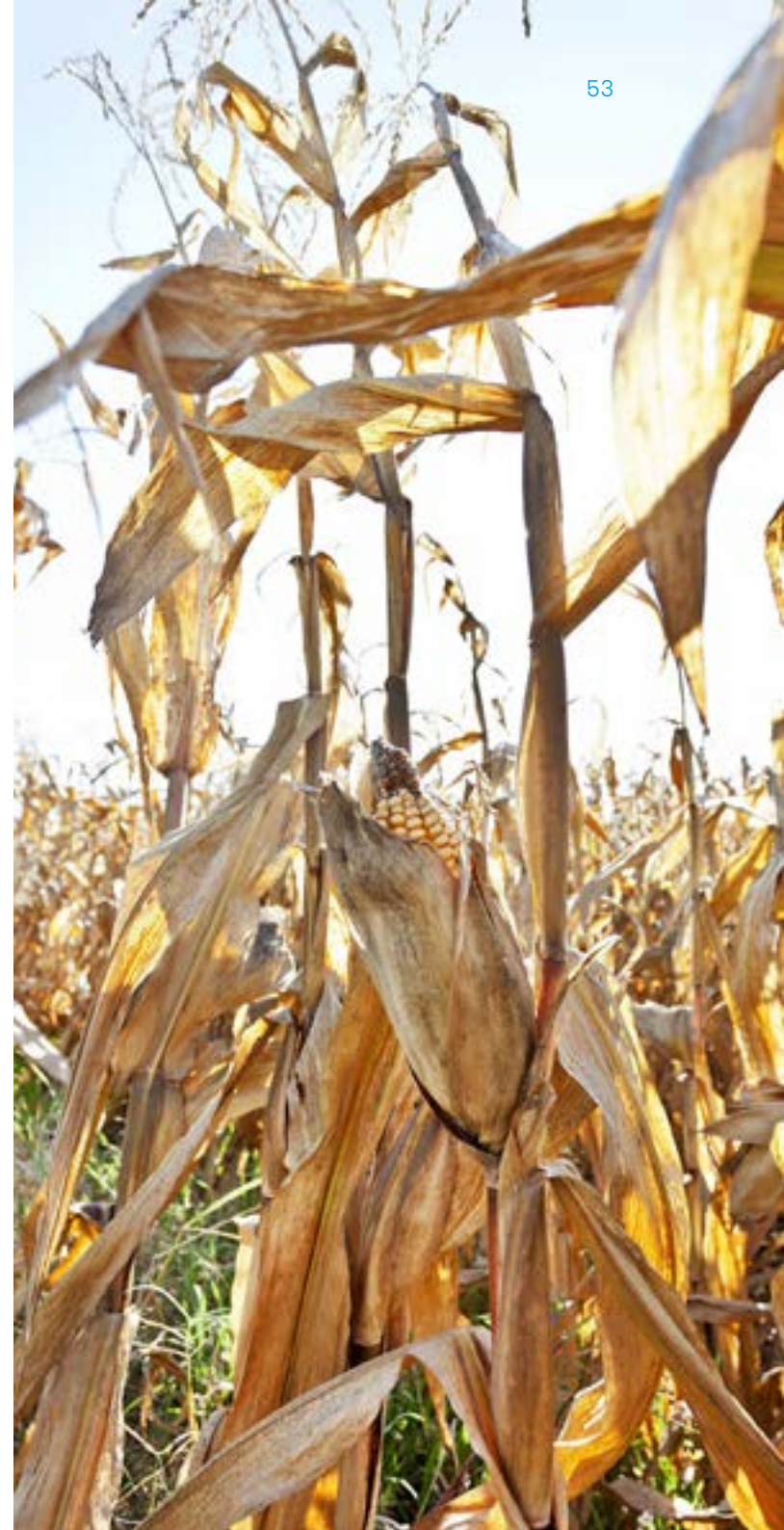
couriers and waste managers. Furthermore, at Sorigué, we maintain a document trail that tracks the processing of the waste generated in all our work centres.

The following tables detail the volume of waste generated throughout 2019 by type and units of measurement, as well as the disposal methods used for each type of waste generated.

(306-2)

Non-hazardous waste	unit	2019	2018	Change 2018-2019
Construction and demolition waste	t	74,015.97	88,246	-16%
Wood	t	904.03	733	23%
Metals	t	514.04	5,467	-91%
Paper and cardboard	t	48.27	40	21%
Plastics	t	30.83	76	-59%
Plant waste	t	1,938.59	3,302	-41%
Detritus*	t	35.72	54	-34%
Sludge*	t	859.74	654	31%
Soil	m <sup>3</sup>	255,163.58	194,883	31%

\* Only produced during WWTP operations by the company Acsa Obras e Infraestructuras.



Non-hazardous waste	Elimination method (2019)			Elimination method (2018)		
	Reuse	Recovery	Dump	Reuse	Recovery	Dump
Construction and demolition waste	0%	22%	78%	1%	18%	81%
Wood	3%	60%	37%	14%	6%	80%
Metals	0%	99%	1%	0%	4%	96%
Paper and cardboard	11%	70%	19%	20%	55%	25%
Plastics	0%	25%	75%	0%	47%	53%
Plant waste	0%	69%	31%	4%	39%	57%
Detritus	0%	0%	100%	0%	0%	100%
Sludge	0%	63%	37%	0%	100%	0%
Soil	52%	36%	12%	57%	9%	34%

Hazardous waste	unit	2019	2018	Change 2018-2019
Containers of chemical products	kg	10,376.50	18,964	-45%
Spray	kg	1,335.60	850	57%
Contaminated absorbent material	kg	3,180.00	6,311	-50%
Batteries	kg	10,211.53	5,024	103%
Asbestos	kg	226,510.81	214,941	5%
Contaminated soil	kg	165.00	721	-77%
Used oil	l	44,777.43	27,973	60%
Contaminated containers	kg	14,848.30	0	-18%

On rare occasions in WWTP operations carried out by the company Acsa, other types of waste are produced in the group which are not listed in the table because they are negligible. On the one hand, in 2019, 100% of the 35.72 tonnes of detritus produced was sent to the dump. Meanwhile, all 859.74 tonnes of sludge generated from operations were recovered.

The variation in the data from one year to another regarding the generation of both hazardous and non-hazardous waste is associated with changes in the work units, accumulations of waste at facilities or generation of waste from preventive maintenance that imply that, at a given time, greater quantities may be produced than at another time. That is why we try to mitigate upward variations by applying the group's sustainability policy — a framework of reference for Sorigué's environmental management.

Our sustainability policy sets forth Sorigué's pledge to mitigate the effects of climate change by minimising the waste it produces. Accordingly, throughout 2019, we placed special importance on the following initiatives in line with the circular economy:

- **Reusing materials**, especially from demolitions or excavations; from topsoil in the case of construction works or gardening activities; and from milling when manufacturing new bituminous mixtures. Furthermore, it is worth mentioning that, in the manufacture of asphalt, the proportion used per tonne of mixture produced can vary from 4.5 to 10%.
- **Recycling 100% of milled material** in works carried out using cold in-place recycling.
- **Reusing 52% of extracted soil** in building and civil works for property improvement, quarry restoration, etc.

- **Completing a research project by Sorigué in partnership with the architecture firm Fet de Terra using sustainability, innovation and circular economy criteria.** This project founded a construction system that uses soil discarded from Sorigué's gravel pit to create new construction material.

- **Employing the warm-mix asphalt technique.** Along these lines, in 2019, we completed the TP-7013 surface reinforcement work from k.p. 0+000 to k.p. 15+300. Alforja — La Selva del Camp section with Warm-Mix Asphalt. Manufacturing warm-mix asphalt has brought about a 49% reduction in emissions compared to production using the conventional technique. With respect to calculating the impact of its manufacture, transport and installation, warm-mix asphalt accounts for a 30% reduction in emissions compared to conventional material.

- **Developing more sustainable, high-performance products** that allow us to maintain or even increase their technical characteristics while reducing the consumption of materials and waste generation. In most cases, this implies a reduction in energy consumption and, in turn, GHG emissions.

- **Receiving the Environmental Quality Labels for the fleets of vehicles** belonging to Ditransco. Furthermore, another group company, Conexis, is working to receive the same label.

- **Implementing systems that allows us to reduce the quantity of packaging waste on the market.** Along these lines, we continue to make progress on the types of packaging used to sell packaged products, opting for containers that improve the kr/kp ratio. In 2019, we continued encouraging the sale of 20 kg bags, whose packaging weighs

around 100 g, compared to the 800 g used for a 25 kg of product.

- Partnering with clients to implement **certifications in sustainable construction, reuse of materials and waste reduction.** Some of our most noteworthy cases are connected to BREEAM and Leed certified works in Seville, Madrid and Barcelona.
- **Working to recover sludge produced** at WWTPs in Aragón, managed by Acsa Obras e Infraestructuras, for use in agriculture.



#### 4.2.4 BIODIVERSITY MANAGEMENT

[304-1, 304-3] [103-2 Biodiversity]

The La Plana del Corb industrial complex, located in Balaguer (Lleida), is the only work centre located in an area with rich biodiversity — specifically, the Special Protection Area for Birds in Secans de la Noguera — which is home to several species found on the IUCN Red List. These species include *Tetrax tetrax* (almost threatened) and *Burhinus Oedicnemus* (least concern).

The facilities at this industrial complex include the aggregate quarrying and processing plant, the gravel-cement plant, asphalt facilities, facility for the manufacture of bituminous binders, facilities for the manufacture and packaging of cold agglomerates, facilities for the manufacture of concrete and pre-cast concrete, the heavy material processing and sorting centre, the machine workshop and laboratory, as well as agricultural activities associated with crops.

The farmland area spans 195.12 hectares, while the industrial estate covers 45.46 hectares.

The restoration of the quarry site involves more specific actions for the protection of the environment. As a result, Sorigué implements compensatory measures on a regular basis.

On the one hand, ornithologists periodically monitor the condition of the protected birds. This monitoring of steppe birds by an expert biologist is undertaken to ensure the quarrying activity does not impact the local fauna.

OVER  
1,150 TREES  
PLANTED  
IN 2019.

Additional measures taken to protect biodiversity in 2019:

- **Cumesa: Actions undertaken to reduce diffuse emissions.**

These measures focus on the improvements to the ground around the conveyor belts to improve the cleanliness of the facility and prevent the accumulation of dust.

- **Sorigué: During 2019, eight hectares of the area previously worked were restored.**

During 2019, the following species of trees were planted:

- **296 small leaf holm oak trees**
- **33 small leaf oak trees**
- **5 common rowan trees**
- **74 hackberry trees**
- **746 trees and 14 different species**



# 05 TALENT

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LOOKING AFTER OUR PEOPLE IS ESSENTIAL TO  
GUARANTEEING SUSTAINABLE GROWTH AND,  
THEREFORE, IT IS ONE OF THE  
FOUNDATIONS OF OUR POLICY.

Our people are one of the most valuable assets. That is why talent forms an essential part of our 2020 Strategic Plan.

We are committed to the professional and personal development of our talent, striving to guarantee good communication, transparency and trust. We do this with the goal of building talented teams that work together and have a sense of pride of belonging. This commitment is brought to fruition through the creation of initiatives that foster personal growth, such as training, equal opportunities and health and safety.

Due to the diverse nature of the group's organisations and the continuous growth, there is a great cultural diversity within the group, and this can be considered both a risk and an opportunity. (102-15)



In order to minimise the existing risks and take full advantage of the opportunities arising from the heterogeneity of the various businesses and activities, in 2019, the Human Resources Department focused its lines of action on digitalisation, business specialisation and awareness with the following strategic points:

**1. Digitalisation:** Transforming the administrative procedures related to the life cycle of people in our organisation into a new management model, with the implementation of Success Factors and complementary tools. This process is based on the streamlining of information, interconnectivity with managers and collaborators, instant feedback and the analysis of data obtained regarding cost and the comprehensive management of people.

**2. Specialisation in business:**

Reorganisation process arising from the strong growth of the direct labour workforce through new hires or outsourcing and the shift towards the service business being undertaken by Sorigué. This means business knowledge is an increasingly essential requirement for the management carried out at the department, resulting in a better understanding of the issues and the provision of measures that are better suited to the needs of the internal client.

**3. Awareness:** Dedicating time that is currently spent on administrative tasks and processes to the creation of value in people, thereby implementing a comprehensive management system adapted to the organisation's requirements, to the particulars of each of its lines of business and the individual needs of the people that form part of Sorigué.

## 5.1 WORKFORCE PROFILE AND MANAGEMENT

THE DIVERSITY OF  
OUR WORKFORCE  
AND EMPLOYMENT  
STABILITY ARE  
HALLMARKS THAT  
DEFINE US,  
GUARANTEEING  
ONE OF THE  
FOUNDATIONS OF  
OUR STRATEGIC PLAN:  
RESPONSIBLE  
GROWTH.

Sorigué has a workforce of 3,741 people, 2.7% more than the previous year. Specifically, at the end of 2019, we had increased our workforce by a total of 99 professionals compared to 2018, although we recorded 1,414 new hires. This workforce is presented in the following table, broken down according to the group companies:

**3,741**  
people in 2019

**2.7%**  
increase

**+99**  
professionals

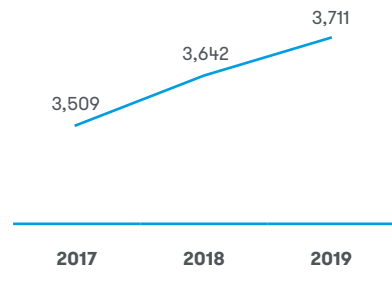
**1,414**  
new hires

(102-7)

Number of workers (as at 31 December)	2019	2018
<b>Acsa Obras Infraestructuras</b>	1,438	1,422
<b>Aficsa</b>	35	26
<b>Agro-Sorigué</b>	43	50
<b>Ambitec</b>	225	223
<b>Axer</b>	81	63
<b>Cimexco</b>	11	11
<b>Constraula</b>	157	158
<b>CLD</b>	267	269
<b>CLD UTE</b>	680	639
<b>Ditransco</b>	55	60
<b>Firtec</b>	62	60
<b>Nordvert</b>	177	156
<b>Sorigué</b>	151	149
<b>Sorigué Acsa Conservación</b>	79	86
<b>Vialex</b>	100	95
<b>UTE Zoo Bcn</b>	37	38
<b>UTE Sorigué Parla</b>	46	45
<b>UTE Sorigué Parla III</b>	34	34
<b>UTE Sorigué Granada</b>	63	58
<b>TOTAL - Sorigué Group</b>	<b>3,741</b>	<b>3,642</b>

\*The personnel of each company, not including personnel of temporary joint ventures (UTEs) or other companies.

#### Evolution of the workforce



Most of the group's Corporate Services are provided by Acsa Obras Infraestructuras, which explains the high concentration of personnel at the company, with a workforce of 1,438 professionals, representing 38% of the group's total workforce.

Employees	2019	2018	Change
<b>Women</b>	631	580	9%
<b>% Women</b>	17%	16%	-
<b>Men</b>	3,110	3,062	2%
<b>% Men</b>	83%	84%	-
<b>Total workforce</b>	<b>3,741</b>	<b>3,642</b>	<b>3%</b>

In 2019, 17% of our workforce was made up of women, a 9% increase compared to 2018 and a 2% increase in terms of the number of men at the company, thereby increasing the proportion of women within the organisation. (102-8)

Employees <sup>20</sup>	2019	2018	Change 2018-2019 (%)
<b>By gender</b>			
Women	631	580	9%
Men	3,110	3,062	2%
<b>Total</b>	<b>3,741</b>	<b>3,642</b>	
<b>By professional classification</b>			
Management	39	39	0%
Administrative and technical personnel	1,144	908	26%
Operatives	2,558	2,695	-5%
<b>Total</b>	<b>3,741</b>	<b>3,642</b>	
<b>By age</b>			
Under 30	265	252	5%
Between 30 and 50	2,266	2,243	1%
Over 50	1,210	1,147	5%
<b>Total</b>	<b>3,741</b>	<b>3,642</b>	<b>3%</b>



9% INCREASE IN WOMEN IN THE WORKFORCE COMPARED TO 2018.

