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Communication Network

News for the people of FCC

The space for good people with good ideas

The FCC Principles highlight its 3rd Management Convention

Interview with Erik Lehner, an ALPINE engineer

WRG gives out the ABCD Awards

Work completed at the Athens Underground

Two FCC teams are the champions of the Inter-Company Basketball League

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The FCC Principles

are the key highlights of its 3rd Management Convention

> "A group that stands out for "doing things well" and that believes and is committed to integrity, efficiency, and proximity as its most important signs of identity"

Under the slogan "We are FCC" the Citizens Services Group celebrated last 17 April in Madrid its 3rd Management Convention with the participation of nearly 400 executives. An informal dinner was held on the evening prior to the convention with the presence of the Group's core shareholder and vice-president, Esther Koplowitz.

José Manuel Velasco, managing director of Communication and Corporate Responsibility made a brief introductory speech to explain the format, which consisted of four round tables and with FCC's Principles as the leitmotiv of the event.

Baldomero Falcones, chairman and CEO of FCC inaugurated the convention in the round table discussion on "The current situation, challenges, and strategies of FCC" with an opening speech on the economic scenario, the opportunities, and the strengths of the Group. The chief executive of the Group described the strategic priorities and the short-term objectives: collect the money owed by Public Administrations, restructure Cementos Portland Valderrivas, defend the market share in the services segment in Spain, profitable international expansion, and the way of finding new formulas and international financial partners to grow in the core business.

Internationalisation and Proximity

"Internationalisation and Proximity" was the theme of the round table in which Alejandro Cisneros Müller, deputy managing director of FCC's Construcción America and Transport area acted as the moderator. At the same round table with Cisneros was Paul Taylor, president (WRG) and Kenneth

Cherry, vice-president and general manager (FCC Environmental); Peter Vokřál, president (.A.S.A.); Johannes Dotter, president (ALPINE), and Alcibiades López Cerón, manager of FCC Construcción Europe division who highlighted the challenges implied in the internationalisation strategy of having the best professionals in the markets where we operate and compete as an international Group against local companies.

Efficiency

A video was shown afterwards on the Eco-Efficiency Awards as a preamble to the second round table “Efficiency”. Javier López Costa, manager of the Systems and Information Technologies Division (FCC) acted as the moderator ad its participants were Juan José Drago Masía, deputy general manager of Administration (FCC); Juan

An informal dinner was held on the evening prior to the convention with the presence of the Group's core shareholder and vice-president, Esther Koplowitz who also attended the convention on the following day.

Carlos Montejano Domínguez, director of Procurement Management (FCC); and Antonio Burgueño Muñoz, manager of Quality and Training (FCC Construcción).

Earnings-focused

A video on the 100th anniversary of the first services contract in Barcelona, "A city under your feet" was shown prior to the "Earnings-focused" round table discussion. The participants included the deputy general manager of Corporate Affairs (FCC Construcción), José Ramón Ruiz Carrero; Lesley Callaghan, general manager of Human Resources (WRG & FOCSA UK); and Björn Mittendorfer, general manager of Finance (.A.S.A.). The coordinator and moderator was José María Merino Matesanz, director of Corporate Human Resources (FCC). In his conclusions, Merino stressed the need to motivate with challenges, provide the necessary support to meet these challenges, and reward those who contribute the most.

Innovation

The "Throw the worse of 2011 into the trash bin" campaign last Christmas was projected prior to the commencement of

> "Nearly 400 executives participated in the 3rd Management Convention"

the fourth round table discussion dedicated to “Innovation”. The participants in this round table discussion included José Ignacio Elorrieta Pérez de Diego, managing director of Environment and Sustainability (Cementos Portland Valderrivas); Pedro Rodríguez Medina, manager of Corporate Development (Aqualia); Francisco Esteban Lefler, manager of Innovation and Technology and Special Services (FCC Construcción), and Alfonso García García, manager of Technical Services (FCC Medio Ambiente). The moderator of this discussion was Enrique Unamunzaga Guisasola, manager of Innovation Management (FCC) who stressed the commitment and support of FCC Group’s senior management to R+D+i with the objective of increasing our competitiveness and as a differentiating element versus our competitors.

After lunch, Juan Pablo Merino Guerra, manager of Corporate Marketing and Brand (FCC) presented the results of a survey on different aspects relating to the Group’s performance. At 4:14 p.m. Sebastián Álvaro, traveller, mountain climber, and director of the TV programme “Al Filo de lo Imposible” climbed the stage and talked on the best values of sports and teamwork, the capacity for excelling and efforts to surmount an impossible challenge.

Intelligent services

The next round table discussion was “Intelligent Services” whose moderator was Antonio Pousa Blasco, manager of Studies (FCC Medio Ambiente). The other participants were Antonio Alfonso Avello, managing director of Industrial Companies (FCC Construcción), and Juan Pablo Merino Guerra, manager of Corporate Marketing and Brand (FCC). Merino highlighted how FCC is at the forefront with its wager of Intelligent Services with the citizen and on improving the quality of life in places where we operate as a central part of this activity.

Integrity and reputation

Immediately afterwards, the video “Haz que se oiga” (Let it be heard) was shown, a solidarity campaign of FCC, Aqualia and Acción against hunger in the World Water Day. Sara Megía Recio, deputy manager of International Internal Audit (FCC) coordinated and acted as the moderator at the round table discussion “Integrity and Reputation”. Those participating included Javier López Galiacho Perona, manager of Corporate Responsibility (FCC), and Julio Pastor, manager of Information Relations (FCC). In the conclusions of this round table discussion, Megía stressed how reputation, integrity, social responsibility, and communication are an essential and inherent part of the business.

Lastly, Baldomero Falcones was in charge of presenting the conclusions and closing the Convention. FCC’s chairman and CEO wanted to share with the participants the pride in managing a group that is recognised for “doing things well” and which believes and is committed to integrity, efficiency, and proximity as its most important hallmarks. Falcones ended his speech by urging the executives to achieve results in the current crisis and to continuo opening new profitable markets for the Group.

Principles as tools

Beyond its leadership positioning in the principal activities in the communities of the future, thanks to its technical and professional capabilities, FCC has adopted inalienable behaviour guidelines which are the hallmarks of its culture and essential to ensure the sustainable and responsible success of the Group's operations.

It refers to FCC's principles: doing things well, integrity, efficiency, and proximity.

These principles imply:

- **DOING THINGS VELL:** the requirement for each one to do their best in relation to professional competency as well as in our personal attitudes.
- **INTEGRITY:** : integrity and fulfilment of our commitments, showing respect to those with whom we interrelate, honesty, rectitude, and transparency.
- **EFFICIENCY:** austerity, minimizing the use of all types of resources and using these to the best advantage possible in carrying out our activities and achieving our objectives.
- **PROXIMITY:** acting as a citizen services company that is close to the communities where we conduct our activities, respecting the expectations of the members of these communities while trying to provide them with responses that satisfy the general interest.

FCC awarded the Corporate Equality Insignia

Spain's Ministry of Health has distinguished FCC for its Corporate Equality accomplishments. This seal of excellence aims to encourage and recognise companies which have implemented policies aimed at promoting equality throughout the entire company.

The criteria for selecting the award-winning companies included implementation and results of equality plans, establishment of procedures and criteria for periodic evaluation of those plans, positive discrimination to actively enhance equal opportunities, organisational models and corporate social responsibility policies.

Bolstering equality and diversity policies

This award validates FCC's equality and diversity policies, implemented as a strategic initiative of the Group's Human Resources department, with a view to promoting employees' professional development and performance while assuring equal opportunities and advancing effective equality.

FCC is one of the ten Ibex 35 companies whose equality policies have been recognised by the Spanish government. Last year, subsidiary Aqualia was among the first companies to receive an award in this area. Both distinctions serve as a stimulus to further efforts in the area of equality, which has long had the solid support of the company's core shareholder, Esther Koplowitz.

Transversal and specific measures

The equality policies are being set out and implemented, through horizontal and specific measures and special programmes, by the Equality and Diversity Management team, which is composed of the persons responsible for equality in each business area under the corporate supervision of FCC.

FCC bolsters its commitment to integrity

In its monthly meeting last February, the FCC Board of Directors amended its Code of Ethics. This amendment incorporates, firstly, a redefinition of the principles underpinning the FCC corporate culture. The amendment also includes its alignment to the Spanish Penal Code which foresees new penal liabilities for legal entities.

In order to include the contents of this new amendment in an appropriate fashion, FCC also approved the Offence Prevention and Response Manual the aim of which is to define a system for preventing crimes and offences through the measures and controls that have been implemented in the FCC Group in order to mitigate the risk of committing these crimes.

FCC plans to train its workers to ensure that they are aware of and understand the Code of Ethics and the aforementioned Manual.

Both in-house regulations are already available at the FCC website and its intranet.

Intranet:
http://fccnet/ES/rsc/gc/rc_gc/Paginas/rc_gc_n.aspx

Website:
http://www.fcc.es/fccweb/responsabilidad-corporativa/gobierno-corporativo/normativa/index.html

The magazine Ejecutivos rewards FCC corporate track record

In the 22nd edition of the award, the magazine Ejecutivos gave FCC the Corporate Track record prize. At an event held in Madrid, José Luis López de Silanes, chairman of Corporación Logística de Hidrocarburos (CLH), was in charge of giving the prize statue to Felipe García, FCC Group's secretary general.

In this 22nd edition, the winners of the Executive Awards included Isidro Fainé, chairman of La Caixa, who was named "executive of the year"; Endesa won the "Company of the Year" prize; and Zeltia's CEO, José María Fernández Sousa, won the "Internationalisation" Prize.

The magazine highlighted among the merits of FCC for achieving the Corporate Track Record award, the importance of Esther Koplowitz, as the Group's core shareholder, and her double-condition as business woman and philanthropist, as well as her "great sensitivity regarding social issues".

Each year, Ejecutivos magazine, recognises with these prizes the work carried out by executives, companies, and institutions which play a key role in the financial-economic world.

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RESIDUOS.
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Business

FCC receives award for the design and construction of the M-50 in Dublin

The Irish Concrete Society has recognised FCC for the design and construction of the M50 in Dublin in the Civil Works category.