<sup>20</sup> The reporting of data by country is not applicable as Soriguè only undertakes activity in Spain, so the country-by-country data corresponds to the total of workers listed in the table of employees by company: 3,741.

The table below shows the distribution of the workforce as at 31 December in terms of professional category, gender and age criteria:

Employees by professional category and by gender and age	2019	2018	Change 2018-2019 (%)
<b>By gender</b>			
Management	39	39	0%
Men	38	38	0%
Women	1	1	0%
Administrative and technical personnel	1,144	908	26%
Men	755	553	37%
Women	389	355	10%
Operatives	2,558	2,695	-5%
Men	2,317	2,471	-6%
Women	241	224	8%
<b>Total</b>	<b>3,741</b>	<b>3,642</b>	<b>3%</b>
<b>By age</b>			
Management	39	39	0%
Under 30	0	0	-
Between 30 and 50	15	17	-12%
Over 50	24	22	9%
Administrative and technical personnel	1,144	908	26%
Under 30	106	104	2%
Between 30 and 50	770	663	16%
Over 50	268	141	90%
Operatives	2,558	2,695	-5%
Under 30	159	148	7%
Between 30 and 50	1,481	1,563	-5%
Over 50	918	984	-7%
<b>Total</b>	<b>3,741</b>	<b>3,642</b>	<b>3%</b>

As part of our responsible growth, we are committed to employment stability.

Stemming from our desire to support the stability of our team, we have made a commitment to permanent employment contracts, which represent 75% of the total in 2019, a 6% increase in the number of permanent contracts in 2018<sup>21</sup>. By gender, 74% of men hold permanent contracts, while the percentage of women with the same kind of contract is 81%.

The number of temporary contracts at CLD and CLD UTE is higher than in the other companies because they offer services 365 days a year and they must strengthen their teams during the summer months and during holiday periods.

In order to continue reducing the temporary nature of the employment and offer more stable contracts to short-term hires, substitution periods are being grouped together and periods of six months or more are being offered.

Employees by contract type and gender	2019	2018	Change 2018-2019 (%)
% Permanent	75%	69%	
Permanent	2,817	2,519	12%
Men	2,308	2,069	12%
Women	509	450	13%
% Temporary	25%	31%	
Temporary	924	1,123	-18%
Men	802	993	-19%
Women	122	130	-6%
Total men	3,110	3,062	2%
Total women	631	580	9%
<b>Total</b>	<b>3,741</b>	<b>3,642</b>	<b>3%</b>

<sup>21</sup> The breakdowns of employees reported correspond to the workforce as at 31 December 2019 (3,741 employees; 3,642 in 2018). Breakdowns with the average workforce are not included (3,824 employees in 2019; 3,650 in 2018) because the variation between the two figures was not considered significant.

Employees by contract type and age	2019	2018	Change 2018-2019 (%)
<b>Permanent</b>	<b>2,817</b>	<b>2,519</b>	<b>12%</b>
Under 30	114	100	14%
Between 30 and 50	1,685	1,600	5%
Over 50	1,018	819	24%
<b>Temporary</b>	<b>924</b>	<b>1,123</b>	<b>-18%</b>
Under 30	151	152	-1%
Between 30 and 50	581	643	-10%
Over 50	192	328	-41%
<b>Total</b>	<b>3,741</b>	<b>3,642</b>	<b>3%</b>

Employees by contract type and professional category	2019	2018	Change 2018-2019 (%)
<b>Permanent</b>	<b>2,817</b>	<b>2,519</b>	<b>12%</b>
Management	39	39	0%
Administrative and technical personnel	920	682	35%
Operatives	1,858	1,798	3%
<b>Temporary</b>	<b>924</b>	<b>1,123</b>	<b>-18%</b>
Management	0	0	-
Administrative and technical personnel	224	226	-1%
Operatives	700	897	-22%
<b>Total</b>	<b>3,741</b>	<b>3,642</b>	<b>3%</b>

<sup>22</sup> Information for 2018 has been restated.

(405-1)

Our Board of Directors is formed of a total of three members: one woman and two men.

Composition of the Board of Directors	2019	2018 <sup>22</sup>
<b>By gender</b>		
Women	1	1
Men	2	2
<b>By age</b>		
Under 30	1	1
Between 30 and 50	0	0
Over 50	2	2
<b>Total</b>	<b>3</b>	<b>3</b>



### 5.1.1 REMUNERATION

WE IMPLEMENT THE  
PRINCIPLES OF  
EQUALITY AND NON-  
DISCRIMINATION IN OUR  
REMUNERATION POLICY.

(102-35, 102-36) (103-2)

We have an annual remuneration policy based on salary bands defined according to generic job position in the categories of Technical, Administrative and Management. This policy also takes into account the promotion proposals made by the General Management, which are ultimately approved by the Human Resources department. This department is also responsible for defining possible development plans.

In all cases the collective bargaining agreement corresponding to the workers without an agreed salary is applicable, these workers being represented principally by the workers' agreement.

As an innovation in 2019, we implemented the Sori-flex tool, which is integrated into the Success Factors platform for managing flexible remuneration. This tool has made it possible to expand the group of workers for whom this type of remuneration is intended, and the aim is to offer it to all workers during 2020.



(102-38)

Ratio of total annual compensation <sup>23</sup>	2019	2018	Change 2018-2019 (%)
<b>Women</b>	3.18	10.47	-70%
<b>Men</b>	9.44	14.35	-34%

<sup>23</sup> The total annual compensation ratio is calculated on the basis of the remuneration of the highest-paid person in the organisation compared to the average total annual compensation of all employees (excluding the highest-paid person).

The average remuneration of the Sorigué workforce for the 2019 financial year is stated in the following tables, broken down according to gender, age and professional classification:

Average remuneration by gender	2019	2018	Change 2018-2019 (%)
<b>Women</b>	27,291	24,866	9.75%
<b>Men</b>	28,936	27,631	4.72%

Average remuneration by age group	2019	2018	Change 2018-2019 (%)
<b>Women</b>			
Under 30	26,249	21,925	19.72%
Between 30 and 50	27,630	25,732	7.37%
Over 50	26,738	23,573	13.43%
<b>Men</b>			
Under 30	23,474	21,677	8.29%
Between 30 and 50	28,477	28,219	0.91%
Over 50	30,752	27,933	10.09%

<sup>24</sup> Due to the composition of the Management (1 woman and 38 men), the information concerning women is not itemised for 2019 or 2018 in order to safeguard privacy. In 2019, the average remuneration in the Management category, including the female director, is €122,310 (€119,037 in 2018).

WE REDUCED THE PAY GAP BETWEEN MEN AND WOMEN, WITH AN AVERAGE SALARY RATIO OF WOMEN TO MEN OF 0.95 IN 2019, COMPARED TO 0.9 IN 2018.

Average remuneration by professional classification and gender	2019	2018	Change 2018-2019 (%)
<b>Women</b>			
Management	-	-	-
Administrative and technical personnel	29,747	27,298	9%
Operatives	23,061	20,644	12%
<b>Men</b>			
Management	123,070	119,875	3%
Administrative and technical personnel	39,314	37,913	4%
Operatives	23,944	22,979	4%

<sup>25</sup> The average gross salary, excluding expenses, travel and overtime, was taken into account.

In 2019, the average remuneration, without taking into account age or professional classification, was €27,291 for women and €28,936 for men, which translates to an average salary ratio of women to men of 0.94. This ratio has increased compared to 2018, narrowing the gender pay gap.

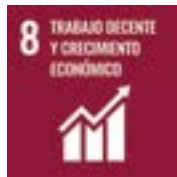
The difference in average salary between men and women at Sorigué according to professional classification is as follows:

(405-2)

Women-men base salary ratio by professional classification <sup>26</sup>	2019	2018
<b>Management <sup>26</sup></b>	-	-
<b>Administrative and technical personnel</b>	0.8	0.7
<b>Operatives</b>	1.0	0.9

<sup>26</sup> Due to the composition of the Management (1 woman and 38 men), the information concerning women is not itemised for 2019 or 2018 in order to safeguard privacy. In 2019, the average remuneration in the Management category, including the female director, is €122,310 (€119,037 in 2018).

## 5.2 TALENT DEVELOPMENT



We strive to create jobs that benefit the professional and personal development of the workforce, in line with the objectives set out in the sustainable development strategy.

### 5.2.1 JOB OPPORTUNITIES

WE BELIEVE  
IN ONGOING  
IMPROVEMENT AND  
WE WANT PEOPLE TO  
FIND OPPORTUNITIES  
FOR PROFESSIONAL  
DEVELOPMENT AT  
SORIGUÉ.

[103-1, 103-2, 103-3 Employment]

In 2019, Sorigué was recognised as an Charitable Company thanks to its collaboration with **Proyecto Incorpora** and other associations for the inclusion of people with low employability.

We implemented the **Rescatadores de Talento** (talent rescuers) programme throughout May 2019. This programme gave young graduates from various Spanish universities the opportunity to get to know the company.



Participants of the Rescatadores de Talento programme of the Fundació Princesa de Girona

In addition, in April 2019, we carried out the third edition of the **eDuo programme from the Fundació Exit**, with the aim of improving the employability of young people without formal education, offering them a professionalism certificate, and with a view to professionalising the waste management sector.

In terms of new recruits, the total number of new active employees in 2019 reached

1,414 people, 85% of which were men and the remaining 15% were women. We also highlight that of the total of new hires, 449 were employed at Acsa Obras Infraestructuras, 36.6% of which were in the Central-South region, in line with our Strategic Plan.

The following tables show the distribution of the number of people who joined and left the workforce according to age and gender.

(401-1)

Joined workforce	2019	2018	Change 2018-2019 (%)
<b>By age</b>			
Under 30	257	243	6%
Between 30 and 50	798	827	-4%
Over 50	359	408	-12%
<b>By gender</b>			
Men	1,197	1,298	-8%
Women	217	180	21%
<b>Total that joined</b>	<b>1,414</b>	<b>1,478</b>	<b>-4%</b>

Rate of new hires <sup>27</sup>	2019	2018	Change 2018-2019 (%)
<b>By age</b>			
Under 30	97%	96%	1%
Between 30 and 50	37%	37%	0%
Over 50	27%	36%	-8%
<b>By gender</b>			
Men	38%	42%	-4%
Women	34%	31%	3%

<sup>27</sup> Calculated as the number of new hires / number of people in that group

Left workforce	2019	2018	Change 2018-2019 (%)
<b>By age</b>			
Under 30	224	160	40%
Between 30 and 50	761	600	27%
Over 50	444	340	31%
<b>By gender</b>			
Men	1,241	969	28%
Women	188	131	44%
<b>By region</b>			
Catalonia	1,202	966	24%
Rest of Spain	227	134	69%
<b>Total that left</b>	<b>1,429</b>	<b>1,100</b>	<b>30%</b>

Turnover rate	2019	2018	Change 2018-2019 (%)
<b>By age</b>			
Under 30	0.85	0.63	25%
Between 30 and 50	0.35	0.27	12%
Over 50	0.34	0.30	17%
<b>By gender</b>			
Men	0.40	0.32	18%
Women	0.30	0.23	4%

Although the trend in workforce size reflects continued annual growth, a total of 73 dismissals were made in 2019. **The breakdown by gender, age groups and professional categories are as follows:**

Dismissals	2019	2018	Change 2018-2019 (%)
<b>By gender</b>			
Men	62	78	-21%
Women	11	8	38%
<b>Total</b>	<b>73</b>	<b>86</b>	<b>-15%</b>

<b>By age</b>			
Under 30	10	8	25%
Between 30 and 50	42	62	-32%
Over 50	21	16	31%
<b>Total</b>	<b>73</b>	<b>86</b>	<b>-15%</b>

<b>By professional classification</b>			
Management	0	0	-
Administrative and technical personnel	26	16	63%
Operatives	47	70	-33%
<b>Total</b>	<b>73</b>	<b>86</b>	<b>-15%</b>

## 5.2.2 TRAINING

THE TRAINING OF  
OUR PEOPLE IS A  
BASIC TOOL FOR  
BUSINESS SUPPORT  
AND PROFESSIONAL  
DEVELOPMENT.

(103-1, 103-2, 103-3 Training and education)

Effective talent management must be carried out on the basis of ongoing training: learning and development are key vectors at Sorigué to motivate the team and tackle future challenges. Training is a fundamental element of our Strategic Plan and our human resources policy, and it represents a basic tool for business support and professional development.

(404-2)

We establish an **Annual Training Plan** based on the identification of training needs provided by the various general management departments, seeking the optimal match between the job profile and the person that performs that role. In addition, if necessary, we complement the requirements and updates that are necessary in the development of the worker at the organisation by means of training.

The 2018 and 2019 training plans included educational initiatives in the technical and legal fields, as well as in risk prevention, skills, languages and IT, among other subjects.

In total, some 39,814 hours of training were delivered in 2019, corresponding to an average of 10.64 hours per employee.

Total hours of training	2019	2018	Change 2018-2019 (%)
<b>By gender</b>			
Women	10,144	9,981	2%
Men	29,670	33,733	-12%
<b>Total</b>	<b>39,814</b>	<b>43,714</b>	<b>-9%</b>

<b>By professional classification</b>			
Management	516	670	-23%
Administrative and technical personnel	20,368	22,559	-10%
Operatives	18,930	20,485	-8%
<b>Total</b>	<b>39,814</b>	<b>43,714</b>	<b>-9%</b>

Average hours of training per employee	2019	2018	Change 2018-2019 (%)
Women	16.10	17.21	-7%
Men	9.54	11.02	-13%
<b>Total</b>	<b>10.64</b>	<b>12.00</b>	<b>-11%</b>
Management	13.23	17.18	-23%
Administrative and technical personnel	17.80	24.84	-28%
Operatives	7.40	7.60	-3%
<b>Total</b>	<b>10.64</b>	<b>12.00</b>	<b>-11%</b>

The 2020 Strategic Plan includes the goal of training all personnel in the subjects of equality, procedures and corporate social responsibility within five years and through the implementation of a specific training plan for each company.

The **Training Plan** for equality and corporate social responsibility is a three-year plan. To date, training has mainly been given to technical and administrative personnel with regard to equality via online courses, and the CSR training will be carried out between this financial year and the next. In terms of production personnel, in-person equality and CSR training has been scheduled with a view to training everyone in this job category within the time frame established in the plan.

We have a **Performance Management System** for teams and professionals that makes it possible to monitor the fulfilment of the group's objectives. To do this, we carry out regular performance and professional development assessments for the whole workforce.

Performance management is considered an essential tool for achieving our targets, through the implementation of competitive strategies, in turn helping to align and integrate the objectives with the key performance indicators across all categories and levels of work.

(404-3)

Due to the diverse nature of the organisations within Sorigué, the assessments have not been the same for all professionals in the group. Each company has its own individual performance review questionnaires. The personnel subject to these assessments has also varied company to company.

For example, at Ambitec, only technical and administrative personnel, but not operatives, were assessed. This explains the low percentage of assessments carried out. However, 100% of our people receive regular performance and professional development assessments.

WE SEEK TO ORGANISE  
PERFORMANCE REVIEWS  
THROUGHOUT THE  
WHOLE GROUP IN  
ORDER TO REACH ALL  
PERSONNEL.



## 5.3 WELL-BEING



### 5.3.1 EQUAL OPPORTUNITIES

EQUAL OPPORTUNITIES AND NON-DISCRIMINATION ARE TWO OF OUR FUNDAMENTAL PRINCIPLES AS A COMPANY COMMITTED TO SUSTAINABILITY AND PEOPLE.



[103-1, 103-2, 103-3 Diversity and equal opportunity]

At Sorigué, we are committed to guaranteeing equal opportunities for everyone, and we undertake to maintain a working environment that is free from all manner of discrimination and any behaviour that may constitute personal harassment. This commitment is explicitly stated in our Code of Ethics.

To this end, the cover for existing vacancies and the need for it is approved by the Human Resources Department with the maximum objectivity possible, to guarantee selection processes in which the incorporation of the best candidates is paramount, taking into account criteria to ensure diversity and equal opportunities in all cases.

We design equality and diversity policies on the basis of equality programmes and hiring programmes for people with difficulties entering the labour market, as well as internship programmes and selection processes in which inclusion in

our organisation is guaranteed, ensuring respect for human rights and non-discrimination.

To ensure these policies are put into practice, we have a Joint Committee on Equality which is responsible for monitoring the commitments and objectives assumed in the programme, as well as the actions taken.

The steps taken to establish gender equality in the company are included in the various equality programmes. In 2019, 12 of the group's companies have their own equality programmes, which include specific actions to establish gender equality within the company. The group companies that have an equality programme are: Acsa Obras e Infraestructuras, Sorigué, Constraula, Vialex, Ambitec, CLD, CLD UTE, Nordvert, Sorigué Acsa Conservación, Firtex, Axer and Ditransco.

## 12 OF THE GROUP'S COMPANIES HAVE AN EQUALITY PROGRAMME.

In 2019, Acsa Obras e Infraestructuras renewed its Equality Programme and the various companies in the group have continued to implement their current programmes with the aim of meeting the objectives set before they are updated in 2020.



Some of the specific measures carried out in the group's various equality programmes include:

1. **Creating an equality committee** or task force to ensure compliance with the Equality Programme.
2. **Organising specific training and informative sessions** to raise awareness throughout the workforce.
3. **Defining and maintaining parameters in the management reports.**
4. **Preparing and publishing a guide for the use of language,** which addresses all aspects relating to gender, age, race, culture, etc.
5. **Regularly reviewing the level of gender balance within the workforce.**
6. **Equal pay.**

We have also approved a Harassment Protocol that is mandatory for the whole workforce and management of the company. Every company in the group has its own standard harassment protocol, while the temporary joint ventures (UTEs) refer to the protocol used by the main company.

PART OF OUR COMMITMENT TO EQUAL OPPORTUNITIES ENTAILS FACILITATING ACCESSIBILITY TO PEOPLE WITH DISABILITIES.

In 2019, the group's companies complied with the applicable regulations of Act 1/2013 of 29 November, General Law on the rights of persons with disabilities and their social inclusion, which establishes that at least 2% of the workforce of a company of over 50 employees must be disabled persons.

We have the talent of 99 people with different abilities contributing their professionalism to the group's activities. In this regard, the participation of people with disabilities in the total workforce amounts to 2.65%<sup>28</sup>.

Employees	2019	2018
Total of workforce with disabilities	99	99
Total	3,741	3,642
<b>Total % workforce with disabilities</b>	<b>2.65%</b>	<b>2.72%</b>

<sup>28</sup> In the case of Acsa Obras e Infraestructuras, the percentage of disabled people in the workforce in 2019 is 1%. However, the company has a declaration of exemption and it meets the alternative measures in accordance with the exemption criteria.

The Joint Committee also works to include people with difficulties entering the labour market, both by complying with the Act on the social integration of disabled persons and by safeguarding certain particularly vulnerable groups. Some of these groups include: people over the age of 45; people between the ages of 18 and 24 without formal training; female survivors of gender-based violence; and people coming from special protection associations.

WE ATTAINED  
THE BEQUAL  
CERTIFICATE,  
WHICH REFLECTS  
OUR COMMITMENT TO  
CORPORATE SOCIAL  
RESPONSIBILITY  
AND DISABILITY.

**In 2019, we attained the Bequal Certificate<sup>29</sup>**, consolidating our level of commitment to Corporate Social Responsibility and Disability in essential areas of the organisation. In addition, we make special mention of the fact that CLD attained the Bequal Plus Certificate.

The minimum requirements to distinguish a company as socially responsible in terms of disability involves a commitment in at least three essential areas:

• **Strategy and leadership:**

senior management must demonstrate commitment towards people with disabilities.

• **Human resources management:**

not only in compliance with the law, but also in implementing non-discrimination and equality policies in all selection processes, access to employment and professional development and training.

• **Universal accessibility:**

both at the facilities and in communication in-house and with suppliers, as well as in the prevention of occupational risks.



<sup>29</sup> The certificate was attained for the group as a whole. CLD and UTE CLD hold the Bequal Plus Certificate.

These efforts have led to a structured model based on 7 categories, 19 parameters and 69 sources of verification. These will be combined with proposals for good practices presented by the companies that are striving to achieve this distinction, to be assessed by the Fundación Bequal committee.

1. There are 3 levels: Bequal, Bequal Plus and Bequal Premium. The minimum level is attained through compliance with the General Law on the rights of persons with disabilities and their social inclusion (LGDPDIS) with regard to employment plus a minimum score in other aspects (human resources, accessibility and strategy and leadership).
2. An accreditation is issued to companies that only **comply with the LGDPDIS** and that require it.
3. **The certification is valid for three years**, subject to annual review, in which both the continuous adherence to the accredited criteria and ongoing improvement will be assessed.

An audit firm not associated with Fundación Bequal will be responsible for auditing compliance with the standards. As one of the foundation's goals is to promote and raise awareness of the inclusion of disabled people in the labour market, it is essential to ensure that no company attains the Bequal Seal if it fails to meet any of the parameters deemed to be basic requirements for doing so.

Furthermore, companies that so wish **may propose policies, good practices and inclusive and integrating initiatives within the framework of the company that are not included in the model**, and they will be verified and assessed by the committee of the managing foundation.

RESPECT FOR  
HUMAN  
RIGHTS  
IS INHERENT TO  
OUR ACTIVITY.

Moreover, one of the principles underlying Sorigué's Code of Ethics is **respect for the human rights** of our entire team. In this regard, the Collective Bargaining Agreement and Workers' Statute are established as means of complying with human rights and principles of non-discrimination, ensuring our organisation's recruitment process respects these basic foundations through

the selection and hiring mechanisms established in the internal management procedures.

There are also mechanisms in place to monitor compliance with human rights and non-discrimination through the legal representation of workers, action from the Human Resources Department and collaboration with Human Resources' partners.

CLD receives the Bequal Plus Seal, certifying its inclusive policy for people with disabilities.



### 5.3.2 OCCUPATIONAL HEALTH AND SAFETY

THE OCCUPATIONAL  
HEALTH AND SAFETY OF  
PEOPLE IS A TOP-TIER  
COMMITMENT

(103-1, 103-2, 103-3 Occupational  
health and safety) (403-1)

In our firm commitment to guaranteeing safe and healthy working conditions, we have a **shared and cross-departmental system for managing health and safety** in different processes and activities. The commitment is also included in the **Corporate Social Responsibility Policy** and the **Sustainability Policy**, which establish health prevention as a top-tier commitment in all areas of the organisation. Through these policies, which serve as a framework, we convey the general proposals of the organisation to all stakeholders, and they form the

basis for defining specific health and safety objectives, which we set regularly in every area of activity.

WE ENDEAVOUR TO  
PROVIDE SAFE AND  
HEALTHY WORKING  
CONDITIONS.

In this regard, we strive to provide safe and healthy working conditions in order to prevent injuries or damage to the health of workers and anyone who might be affected, as well as to eliminate

hazards and reduce the risks to health and safety in the workplace associated with any of our activities, allocating the resources necessary to do so.

Almost all the companies included in the scope of this report have a health and safety standard certification<sup>30</sup>. Our companies are certified under the **ISO 45001** standard for health and safety management systems, with the exception of Sorigué Acsa Conservación, S.A., which is certified under OHSAS 18001 and

scheduled to adapt to the ISO 45001 standard during 2020.

The identification of hazards and risk evaluation are the foundation for defining the different preventive measures to ensure the best working conditions, carrying out the specific assessments or studies that may be required and updating them as and when it is necessary.

The planning of preventive actions, and the operational control of the measures by expert occupational risk prevention technicians, means we can verify their implementation and look at and propose others in line with the principle of ongoing improvement. Furthermore, establishing emergency plans, and putting them into practice by means of drills, ensures the correct function of the activity development processes.



<sup>30</sup> With the exception of Ditransco, Agrosorigué, Comexco and UTEs.

An important preventive task involves regularly identifying and evaluating compliance with applicable legal requirements with the use of online sources that allow us to stay up to date on developments in the law. We have an internal health surveillance procedure which assesses the suitability of our personnel to each job, as well as serving as a health care service.

In the event an incident occurs, we work to analyse and investigate it, to establish the appropriate measures to be taken in order to eliminate or reduce the likelihood of it happening again and/or its severity.

The internal audits we conduct throughout the year on the organisation's various activities constitute a key element for ongoing improvements to the system and to the comprehensive management of the organisation. These audits are conducted at the companies that hold the external certification based on the OHSAS 18001 and/or ISO 45001 standards, as well as those that do not yet hold this certification.

The ongoing training, information and awareness raising given to both our in-house personnel and our partner companies for the provision of our products and services are crucial elements. Something just as important as identifying the risks and establishing and implementing preventive measures is ensuring that employees are aware of how to work safely and are committed and willing to doing that every day. We also reinforce this training and information with regular or occasional awareness campaigns. For example, campaigns during the summer on avoiding heat stroke, or during the autumn and winter for preventing flu.

In addition, we coordinate business activities at all levels to ensure that when interacting with personnel from partner companies we continue to work in a safe manner.

We want this commitment to be extended throughout our value chain. Therefore, we continually assess our providers

and contractors on the basis of occupational risk prevention criteria. This also gives us information on the performance of these stakeholders with a view to future contracts and helps us establish improvement actions.

We have a number channels through which our people can check information and participate, such as:

- Health and safety committees
- Notice boards
- Suggestion boxes
- Task forces with expert risk prevention technicians, etc.

## DEVELOPMENTS IN 2019

In 2019, we have continued with initiatives to minimise the accident rate due to overexertion, establishing mid- and long-term actions with task forces, developing practical training and raising awareness of correct working posture and stretching. For example, at Acsa Obras e Infraestructuras, awareness is being raised at maintenance workstations, and practical training is being given at offices about the importance of stretching throughout the working day.

Health is a priority, so we encourage a healthy lifestyle, carrying out specific initiatives, such as providing locally-sourced fruit to the employees of CLD, Constraula and Acsa Obras e Infraestructuras once a week and offering work space for an hour of physical exercise at Constraula.

Other specific measures taken in 2019 were as follows:

1. **Improvement and renovation of work centres of some delegations**, such as the Badalona, L'Hospitalet de Llobregat and Madrid delegations of Acsa Obras e Infraestructuras and Constraula.
2. **Renovation of machinery and work equipment** to minimise noise levels and vibrations, for example by replacing metal filters with plastic ones at Cumesa, or purchasing trucks at Nordvert.
3. **Extending the analysis of the accident rate in construction work** taking into account subcontractors, aiming to incorporate the other activities throughout 2020.
4. **Conducting psycho-social studies** at Sorigué, Firtex, Afisca and Vialex, and scheduling studies for all workers within a cycle of two years.

5. Continuation of the work started in previous year in relation to the **use of software to manage preventive activity**.

This software is now fully implemented in all activities that have an in-house or joint risk prevention service.

6. **Adaptation of the health and safety management system to the new requirements of the ISO 45001:2018 standard** for companies pending adaptation, such as Sorigué Acsa Conservación.

(403-4)

There are formal labour-management health and safety committees that represent the interests of workers.

76.8% of workers are represented by formal labour-management health and safety committees.

(403-9, 403-10)

Type of accidents (%) <sup>32 33</sup>	2019	2018
<b>Workplace accidents with medical leave</b>	<b>318</b>	<b>353</b>
Men	276	309
Women	42	44
<b>Commuting accidents with medical leave</b>	<b>35</b>	<b>36</b>
Men	25	28
Women	10	8
<b>Workplace accidents without medical leave</b>	<b>263</b>	<b>308</b>
Men	235	269
Women	28	39
<b>Lost workday rate (LWR)</b>	<b>1.52</b>	<b>2.69</b> <sup>34</sup>
Men	1.58	3.01
Women	1.21	1.16
<b>Frequency index (AFR)</b>	<b>49.20</b>	<b>55.55</b>
Men	51.11	57.59
Women	39.48	44.49
<b>Severity index (ASR)</b>	<b>1.52</b>	<b>2.60</b>
Men	1.58	1.91
Women	1.21	1.16
<b>Occupational illness rate (OIIR)</b>	<b>0.62</b>	<b>1.10</b>
Men	0.74	1.30
Women	0.00	0.00
<b>Number of hours of absence</b>	<b>576,856</b>	<b>575,344</b>
<b>Absence rate (AR)</b>	<b>6.07</b>	<b>6.30</b>

<sup>31</sup> The percentage was calculated as a weighted average for all companies in the group.

In 2019, there were 4 cases of men with occupational illnesses<sup>35</sup>.

Considering the results of the accident rate obtained throughout 2019 for all companies that provided data in this report, a slight decrease can be seen in the frequency rate and a notable reduction in the lost workday rate, as the average days of medical leave due to an accident dropped from 47 per workplace accident in 2018 to 31 days in 2019. In terms of the accident rate for women, it increased from 26 days per accident in 2018 to 31 in 2019.

Nevertheless, most accidents with medical leave correspond to male workers as they represent almost 90% of the total workforce.

At the company level, the highest frequency rates were found at UTE CLD, UTE Sorigué Granada, Afisca and CLD, and the greatest improvement between 2018 and 2019 was seen at UTE Parla and Ambitec, companies specialising in gardening services.

This year, overall absenteeism decreased compared to last year, from a rate of 6.30 in 2018 to 6.07 in 2019. We also highlight the improvement for all companies in terms of the occupational illness rate, which takes into account the number of occupational illnesses in relation to the number of hours worked.

In 2020, we expect to continue working to reduce the accident rate, focusing on implementing specific measures to address the causes and improve awareness and understanding at all levels.

<sup>32</sup> The average workforce data was used to calculate these indices.

<sup>33</sup> Frequency rate:  $(\text{no. WAML} / \text{no. hours worked}) * 1,000,000$

Severity rate:  $(\text{no. workdays lost due to WAML} / \text{no. hours worked}) * 1,000$

Workday loss rate:  $(\text{no. workdays lost due to WAML and OI} / \text{hours worked}) * 1,000$

Occupational illness rate:  $(\text{no. OI} / \text{hours worked}) * 1,000,000$

Absence rate:  $(\text{Days of medical leave due to WAML+OI+non-occupational accident or illness} / \text{days worked}) * 1,000$

<sup>34</sup> These indices were recalculated on the basis of the formulae above for the 2019 data.

<sup>35</sup> Occupational Illness is defined in Article 116 of the General Social Security Act: "an illness contracted as a consequence of work undertaken as an employee in the activities specified in the table approved by the applicable implementing provisions of this Act, and caused by the effect of elements or substances indicated in the table for each occupational illness".