These awards are given out annually for construction work performed in Ireland that uses concrete as the main construction material. The panel of judges noted that the structure was an innovative solution that combined in situ elements with prefabricated elements, with an especially complex geometry that involved one of the country's busiest junctions which remained open to traffic during the construction.

In 2007, FCC, in a joint venture with other companies, was awarded a 265 million euro contract for the construction and operation of the M-50 expressway in Ireland. The contract called for the design, renovation and operation of Dublin's M-50 bypass, including the widening of lanes along 24 km of the road and the operation and maintenance of another 19.3 km as soon as the contract was signed. The term of the concession is 35 years.

The expressway is operated using a free flow toll system. The concession holder is paid by the government for availability in consideration for the investment and services rendered. The payment is subject to penalties if lanes are closed, depending on how long they are closed, the days and times of the weeks when the closings occur, the number of lanes closed and the length of road that is closed.

ALPINE

To build a Railway Runnel for the Stuttgart 21 Project

The German railway company Deutsche Bahn has just awarded the contract to build the Bad Cannstatt railway tunnel to FCC's Austrian subsidiary and its partners, Hochtief and Wayss & Freitag. The tunnel is part of the Stuttgart 21 Project, which will involve the renovation of the main railroad hubs and Stuttgart's central railway station.

The budget for the tunnel's construction is 290 million euros, and completion is scheduled for 2018. This new tunnel joins the other six that the ALPINE BeMo Tunnelling division is currently building for the German railway company Deutsche Bahn.

Aqualia wins two new 25-year water management contracts

In Yeles, Toledo and in Nájera, La Rioja.

Aqualia was awarded two new end-to-end water management contracts. The town of Yeles (Toledo) and the city of Nájera (La Rioja) awarded the subsidiary of the Citizen Services Group its water supply and sewage management contracts. Aqualia has been providing services to Yeles since October 2006. This new contract extends the concession for another 25 more years. The new contract will generate 30.63 million Euros in revenues.

The agreement contemplates upgrades to complete the sectorisation of more than 54 km of the drinking water supply network and the necessary resources for constant monitoring of flow and pressure variables.

Aqualia's landing in Nájera (La Rioja) dates further back. Operating in this city since 1988, the FCC water subsidiary has been in charge up to now of managing the supply of drinking water as well as network maintenance and meter reading. The new contract, a 25-year extension, increases the responsibilities of Aqualia in managing the supply and sanitation networks and the complete client management cycle (meter reading, additions and deletions, billings, forwarding invoices, and collection management).

From left to right: Matías Loarces, manager of Aqualia's Castile-La Mancha regional office and José Fernando González, the mayor of Yeles.

Aqualia has engaged in water management in Nájera since 1988.

Aqualia describes the cases of Santander and of the Moravia-Silesia region

At the urban development international seminar in Vitoria-Gasteiz

Aqualia participated in the local seminar on water management and urban development entitled "European experiences in small and medium-sized cities" held on 20, 21 and 22 March at the Europa Congress and Exhibition Palace of Vitoria-Gasteiz.

Organized by Aguas Municipales de Vitoria Gasteiz, the seminar was mainly aimed at agents involved in supply management and planning agents, companies and entities engaging in water supply in urban environments, municipal technicians, and suppliers of goods and services for this sector. The goal of this event was to share interesting, successful, and sustainable initiatives in the various water-management related aspects in small and medium-sized European municipalities.

The seminar on 20 March, focused on the presentation of the event and the participating cities, was organized by politicians in charge of this aspect from each of the cities and towns. The representatives of Aqualia

Emilio Fernández Rodríguez Liévana, manager of Aqualia's branch office in Santander.

were the departments from the city of Santander and from the Moravia-Silesia region. The subject of the speech given by María Tejerina, councilwoman from the Environment Department of Santander, was "Santander: a city looking at the future. Water management model. Indicators". Václav Holeček, deputy-mayor of Petrvald was the representative from the Czech Republic.

In the following days, the participating cities focused on technical aspects. Aqualia's representatives were Emilio Fernández, Manager of Aqualia Santander, and Mislov Kyncl, managing director of SmVaK, who spoke on "Collaboration of the public and private sectors on water management and sanitation".

FCC wins Its First Contract in Qatar, Worth 38.7 Million Euros

Private Engineering Office (PEO), a government agency, has chosen a joint venture partnering FCC Construcción with Petroserv Ltd to tackle phase II of the Barzán development work in Al Wajba, 15 kilometres from Qatar's capital. The contract is worth close to 39 million euros and stipulates a 20-month completion period.

The job site lies close to the Doha-Dukhan highway. It involves the demolition of existing buildings and paved surfaces, stripping-out of old services, earthworks, asphalt agglomerate laying, resumption of interrupted services, lighting systems, high- and low-voltage power distribution networks and water pipes.

The contract also includes 16 electrical substations of five types differentiated by floor area (from 160 to 400 m2). All the buildings are one storey only, with a flat roof and concrete structure, surrounded by stuccoed cinderblock walls.

In the photograph, managers of Aqualia, ICA y Santander collecting the prize.

Euromoney awards prize to El Realito project finance deal

> Managers of Aqualia, ICA and Banco Santander collect the 'Latin American Water Deal of the Year' award at a gala event held in New York

Euromoney's Project Finance Magazine awarded "Latin American Water Deal of the Year 2011" prize to the El Realito (Mexico) finance deal. The magazine's committee highlighted the innovative financial agreement, "a complex structure involving the government, companies, trust funds, and banks with equally complex letters of credit". This structure includes three trusts plus the involvement at three levels; federal, state, and local, of the Mexican government.

José Miguel Janices, deputy-manager of Aqualia Concessions, collected the award accompanied by Naoll Mary, the director of Aqualia Concessions in Mexico, jointly with representatives of ICA, the local partner, and representatives from Banco Santander the bank responsible for the project finance. Projects from other countries such as Peru, Chile, and Brazil, were also award-winners.

> This project finance deal has also been nominated for this year's Global Water Intelligence awards

FCC lands 218 million euro railway contract in Romania

Romania's National Railway Company (RFC) has awarded FCC Construction, in a joint venture with ALPINE, Azvi and Straco (a local firm), a 218 million euro contract to refurbish and upgrade the Atel-Micasasa section of the Simeria-Brasov railway line in Romania.

The project to revamp the railway infrastructure includes the refurbishment of 29.6 km of double-tracked electrified line, which will guarantee a speed of 160 km/h for passenger trains and 120 km/h for goods trains. The contract includes the execution of 10.5 km of bypasses, remodelling of two passenger stations and three unstaffed stations, and construction of four metal truss viaducts, two with spans of 280 metres and the other two measuring 142.2 metres and 94.8 metres.

Additionally, the contract includes a complete overhaul of the electrification system, the power supply, signalling and telecommunications in accordance with European standards, as well as work on existing stations on the line.

This section of railway is part of Pan-European Transport Corridor IV and the contract is co-financed by the European Union. The project will take 36 months, with a warranty period of 24 months following completion. This is FCC Group's second railway infrastructure refurbishment contract on Corridor IV this year.

Last month, the company signed a 246 million euro contract with the National Railway Company of Romania (RFC) to refurbish the Sighisoara-Atel section of the same line.

FCC to build Phase III of the Museum of Royal Collections in Madrid

The Spanish National Heritage Authority has awarded FCC the contract for phase III of the new Museum of Royal Collections in Madrid. The job is worth 25 million Euros and will be completed in 20 months' time.

FCC has already handled phases I and II. Phase I covered the construction of retaining walls and the excavation of the necessary space to house the museum with as little change to the environment as possible. Phase II called for the construction of the museum's structure.

The third phase of the project involves the construction of the building envelope, which means walls, roofs, windows and doors, plus site development. At all times the utmost respect will be shown for the most demanding environmental and quality standards that can be set on what is destined to become one of the most important museums built in the 21st century.

Somos agua
desde el principio hasta el fin.
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Cemusa, receives

Spanish Federation of Rare Diseases (FEDER) award for its social commitment

Mr. Eric Marotel, CEMUSA's Managing Director, was presented with the award by Her Royal Highness the Princess of Asturias during the official ceremony held by FEDER in the General Council of the Judiciary headquarters in order to celebrate World Rare Disease Day. Ana Mato, the Minister for Health, Social Affairs and Equality, and Carlos Divar, the Chair of the General Council of the Judiciary, were among the personalities attending the event.

Every year, the Spanish Federation of Rare Diseases presents the FEDER awards to the best initiatives, individuals or projects which help to improve the quality of life of families living with rare diseases. In 2012 edition, CEMUSA has received the "Solidarity with those affected" Award for supporting the awareness-raising and sensitizing actions carried out by FEDER to celebrate Rare Disease Day.

CEMUSA began to collaborate with FEDER in 2009 and since then has helped by allowing the free use of their advertising space to promote campaigns launched by FEDER in order to raise awareness on the existence and problems of these diseases.

In 2011 in particular, CEMUSA used the street furniture of many Spanish cities to advertise their awareness raising campaign using the image of soccer player Andrés Iniesta.

Commitment

In the field of corporate social responsibility, CEMUSA, in line with the commitment of the FCC Group, collaborates regularly with organizations such as Unicef, Doctors without Borders, the Foundation against Drugs, and the World Nature Forum by enabling them to use their advertising space to disseminate their messages, showing that street furniture has a social and public service role for the benefit of all citizens.

Built by FCC

Zaragoza Tram wins Best Urban Integration prize

The most important international award in its category

Line 1 of the Zaragoza Tramway, which was designed and is being built by a joint venture between FCC and ACCIONA, has won first prize for Best Urban Integration this year from the International Association of Public Transport.

The International Association of Public Transport (UITP) is a platform for worldwide cooperation, business development and the sharing of knowledge. It has 3,400 members from 92 countries. The UITP is the global defender of public transport and sustainable mobility and promotes innovation in the public transport sector.