### 5.3.3 WORKING ENVIRONMENT

EFFECTIVE TALENT  
MANAGEMENT REQUIRES  
THE DEVELOPMENT OF  
A GOOD WORKING  
ENVIRONMENT.

(103-2)

We regularly conduct worker satisfaction surveys, as well as psycho-social risk assessment surveys in order to evaluate the impact of the policies implemented with a view to creating and maintaining a good working environment, and to ensure the occupational health and safety of the whole workforce.

In the survey we conducted in November 2019, in which a total of 609 employees took part, 88% of respondents stated that they would recommend Sorigué as a company to work for, while the remaining 9% were neutral on this question.

CLOSE TO 90% OF  
WORKERS WOULD  
RECOMMEND  
SORIGUÉ AS A  
COMPANY TO  
WORK FOR

We drive specific measures geared towards improving the well-being of our workforce:

1. **Possibility to work remotely**
2. **Rules for good organisation practices**
3. **Improving communication channels and encouraging regular meetings**
4. **Training in skills management for service, site and group managers**
5. **Resources for stress management**
6. **Reviewing the Equality Programme**
7. **Encouraging collaborative work**

Additionally, the corporate social responsibility surveys show that the quality of working life and equal opportunities are two factors that the workforce values highly, which closely links a company's social responsibility to the United Nations' Sustainable Development Goals (SDGs). In 2019, 80% of survey respondents stated that Sorigué is a socially responsible company.

This survey identified the 3 SDGs on which Sorigué is believed to have the greatest impact: SDG 9 — Industry, innovation and infrastructure (62%), SDG 6 — Clean water and sanitation (51%) and SDG 5 — Gender equality (42%). Furthermore, the areas on which the team would prefer Sorigué to focus its responsible standing are equality and work-life balance (70%), the fight against climate change (58%) and professional development and innovation (54%).



A way to safeguard the rights of workers is the inclusion of relevant aspects in the collective bargaining agreements or workers' statutes, as well as their participation in works committees.

(102-41)

All workers are covered by a collective bargaining agreement. The agreement that applies to each person varies depending on the geographical location of their workplace, their role and the activities they undertake.

There is direct and frequent contact with the works committees and the legal representation of workers, encouraging the involvement of business partners that allow for more information to be shared directly from the workers.

An innovation in 2019 was the implementation of the Success Factors software, which has become the tool used to provide maximum information to the workers in relation to their contractual status, position and remuneration development.

### 5.3.4 ORGANISATION OF WORKING HOURS

(103-2)

Working days are established depending on the applicable bargaining agreement, and a calendar with the set working hours is defined for each work centre. Similarly, the hours worked are established in the various bargaining agreements in place at the Sorigué Group companies.

In the case of operatives at CLD and CLD UTE, the working day is organised into morning, afternoon or night shifts. These companies provide services 365 days a year, and most of the workforce works from Monday to Saturday according to one of these short intensive shifts. There are also so-called "shift rotations", which consist of 6 consecutive working days followed by 2 days off (3 days off if the rotation coincides with a weekend).

In the case of overtime, the procedures are subject to the provisions of the relevant collective bargaining agreement.



### 5.3.5 WORK-LIFE BALANCE

WE ARE COMMITTED  
TO ACHIEVING A  
BALANCE BETWEEN  
FAMILY, PERSONAL AND  
PROFESSIONAL LIFE.

(103-1, 103-2, 103-3 Work-life balance measures) (Number of people in the flexible work schedule system)

We have designed a procedure that is intended to manage workers' disconnection from work and to provide guidelines and instructions related to the workers' right to digitally disconnect and, in turn, the obligation of the company to respect this right. The work-life balance of our workforce is specifically included in Sorigué's Equality Programme.

OFFERING  
MEASURES FOR  
WORK-LIFE BALANCE  
IS A KEY ISSUE AT  
SORIGUÉ.  
FOR THAT REASON,  
SINCE 2017,  
WE HAVE GIVEN  
OUR PROFESSIONALS  
THE POSSIBILITY  
TO JOIN THE  
FLEXIBLE WORK  
SCHEDULE SYSTEM.  
IN 2019, THE  
TECHNICAL AND  
ADMINISTRATIVE  
EMPLOYEES,  
A TOTAL OF  
1,183 PEOPLE,  
CAN JOIN THE  
FLEXIBLE WORK  
SCHEDULE SYSTEM.

With the firm intention of facilitating the work-life balance, we offer our professional team the possibility to benefit from reduced working hours. However, 92% of our employees as at 31 December 2019 had a full-time work contract.

Employees by type of working day and gender	2019	2018	Change 2018-2019 (%)
% Full-time	92%	90%	2%
<b>Full-time</b>	<b>3,441</b>	<b>3,264</b>	<b>5%</b>
Men	2,948	2,820	5%
Women	493	444	11%
<b>Part-time</b>	<b>300</b>	<b>378</b>	<b>-21%</b>
Men	162	242	-33%
Women	138	136	1%
<b>Total men</b>	<b>3,110</b>	<b>3,062</b>	<b>1%</b>
<b>Total women</b>	<b>631</b>	<b>580</b>	<b>8%</b>
<b>Total</b>	<b>3,741</b>	<b>3,642</b>	<b>2%</b>



### Participation in the Pacte del Temps

In 2019, Sorigué formed part of the Pacte del Temps initiative. This training and support programme for businesses aims to improve time management, thanks to the expert advice on this subject provided by Barcelona Activa and Barcelona City Council. The proposal is based on specific solutions to enhance time optimisation by workers.

The programme is aimed at 15 companies in the city that want to implement time management measures. In our case, for the time being, it has been carried out on a trial basis with the Human Resources Department to assess the viability of extending it throughout Sorigué.

Training, support and advisory activities were carried out in order to implement aspects like compressed workdays, flexible work schedules, target-oriented work, operational meetings and the introduction of more efficient and healthy meals.

The focus was not only on opportunities for improvement in the organisation, but existing good practices were also highlighted in order to showcase them.

In addition, we also comply with the law on the right of employees to take parental leave across the entire workforce of the organisation. In 2019, a total of 123 people in the group took parental leave: 108 men and 15 women.

Return to work and job retention is 100% at all companies for both 2018 and 2019 (except in cases in which the person who took parental leave was under a temporary contract that ended during the paternity / maternity leave). Therefore, 100% of people on parental leave have benefited from it during their working relationship with the company.

(401-3)

Parental leave	2019			2018		
	Men	Women	Total	Men	Women	Total
Total number of employees who have taken parental leave	108	15	123	71	21	92
Total number of employees who have returned to work in the reporting period after the end of parental leave	104	15	119	76	19	95
Total number of employees who have returned to work after the end of parental leave and who remained employed 12 months after returning to work	94	12	106	62	18	80
Return to work rate (%)	95%	71%	-	107%	90%	-
Job retention rate (%)	86%	57%	-	87%	86%	-

06

# KNOWLEDGE FOR SOCIETY

6.1 INNOVATION

82

6.2 DIGITALISATION

86

## 6.1 INNOVATION

(103-1, 103-2, 103-3 R&D&I) (Investment in R&D&I)

INNOVATION CONSTITUTES A STRATEGIC ACTION FOR SORIGUÉ. IT IS SEEN AS A GUARANTEE OF COMPETITIVENESS AND SUSTAINABILITY. INNOVATION ALLOWS US TO ANTICIPATE THE NEEDS OF CLIENTS AND SOCIETY, TO DEVELOP NEW BUSINESSES AND TO CONTRIBUTE GREATER ADDED VALUE TO THE SERVICES PROVIDED BY THE GROUP.



Innovation means improving, finding solutions to new demands. Our aim is to create and improve our products, services, processes and organisational management in order to evolve as a competitive organisation, allowing us to set ourselves apart and offer solutions to both public administrations and the private sector. In this respect, we promote the competitiveness of the group while contributing to the development of a new productive model in the various sectors and areas in which we work.

The strategic plan presented in 2018 propelled the development of the Innovation Department as a lever to strengthen our comprehensive business model, with constant investment in knowledge creation, which, coupled with our experience, is testament to how far we have come.

Sorigué's Innovation Department is developing a portfolio of balanced projects in terms of budget, technological risk and synergies with existing businesses. We divide these projects along three axes:

- a) **R&D projects**  
(high technological risk)
- b) **Incremental innovation**  
(close to business)
- c) **New businesses**

Since 2015, Sorigué has had an Innovation Advisory Council, a supporting advisory body for the activity undertaken by the Innovation Department. Its mission is to contribute to creating a favourable ecosystem for in-house and external projects, and to act as a “radar” for the trends that could bring the most potential profit both nationally and internationally in the sectors in which the group works, as well as in new sectors.

The members of the Advisory Council include Ana Vallés, President of Sorigué, and recognised experts in their fields: Rolf Tarrach, President of the European University Association (EUA); Lluís Torner, Director of the Institute of Photonic Sciences (ICFO: Instituto de Ciencias Fotónicas); Núria Sebastián, Vice-President of the Scientific Council of the European Research Council (ERC), and Marcos Urarte, strategic consultant and innovation expert.

We have created collaboration networks with universities such as the Norwegian University (Norway), Ben-Gurion University (Israel) and national and international technology centres like the Photonic Sciences Institute (ICFO), the University of Barcelona (UB), the Leitat technological centre, Tecnalia and the German Fraunhofer institute, among others. The aim of these collaborations is to guarantee the development of our policies and strategies, improve the quality of our products and services and increase the competitiveness and the effectiveness and efficiency of our response to today's demands from society and the markets.

The cooperation between different stakeholders allows us to undertake activities associated with the external and internal acquisition of knowledge, and it enhances our capacity to understand needs and detect problems, find innovative ideas and solutions in order to provide a response to issues related to water, waste, energy and the circular economy, among others. Thanks to the alignment of our innovation projects with the Sustainable Development Goals (particularly SDG 6, 7, 9, 11, 12, 13 and 17), we have received financial support from European funding schemes like SC5-04-2019 Building a water-

smart economy and society, within the framework of the European H2020 programme, and the JPI Waterworks 2018 ERANET programme, as well as national programmes such as Nuclis Individual de R+D Industrial, Nuclis Bilaters (Germany-Catalonia) promoted by Acció and the Waste Agency of Catalonia (ARC), and the Comunitat RIS3CAT Aigua programme promoted by the Generalitat de Catalunya and the Centre for the Development of Industrial Technology (CDTI).

Our constant desire to adapt to our clients' needs and to create and transform knowledge has pushed us to use ideas and innovation from outside Sorigué through open innovation, which connects corporations and start-up ecosystems efficiently and successfully. This is seen in the development and launch of two projects in line with the values and dynamics implemented by the group in terms of sustainability and value creation.



In order to sustain our culture of innovation, we have set the following objectives:

- **Create new lines of development and business and encourage technology transfer.**
- **Guide and support Sorigué’s business strategy.**
- **Stimulate industrial and scientific research in the institution.**
- **Increase participation in the regional and European R&D&I initiatives.**
- **Determine the needs of the industrial sector: water, energy, waste.**
- **Carry out technology monitoring tasks.**

**Budget for ongoing projects**

Total project budget for Sorigué	€1,211,859
Non-refundable grant	€388,043
Materials and subcontracting expenses	€319,000
Project tax deductions	€241,561

**2 projects finished**

**Ongoing projects**

**Partnerships**

**3 financing institutions**  
(Acció, ARC and CDTI)

**1 financed R&D&I initiative**  
stemming from a subcontracting arrangement (LEITAT)

**€356,252 total budget**  
for the finished project  
ELECTROWETLAND



### Outstanding projects under development during 2019

<b>AGUAGOX</b>	Development of graphene-based high-impact membranes for water treatment (SDGs: 6 and 13). This project aims to synthesise and develop pilot-scale membrane prototypes based on nanotechnology for use in water purification and reuse. It is expected to be finished in June 2021.	<b>WATERTUR</b>	Research of technologies for intelligent and sustainable management of the water cycle at tourist facilities (SDG: 6 and 11). This research aims to develop innovative technologies to optimise and provide more intelligence to the main points of water consumption and purification, primarily in the recreational area and in the different treatment systems that exist in a hotel facility. Expected to be finished in February 2021.
<b>WATER HARMONY</b>	Pioneering project in harmonising water cycle issues through technological, socio-economic and management improvements to the water cycle. First project funded under a European call for proposals, the JPI WATERWORKS, although with decentralised funding from the CDTI, in which the Innovation Department is looking to analyse and provide a solution to some of the challenges related to the contamination water by microplastics.	<b>RESACTIV</b>	Generation of activated carbon from waste for use in absorbent filters for the treatment of water and gases (SDG: 6, 9, 12, 13 and 17). The goal is for this new product to be able to absorb bad odours, heavy metals, organic matter and emerging contaminants in the treatment of water and derivatives. This project is expected to be finished in January 2021.
<b>CORIUM</b>	Project for the industrialisation and commercialisation of single serve olive oil in biodegradable packaging.  The project originated from the search for solutions that would reduce the use of plastics in single-use packaging. As a result of our monitoring of technologies being developed, we identified and contacted an entrepreneur that had designed and developed a prototype for 100% biodegradable packaging. The idea and the design fit the profile of our projects, so we have created a new company together in order to scale up the project. The new olive oil packaging is already under way and the proposal is seeing success.	<b>PLATIO</b>	An industrial project to replace conventional pavement with paving that collects solar energy in order to convert it to electricity.  The product was developed by a Hungarian start-up, which we identified thanks to the Open Innovation challenge that we undertook during the last edition of the Barcelona Building Construmat event, in which we looked for circular economy solutions for the urban environment. The company Platio was selected and it joined us at our stand during the event. We are now jointly developing a pilot test in Barcelona to assess how the solution performs.
<b>LLOVAL</b>	Recovery of water treatment plant sludge (SDG: 9, 12, 13 and 17). Project idea to synthesise high added-value products for use in construction and agriculture from water treatment plant sludge. Expected to be finished in August 2021.		

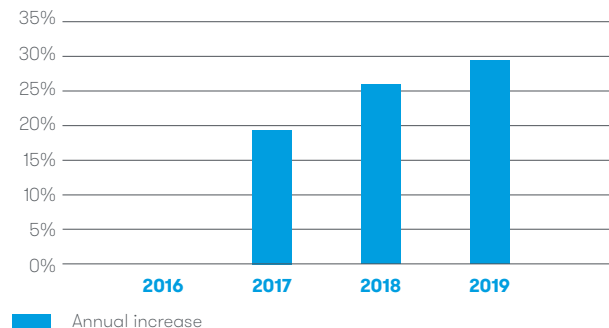
## 6.2 DIGITALISATION

THIS DIGITALISATION PROCESS HAS A GREAT IMPACT ON THE ORGANISATION, BUT ALSO ON PROCESSES AND ON PEOPLE. SPECIFICALLY, IT ENTAILS A COMPLETE CHANGE IN SORIGUÉ'S CULTURE AND ITS BEHAVIOUR. WE BRING TECHNOLOGY TO THE MAXIMUM NUMBER OF WORKERS, GUARANTEEING THE AVAILABILITY OF SYSTEMS AND SECURITY, AND IT ALSO HELPS US TO REDUCE OUR ENVIRONMENTAL IMPACT.

In 2017, Sorigué launched an **IT Systems Plan** with a view to advancing the digitalisation of the organisation. In line with this, for the last three years, and according to the areas defined in the 2020 Strategic Plan, we have remained committed to meeting the objectives set in the Plan through a significant and continuous increase in investment in digitalisation, reaching a 30% annual increase in 2019.

WE CONTINUE TO INVEST IN THE AREAS DEFINED IN THE 2020 STRATEGIC PLAN IN THE AREA OF DIGITALISATION.

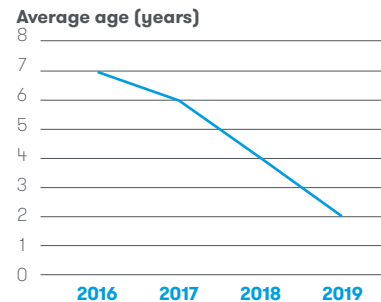
Increase in investment in digitalisation



With a view to digitalisation, technology has been leveraged in order to enhance, improve and transform the organisation's operations, functions, models processes and activities. This process allows us to use technology to interact with people (both internal and external) in order to meet specific needs.

In this regard, a number of projects intended to configure the digitalisation process were carried out in 2018 and 2019:

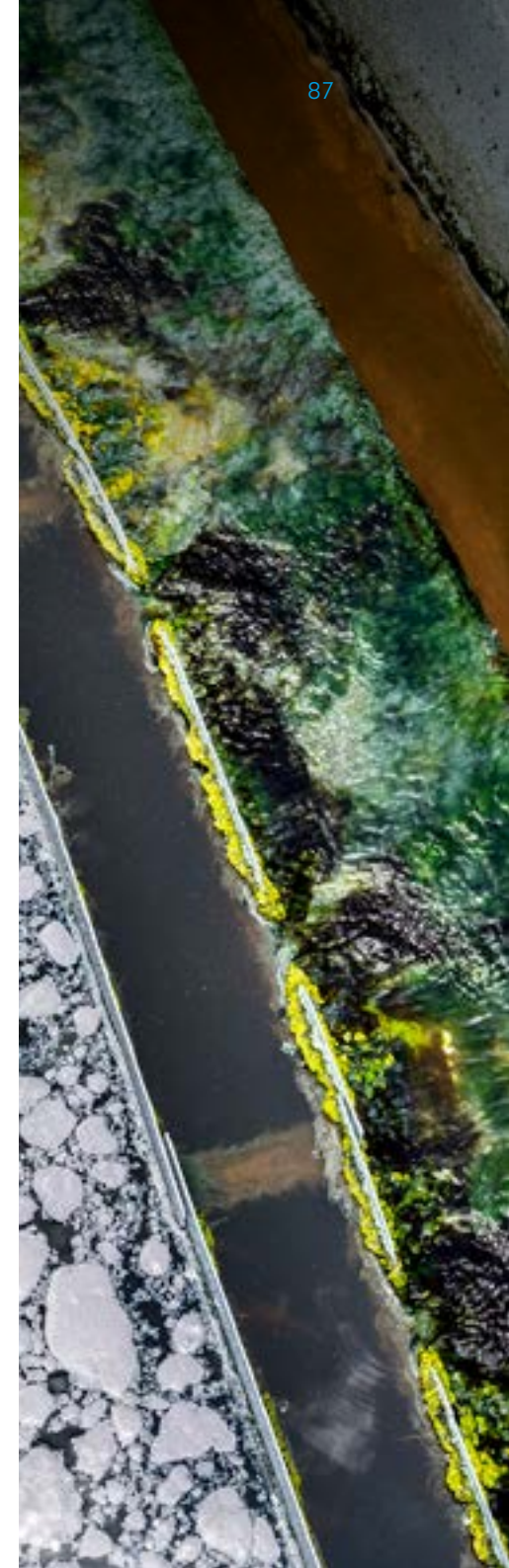
- Almost complete **renewal** of all IT equipment (servers, employee equipment, data and communication centres). The availability and capacity to carry out any task digitally was improved, and the average age of the equipment was reduced. At the end of 2019, 1,520 workers had a company computer to perform their daily tasks.
- Adoption of a Microsoft Office 365 **training programme** for all workers with a company computer. This programme had a 45% participation rate in 2019.



- **Relocation of the data centre** to an area with a more suitable temperature. This new space has a Tier 3 data centre, which complies with the ISO 9001 and ISO 27001 standards and implements the latest strategies for efficiency and reducing energy consumption by means of modular systems and free cooling.
- Adaptation of Sorigué's communications network and access for the whole team to the **Microsoft Office 365 platform**. This process has streamlined the transfer of digital information between different work centres, improving the collaboration between remote teams and preventing unnecessary transfers

between work centres thanks to the increase in virtual meetings. This system has also allowed us to increase the storage of over 10 million files on a platform that has the necessary safeguards and that allows sharing between collaborators.

- Development of digital solutions within the platforms that support the business: Human Resources management platform (implementation of the Success Factors tool that allows the data of all workers to be digitised); General request tool (beginning of the digitisation process for all request forms, ending in March 2020, eliminating the use of paper for these internal processes).





OUR COMMITMENTS  
TO THE DIGITALISATION  
OF THE ORGANISATION  
ARE REFLECTED IN...

...BRINGING  
TECHNOLOGY  
TO THE MAXIMUM  
NUMBER OF  
EMPLOYEES.

We have gone from having 1,200 workers who had some interaction with IT systems in 2017, to 100% of the Sorigué workforce, with Office 365 and Human Resources solutions.

...GUARANTEEING  
THE AVAILABILITY  
OF SYSTEMS AND  
SECURITY.

This is done through investments in infrastructures and the development of a project geared towards complying with the law on data protection and security based on the GDPR and the National Security Scheme.

# 07 INFLUENCE

## 7.1 GIVING BACK

7.1.1 Social commitment

7.1.2 Culture and art

7.1.3 Talent and education

7.1.4 PLANTA project

7.1.5 Economy for the Common Good

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## 7.2 COMMUNICATION

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## 7.1 GIVING BACK

(103-1, 103-2, 103-3 Local communities)

WE ARE AWARE OF THE IMPORTANT ROLE WE PLAY IN SOCIETY AND THAT IS WHY WE PUT ALL OUR EFFORTS INTO PROMOTING AND SUPPORTING INITIATIVES THAT HAVE A SOCIAL, EDUCATIONAL AND CULTURAL IMPACT. GIVING BACK TO SOCIETY IS AN IMPORTANT PART OF OUR ORGANISATION AND, FOR OVER 35 YEARS, ALSO OF THE FUNDACIÓ SORIGUÉ.



Since our beginnings, we have demonstrated our commitment to society and to the places where we operate, supporting social, cultural and artistic activities.

Our CSR department and the Fundació Sorigué provide double impetus for our vocation to influence society.

The foundation was founded in 1985 by Julio Sorigué and Josefina Blasco with the aim of giving shape to the group's social commitment.

Every year, our business group contributes part of its profits to the Fundació Sorigué (in 2019, the group contributed one million euros, the same as in 2018) so that they are allocated to the social and cultural projects managed by the foundation.



**The Fundació Sorigué is a non-profit organisation with a threefold aim:**

• **Giving back to society**

Our commitment to give back or return part of our profits to society, to invest in or have a positive impact on our environment. Our most notable project in terms of giving back to society took place in 1992 with the construction of a special training centre for people with intellectual disabilities in Lleida, which we continue to maintain and through which we help more than 45 families a year. The foundation is also currently carrying out activities related to welfare, collaborating with various social projects promoted by public and private institutions.

• **Culture**

Our commitment to culture has led us to establish one of the largest contemporary art collections in Spain. Among the artists included in this collection are internationally renowned names such as Anselm Kiefer, William Kentridge, Bill Viola, Chuck Close, Anish Kapoor, Antonio López, Daniel Richter, Antony Gormley and Julie Mehretu.

The foundation maintains an active lending policy with other Spanish and international entities. The collection has participated in exhibitions arranged by the Thyssen-Bornemisza Museum in Madrid, the Museum of Modern Art in

New York (MoMA), the Bilbao Fine Arts Museum, the Albertina Museum in Vienna, the Santa Monica Art Museum in California, the Tate Gallery in Liverpool, the Centro Andaluz de Arte Contemporáneo - CAAC [Andalusian Center for Contemporary Art] in Seville, Arts Santa Mónica in Barcelona, the Palazzo Fortuny in Venice, and the Boston Museum of Fine Arts, among others.

The collection is currently being developed with new proposals focused on the specific work of renowned artists such as Bill Viola, Wim Wenders and Chiharu Shiota, intended for the PLANTA project.

• **Talent**

Our commitment to people means we work along three lines in relation to training, young people and art. Firstly, we provide educational support in the form of scholarships for the children of workers and young talents. Secondly, stemming from our desire to bring contemporary art to all audiences, we created an Education Area at the Fundació Sorigué, which works on designing educational programmes through exhibitions offered for free to all the schools in our local area. And thirdly, we collaborate on projects from other institutions to boost and assist in the training of young people who do not have access to resources.



(203-1) (203-2) (413-1)

Furthermore, in 2017, the CSR department of the group formed the Sponsorship Committee, which gives shape and meaning to our sponsorships and through which we continue to

help to drive local projects that have a positive impact on our environment. Between 2018 and 2019, we allocated €469,507.29 to sponsoring projects that give back to society.

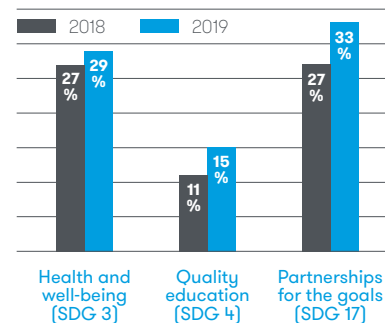
#### Sponsored projects

	2019	2018
Number of projects	40	48
Total investment	€196,476.99	€273,030.30
Average investment	€4,911.92	€5,688.13

In line with the 17 Sustainable Development Goals (SDG) established by the United Nations in its 2030 Agenda, Sorigué distributes its social investment according to the purpose of each of the sponsorship projects. Focusing on sponsorships in collaboration with projects by social institutions or associations that have a positive impact on health and well-being and that promote quality and equal education, this Commission mainly works on the following SDGs:

**health and well-being** (SDG 3), **quality education** (SDG 4) and **partnerships for the goals** (SDG 17)<sup>36</sup>.

#### Increase in investment in digitalisation



#### The following sponsorships and collaborations stand out this year, among others:

##### • Gota a Gota project.

Due to our firm commitment to SDGs 1, 2, 4, 6 and 9, we have sponsored the Gota a Gota project. This is an ambitious charity project run by the Gota a Gota and Vihda foundations that is aimed at the repair and restoration of the Kirimiri and Mugira dams, the restoration of wells, the construction of tanks, pipelines and bridges for water supply to different villages, schools and hospitals in Kenya.

• **Fundación Exit:** Sorigué has been collaborating with the Fundación Exit since 2017 through the Coach project, involving Sorigué workers who volunteer to offer employment guidance for young people, and since 2018 through the eDuo project, offering Professionalism Certificates. On the basis of the eDuo initiative, in 2019, Sorigué hired 20 young people through CLD, the group's specialist urban services company.

• **IRB Research Institute:** Sorigué has been collaborating with IRBLleida for a number of years. The research institute's mission is to promote, develop, manage and share biomedical research and research training, primarily supporting the Lleida health care system, to research important diseases such as cancer, strokes, multiple sclerosis, mental disorders, etc.

<sup>36</sup> The 2018 data has varied slightly as the calculation method has been changed.

## 7.1.1 SOCIAL COMMITMENT

[413-1]

### Fundació Sorigué Occupational Centre

One of the most significant contributions from the foundation was the creation of the Fundació Sorigué Occupational Centre for people with intellectual disabilities in Lleida in 1991.

The work carried out in its 27 years has led the institution to be recognised in the local community, as well as in the sector, as an example of social commitment.

This centre is run by the Fundació Aspros, an iconic institution in Lleida with over 450 professionals and a long-standing history of caring for disabled people. It is pioneering in the development of programmes aimed at fostering the social and professional integration of disabled people and it is a benchmark in terms of raising awareness of intellectual disabilities.

The Fundació Sorigué centre currently cares for 47 people, aged between 21 and 58, with special intellectual needs. The centre offers a quality therapeutic occupation service to users and support for their families.

The space in which the centre is located is owned by the Fundació Sorigué and consists of 4,000 m<sup>2</sup>, with classrooms designed for the development of motor skills, communication, sensory stimulation and a large garden area.

OVER THE LAST 27 YEARS,  
MORE THAN 150 PEOPLE  
HAVE BEEN CARED FOR  
AT THE OCCUPATIONAL  
CENTRE.

## 7.1.2 CULTURE AND ART

The Fundació Sorigué has amassed one of the most important contemporary art collections in Spain, with more than 450 works by national and international artists, including renowned artists like Anselm Kiefer, William Kentridge, Bill Viola, Juan Muñoz, Oscar Muñoz, and Mat Collishaw, among others.

10,988	Visits to the Oscar Muñoz: Des/materializaciones exhibition
31,925	Visits to the Mat Collishaw exhibition
6,105	Visits to the Fundació Sorigué museum

During 2019, the Fundació Sorigué received a total of 39,847 visitors, 3,851 of which were educational visits.



THE FOUNDATION  
HAS AMASSED  
ONE OF THE  
MOST IMPORTANT  
CONTEMPORARY  
ART COLLECTIONS  
IN SPAIN.

The collection, which has a strong didactic and educational mission, pursues the more sensitive and emotional aspects of the artists' work, focusing on their individual perspectives as the epitome of expression of our existence.

For 2019 we highlight the end of the exhibition "Oscar Muñoz: Des/materializaciones".

The exhibition served as a space in which visitors could explore, through the works by the Colombian artist, the moments before and after an image is fixed, reflecting on the ephemeral nature of images in time and memory. The exhibition received a total of **10,988 visitors since it opened in 2017.**

Also in 2019, the foundation opened the first exhibition of works by Mat Collishaw in Spain. The exhibition, which has received a total of **31,925 visitors**, offered a complete vision of the dark and captivating world of Mat Collishaw, through his rarely seen pieces and seminal works.

**Fundació Sorigué  
and its vocation  
to impact society**

With the opening of the exhibition "Mat Collishaw. Dialogues" at the Pabellón Villanueva of the Real Jardín Botánico in Madrid in 2019, we reached out to the Sorigué team members, their families and our stakeholders in this city. It reflects a clear commitment to generating a positive social impact in the cities in which our business group has a presence.

The foundation later moved the exhibition to its museum in Lleida, inaugurating a new concept through the reformulation of the discourse and the incorporation of new pieces. This transformation gave rise to "Mat Collishaw. The End of Innocence", which explores the relationship of individuals with nature, emphasising the impact of humankind on the natural environment, as well as the relationship with the digital environment, new technologies and images. It is a new exhibition with a strong educational component.

The Fundació Sorigué museum received a total of 6,105 visitors during 2019, 56% of which were organised educational visits.



### Lending policy

We have also maintained our active lending policy for our works with other international institutions such as the Bienal Internacional in Andorra, the Instituto Cervantes in Rome and New York, the Irish Museum of Modern Art in Dublin and the National Chiang Kai-shek Memorial Hall in Taipei.

We also highlight the work of the Fundació Sorigué in organising and participating in different seminars and conferences in 2019, including:

- Organising the conference “Dialogue with Museo Nacional del Prado masterpieces” with the artist Mat Collishaw and the art critic Waldermar Januszczak at the Museo Nacional del Prado in Madrid.
- Participating in the round table “¿La cultura necesita mecenazgo?” (Does culture need patronage?), organised by Fundació Catalunya Cultura and the Provincial Government of Lleida at the Institut d’Estudis Ilerdencs in Lleida.
- Participation in the seminar on Intercultural Education and African Art at the University of Lleida.



The foundation has also provided its facilities to various entities for different activities:

- Performance of a concert included in the programme of the festival “¡ Musiquem Lleida!, XIV Festival Internacional de Música”.
- Presentation of the book “Tu qui et penses que ets?” (Who Do You Think You Are?) by Alice Munro, organised by the Joc de la Bola Neighbourhood Association Reading Group.