The European panel of judges picked the Zaragoza tramway because it is an effective, comfortable, cutting-edge project that connects the city's main points of social, economic and cultural interest. The line is 12.8 kilometres long and runs south/north through the city centre. The award stresses the new culture of mobility that the tramway entails, along with the urban renovation the tramway has spurred in Zaragoza, with the strategic development and launching of connections with other means of public transport, the implementation of a bicycle path parallel to the tram tracks, transfer nodes with the bus and local rail systems and intermodal parking facilities.

This transport solution is designed to cover the city in record time quickly, quietly and safely. Also, it features the technological breakthroughs of Urbos 3, manufactured by CAF, making Zaragoza's an example for other tramways throughout the world.

The second phase of Line 1 (Gran Vía to Parque de Goya), in which 340 million Euros will be invested, will complete the ambitious project to make the tram the city's backbone and will create Zaragoza's biggest pedestrians-only zone.

The tram makes life easier for more than 40,000 people who ride it every day. Forecasts call for 108,000 passengers when the entire line has been completed. Trams run as often as one every five minutes, from five o'clock in the morning until midnight, and their average commercial speed is 20 km/hour.

FCC is currently involved in the second phase of the Zaragoza tram as well as the 62.5 million Euro contract, awarded in May 2011, for the Olsztyn (Poland) tram line, stretching over 11.5 kilometres and including 19 stops.

National Quarry and Gravel Pit Sustainable Development Awards

Cementos Portland Valderrivas wins seven prizes

The National Quarry and Gravel Pit Sustainable Development Awards event was held last 22 March at the headquarters of the Aggregates Federation. Among the 25 entries submitted by several companies, seven of those submitted by Grupo Cementos Portland Valderrivas stood out.

The objective of these prizes is to promote proper management of sustainable development, environmental, and social aspects (including the prevention of occupational hazards) and the economy, without overlooking conservation of biodiversity in the different stages involved in the production of aggregates.

A reference in the sector

Grupo Cementos Portland Valderrivas is currently a national and international reference in this industry and continues to clearly demonstrate the high professional and human level at its mining operations.

Entries submitted

The entries for aggregates and concrete were presented by Jaime Martín-Muñio, Environment, Prevention and Quality manager; Luis Gil, head of Aggregates Production, and Pedro Andrés, in charge of the North Regional Office, all of which were supported by Carlos Alonso, Corporate Director of Prevention and Occupational Hazards.

Ana Sala Jodar, accompanied by José Luis Higueras, from the Gerona gravel pit of Áridos Uniland, submitted another entry.

The awards

Of the seven entries submitted, the seven award-winners were as follow:

- First and second prize in the quarry restoration category for the Apario and Peña Lemona (Biscay) mining operations. In addition to the first prize, the panel of judges in the environment category selected this entry which will be submitted for the 2013 European UEPG Awards. The third prize for quarry restoration was given to the Colomers (Gerona) mining operations run by Áridos Uniland.
- First and second prize in the environmental good practices in major companies category went to Coto Minero Nafarrondo and Cantera Galdames de Vizcaya.
- The first prize in the economy, good operational practices and initiatives was awarded to the Apario mining operation which was also chosen as a candidate for the 2013 Sustainable Development prizes given by UEPG (Union Européenne des Producteurs de Granulats).
- The second prize in the social and safety category was awarded to the Coto Minero Nafarrondo operations.

New Port of Laredo, built by FCC, receives the José de Azas Award

The new marina and fishing port facilities at Laredo, built by FCC, have received the great distinction of winning the José de Azas Award, given by the Cantabrian Division of the Spanish Professional Association of Civil Engineers. The judges, whose decision was unanimous, declared that the project is the most brilliant piece of engineering done since 2009.

The association's president, Enrique Conde Tolosa, stressed that the project is "magnificent in its design, exemplary in its execution," and moreover "the first of its type, in port engineering, to receive the José de Azas."

The award-winners in this edition who were mainly responsible for this project were Antonio Bocanegra Diego, project manager, Jose María Berenguer Pérez, the designer of the project; the Marina de Laredo ASCAN-FCC joint venture, which built the marina and runs the concession; and Puertos de Cantabria, the harbour agency of the Department of Public Works and Housing of the Government of Cantabria, as the project's developer.

> "Recognised as a brilliant engineering work since 2009"

Port of Laredo

The new port of Laredo stands next to the old port and the old city centre, sheltered to the north by a curved groyne a bit over 700 metres long, which provides a defence from the waves for both the marina basin and the fishing port basin. The new port was opened in 2011.

The port has been designed to satisfy sport boating's demands and fishing needs. It has a fishing basin, a marina basin with jetties and the old port's marina berths. It can moor 857 boats on 12 docks prepared to accommodate crafts 6, 8, 10, 12, 15, 18 and 20 metres in length. It has latest-generation services, like a Travelift system for 50-ton craft, and a car park for 420 vehicles.

José Mayor,

FCC Chairman, participates in the Seventh Meeting of the Infrastructure Sector

The infrastructure workshop held in Madrid on 26 March last was just the latest in a series of annual events that managers from major builders do not want to miss.

José Mayor, chairman of FCC Construcción, participated in the round table on the sector's outlook and the strategies of leading companies. In his speech, he stressed that public investments in infrastructures have always been essential to keep economic activity going, and he reminded his audience that falling investment in civil engineering works has crippled GDP growth before.

He mentioned that in previous meetings of representatives of the Infrastructure Sector, he had shown the relationship between GDP curves and the growth rates of residential construction and civil works. The conclusion, he said, had been that even though negative growth rates in residential building had not dragged down GDP, a reduction in civil works had always had a negative impact on GDP growth. This is why he insisted and advocated public-private sector partnerships and that Chapter 6 of the national budget should be left unchanged as far as possible.

Minister of Development Ana Pastor delivered the keynote address of the Seventh Infrastructure Sector Meeting organized by Deloitte. She announced that the government is looking at up-to-fifty-percent co-financing for new projects under the public/private partnership model, and she explained that the new model for concessions will rely on revising concessions' maximum duration and sharing the risks between concession receivers and concession givers.

Second round table

The second round table dealt with the concession sector's outlooks and the opportunities in public/private partnerships. Luis Sánchez, general manager of Globalvia Infraestructuras, asserted that concessions must not be allowed to turn into auctions. For this reason, he asked the government to speak clearly and act responsibly and not to hang the risks involved in concession projects on the concession holders. He said concession contracts need to be revised regularly in order to adjust to new market conditions.

The event was brought to a close by Juan Lazcano, president of the National Building Confederation, who reminded his audience that the public works tenders announced by the different levels of government closed in 2011 at 13.76 billion Euros, the lowest investment volume of the last fifteen years.

NOSOTROS GESTIONAMOS
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FCC bids for infrastructure projects in the US worth 9 billion dollars

> FCC, the Citizen Services Group, is building the largest base oil recycling plant on the east coast of the US, in Baltimore (Maryland)

"Internationalisation is an irreversible process for FCC." This statement by Baldomero Falcones, Chairman and CEO of FCC, is taking shape in the US, where the company is currently expanding. FCC is preparing bids for a number of government projects, primarily infrastructure-related, that are worth 9 billion dollars (around 6.8 billion euro).

The company has already bid for the Gerald Desmond Bridge project, in Los Angeles (California), which has a budget of 725 million dollars (around 560 million euro). The group has been short-listed for the Grand Parkway project in Houston (Texas), for which the budget is 1.4 billion dollars (approximately 1.1 billion euro).

FCC is also drafting bids for the Chinatown station of the San Francisco Central Subway and the Crenshaw station of the Los Angeles Metro, as well as the SH-183 and Horseshoe road projects in Dallas (Texas). The proposal for the latter includes a bridge designed by Spanish architect Santiago Calatrava. FCC is working to establish consortia to bids for these projects.

Infrastructure and concessions are not FCC's only activities in the US; it is also heavily involved in the services sector. The company is involved in industrial waste management through FCC Environmental, and has participated in major projects such as restoration of the Gulf of Mexico after the BP oil spill. The environmental subsidiary is the second-largest company of its kind in the US, with 37 facilities in 21 states and plans for further expansion to bolster its leadership positioning.

The largest plant on the east coast

FCC Environmental recently commenced construction of a base oil recycling plant in Baltimore (Maryland). The facility, which will cost almost 50 million dollars (37 million euro), will be the largest of its kind on the east coast of the United States.

It will also be the first of several base oil recycling plants that the Citizen Services Group will build in the US. The plant, which will have a staff of around 30, will be able to recover 150 million litres of base oil each year.

The FCC subsidiary Cemusa, specialised in the design, manufacture, installation and maintenance of street furniture, is also operating in the services industry. At the vanguard of this sector, in September 2010, the company installed the world's first digital newsstands, in New York's Times Square, as part of the contract awarded by the city government in 2006. This is the largest contract of its kind in the world, and bidders included the leading companies in the field of outdoor advertising and communication, such as Viacom, Clear Channel, Van Wagner/Verizon, and JC Decaux/NBC-Universal. Cemusa expects revenues amounting to 1.6 billion euro over the 20-year concession.

> "The group also operates three cement plants in the US and holds street furniture concessions in New York, Boston, and Atlanta through Cemusa"

Cemusa also has street furniture contracts in Boston and Atlanta, among other major US cities, and operates in 12 countries in Europe and Latin America. Its most recent innovations include the addition of interactivity to the Times Square newsstands, with touchscreen capabilities allowing for the exchange of information as well as photography.

In the area of infrastructure, Cementos Portland has three cement plants through its US subsidiary, Giant, in Bath (Pennsylvania), Harleyville (South Carolina) and Thameston (Maine).

Peter Vokřál
statement by the CEO of .A.S.A.

"We like to do things well"

"We are part of FCC since 2005", Peter Vokřál , CEO of .A.S.A. stated at the Annual Convention of FCC Management held on 17 April in Madrid. When one of the speakers putt he accent on internationalisation, he said that "We are experts in the Central and South-eastern European market and have identified growth potential for the next five years. We can contribute approximately 400 million Euro sales to the FCC Group without resorting to capital injections or help from FCC. We can grow thanks to our strong financials and our own resources."

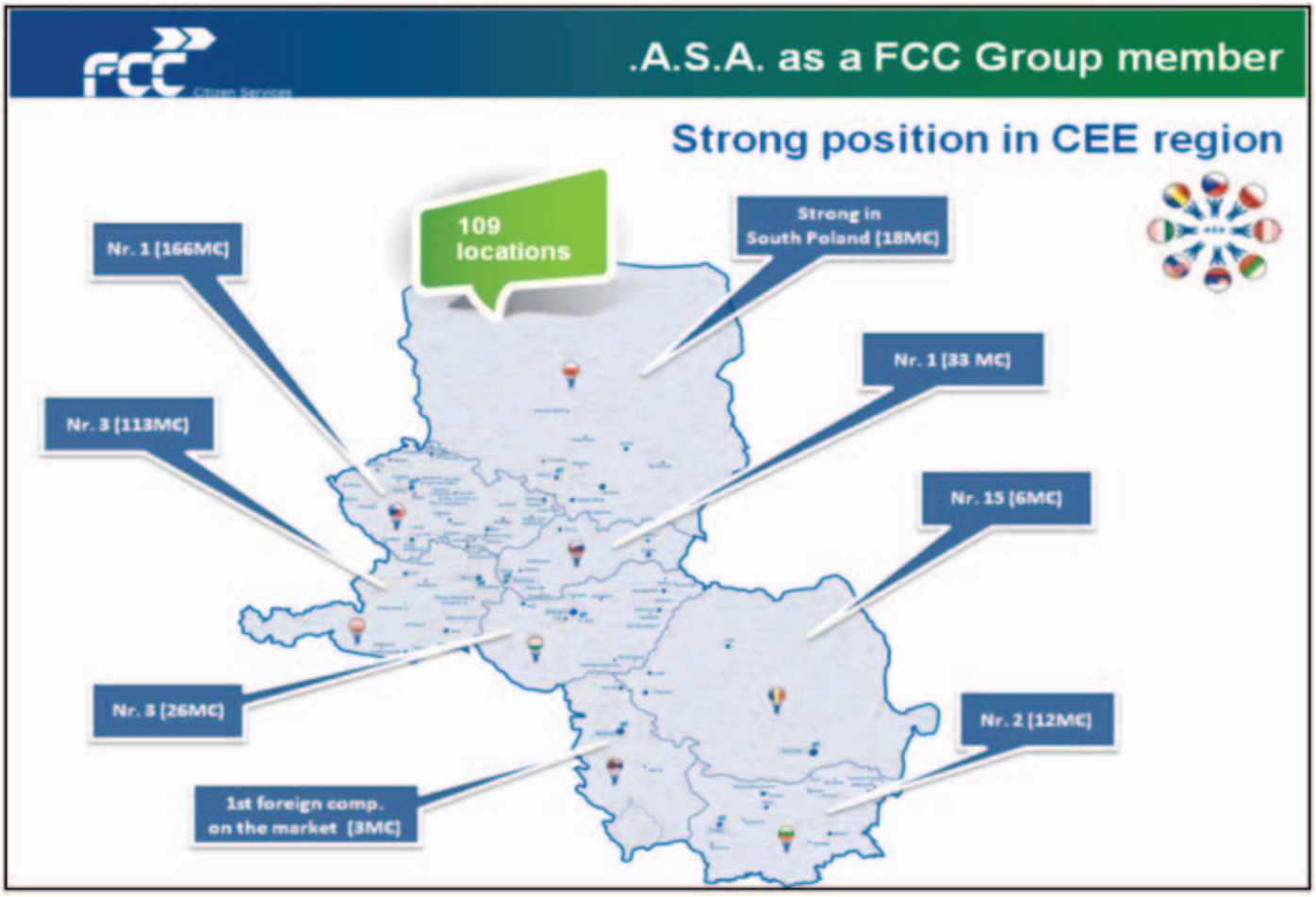
Founded in Austria in 1988, .A.S.A. is an international and multicultural company currently operating in 8 countries in the EEC region where its leadership positioning has enabled it to report annual sales totalling 377 million Euros (2011).

Petr Vok□ál stated that "fiscal year 2011 was the best in the company's history. Despite the global economic crisis, limited investments, and the suspension of acquisitions, we can grow and develop our positioning in the countries where we operate". "Nevertheless", he warned, "this may not always be the case". "The good results in

the past few years (sustained growth since 2001) was largely due in many countries to the landfill site activities but, if we compare this to 2009 (when activity peaked) and 2011, we can notice a quantitative reduction (approximately 400,000 tonnes per year and 4 million Euros in EBITDA over the past 3 years). Other services have successfully offset this reduction thanks to the diversification of our business in these countries and the intruduction of new and varied services for many of our current clients. We now have the opportunity for investing in future growth. The economic upturn in the region is advantageous and provides unique market opportunities to ensure .A.S.A.'s sustained development."

.A.S.A. currently generates a5% of the FCC Group's EBITDA and 3% of sales. In the

> "We have reviewed the strategy in detail, considering each country and each opportunity"



.A.S.A. as a member of the FCC Group. Strong positioning in Central and Eastern Europe

109 work sites

N° 1 (166 M□)
N° 3 (113 M□)
N° 3 (26 M□)

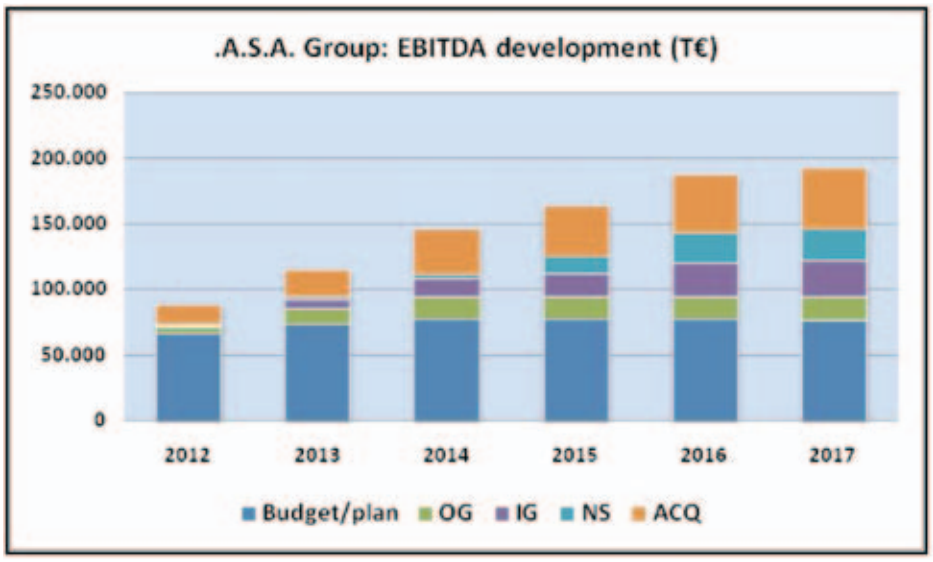
Strong positioning in southern Poland (18 M□)
N°1 (33M□)
N°15 (6M□)

1st foreign company in the market (3 M□)
N°2(12M□)

FCC Services segment, this implies 10% of EBITDA and of sales, while its contribution to FCC Services internationally is 27%. Due to its Citizen Services structure and the success of its environmental activities worldwide, .A.S.A. fits in perfectly with the FCC strategy announced at the convention by Baldomero Falcones, FCC Group's chairman and CEO.

Revised strategy

"Over the past two years, we have reviewed our strategy in detail, considering each country and each opportunity. Based on the experience we acquired in local markets over the last 10 to 20 years, we have been able to adjust our activities. Several of our current projects will further bolster our positioning", Vok□ál said, "and we can finance ourselves without being a burden for FCC. We contribute only profit and, thanks to the limited risk and reasonable investment stra-



> “.A.S.A. fits in perfectly with the FCC strategy announced by Baldomero Falcones at the Convention”

tegy (funded with .A.S.A.’s own resources, we will be able to increase EBITDA twofold in the region where we operate in the next five years. For now, this scenario does not contemplate any regional expansion”.

In order to promote .A.S.A.’s greater growth within the FCC Group and to bolster the international success of FCC, Petr Vok□ál believes that it is essential to take greater advantage of the synergies in the Group. It is particularly important to take into account and to respect cultural, economic and other differences among the various regions. Delegating relevant responsibilities in the regions by simplifying processes while, at the same time, ensuring strict control and the creation of “regional experts” (EEC, U.S., ...) is the way that we can take advantage of our knowledge, being flexible in local markets, and save money in in-house procedures. The full implementation of “management by objectives/results” in the Group, which implies a strict focus on results, should be the priority. In keeping with FCC’s corporate social responsibility policy, results should be the only management indicator.

SmVaK, among the best European water management companies

European Benchmarking Cooperation highlights the performance of Aqualia's subsidiary

SmVak, Aqualia's subsidiary in the Czech Republic, participated successfully in the 2011 edition of the European Benchmarking Cooperation (EBC) project. This year, which included water management companies from cities such as Madrid, Paris, Hamburg, Rotterdam, and Geneva, was an interesting exercise of comparing the management ratios which made it possible for participating entities to, firstly, draw their own conclusions on their levels of activity and to implement new initiatives adapted to their special circumstances.

The Czech company has been part of Aqualia since 2006 when it was acquired as part of FCC's international expansion strategy. During this brief period, SmVak has implemented Aqualia's know-how and its management systems, thereby significantly improving its ratios and financial results and to be on equal footing with the best companies in Europe. This last aspect was highlighted by the engineer Kolá□ová Lenka, head of the OOV Operating Department (wholesale water management): "SmVaK's participation in this European Project provides the opportunity of comparing our company against our peers and with the results obtained; to see new ways of improving the aspects where our rating is below optimal levels. It certainly is a very interesting comparison for all". Kalas Zden□k, who works as a financial analyst at the Czech's company administration department said that for the company, participating in this project had contributed to ongoing improvement "in environmental and client management aspects".