### 7.1.3 TALENT AND EDUCATION

Talent is one of the three fundamental principles that form the basis of the Fundació Sorigué's work. The foundation develops collaborations with socio-educational entities and offers support in training in the form of scholarships for young talent.

In its desire to bring contemporary art to all audiences, Fundació Sorigué's Educational Area has designed an educational programme for the exhibition "Mat Collishaw. The End of Innocence", aimed at three levels of education: 6 to 10 years, 11 to 14 years, and 15 to 18 years. The proposal was presented in September 2019 to the Lleida educational community, in collaboration with the Centre de Recursos Pedagògics del Segrià (Segrià Centre for Educational Resources).

Through the British artist's work the project explores current themes such as human beings' relationship with their natural environment, the passage of time, self-perception, the distortion of images in the digital age and the deterioration of the environment, processed in a way that is adapted to each educational level.

This new programme has collaborated with over 39 centres (schools, universities, special education centres, etc.) and 2,292 students from different education centres, from the province of Lleida in particular, have visited and participated in the educational project.

TALENT IS ONE  
OF THE THREE  
FUNDAMENTAL  
PRINCIPLES  
THAT FORM  
THE BASIS OF  
THE FUNDACIÓ  
SORIGUÉ'S WORK.

We also collaborate with socio-educational entities specialising in the integration of young people who are at risk of exclusion from the labour market. In this regard, it is worth noting our involvement with the Fundació Exit, whose mission is to reduce early school leaving by vulnerable young people through training projects and with whom we collaborate actively through its Coach and eDuo projects. 2019 was the third consecutive year in which we have been involved in one of its initiatives, increasing our volunteer force by over 20% compared to 2018, with participants coming mainly from our centres in Madrid, Zaragoza and Barcelona.



#### 7.1.4 PLANTA PROJECT

PLANTA is the project that modulates the intersection between the business group and the Fundació Sorigué. A space where art, architecture, landscape, knowledge and the company come together.

PLANTA combines our future corporate vision with our mission of giving back to society, our values and our growth axes: talent, innovation and giving back. After over 60 years in business and 30 years as a foundation, we have moved towards a project that lends continuity to our organisation and enables us to continue our patronage work and keep on giving back to society, contributing to the development of the area, society and the generation of value.

In 2019, the PLANTA project incorporated an extended range of spaces open for visits and it has received 1,817 visits. We also highlight the opening of the “Ocean Without a Shore” space by Bill Viola in June 2019, and the inclusion of PLANTA in the “Bill

Viola Route. Mirrors of the Unseen”, promoted by Fundació Catalunya — La Pedrera, in collaboration with different Catalan cultural institutions showing Viola’s work.

PLANTA WAS  
CONCEIVED WITH  
THE GOAL OF  
EXCHANGING TALENT,  
PROMOTING  
INNOVATION AND  
CREATING SYNERGIES  
BETWEEN CREATIVITY  
AND ENTERPRISE

#### 7.1.5 ECONOMY FOR THE COMMON GOOD

The Economy for the Common Good (ECG) is the new economic and social model that aims to redirect the economy towards its original purpose: optimising the common good. This model is based on the following values: human dignity, solidarity and social justice, environmental sustainability and transparency and co-determination.

In 2019, we participated in a pioneer project alongside the Barcelona City Council and the Economía del Bé Comú movement that conducted an analysis of business contribution to the common good. Sorigué took part in the first edition of the project with the company CLD

in the district of Horta Guinardó, considering it offers waste collection services in this area. In the calculation of the company’s contribution to the common good, the participation of different stakeholders was taken into account: suppliers, owners and financial providers, employees, clients and other organisations, as well as the social context.

Following this initiative, Sorigué has maintained its commitment with the association and its relationship with the movement, for example through our participation in new editions to share our experience of the project.



## 7.2 COMMUNICATION

COMMUNICATION IS THE ESSENCE OF COMPANY'S ORGANISATIONAL ACTIVITY AND IT IS ESSENTIAL FOR IT TO RUN SMOOTHLY. AT SORIGUÉ, WE UNDERSTAND THAT GOOD COMMUNICATION MEANS LISTENING ACTIVELY, ASSERTIVELY AND PRO-ACTIVELY. THAT IS WHY WE OFFER OUR STAKEHOLDERS VARIOUS COMMUNICATION CHANNELS AND WE MAINTAIN A CONSTANT DIALOGUE WITH THEM.

We know that good communication makes our organisation more competitive, and improves our adaptability to changes in our environment, making it easier to achieve the set objectives and goals. Good communication also satisfies the organisation's needs and those of its participants, it coordinates and regulates activities and fosters good motivation, commitment, responsibility, involvement and participation from members, as well as a good working environment.

Once more, the 2018-2020 Strategic Plan "Shared Value" demonstrates our commitment to transparency, as well as our

determination to understand the interests and concerns of our stakeholders while sharing our achievements and progress.

The Communications Department has designed and implemented the Sorigué Internal and External Communications Plan on the basis of the objectives laid down in the 2020 Strategic Plan.

Our communications channels and initiatives in 2019 include:

- The corporate website (sorigue.com) on which we posted 28 news articles, as well as 26 pages on projects and contracts carried out in this period.

- The foundation and PLANTA project website (fundaciosorigue.com) on which we posted 18 news articles.
- In terms of the corporate social networks, we uploaded 289 posts on Twitter, 109 on LinkedIn and 253 on Instagram. The foundation's social networks posted 120 times on Facebook, 209 on Twitter and

65 on Instagram. PLANTA's social networks posted 90 times on Facebook, 82 on Twitter and 17 on Instagram. The number of followers for all accounts has increased.

- In terms of press, we sent a total of 12 press releases and we have identified 1,165 appearances in the media.
- In addition to web and social media presence, we also publish an electronic newsletter that currently has 3,062 subscribers (44% internal).



IN 2019,  
THE NUMBER  
OF SUBSCRIBERS  
INCREASED 32.7%  
COMPARED  
TO 2018.

The Communications Department also lends support to business areas and the foundation to ensure that communication with clients and stakeholders is effective and in line with the strategy. It carries out brand identity, digital and audiovisual projects, working on the message and searching for new channels.

#### Brand identity and image projects

- New identity for the Constraula brand.
- New identity for the Conexis brand.
- Update to the catalogue of Urban Services.
- New catalogue for Constraula.
- Coordination of graphic design for the **presentation of 2 public bids** (Aigües de Barcelona and CLD).

#### Audiovisual projects

- **91 photo reports**  
75 Sorigué Group  
16 Fundació Sorigué
- **41 video reports**  
28 Sorigué Group  
13 Fundació Sorigué
- **28 final videos**  
21 Sorigué Group  
7 Fundació Sorigué

#### Digital projects

- Creation of a new website [Constraula].
- Coordination of digital marketing strategies [Hidrojet].
- New corporate channel: Instagram.
- Creation of new web pages on “Responsible business” and “Innovation”.
- Website for the exhibition “Mat Collishaw. Dialogues”.



### Institutional Relations

In 2019, we carried out numerous initiatives with our stakeholders:

- Participation in the BBConstrumat trade fair: corporate stand and cycle of conferences.
- Ana Vallés' presidency of the BBConstrumat trade fair.
- Presentation of new Volkswagen electric vehicles at the Ambitec facilities.
- Acceptance event for the Bequal Seal recognising inclusion policies at the CLD facilities.
- Presentation and signing the agreement with the Spanish Association of Social Responsibility Directors (DIRSE) at the headquarters in Barcelona.
- Presentation of the results for the first year of door-to-door waste collection in the region of Segrià in Lleida.
- Visit to PLANTA by the Minister of Culture and Sport José Guirao.

### Events (press conference and event with stakeholders)

- Inauguration of the work "Ocean Without a Shore" by Bill Viola at Planta.
- Inauguration of the exhibition "Mat Collishaw. Dialogues" at the Jardín Botánico in Madrid.
- Inauguration of the exhibition "Mat Collishaw. The End of Innocence" in Lleida.

### Participation as speakers and collaborators at external events

- "Cómo mejorar el equipo humano de tu empresa" (How to improve your company's human resources) conference organised by Incorpora la Caixa at the Caixa Forum in Lleida.
- Ana Vallés takes part in the Generación 81 presentation in Lleida, a project aimed at accelerating the progress of women.
- Talk at the 3rd Congress of the Catalan Water Partnership.
- 46th National Congress of the Parks and Gardens Association.
- UPC School of Civil Engineering company forum.
- Project by the Associació Catalana per al Foment de l'Economia del Bé Comú (Catalan Association for the Advancement of the Economy for the Common Good), alongside other companies in the neighbourhood of Guinardó in Barcelona.
- Board of companies of the Municipal Institute of Training and Business of Reus City Council.
- Ana Vallés takes part in the round table "Liderazgo para una nueva era" (Leadership for a new era) by the Spanish Federation of Business and Professional Women.
- Talent programme for young university students from the Princess of Girona Foundation.
- Session on sustainable and circular construction at Naturgy's InnovaHub@barcelona.
- 21st Congress of the Associació de Professionals dels Espais Verds de Catalunya (APEVC - Catalan Association of Professionals of Green Spaces).
- National Building Awards 2019.
- YoMo Barcelona.
- Mining and Energy Conference 2019 organised by the Col·legi d'Enginyers Tècnics d'Obres Públiques de Catalunya (Catalan Association of Civil Engineers and Public Works).

# 08 ABOUT THIS REPORT

8.1 SCOPE AND REPORTING PRINCIPLES

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8.2 MATERIALITY ANALYSIS

105



**This report is aimed at all our stakeholders and it explains Sorigué Group's business activity and results in a clear and transparent manner.**

## 8.1

# SCOPE AND REPORTING PRINCIPLES

(102-46, 102-49, 102-50, 102-54)

At Sorigué, we have prepared our third sustainability report, the second in compliance with the Global Reporting Initiative (GRI) standards, which covers the period from 1 January 2018 to 31 December 2019. The reporting scope corresponds to Sorigué's business activity regarding the most essential aspects of the financial, environmental and social performance of most of the company during these two years.

In addition, this report has been prepared to comply with the requirements laid down in Act 11/2018 of 28 December 2018, amending the Code of Commerce, the consolidated text of the Corporate Enterprises Act,

approved by Royal Legislative Decree 1/2010 of 2 July, and Act 22/2015 of 20 July on Account Audits with regard to non-financial and diversity information, and it therefore constitutes the Sorigué group Non-financial Reporting for 2019.

This report was prepared with the direct participation of people in different management areas and, in particular, the Corporate Social Responsibility (CSR) Department, who contributed information regarding the different aspects included in the report. It is therefore the result of teamwork, as each person involved has contributed their knowledge and experience.

The following standards and laws were considered during the reporting:

- Act 11/2018 of 28 December on non-financial and diversity information.
- Guidelines for sustainability reporting from GRI based on the Core option.
- AccountAbility's AA1000SES standard, during the materiality analysis.



This 2019 Sorigué Sustainability Report complies with the following principles defined by the GRI standards for determining the content of this type of documents:

- **Stakeholder engagement**

Different stakeholders at our company were directly involved at the beginning of the sustainability reporting, in the framework of the materiality analysis carried out, through specific in-depth interviews on sustainability matters and surveys conducted internally on labour matters, equality and sustainable development goals. In addition, two workshops were proposed in which key people in our organisation in the Materials Department, Construction and Services Department and Corporate Department took part.

- **Sustainability context**

In identifying the different sustainability issues relevant to our organisation, the benchmarking established for this purpose was taken into account. During this process, companies in Sorigué's sector and international sustainability initiatives were studied in order to understand the sustainability context of our company and for this to be taken into account in the preparation of this document.

- **Materiality**

A materiality analysis according to the GRI standards was conducted for the preparation of this report and AccountAbility's AA1000SES standard was taken into account. The analysis carried out and the results are included in this section of the report.



- **Completeness**

In the framework of the management systems implemented in relation to quality (ISO 9001), the environment (ISO 14001), occupational health and safety (OSHAS 18001), energy and energy efficiency (ISO 50001), R&D&I (UNE 166002) and social responsibility (IQNet SR10), Sorigué has defined a series of absolute and relative monitoring indicators with a view to monitoring the evolution of our organisation's performance over time and to analyse the impact of the actions taken, as well as to compare this information with that of other companies in the sector.

In terms of the application of the quality reporting principles herein, also defined by the GRI standards, we have considered the balance of the information provided, reporting on both the positive and negative aspects of the organisation's performance (see "degree of compliance with the organisation's objectives", for example).

(102-5)

The information reported in this 2019 Sorigué Sustainability Report covers the following 19 companies:

Acsa, Obras e Infraestructuras, S.A.U. (ACSA)

Corporación CLD, Servicios Urbanos de Tratamiento de Residuos S.L. (CLD)

Ambitec, Servicios Ambientales, S.A.U. (Ambitec)

Constraula, Ingeniería i Obres S.A. (Constraula)

Vialex Constructora Aragonesa, S.L. (Vialex)

Sorigué, S.A.U. (Sorigué)

Carreteras, S.A.U. (Aficsa)

Firtec, S.A. (Firtec)

Agro-Sorigué, S.A.U. (Agrosorigué)

Ditransco, S.L.U. (Ditransco)

CIMEXCO S.A.U. (Cimexco)

Sorigué Acsa-Conservación de Infraestructuras, S.A.U. (Sorigué Acsa Conservación)

Auxiliar de Servicios y Asistencia, S.L.U. (Axe)

UTE Sorigué Parla (UTES Parla)

UTE Sorigué Parla III (UTES Parla)

UTE Sorigué Granada

UTE Zoo Bcn

UTE CLD

Nordvert, S.L.U. (Nordvert)

The data provided is accurate and it is used to monitor the proper management of the various sustainability issues reflected in the report and that are relevant to Sorigué. Data is provided for the years 2018 and 2019, with the aim of reporting on the evolution of our organisation's performance in each of the sustainability issues during this period. Furthermore, we present the information in such a way that the data can be compared with the rest of the sector, with specific sector indicators selected for this purpose.



## 8.2 MATERIALITY ANALYSIS

For this report, the materiality analysis carried out for the group's 2017 sustainability report has been used (see [2016-2017 sustainability report](#) to check details ).

The materiality matrix makes it possible to visualise the results obtained from the internal perspective (relevance for Sorigué) and the external perspective (relevance for stakeholders).

Following a validation process, the material topics selected were those topics that were in the quadrants where the two variables (relevance for stakeholders and relevance for Sorigué) obtained medium or high relevancy results (shaded in blue in the previous table), taking into account the footnotes indicated.

(102-44, 102-47)

Relevance for stakeholders	HIGH	Performance and risk management in sustainability ** Indirect contribution to the economy and local communities **	<b>Professional career</b> <b>Advancement of equality</b>	<b>R&amp;D&amp;I *</b> <b>Energy</b> <b>Occupational health and safety</b>
	MEDIUM	Contribution to local economic development Restoration of the land and landscaping of degraded areas Compliance with the law	<b>Responsible financial management</b> <b>Climate change and air pollution prevention</b> <b>Impacts on the life cycle of products and services *</b> <b>Anti-corruption</b>	<b>Efficient consumption of material resources</b> <b>Correct management of waste and waste water</b> <b>Work-life balance measures *</b>
	LOW	Biodiversity protection Labour relations Evaluation of the behaviour of providers Evaluation of compliance with human rights	Quality of service and the product	Water **
		LOW	MEDIUM	HIGH
Relevance for Sorigué				

\*Non-GRI matters.

\*\*The topics of 'Performance and risk management in sustainability' and 'Indirect contribution to the economy and local communities' appear as low-relevance issues from the internal perspective, yet they are high priority issues for our stakeholders. Similarly, the topic of 'Water' appears as a low-relevance issue for our stakeholders, yet it is a high priority from the internal perspective. As a result, these topics are included as material topics for the Sorigué Group.