> "Acquired by Aqualia in 2006, the Company measured its performance against management companies from Madrid, Paris, Hamburg, Rotterdam, and Geneva"

SmVak's participation in this edition of EBC was the second consecutive opportunity for Aqualia, which participated, through its Almería department, in the 2010 edition. The participation of SmVaK's supply and sanitation departments in the 2011 edition represented the highest level of participation. In total, the Czech company reported more

Leading company in Moravia and Silesia

SmVak is the most important water management company in the regions of Moravia and Silesia, providing services to 1.2 million people. The management activity carried out by Aqualia's subsidiary differs in two aspects: firstly, it does not operate under a concession scheme since it owns the infrastructures (therefore, the duration of its activity is indefinite); and, secondly, it is one of the few cases where a company supplies water across its borders, also providing services through its infrastructures to 100,000 people in Poland.

than 300 variables during the year, which generated, in turn, 200 management indicators. The balance of the analysis of the variables of Aqualia's subsidiary is very positive. The company stands out in aspects such as water quality, management of energy consumption, and tariff sustainability policies in line with the European Framework Directive on Water and the ratio of claims in sanitation services. Its participation in the benchmarking exercise also brought to light some areas subject to improvement. Dostálová Ludmila, a technician at SmVak's sanitation and water treatment department, who participated in gathering data for EBC, highlighted the upgrading of networks as one of the areas subject to improvement: "if we reach a 1% rate of upgrading the network each year, we could reduce the number of breakdowns and, accordingly, offer a better service to our clients".

Furthermore, the final report given to SmVak specifically mentions the high quality of data submitted by Aqualia's subsidiary which received a rating of 4.6 points out of 5.
The 2011 edition of European Benchmarking Cooperation began in April of last year and its subsequent work phases, including a meeting with all participants last October in Oslo, lasted until early 2012. At present, and with the final reports of those in charge of the evaluation, SmVak and the other 45 participating companies, now have a reliable tool that enables them to implement an Improvement Plan with measurable and specific objectives.

Eco-efficiency prizes for good ideas

The winners of the 2nd Edition of the Eco-efficiency awards are colleagues who, if anything distinguishes them, is their great ideas, worthy of the FCC Group's recognition.

A small idea could be the start of a major project. Bill Gates and Paul Allen, a schoolmate, founded Microsoft in 1975. Fruit of a visionary idea, he decided to carry it out in the garage at his house. A few years later, Steve Jobs founded Apple jointly with his childhood friend Steve Wozniak, also at his garage, an event that has revolutionised the world of computers forever. Both are great example of how and where great successful ideas are born.

Manuel, Miguel Ángel, Ignacio, Antonio and Álvaro, all winners at the II Edition of the Eco-Efficiency Awards, are the protagonists of our story. The first four submitted the project "Automatic traffic restriction system for improving air quality in Madrid" and Álvaro wagered on the candidacy of his "Project for the design of an eco-efficient worksite shack".

The idea of the winners who submitted the project "Automatic traffic restriction system for improving air quality in Madrid" came up in a very typical Spanish way. It was not in their garage but rather at an outdoor terrace one evening in early summer. "The four of us were sitting down at a terrace of a bar having a drink and eating tapas... and each of us have our own way of getting an idea and putting it into practice and our way is a very Spanish one", they said. "Our idea came when we looked at the sky of Ma-

> "The group including Manuel Fernández, Miguel Ángel Ramírez, Ignacio Báñez and Antonio Benítez work at the Conservation and Systems department"

Avelino Acero, managing director of FCC Construcción; José Mayor, chairman of FCC Construcción; the winner Álvaro Marzo Ruiz and other colleagues from this department

The award-winners Manuel, Miguel Ángel, Ignacio and Antonio, with the director of Human Resources, Francisco Martin Monteagudo; the president of FCC Servicios, José Luis de la Torre and the managing director of FCC Versia, Carlos Barón.

drid and noticed a dark beret over the sky which, unfortunately, we are getting used to when we leave or are on our way back to the city". The topic of conversation was already served at this get together. They started an interesting debate on things and initiatives that they could contribute to provide a solution to this increasingly harmful and dangerous layer of pollution.

At that time, certain media were covering the news that the Community of Madrid had decided to make a firm commitment to improving air quality and that they were planning a strategy for the coming years to reduce greenhouse gas emissions in the region. It is the so-called Blue Plan, which proposes the challenge of keeping Madrid's sky blue with the collaboration of all the citizens of Madrid and to have the Community of Madrid become a reference in air quality improvement.

"It was a great coincidence, Miguel Ángel, one of the members of the group, told us, that at that time, the second edition of the Eco-efficiency Awards had just been announced".

Winners of the 2nd edition

Improving the quality of life of citizens: Manuel Fernández, Miguel Ángel Ramírez, Ignacio Báñez and Antonio Benítez from Conservación and Sistemas, S.A. winners in the category of eco-efficient idea/project that improves the lives of citizens for their initiative "Automatic traffic restriction system for improving air quality in Madrid".

Improving the company's results: Álvaro Marzo Ruiz, of the Madrid Building II branch office of FCC Construcción, winner in the efficient idea/project category that improves the results of the company for his initiative "Project for the design of an eco-efficient worksite shack".

It did not take long for the four of them to start working on drafting a document to reflect, in an orderly way, the ideas that had come up during that brainstorming session that summer afternoon, and to submit the proposal as a candidate for the awards.

“The great surprise came when we were told that our project, ‘Automatic traffic restriction system for improving air quality in Madrid’ had been selected as one of the finalists. It was then that we started to realise that the rigorous analysis and success of our idea was shared by others, not just the four of us”.

> “Álvaro Marzo Ruiz, works at the Madrid Building 11 branch office of FCC Construcción”

The other protagonist of this story of success is Álvaro Marzo, who was a winner for his “Project for the design of an eco-efficient worksite shack” which involved an innovative project for the design of a worksite shack.

With the intention of developing a prototype that could meet all the needs for daily use, that was sustainable, and with a contemporary design, Álvaro tackled the challenge of designing a worksite shack model incorporating the most advanced techniques for the use of renewable energy and sustainable construction. Many of these ideas were already in Álvaro’s mind when the Eco-efficiency Awards were announced, all of which represented a great opportunity for him.

“The idea came up since in my work team. we use these types of installations on a daily basis”, Álvaro told us. “The exhibited prototype required serious work in order to incorporate the elements currently available in the market that we normally use for the construction of buildings, and design work to update the existing model according to the requirements of a leading company in its sector”.

Beyond the luck of having been a winner, Álvaro is left with the satisfaction of having participated in a contest where the quality of the proposals was very high and where he was allowed to carry out an innovative work that was validated by a committee of experts.

Honour diplomas

In addition, honour diplomas for projects submitted were awarded to Justin Curlee, Zac Sanders, Andrea Rodríguez and Álvaro Ruiz from FCC Enviromental, in Houston (Texas) for their work “Recycling of backflow water from oil and gas wells”; and to Jiri Karpeta, of SmVaK, in Ostrava (Czech Republic): for the project “Taking advantage of the energy potential of waste water in the iron and steel industry in the treatment plants”.

Award ceremony at Torre Picasso

Baldomero Falcones, chairman of the Citizen Services Group, and board members Esther and Alicia Alcocer, handed out the prizes on 6 March to the award-winners in the 2nd Edition of the Eco -efficiency Awards, at event held in Torre Picasso.

Also present at the event were the chairmen of the different areas and corporate managing directors.

There was a high level of participation in this second edition, higher than in the first one. Seventy projects from different countries in which more than 120 people participated were submitted. The projects focus on sustainable development; the implementation f appropriate measures to take advantage of natural resources and of new technologies that make a positive contribution to the environment.

All the entries submitted in this second edition of the Eco-efficiency Awards were assessed by a technical committee created for this purposes comprising members of FCC's Innovation Committee. After a preliminary evaluation, the committee members selected 11 runner-up projects. The senior executives of the different business areas participated in the second phase as members of the panel of judges which selected the winning entries.

One of FCC's key objectives is to ensure that eco-efficiency becomes a company's trademark. These prizes represent an international initiative which aims to rewards ideas or updates carried out by the employees of the Citizen Services group in any part of the world.

WRG presents ABCD awards

The names of the nine "Beyond the Call of Duty (ABCD) Awards 2011, organized by WRG, were announced on 16 February. The prizes were handed out at an event held in Eastwood Hall in Nottingham (United Kingdom).

Paul Taylor CEO of WRG inaugurated the ceremony with a short presentation speech and the projection of a film in which he wished the best of luck to the participants. Paul then took the stage to describe each of the prize categories and then made way to the films supporting each of the nominations.

"AND THE WINNER IS ....."

The ABCD award winners were:

CUSTOMER SERVICE

Winner: Christine Jones, Judith Ogston, Matthew Ross, Tony Ogunjobi, Rob Fluckiger

Honourable Mention: Puntos Limpios del Consorcio RE3 (Smallmead y Longshot Lane) y el Contrato de Suffolk

GOOD ENVIRONMENTAL PRACTICES

Winner: Charles Bliss, Cassie Beadle y Philip Perigo (alias: The funky chicken, little miss piggy & baa baa black sheep)

Honourable Mention: Mark Short & Jeremy Black

HEALTH AND SAFETY

Winner: Garry Smith, Jim Cooper y Ritchie Thomas

Honourable Mention: Phil Eyre y el Equipo de Mantenimiento de Eastcroft

COST SAVINGS INITIATIVE

Winner: Karl Starkey y Dave Molland
Honourable Mention: Oliver Caunce

INNOVATION

Winner: Faye Wildsmith
Honourable Mention: El equipo del contrato BDR

RECYCLING PERFORMANCE

Winner: Punto Limpio de Hadleigh
Honourable Mention: Equipo de Operaciones de Hull y East Riding

MOST IMPROVED SITE

Winner: Equipo del Centro de Reciclaje de Materiales de Barrow
Honourable Mention: West Street, Contrato BDR

BEST DRIVER

Winner: Malcolm Talbot
Honourable Mention: John Exton

BEST EFFORTS

Winner: Fabrice Schurmans
Honourable Mention: Russell Bromage, Carl Bakewell y Kevin Loake

On the left, the FCC Citizen Services II Team, the champion of the Madrid Silver League home court in Madrid. On the right, the team representing FCC Citizen Services Coruña which was the champion at the Silver League at its home court in A Coruña.

Two FCC teams are the champions of the Inter-Company League

One of the three FCC teams that participated in the Inter-Company League, the FCC Citizens Services II, was the champion of the Silver League at its Madrid home stadium.

The members of this team, who work at the Federico Salmón 13 office, are: Roberto Rosario Ribada, Enrique Albaladejo Salinas and Pablo Contreras Ruiz de Alda (Systems and Information Technologies Department); Jesús Roldán Achutegui (Procurement Department); Luis Bosquet Plaza and Miguel Angel Pulido Eslava (Aqualia Central Zone Department); Alfredo Salvador Ibañez (General Services - Reprography); and Ángel Gil Fernández (Corporate Health and Occupational Safety Corporate Department).

As from now and thanks to this classification, the team will be able to participate in another league that will start playing in the coming weeks and, therefore, will be able to compete for the National Final Phase.

The Inter-Company League, organized by the Spanish Basketball Federation, was created more than two years ago and is the first official 3 vs. 3 basketball competition formed by teams of no more than 8 players, representing a company or a group.

"The Zistersdorf waste-to-energy plant is a good example of cooperation within the FCC Group"

Erik, how long have you been working at Alpine?

I've been working at Alpine since 2004. Before that, I worked at a traffic planning office.

What is your current job and what does it involve?

I joined Alpine as a simple technician and my job was to help the project manager and the foreman. I am now a project manager. My general responsibilities in a project are; purchase the land, execute the planning process, secure permits, hire workers, control the development of the project, ensure the correct completion of the project, manage claims or problems that could arise during the process and analyze proposed projects to determine the work required before commencing.

What are you in charge of right now?

I'm working on the acquisition of an urban heating plant in Vienna.

¿Which are the most interesting projects in which you have worked since you joined Alpine?

The Vienna central railway station due to the size of the project. The Zistersdorf waste-to-energy plant and the Malzenice (Slovakia) combined cycle generation plant since both were turnkey design and construction projects. In the case of the central railway station in Vienna, the greatest challenge was to supervise and control logistics. As you can imagine, it was a great challenge to coordinate more than 600 workers, numerous work teams, and 400 trucks on a daily basis.

> "Managing the team at the Vienna railway station project was a great experience and an honour, specially working with such a large and qualified team"

The Zistersdorf and Malzenice projects were interesting because I participated in all their phases (bidding, planning, and construction). In both cases, we were also responsible for the design, pursuant to the contracts, and, therefore, I had to ensure coordination between the owner, the client, the designer, public administrations and our team.

You participated in the construction of .A.S.A.'s waste-to-energy plant in Zistersdorf...

Yes, I was in charge of managing the project. The design and construction phases lasted two years. Our team at the Zistersdorf project was really small, although highly efficient. The foreman, his aide, eight supervisors, and 80 workers were involved in this project. An executive and I worked at the office.

What's the difference between building

a waste-to-energy plant and building any other type of industrial installation? Is it necessary to comply with any special legal requisite?

The difference, from the standpoint of a civil engineer, is that in a waste-to-energy plant, the amount of concrete required is usually much more than for other types of plants since the waste bunker is a huge concrete building. In other plants, the main constructions, such as the boiler and machinery rooms generally have a steel structure. For each type of plant, three are also many different and specific legal requisites.

Did you encounter any problems during the construction process?

Yes, we had serious problems with regards to the coating for the steel structure and, in addition, the company that we subcontracted to perform this job went into receivership during the main construction phase. Nevertheless, we found an acceptable solution in collaboration with the owner of .A.S.A.

Were you previously involved in building a waste-to-energy plant and, if so, where? Can you make a comparison with the Zistersdorf plant?

No, it was the first one, but I had acquired experience in building industrial plants such as the facilities for treating crude oil to produce polyethylene as well as bitumen oxidation plant.

Have you ever worked in a project abroad, and if, so, where?

Yes, in Malzenice (Slovakia), Mutenice (Czech Republic) and Burghausen (Germany).

Do you have colleagues of other nationalities, from where? Do you notice cultural differences in terms of communication and work? Have you ever hand any type of cultural misunderstanding with other colleagues?

Yes, I had colleagues from Slovakia. In my opinion, the principal misunderstandings are because of language differences rather than culture. I think this is a challenge that we must overcome in the future if we want to be successful in countries other than our own.

Key figures of the Zistersdorf waste-to-energy plant

Construction period: March 2007- April.2009

Technical specifications

Excavation: 120,000 m

Reinforced concrete: 16,000 m

Steel framework: 1,600 t

Formwork: 47,000 m

Volume built: 24,000 m

Structural steel: 200 t

Soil stabilisation: 21,000 m

Aluminium roofing: 3.870 m

Metal plate exterior wall: 5.500 m

External equipment: 12,000 m

The most unique aspect of the construction was lifting the prefabricated elements at the intermediate level of the bunker (21m high) and the roofing. The largest elements weighted up to 70 t and had to be lifted using a “Tandemhub” crane (400 t and 200 t).

Which are the qualities required for managing such large human teams in similar size projects?

It was very important for me to manage the Vienna central railway station team and an honour to work with such a large and qualified team. In my opinion, the most important traits for successfully managing a team such as this one are: social skills, the ability to speak openly and cordially and being able to give precise instructions, managing team problems with tact. You also have to encourage teamwork and it is then that you realise that with firmness and comradeship you and your team can accomplish incredible things.

Interviewed by:
Lucie Zumrová, .A.S.A. Abfall Service AG

Magda Sarto Jorba
collects the SIC Award.

FCC’s Information Security and Technological Risk Management department wins SIC Magazine prize

The Spanish magazine, Seguridad en Informática y Comunicaciones (SIC) selected Magda Sarto Jorba as the winner of the SIC Award in recognition for “her professional career focused on information security”. Magda Sarto, who holds a degree in computer engineering and an MBA, joined the FCC Group in 1009. She is a member of the Information Security and Technological Ris, Management “ department since its inception in 2005 where she is responsible for Planning and Control.

The prize was given on 25 April during the gala dinner held each year as part of the SECURMÁTICA convention which held its 23rd Information Security event. The prize is an acknowledgement of the FCC Group’s firm commitment to managing technological risks as an essential element for ensuring the protection, confidentiality, integrity and availability of information throughout the entire organization.

The SIC Magazine awards were created in 2004 to honour professionals and companies that play an important role in the development and consolidation of information security.

NOSOTROS GENERAMOS ENERGÍA RENOVABLE. TÚ LA UTILIZAS DE MANERA INTELIGENTE.
LO ESTAMOS HACIENDO JUNTOS
FCC
Servicios Ciudadanos
Infraestructuras | Medioambiente
Gestión del agua | Energías renovables
ENERGÍA ELÉCTRICA
ENERGÍA EÓLICA
EJECUCIÓN
GERENCIA
TESORERÍA
EJECUCIÓN
GERENCIA
TESORERÍA
PLANIFICACIÓN
IMPLEMENTACIÓN
INVERSIONES
DTO. CONTABILIDAD
MANTENIMIENTO
INVERSIONISTAS
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INVERSIONISTAS

Social Responsibility

FCC Approves Its Third Corporate Social Responsibility Master Plan

FCC has reached a new milestone in its commitment to Corporate Social Responsibility (CSR). The Board of Directors of FCC, the Citizen Services Group, has approved the 3rd Corporate Responsibility Master Plan 2012-14. This approval is a distinguishing feature of the Plan and reflects the strategic importance that the company attaches to this issue.

The connection with the Board of Directors is based on the fact that the chairman of the Corporate Responsibility Committee, Felipe García, is the one who defends these policies before the Board of Directors of which he is also a member.

> “CSR policies bolster business strategies to achieve their objectives”

The 3rd CR Master Plan for the 2012-14 period represents significant progress compared with the two previous plans, since now the Corporate Social Responsibility policies are at the service of the business' strategy. In short, it is one of the tools for achieving objectives.

The Master Plan is based on the concept of Citizen Services, and it was designed in consideration of two projections: notable growth in the world's population in the next decade (primarily in cities) and the new environmental and social demands that will arise as a result.

Bolstering FCC's capabilities and competencies

The new Master Plan has been designed to reinforce the capabilities the Company and the competencies of its employees: a design which aims to deepen FCC's objective of strengthening its position as a source of comprehensive solutions to the problems associated with the sustainable development of cities in the future.

Sustainability will be essential to enable FCC to compete in the cities of the future. Infrastructure, water, waste, and energy (FCC's core businesses) will play a major role in the development of cities in the next ten years.

Link to the 3rd CSR Master Plan: http://www.fcc.es/fccweb/responsabilidad-corporativa/estrategia/plan-director/index.html

From left to right: José M. Velasco, Managing Director of CSR Communication; Felipe B. García, Secretary General of FCC; and Javier López-Galiacho, Director of CSR.

The 3rd Master Plan is defined by three pillars

1. The first pillar is Citizen Connection, which encourages dialogue with cities' opinion-makers, promotes active sustainability with the participation of FCC employees, evaluates and measures the positive impact for users of FCC's services, and supports our corporate volunteer programmes.

2. Intelligent Services, calls for the creation of an interdisciplinary work and research group to anticipate the design and needs of future cities, and to reduce the carbon footprint of the group's business activities.

3. Exemplary Behaviour, focuses on a Group-wide commitment to integrity and ethics, promotion of CSR among suppliers, improvements in career development and workplace safety for our employees, and the integration of groups which are underprivileged or at risk of social exclusion.

> "The FCC Group Board of Directors' approval is one of the differentiating elements of its CSR policy"

FTSE4 Good

includes FCC in its investment index for the fourth consecutive year

FCC's social and environmental responsibility strategy has once again attained international recognition. FTSE4Good, the socially responsible investing index, has included FCC, the Citizen Services Group, for the fourth consecutive year. The index, which is renewed twice a year, rates environmental aspects, worker rights, and environmental and climate change management, among other factors.

Recognition by FTSE4Good, one of the leading global indices for sustainability and corporate responsibility, further strengthens FCC's conviction that it is properly implementing social responsibility features within its business strategy. Those features include environmental management, adaptation to and mitigation of climate change, combating corruption, defence of human and labour rights, and the application of labour standards in the supply chain.