### Material topics, Sorigué

ECONOMY
Responsible financial management
Anti-corruption
R&D&I*
Performance and risk management in sustainability*
ENVIRONMENT
Efficient consumption of material resources
Energy
Water
Climate change and air pollution prevention
Correct management of waste and waste water
WORK PRACTICES
Professional career
Occupational health and safety
Advancement of equality
Work-life balance measures*
SOCIETY
Indirect contribution to the economy and local communities
RESPONSIBILITY FOR THE PRODUCT OR SERVICE
Impacts on the life cycle of products and services*

# 09 GRI CONTENT INDEX



GRI STANDARD INDICATOR	RELEVANT CHAPTER/DIRECT REPOSENSE	OMISSIONS	EXTERNAL ASSURANCE	Principles of the Global Compact
GRI 101: FOUNDATION 2016				
GRI 102: GENERAL DISCLOSURES 2016				
<b>Organisational profile</b>				
102-1 Name of the organisation	1.2 Our business model			
102-2 Activities, brands, products and services	1.2.1 Sorigué Group activities			
102-3 Location of headquarters	<a href="https://www.sorigue.com/es/directorio-de-empresas">https://www.sorigue.com/es/directorio-de-empresas</a>			
102-4 Location of operations	1.2.2 Territorial presence			
102-5 Ownership and legal form	7.1 Scope and reporting principles			
102-6 Markets served	1.2.2 Territorial presence			
102-7 Scale of the organisation	3.1.1 Financial performance 4.1 Workforce profile and management			
102-8 Information on employees and other workers	4.1 Workforce profile and management			Principle 6
102-9 Supply chain	3.1.2 Supply chain management			
102-10 Significant changes to the organisation and its supply chain	No significant changes have taken place during the reporting period			
102-11 Precautionary Principle or approach	2.2.1 Risk management			
102-12 External initiatives	1.2.3 Establishing partnerships for the common good			
102-13 Membership of associations	1.2.3 Establishing partnerships for the common good			
<b>Ethics and integrity</b>				
102-16 Values, principles, standards, and norms of behaviour	2.2 Responsible management			
<b>Governance</b>				
102-18 Governance structure	1.1.1 Governing bodies			
<b>Stakeholder engagement</b>				
102-40 List of stakeholder groups	2.2.3 Transparency and dialogue with stakeholders			
102-41 Collective bargaining agreements	4.3.3 Working environment			Principle 3
102-42 Identifying and selecting stakeholders	2.2.3 Transparency and dialogue with stakeholders			
102-43 Approach to stakeholder engagement	2.2.3 Transparency and dialogue with stakeholders			
102-44 Key topics and concerns raised	7.2 Materiality analysis			
<b>Reporting</b>				
102-45 Entities included in the consolidated financial statements	1.2.1 Sorigué Group activities			
102-46 Defining report content and topic Boundaries	7.1 Scope and reporting principles			
102-47 List of material topics	7.2 Materiality analysis			

GRI STANDARD INDICATOR	RELEVANT CHAPTER/DIRECT REPOSENSE	OMISSIONS	EXTERNAL ASSURANCE	Principles of the Global Compact
102-48 Restatements of information	The information concerning the Board of Directors has been restated compared to 2018.			
102-49 Changes in reporting	7.1 Scope and reporting principles			
102-50 Reporting period	7.1 Scope and reporting principles			
102-51 Date of most recent report	2018			
102-52 Reporting cycle	Biennial			
102-53 Contact point for questions regarding the report	2.2.3 Transparency and dialogue with stakeholders			
102-54 Claims of reporting in accordance with the GRI Standards	7.1 Scope and reporting principles			
102-55 GRI content index	8 GRI content index			
102-56 External assurance	This Non-financial Reporting has been assured in accordance with Act 11/2018. To this end, the GRI indicators in line with the legal requirements of said Act have been assured, as indicated in the section "Content of Act 11/2018".			

GRI STANDARD INDICATOR	RELEVANT CHAPTER/DIRECT REPOSENSE	OMISSIONS	EXTERNAL ASSURANCE	Principles of the Global Compact
<b>GRI 200: ECONOMIC DISCLOSURES</b>				
<b>Responsible financial management (GRI 103: Management approach 2016; GRI 201: Financial performance 2016)</b>				
103-1 Explanation of the material topic and its Boundary	3.1 Responsible financial management			
103-2 The management approach and its components	3.1 Responsible financial management			
103-3 Evaluation of the management approach	3.1 Responsible financial management			
201-1 Direct economic value generated and distributed	3.1.1 Financial performance			
<b>Responsible financial management (GRI 103: Management approach 2016; GRI 201: Financial performance 2016)</b>				
103-1 Explanation of the material topic and its Boundary	2.2.2.1. Fight against corruption, bribery and money laundering			Principle 10
103-2 The management approach and its components	2.2.2.1. Fight against corruption, bribery and money laundering			
103-3 Evaluation of the management approach	2.2.2.1. Fight against corruption, bribery and money laundering			
205-3 Confirmed incidents of corruption and actions taken	2.2.2.1. Fight against corruption, bribery and money laundering			

GRI STANDARD INDICATOR	RELEVANT CHAPTER/DIRECT REPOSENSE	OMISSIONS	EXTERNAL ASSURANCE	Principles of the Global Compact
GRI 300: ENVIRONMENTAL DISCLOSURES				
Efficient consumption of material resources (GRI 103: Management approach 2016; GRI 301: Materials 2016)				
103-1 Explanation of the material topic and its Boundary	3.2.3 Circular economy (efficient consumption of materials and waste management)			Principles 7, 8 and 9
103-2 The management approach and its components	3.2.3 Circular economy (efficient consumption of materials and waste management)			
103-3 Evaluation of the management approach	3.2.3 Circular economy (efficient consumption of materials and waste management)			
301-1 Materials used by weight or volume	3.2.3 Circular economy (efficient consumption of materials and waste management)			
301-2 Recycled input materials used	3.2.3 Circular economy (efficient consumption of materials and waste management)			
Energy (GRI 103: Management approach 2016; GRI 302: Energy 2016)				
103-1 Explanation of the material topic and its Boundary	3.2.1 Sustainable use of resources (energy and water)			Principles 7, 8 and 9
103-2 The management approach and its components	3.2.1 Sustainable use of resources (energy and water)			
103-3 Evaluation of the management approach	3.2.1 Sustainable use of resources (energy and water)			
302-1 Energy consumption within the organisation	3.2.1 Sustainable use of resources (energy and water)			
Water (GRI 103: Management approach 2016; GRI 303: Water 2018)				
103-1 Explanation of the material topic and its Boundary	3.2.1 Sustainable use of resources (energy and water)			Principles 7, 8 and 9
103-2 The management approach and its components	3.2.1 Sustainable use of resources (energy and water)			
103-3 Evaluation of the management approach	3.2.1 Sustainable use of resources (energy and water)			
303-5 Water consumption	3.2.1 Sustainable use of resources (energy and water)			
Climate change and air pollution prevention (GRI 103: Management approach 2016; GRI 305: Emissions 2016)				
103-1 Explanation of the material topic and its Boundary	3.2.2 Climate change and air pollution prevention			Principles 7, 8 and 9
103-2 The management approach and its components	3.2.2 Climate change and air pollution prevention			
103-3 Evaluation of the management approach	3.2.2 Climate change and air pollution prevention			
305-1 Direct GHG emissions (Scope 1)	3.2.2 Climate change and air pollution prevention			

GRI STANDARD INDICATOR	RELEVANT CHAPTER/DIRECT REPOSENSE	OMISSIONS	EXTERNAL ASSURANCE	Principles of the Global Compact
Correct management of waste (GRI 103: Management approach 2016; GRI 306: Effluents and waste 2016)				
103-1 Explanation of the material topic and its Boundary	3.2.3 Circular economy (efficient consumption of materials and waste management)			Principles 7, 8 and 9
103-2 The management approach and its components	3.2.3 Circular economy (efficient consumption of materials and waste management)			
103-3 Evaluation of the management approach	3.2.3 Circular economy (efficient consumption of materials and waste management)			
306-2 Waste by type and disposal method	3.2.3 Circular economy (efficient consumption of materials and waste management)			
GRI 400: SOCIAL DISCLOSURES				
Professional career (GRI 103: Management approach 2016; GRI 401: Employment 2016; GRI 404: Training and education 2016)				
103-1 Explanation of the material topic and its Boundary	4.2.1 Job opportunities 4.2.2 Training			Principle 6
103-2 The management approach and its components	4.2.1 Job opportunities 4.2.2 Training			
103-3 Evaluation of the management approach	4.2.1 Job opportunities 4.2.2 Training			
401-1 New employee hires and employee turnover	4.2.1 Job opportunities			
401-3 Parental leave	4.3.5 Work-life balance			
404-1 Average hours of training per year per employee	4.2.2 Training			
404-3 Percentage of employees receiving regular performance and career development reviews	4.2.2 Training			
Occupational health and safety (GRI 103: Management approach 2016; GRI 403: Occupational health and safety 2016)				
103-1 Explanation of the material topic and its Boundary	4.3.2 Occupational health and safety			Principle 6
103-2 The management approach and its components	4.3.2 Occupational health and safety			
103-3 Evaluation of the management approach	4.3.2 Occupational health and safety			
403-1 Occupational health and safety management system	4.3.2 Occupational health and safety			
403-4 Worker participation, consultation, and communication on occupational health and safety	4.3.2 Occupational health and safety			
403-9 Work-related injuries	4.3.2 Occupational health and safety			
403-10 Work-related ill health	4.3.2 Occupational health and safety			

GRI STANDARD INDICATOR	RELEVANT CHAPTER/DIRECT REPOSENSE	OMISSIONS	EXTERNAL ASSURANCE	Principles of the Global Compact
Advancement of equality (GRI 103: Management approach 2016; GRI 405: Diversity and equal opportunity 2016)				
103-1 Explanation of the material topic and its Boundary	4.3.1 Equal opportunities			Principle 6
103-2 The management approach and its components	4.3.1 Equal opportunities			
103-3 Evaluation of the management approach	4.3.1 Equal opportunities			
405-1 Diversity of governance bodies and employees	4.1 Workforce profile and management			
405-2 Ratio of basic salary and remuneration of women to men	4.1.1 Remuneration			
Indirect contribution to the economy and local communities (GRI 103: Management approach 2016; GRI 413: Local communities 2016)				
103-1 Explanation of the material topic and its Boundary	6.1 Giving back			Principle 1
103-2 The management approach and its components	6.1 Giving back			
103-3 Evaluation of the management approach	6.1 Giving back			
413-1 Operations with local community engagement, impact assessments, and development programs	6.1 Giving back			
GRI 400: SOCIAL DISCLOSURES				
Impacts on the life cycle of products and services				
103-1 Explanation of the material topic and its Boundary	3.2.3 Circular economy (efficient consumption of materials and waste management)			
103-2 The management approach and its components	3.2.3 Circular economy (efficient consumption of materials and waste management)			
103-3 Evaluation of the management approach	3.2.3 Circular economy (efficient consumption of materials and waste management)			
Main environmental impacts identified in the value chain of the organisation's products and services	3.2.3 Circular economy (efficient consumption of materials and waste management)			
Work-life balance measures				
103-1 Explanation of the material topic and its Boundary	4.3.5 Work-life balance			
103-2 The management approach and its components	4.3.5 Work-life balance			
103-3 Evaluation of the management approach	4.3.5 Work-life balance			
Number of people in the flexible work schedule system	4.3.5 Work-life balance			

GRI STANDARD INDICATOR	RELEVANT CHAPTER/DIRECT REPOSENSE	OMISSIONS	EXTERNAL ASSURANCE	Principles of the Global Compact
<b>Performance and risk management in sustainability</b>				
103-1 Explanation of the material topic and its Boundary	2.2.1 Risk management			
103-2 The management approach and its components	2.2.1 Risk management			
103-3 Evaluation of the management approach	2.2.1 Risk management			
Main risks associated with the organisation's activity	2.2.1 Risk management			
<b>R&amp;D&amp;I</b>				
103-1 Explanation of the material topic and its Boundary	5.1 Innovation			
103-2 The management approach and its components	5.1 Innovation			
103-3 Evaluation of the management approach	5.1 Innovation			
Investment in R&D&I	5.1 Innovation			



# 10 CONTENT OF ACT 11/2018



CONTENT OF ACT 11/2018 ON NON-FINANCIAL AND DIVERSITY INFORMATION		RELEVANT CHAPTER / OBSERVATIONS	GRI STANDARD (GUIDE)
BUSINESS MODEL			
Description of the group's business model	Brief description of the group's business model, which will include its business environment, its organisation and structure, the markets in which it operates, its objectives and strategies, and the main factors and trends that may have a bearing on its future outlook.	1.2 Our business model	GRI 102-1
		1.2.1 Sorigué Group activities	GRI 102-2
		https://www.sorigue.com/es/directorio-de-empresas	GRI 102-3
		1.2.2 Territorial presence	GRI 102-4
		1.2.2 Territorial presence	GRI 102-6
		3.1.1 Financial performance	GRI 102-7
Main risks	The main risks in relation to non-financial issues associated with the group's activities, including, where relevant and proportionate, its business relations, products or services that may have a negative impact on those areas, and how the group manages such risks, explaining the procedures in place to detect them and evaluate them according to the national, European or international benchmark frameworks for each matter. Information on the impacts identified must be included, offering a breakdown of these impacts, in particular of the short-, medium- and long-term risks.	2.2.1 Risk management	GRI 102-15
		4. Talent	
		6.1 Giving back	GRI 413-1
INFORMATION ON ENVIRONMENTAL ISSUES			
Policies	Policies that the group implements, including the due diligence procedures for the identification, evaluation, prevention and mitigation of the risks and significant impacts, and verification and control, as well as the measures adopted.	3.2 Environmental commitment	GRI 103-2
			GRI 103-3
General	Current and foreseeable effects of the company's activities on the environment and, where applicable, on health and safety	3.2 Environmental commitment	GRI 103-2
	Environmental assessment and certification procedures		GRI 102-11
			GRI 308-1
	Resources allocated to the prevention of environmental risks		GRI 308-2
	Precautionary Principle, quantity of provisions and guarantees for environmental risks		
Pollution	Measures to prevent, reduce or remediate carbon emissions that seriously affect the environment, taking into account any activity-specific form of air pollution, including noise and light pollution.	3.2.2 Climate change and air pollution prevention	GRI 103-2
			GRI 305-7

CONTENT OF ACT 11/2018 ON NON-FINANCIAL AND DIVERSITY INFORMATION		RELEVANT CHAPTER / OBSERVATIONS	GRI STANDARD (GUIDE)
<b>Circular economy and waste prevention and management</b>	Measures to prevent, recycle and reuse and other forms of waste recovery and removal. Actions to combat food waste	3.2.3 Circular economy (efficient consumption of materials and waste management)	GRI 103-2
			GRI 301-2
			GRI 306-2
<b>Sustainable use of resources</b>	Water consumption and supply in accordance with local limitations	3.2.1 Sustainable use of resources (energy and water)	GRI 303-5
	Use of raw materials and the measures adopted to improve their efficient use	3.2.3 Circular economy (efficient consumption of materials and waste management)	GRI 103-2
			GRI 301-1
			GRI 301-2
	Energy: Consumption, direct and indirect; Measures taken to improve energy efficiency, Use of renewable energies	3.2.1 Sustainable use of resources (energy and water)	GRI 103-2
			GRI 302-1
<b>Climate change</b>	Greenhouse gas emissions	3.2.2 Climate change and air pollution prevention	GRI 103-2
			GRI 305-1
			GRI 305-2
	The measures adopted to adapt to the consequences of climate change	3.2.2 Climate change and air pollution prevention	GRI 103-2
	Voluntarily established reduction targets for the medium and long term to reduce GHG emissions and measures implemented to that end	3.2.2 Climate change and air pollution prevention	GRI 103-2
<b>Biodiversity protection</b>	Measures taken to preserve and restore biodiversity	3.2.4 Biodiversity management	GRI 103-2
			GRI 304-3
	Impacts of activities or operations carried out in protected areas	3.2.4 Biodiversity management	GRI 304-1
			GRI 304-2
			GRI 304-3