> "The experts responsible for this index assess management of environmental aspects and labour rights of the FCC Group"

The areas of FCC's performance that were most highly rated by FTSE4Good experts were worker rights (scoring 5 points out of 5), environmental and climate change management, corporate governance and countering bribery. The Citizen Services Group obtained 88 points out of a possible total of 100.

The most sustainable company

The consolidation of FCC's position among the world's most sustainable companies reflects a series of specific actions and achievements in the area of social responsibility by the Group, whose main shareholder is Esther Koplowitz. These include the promotion of integrity through awareness-raising and training tools, which facilitate compliance with the Code of Ethics, the equality and harassment prevention policies, and the creation of the Procurement Department, which applies social responsibility criteria when selecting and evaluating suppliers.

The Board of Directors' involvement in these policies reflects its commitment to this issue. FCC's Board has approved the 3rd Corporate Responsibility Master Plan 2012-14. This 3rd plan represents significant progress with respect to the previous two, and entails placing CSR policies at the service of the business strategy. In short, these policies should serve to achieve business objectives. The 3rd Plan is defined by three vectors: connecting with citizens, intelligent services, and exemplary behaviour.

FTSE4Good

Also the Dow Jones

Additionally, for the third consecutive year, FCC maintained its position in the Dow Jones Sustainability Indices for the World and Europe in the heavy construction sector. The company improved its score with respect to the leading company in the sector, Korea's Hyundai Engineering. This distinction is further recognition of the Citizen Services company's commitment to social and environmental responsibility.

FCC, awarded Fundación Entorno's European Environmental Prize

FCC received a European Business Award for the Environment at the Spanish edition of the event, organised by Fundación Entorno. Baldomero Falcones, Chairman and CEO of FCC, was presented with the award by the Prince and Princess of Asturias, who chaired the ceremony held at headquarters of Spain's National Research Council (CSIC).

The FCC Construction project "Design and implementation of a protocol for greenhouse gas emissions quantification in construction" was awarded an honourable mention in the Management for Sustainable Development category. This pioneering project implements a protocol for measuring greenhouse gas emissions to improve our understanding of emissions from construction and to ensure that they are rigorously quantified.

The protocol allows for emissions sources to be monitored and evaluated, with a view to improving and reducing emissions and to managing climate change risks effectively. The protocol was approved in 2010 and complies with the ISO 14064 standard. Accredited certification agency AENOR vetted the Greenhouse Gas Emissions Report in May 2011.

Fundación Entorno
Consejo Empresarial Español para el Desarrollo Sostenible

Benefits the environment

FCC Construction's project clearly benefits the environment and, consequently, the community in general. Moreover, it will contribute indirectly to the Spanish government's commitment in Europe in the area of greenhouse gas emissions by providing extensive information about construction emissions. It will also contribute to strengthening FCC's culture and values and build on the Best Practices already implemented in the construction division. Raising awareness about this project among our stakeholders will contribute to the transfer of knowledge and encourage other companies to follow suit.

FCC Construcción publishes 2011 Environmental Report

This is the seventh report published since 2000, a trailblazing initiative in the sector

One of the most relevant achievements this year is the system that is used to gather and analyse environmental data. Information on the company's projects is now available in real time and reports can be generated by type of project, geographical location, hierarchical structure or type of client. The print version of the document, in Spanish and English, contains environmental information on all FCC Construcción projects in Spain in 2010. With the web version in Spanish only, users can consult the information by Autonomous Community.

Another objective that has been met refers to the commitment made by FCC Construcción to combat climate change. In this area, the Company has designed and implemented a protocol for measuring greenhouse gases, making it the first company in the construction sector to verify the GHGs according to the ISO 14064 standard.

FCC Construcción publishes this report every two years to summarise the company's environmental actions and share its environmental management experiences with others. The implementation of good environmental practices goes beyond the legal requirements and results in more eco-efficient management.

This initiative of FCC Construcción was recognised in 2007 by Garrigues-Expansión-CIIS with an award in the category of sustainability and social responsibility for its commitment to sustainable development.

FCC Construcción's commitment to the environment

FCC Construcción has made a permanent commitment to the environment by implementing a business model that is focused on sustainable construction. The environmental is a priority for the entire Group, starting with management, which has been concerned with this issue for many years.

FCC Construcción is an active player rather than a mere side-line spectator in the configuration of development that is sustainable over time.

This is the reason why the Company participates in different working groups in the sustainable construction area at the international, European and national levels. For example, FCC Construcción coordinates the "WG5 - Sustainability in Civil Works" group of the ISO/TC-59/SC17 international technical committee for sustainable development.

At the European level, the company is a member of the CEN/TC-350 committee for "Sustainability in Construction Work". The Company is also an active participant in the working groups of the Spanish Committee, AEN/CTN 198, on "Sustainable Development" of which it is the Vice President, and AEN/CTN 198/SC2, "Sustainability in Civil Works" which it chairs.

Construction that is sustainable and more respectful of the environment can only be achieved with clear guidelines and the active participation of construction companies, making suggestions, getting involved in the process, providing solutions from the inside and making them available to society in order to make this a better place for everyone to live.

Aqualia launches its 3rd Peque-Artistas Drawing Contest

The children and grandchildren of employees can participate

Poster for the 10th edition of the International Drawing Contest distributed at schools and company departments.

Under the theme, "An A+ for you, and A+ for the planet", Aqualia launched the 3rd edition of its Peque-Artistas (Kid Artists) drawing contest for the children and grandchildren of employees. The aim of this initiative is to allow Aqualia kids to express how water is present in their lives. There are two categories; for kids 5 to 7 years old and another one for those up to 11 years old.

The success of the three editions of this initiative underscores the responsibility of Aqualia employees for transmitting, even to their children, the work entailed in bringing water to households and retuning it back to its natural medium after being used in optimal conditions.

On this occasion, children will not only be able to opt for some of the prizes (two digital under-water cameras, one for the winner in each category; and ten magnetic puzzles for the runner-ups in each group), but will also be able to collaborate, by participating, in a solidarity cause. The equivalent in Euros of 10% of the drawings received will be donated to Fundación Theodora, a charity that works to ensure that children who are hospitalised do not forget to smile thanks to the visit of the "Smile Doctors".

Collaborating with a solidarity cause

The drawing sheets are distributed among employees who request this from their branch offices or those in charge of Marketing and Communication in the area. In addition, the posters designed for in-house communication will inform all employees about the contest by placing these at Aqualia's facilities, at bulletin boards, and in other specific places.

Almost 300 drawing were submitted last year, making this initiative a great communication and in-house cohesion. All information on the contest can be checked at Aqualia's intranet.

WRG collaborates with a volunteer program

Waste reuse at Harpenden, Hertfordshire (United Kingdom)

Hertfordshire County Council, in collaboration with Sue Ryder, a national health and social care NGO, and the Waste Recycling Group (WRG), have launched a pilot scheme at the household waste recycling centre in Harpenden, to offer the community new ways to reduce waste.

Personnel and volunteers of the NGO will show visitors at the Dark Lane facilities how to identify items that can be reused and will ask them to take these to the ReUse Centre. Users will also be able to browse in the ReUse Centre and pick up a bargain from a range of goods, including bric-a-brac, books, and small pieces of furniture. Proceeds will help Sue Ryder continue offering expert and compassionate care to people living with end-of-life and long-term conditions such as cancer, stroke, brain injury, multiple sclerosis, dementia, Huntington's disease, Parkinson's disease, and motor neurone disease.

As a leader in developing and managing household waste recycling facilities for local entities, WRG will be delighted to work with Sue Ryder in order to promote the maximum reuse of items that can still have a long useful life. The fact that this can also generate additional revenue for this very important charity is an additional benefit.

Children visited the Oviedo laboratories accompanied by the councilwoman from City Hall and by the heads of the department and the branch office.

Great participation in the activities organized for World Water Day

Open door seminar, talks, exhibits, and educational workshops are some of the activities carried out to build up awareness among the population on the value of water and the importance of responsible consumption.

Group photograph taken at the end of the visit to the Ibiza desalination plant.

Aqualia departments throughout Spain have organized various events to celebrate World Water Day on 22 March in a special way. These activities were developed based on the social vision of water management, as befits Aqualia as a company that collaborates with local administrations to provide a public service.

As an example of the actions carried out in all areas, a group of students visited the Oviedo office where they attended a presentation on the end-to-end water cycle in their city.

Neighbourhood associations were the protagonists in Santander. They were offered the chance of visiting the springs that supply water to the city. The promise made by one of the fifty students from Ibiza of “stop drinking Coca-Cola” after visiting the desalination plant summarises the success of this event at the capital of the island of Ibiza.

The branch office at Santa Eulalia del Río (Ibiza) inaugurated a drawing exhibition which was visited by the councillors, directors and study supervisors at the town’s schools In Tomelloso (Ciudad Real), the events were held as part of the City Council’s Agenda 21, with several talks, workshops, experiments, all followed by hot chocolate.

Identifying helps to prevent that they are repeated

Direct communication with each of our Departments is a key tool as was underscored by the occupational hazard communication campaign that Aqualia launched in 2009.

This idea of direct communication was implemented by drafting the monthly notes on the accidents that occurred during the month, important because of their relevance, and from which all workers can learn.

The note, accompanied by photos or graphs, enables each worker to have a clear idea of how the accident took place, what caused it, and how to avoid that it happens again.

Simple and concise messages

Providing a clear explanation of how to handle our job, the optimal conditions, and maintenance of an installation, enables the operator to be aware of defects and how these have an impact on the quality of work and, consequently, on the need to correct everything that is an impediment to doing performing our work properly.

A simple and concise message makes it easy to learn about safe attitudes and helps to retain content to have always in mind as an example in similar situations.

In 2012, in order to increase awareness on the need to work safely, communication was extended to communication on accidents which, even if there were no consequences, there could have been except for luck.

In companies, employees are not just required to work; they must work in a safe manner.

The Spanish saying “you don’t lose a minute in safety, you gain a life” should always be on everybody’s mind.