CONTENT OF ACT 11/2018 ON NON-FINANCIAL AND DIVERSITY INFORMATION		RELEVANT CHAPTER / OBSERVATIONS	GRI STANDARD (GUIDE)
INFORMATION ON SOCIAL ISSUES CONCERNING PERSONNEL			
Policies	Policies that the group implements, including the due diligence procedures for the identification, evaluation, prevention and mitigation of the risks and significant impacts, and verification and control, as well as the measures adopted.	4. Talent	GRI 103-2
			GRI 103-3
Employment	Total number and distribution of employees by gender, age, country and professional classification	4.1 Workforce profile and management	GRI 102-7
			GRI 102-8
			GRI 405-1 b)
	Total number and distribution of employment contract modalities	4.1 Workforce profile and management	GRI 102-8
	Annual average of permanent, temporary and part-time contracts by gender, age and professional classification	4.1 Workforce profile and management	GRI 102-8
	Number of dismissals by gender, age and professional classification	4.2.1 Job opportunities	GRI 401-1
	Average salaries and progression by gender, age and professional classification or equal value	4.1.1 Remuneration	GRI 405-2
	Wage Gap; Remuneration of the same or average jobs in society	4.1.1 Remuneration	GRI 405-2
	The average remuneration of directors and executives, including variable pay, allowances, compensation, payments to long-term savings schemes and any other items, by gender	4.1.1 Remuneration Information on the average remuneration of the executives has not been provided.	GRI 103-2
	Implementation of measures for disconnection from work	4.3.5 Work-life balance	GRI 103-2
	Employees with disabilities	4.3.1 Equal opportunities	GRI 405-1 b)
Organisation of work	Organisation of working hours	4.3.4 Organisation of working hours	GRI 103-2
	Number of hours of absence	4.3.2 Occupational health and safety	GRI 403-2
	Measures intended to facilitate the work-life balance and encourage the joint exercise of rights by both parents	4.3.5 Work-life balance	GRI 401-3
			GRI 103-2

CONTENT OF ACT 11/2018 ON NON-FINANCIAL AND DIVERSITY INFORMATION		RELEVANT CHAPTER / OBSERVATIONS	GRI STANDARD (GUIDE)
Health and Safety	Occupational health and safety conditions	4.3.2 Occupational health and safety	GRI 403-1
	Workplace accidents (frequency and severity) by gender	4.3.2 Occupational health and safety	GRI 403-9
	Occupational illnesses (frequency and severity) by gender	4.3.2 Occupational health and safety	GRI 403-10
Social Relations	Organisation of social dialogue, including procedures for informing and consulting with personnel and negotiating	4.3.3 Working environment	GRI 103-2
	Percentage of employees covered by collective bargaining agreements by country	4.3.3 Working environment	GRI 102-41
	Assessment of collective bargaining agreements, particularly in the area of occupational health and safety	4.3.2 Occupational health and safety	GRI 403-4
Training	Policies implemented in the area of training	4.2.2 Training	GRI 103-2
	Total hours of training by professional categories	4.2.2 Training	GRI 404-1
Accessibility	Universal accessibility for people with disabilities	4.3.1 Equal opportunities	GRI 103-2
Equality	Measures adopted to promote equal treatment and equal opportunities between men and women	4.3.1 Equal opportunities	GRI 103-2
	Equality programmes	4.3.1 Equal opportunities	GRI 103-2
	Measures adopted to promote employment	4.3.1 Equal opportunities	GRI 103-2
	Sexual and gender-based harassment protocols	4.3.1 Equal opportunities	GRI 103-2
	Integration and universal accessibility for people with disabilities	4.3.1 Equal opportunities	GRI 103-2
	Policy against all types of discrimination and, where applicable, diversity management	4.3.1 Equal opportunities	GRI 103-2

CONTENT OF ACT 11/2018 ON NON-FINANCIAL AND DIVERSITY INFORMATION		RELEVANT CHAPTER / OBSERVATIONS	GRI STANDARD (GUIDE)
INFORMATION ON RESPECT FOR HUMAN RIGHTS			
Policies	Policies that the group implements, including the due diligence procedures for the identification, evaluation, prevention and mitigation of the risks and significant impacts, and verification and control, as well as the measures adopted.	2.2 Responsible management 2.2.2 Ethics and good governance 2.2.2.2. Respect for Human Rights	GRI 103-2
			GRI 103-3
			GRI 102-16
			GRI 102-17
			GRI 412-2
Human Rights	Application of due diligence procedures regarding human rights	2.2.2.2. Respect for Human Rights	GRI 103-2
			GRI 412-1
	Prevention of the risk of human rights violations and, where applicable, measures to mitigate, manage and remediate potential abuses	2.2.2.2. Respect for Human Rights	GRI 412-2
	Complaints of human rights violations	2.2.2. Ethics and good governance	GRI 103-2
			GRI 406-1
	Advocacy of and compliance with the provisions of the fundamental ILO agreements related to respect for the freedom of association and the right to collective bargaining, the elimination of discrimination in respect of employment and occupation, the elimination of forced or compulsory labour and the effective abolition of child labour	2.2.2.2. Respect for Human Rights	GRI 103-2

CONTENT OF ACT 11/2018 ON NON-FINANCIAL AND DIVERSITY INFORMATION		RELEVANT CHAPTER / OBSERVATIONS	GRI STANDARD (GUIDE)
INFORMATION ON THE FIGHT AGAINST CORRUPTION AND BRIBERY			
Policies	Policies that the group implements, including the due diligence procedures for the identification, evaluation, prevention and mitigation of the risks and significant impacts, and verification and control, as well as the measures adopted.	2.2.2.1. Fight against corruption, bribery and money laundering	GRI 103-2
			GRI 103-3
			GRI 205-3
Corruption and bribery	Measures adopted to prevent corruption and bribery	2.2 Responsible management 2.2.2 Ethics and good governance	GRI 103-2
			GRI 102-16
			GRI 102-17
	Measures to combat money laundering	2.2.2.1. Fight against corruption, bribery and money laundering	GRI 205-1
			GRI 205-2
			GRI 103-2
	Contributions to non-profile foundations and organisations	6.1 Giving back	GRI 205-2
			GRI 413-1
INFORMATION ABOUT THE COMPANY			
Policies	Policies that the group implements, including the due diligence procedures for the identification, evaluation, prevention and mitigation of the risks and significant impacts, and verification and control, as well as the measures adopted.	6. Influence	GRI 103-2
			GRI 103-3
Company commitment to sustainable development	Impact of the company's activity on employment and local development	6.1.1 Social commitment	GRI 103-2
			GRI 413-1
	Impact of the company's activity on local populations and the region	6.1.1 Social commitment	GRI 203-1
			GRI 203-2
			GRI 413-1
	Relationships held with stakeholders in the local communities and means of dialogue with them	2.2.3 Transparency and dialogue with stakeholders	GRI 102-43
	Association and sponsorship actions	1.2.3 Establishing partnerships for the common good	GRI 102-12
			GRI 102-13

CONTENT OF ACT 11/2018 ON NON-FINANCIAL AND DIVERSITY INFORMATION		RELEVANT CHAPTER / OBSERVATIONS	GRI STANDARD (GUIDE)
Subcontracting and providers	Inclusion of social, gender equality and environmental issues in purchasing policy	3.1.2 Supply chain management	GRI 103-2
			GRI 308-1
			GRI 414-1
	Consideration of the social and environmental responsibility of suppliers and subcontractors in relations with them	3.1.2 Supply chain management	GRI 102-9
			GRI 103-2
			GRI 308-1
			GRI 414-1
	Oversight and audit systems and the results	3.1.2 Supply chain management	GRI 308-1
			GRI 414-1
Consumers	Measures for the health and safety of consumers	Not applicable to Sorigué due to the type of activities undertaken by Sorigué Group.	GRI 103-2
	Complaint systems, complaints received and complaint resolution	Due to the diverse nature and the type of activities undertaken by Sorigué, the users of the services and/or infrastructures that we offer are the equivalent of consumers.	GRI 102-17
		2.2.3.2 Close relationship with our clients and users	GRI 103-2
Tax information	Profits obtained by country	3.1.1 Financial performance	GRI 201-1
	Public subsidies received	3.1.1 Financial performance	GRI 201-4

# 11 EXTERNAL ASSURANCE

## Finycar, S.L. (Sociedad Unipersonal) y sociedades dependientes

Informe de verificación independiente,  
Estado de Información No Financiera Consolidado  
al 31 de diciembre de 2019



## Informe de verificación independiente

Al Socio Único de Finycar, S.L. (Sociedad Unipersonal):

De acuerdo al artículo 49 del Código de Comercio hemos realizado la verificación, con el alcance de seguridad limitada, del Estado de Información No Financiera Consolidado adjunto (en adelante EINF) correspondiente al ejercicio finalizado el 31 de diciembre de 2019, de Finycar, S.L. (Sociedad dominante) y sociedades dependientes (en adelante Grupo Sorquí o el Grupo) que forma parte del Informe de Gestión Consolidado del Grupo.

El contenido del EINF incluye información adicional a la requerida por la normativa mercantil vigente en materia de información no financiera que no ha sido objeto de nuestro trabajo de verificación. En este sentido, nuestro trabajo se ha limitado exclusivamente a la verificación de la información identificada en la tabla "Contenidos de la Ley 11/2018" incluida en el EINF adjunto.

### Responsabilidad de los administradores de la Sociedad dominante

La formulación del EINF incluido en el Informe de Gestión Consolidado de Grupo Sorquí, así como el contenido del mismo, es responsabilidad de los administradores de Finycar, S.L. El EINF se ha preparado de acuerdo con los contenidos recogidos en la normativa mercantil vigente y siguiendo los criterios de los Sustainability Reporting Standards de Global Reporting Initiative (estándares GRI) seleccionados y descritos de acuerdo a lo mencionado para cada materia en la tabla "Contenidos de la Ley 11/2018" del citado Estado.

Esta responsabilidad incluye asimismo el diseño, la implantación y el mantenimiento del control interno que se considere necesario para permitir que el EINF esté libre de incorrección material, debida a fraude o error.

Los administradores de Finycar, S.L. son también responsables de definir, implantar, adaptar y mantener los sistemas de gestión de los que se obtiene la información necesaria para la preparación del EINF.

### Nuestra independencia y control de calidad

Hemos cumplido con los requerimientos de independencia y demás requerimientos de ética del Código de Ética para Profesionales de la Contabilidad emitido por el Consejo de Normas Internacionales de Ética para Profesionales de la Contabilidad (IESBA, por sus siglas en inglés) que está basado en los principios fundamentales de integridad, objetividad, competencia y diligencia profesional, confidencialidad y comportamiento profesional.

Nuestra firma aplica la Norma Internacional de Control de Calidad 1 (NICC 1) y mantiene, en consecuencia, un sistema global de control de calidad que incluye políticas y procedimientos documentados relativos al cumplimiento de requerimientos de ética, normas profesionales y disposiciones legales y reglamentarias aplicables.

El equipo de trabajo ha estado formado por profesionales expertos en revisiones de información no financiera y, específicamente, en información de desempeño económico, social y medioambiental.

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A la: Madrid, 10 de 01 de 2020 / 10 de 01 de 2020 / 10 de 01 de 2020, según el  
contenido de la Ley 11/2018, por el artículo 49 del Código de Comercio



#### Nuestra responsabilidad

Nuestra responsabilidad es expresar nuestras conclusiones en un informe de verificación independiente de seguridad limitada basándonos en el trabajo realizado. Hemos llevado a cabo nuestro trabajo de acuerdo con los requisitos establecidos en la Norma Internacional de Encargos de Aseguramiento 3000 Revisada en vigor, "Encargos de Aseguramiento distintos de la Auditoría y de la Revisión de Información Financiera Histórica" (NIEA 3000 Revisada) emitida por el Consejo de Normas Internacionales de Auditoría y Aseguramiento (IAASB) de la Federación Internacional de Contadores (IFAC) y con la Guía de Actuación sobre encargos de verificación del Estado de Información no Financiera emitida por el Instituto de Censores Jurados de Cuentas de España.

En un trabajo de seguridad limitada los procedimientos llevados a cabo varían en naturaleza y número de realización, y tienen una menor extensión, que los realizados en un trabajo de seguridad razonable y, por lo tanto, la seguridad proporcionada es también menor.

Nuestro trabajo ha consistido en la formulación de preguntas a la dirección, así como a las diversas unidades del Grupo Sorquí que han participado en la elaboración del ENF, en la revisión de los procesos para recopilar y validar la información presentada en el ENF y en la aplicación de ciertos procedimientos analíticos y pruebas de revisión por muestreo que se describen a continuación:

- Reuniones con el personal del Grupo para conocer el modelo de negocio, las políticas y los enfoques de gestión aplicados, los principales riesgos relacionados con esas cuestiones y obtener la información necesaria para la revisión externa.
- Análisis del alcance, relevancia e integridad de los contenidos incluidos en el ENF del ejercicio 2019 en función del análisis de materialidad realizado por el Grupo y descrito en el apartado "Sobre la memoria", considerando los contenidos requeridos en la normativa mercantil en vigor.
- Análisis de los procesos para recopilar y validar los datos presentados en el ENF del ejercicio 2019.
- Revisión de la información relativa a los riesgos, las políticas y los enfoques de gestión aplicados en relación a los aspectos materiales presentados en el ENF del ejercicio 2019.
- Comprobación, mediante pruebas, en base a la selección de una muestra, de la información relativa a los contenidos incluidos en el ENF del ejercicio 2019 y su adecuada compilación a partir de los datos suministrados por las fuentes de información.
- Obtención de una carta de manifestaciones de los administradores y la dirección de la Sociedad dominante.



#### Fundamento de la conclusión con salvedades

Tal y como se indica en la tabla "Contenidos de la Ley 11/2018", el Grupo no aporta información sobre el indicador "Remuneración media de los consejeros desagregada por sexo".

#### Conclusión con salvedades

Basándonos en los procedimientos realizados en nuestra verificación y en las evidencias que hemos obtenido, excepto por los efectos de las cuestiones descritas en el "Fundamento de la conclusión con salvedades", no se ha puesto de manifiesto aspecto adicional alguno que nos haga creer que el ENF de 2019 de Grupo Sorquí correspondiente al ejercicio anual finalizado el 31 de diciembre de 2019 no ha sido preparado, en todos sus aspectos significativos, de acuerdo con los contenidos recogidos en la normativa mercantil vigente y siguiendo los criterios de los estándares GRI seleccionados y descritos de acuerdo a lo mencionado para cada materia en la tabla "Contenidos de la Ley 11/2018" del citado Estado.

#### Uso y distribución

Este informe ha sido preparado en respuesta al requerimiento establecido en la normativa mercantil vigente en España, por lo que podría no ser adecuado para otros propósitos y jurisdicciones.

Procesadora de Cuentas Auditores, S.L.

  
Juan Ignacio Masot Guesch  
31 de julio de 2020

**Col·legi  
de Censors Jurats  
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