> “In companies, employees are not just required to work; they must work in a safe manner”

aqualia PRL
Prevención de Riesgos Laborales

NOTA MENSUAL ACCIDENTES

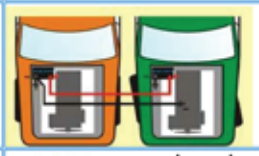
NUESTROS INCIDENTES DE ENERO

Queremos COMENTARTE algo sobre

Hemos tenido algunos incidentes derivados del uso de baterías de plomo que han dado lugar a explosiones:

Con baterías sin mantenimiento: al arrancar un camión de saneamiento por la mañana, explota la batería del mismo, sin afectar a ninguna persona. Otra fuente de incidentes son los que ocurren en el proceso de hacer un puente de una batería a otra (biberón).

Baterías con mantenimiento: al ir a verificar la cantidad de electrolito existente en una batería, tras cargarla toda la noche, al levantar la tapa de la misma, se produjo una emanación de gases, especialmente hidrógeno, que al incidir sobre el cigarrillo produjeron una inflamación instantánea.

1	Utilizar siempre baterías libres de mantenimiento para los vehículos de todo tipo, limitando nuestra actuación a la carga de batería con cargador externo (ojo con el proceso de conexión –desconexión), en caso de ser necesario.	
2		Cuando utilices cables de emergencia, enlaza en primer lugar los dos polos positivos. Después enlaza el negativo de la batería de socorro al negativo de la batería del vehículo en la conexión a masa de esta última de modo que la eventual chispa suceda lejos de los orificios de la batería.
3		Las abrazaderas de los bornes deben estar adecuadamente apretadas y cubiertas con una ligera capa de vaselina filante y siempre deben disponer de un cubre bornero. No dejes herramientas metálicas sobre la batería, evitando así posibles cortocircuitos

BATERIAS CON MANTENIMIENTO

4	El nivel de líquido (o en general el *electrodo*) se debe inspeccionar periódicamente. En caso de pérdida de líquido, se debería rellenar con agua destilada o llevar al servicio técnico. Sigue las normas indicadas en la instrucción operativa de trabajos con baterías de plomo-ácido	
5	Cuando se usa un dispositivo para cargar la batería se deben retirar los tapones a rosca y evitar las chispas o cuerpos incandescentes debido al peligro de explosión por la formación de oxihidrógeno.	
6	Los ácidos de la batería son muy corrosivos, por ello se debe llevar gafas y guantes protectores. No incline la batería porque los ácidos podrían salir por las aperturas.	
7	Recuerda que un correcto mantenimiento y uso reducirá la formación de cortocircuitos en el interior de la batería y por tanto el riego de explosión.	

*"**En tu seguridad no pierdes 1 minuto, ganas una vida.***
***Es tu responsabilidad**"*

Productive improvements

in the prevention of occupational hazards

Although not very frequent, there are situations that actually occur, such as when after detecting a risk situation and performing a study on possible preventive measures, the result leads to a reorganization of the production process. At the end, the organization is usually accompanied by production improvement and cost savings.

And certainly, on some occasions, the implementation of technical measures which, although following the corrective preventive measures; finally contribute to boosting productivity and, as result, earnings.

Some examples:

- The installation of detectors to verify the level of deposits so that operators do not have to access the high areas. In the case shown in the photograph, ultrasound technology is used, which reduces meter reading errors, and is more reliable, also contributing to reducing maintenance thanks to its robustness.

- Remote control meter reading to avoid having to go down through the pothole. From the risk prevention perspective, this measure is being implemented in difficult to access potholes or when there are risks not attributable to Aqualia. In addition, it is used in areas where noise is very loud, such as in machinery rooms, isolated facilities thereby avoiding driving on roads that are not always in good conditions, etc.

- Installing features in sanitation trucks that make it possible to open the heavy lids mechanically, making it unnecessary to handle the loads manually as well as avoiding stressful bodily postures.

- This new system comprises a 12-volt electric magnet able to lift 100 kg of weigh vertically. This system has been installed in one of Aqualia's sanitation trucks. There is a control panel with IP 65 and an extensible arm with an idler bolt so that it can be installed in the wheel where it collects the lid with the nozzle.

- Design and construction of a downloading and cleaning platform for sanitation trucks that does not require going inside the trucks, considering these confined spaces, and having to move in the high part or in the interior of the vessels, usually hard and extensive work.

The sanitation trucks have an implementation installed that makes it possible to open heavy potholes.

FCC collaborates on World Occupational Safety and Health Day

To commemorate the World Occupational Safety and Health Day celebrated on 28 April, the Regional Institute of Occupational Safety and Health organized the 2nd Occupational Health and Safety Week which spanned from 23 to 27 April.

Several technical seminars and other events were organized, in collaboration with various entities, professional associations, and companies during these days on the prevention of occupational hazards and on achieving safer work conditions.

On the 25th, a technical visit was organized on the work procedures at one of the parks in Madrid where FCC Medio Ambiente carries out its activities. The general manager of Work and manager of IRSSR, María del Mar Alarcón Castellanos, accompanied by managers and technicians from the FCC Group visited the San Isidro Park to examine on site the practical results of the measures that had been implemented to improve the prevention of occupational hazards and to fight against accidents at the work place.

A world reference

The World Occupational Safety and Health Day has a short tradition, although it has become an important global reference. The first time it was held, the 28th of April was chosen as the day to commemorate workers who had suffered accidents at their jobs and other work-related diseases.

FCC approves the Corporate Occupational Safety and Health Manual

The Corporate Human Resources Department approved and disseminated throughout the various corporate departments of the organization the Corporate Occupational Safety and Health Manual. This document defines the corporate criteria and requisites that should underpin management of occupational risk prevention at FCC companies and business areas. It is an internal regulations and preventive activities reference of the organization which seeks to standardise and internationalise management criteria for proper compliance with the corporate policy in this respect.

The Corporate Management and the heads of occupational safety and health from the different business areas participated in defining this document.

http://fccnet/corp/ES/rrhh/docgen/Paginas/rrhh_mssl.aspx

The importance of good

vision for safe driving

Driving any type of vehicle is a complicated task and a test for many of the driver's physical and mental capabilities. Although driving could be an automatic activity at certain times, safe driving always requires full attention and response.

Contrary to what many believe, driving requires quality vision. That is, there should be a balance among the different visual fields (sharp vision, vision field, depth...).

Of the information that we require for driving, 90% is perceived through our eyes and, accordingly, it is essential to have good vision since most of the decisions and reactions depend on it. Nevertheless, one out of three drivers could have better eyesight, although they be unaware of it, and 5% of drivers (one out of 20) has very poor eyesight but does not know it.

Despite the importance of having good vision for driving, 25.7% of Spaniards between 18 and 30 years of age have never gone to have their eyes checked. That is why it it's important to go for an eye check-up every year to detect any type of problem. Any eye alteration or disease can lead to worse vision and increases the chances of being involved in a road accident. It is essential to have the sharpest eye vision possible since the reaction time must be as short as possible.

Safe driving requires optimal eyesight conditions, such as:

> "90% of the information that we need when driving is perceived through our eyes"

- Sharp vision.
- Field of vision.
- Binocular vision
- Colour vision.
- The ability to see in special situations, such as when there is limited light, glare, etc.
- Perception and attention as components based on other visual capabilities.

In all cases, the risk increases in the elderly and when associated with ophthalmological pathologies. The most frequent causes of alterations of the visual field (glaucoma, alterations of the retina, and cataracts) combined with the natural aging process, are the risk factors with that are the most to blame for traffic accidents mainly when driving is during adverse traffic conditions, dim lights, or when suffering from fatigue.

The importance of good night vision

Driving at night requires greater visual effort which implies driving when the conditions are not optimal for good vision. In fact, the proportion of mortal accidents increases significantly at night when, among other factors, visual sharpness decreases by 70% and the sense of depth is seven times less. That is, our capacity to detect objects and their distance diminishes. This is the reason why 86% of Spaniards prefer driving during the day in comparison with 13% who would rather drive at night.

Speed

External factors are not the only ones that can affect our eyesight. In fact, speed is one of the most frequent causes of deaths on the road since, the greater the speed, the greater the need to have good vision. Driving at the required speed limits is not merely a whimsical decision since it affects many driving elements, jeopardizing safety behind the wheel when we drive at an excessive speed. It is very important to be able to see as rapidly as possible any element or situation occurring on the road since this will give us more time to react in the event of any unforeseen event.

According to the report by the Official Association of Opticians and Optometrists, the visual field diminishes by 75 degrees as speed increases during driving. This is known as the kinetic vision field. For example, at a speed of 35 km/hr, the field of vision is 100 degrees, however, if we increase speed to up to 100 km/h, it is reduced by 30 degrees.

Tiredness

Another factor that has an impact on good vision is tiredness. Although many official campaigns tell us that it is necessary to rest every two hours, few drivers follow this recommendation. We should not forget that it could take from one to three seconds from the moment that we see an obstacle, perceive it, and react. Driving carefully, even though it may seem mechanical to us, requires an extra bodily effort and, if do not pause to rest, our reactions slowdown. Ta-

king a walk or resting every two hours is good advice so that we can be 100% alert in the event of any unforeseen situations that could arise while we are driving.

The influence of alcohol and drugs

Among the factors that probably have the greatest effect on vision are alcohol and drugs. Unfortunately, the consumption of these substances is frequently detected in a large number of traffic accidents since these substances generate certain effects that affect driving to a greater or lesser extent: uncoordinated movements, perception failures, etc.

The consumption of alcohol and/or drugs produces certain specific effects:

- Diminishes visual sharpness.
- Could cause double vision.
- Causes errors when calculating distances.
- Diminishes the visual field.

Professional studies have shown that a distraction of just three seconds when driving at a speed of 90 km/hour means that the person is driving blind for a distance of 75 metres. If, on top of this, we add alcohol, we would be driving blindly.

By: Ana de Juan Ares
Communication and CSR Department

Knowledge

By: Pedro José Cifuentes Rosso

Technical Agronomy Engineer, head of the Parks and Gardens Department
FCC Medio Ambiente, Murcia–Almería branch office

Biological control

of a new plague affecting the city's trees

Current globalisation and the absence of measures to ensure safe mobility of botanic material have been the reason for the new plagues that have been introduced in Europe through "aggressive invasive exotic plants". FCC's Parks and Gardens department in Cartagena has identified one of these new plagues which have affected Ficus trees.

The results of this research project, launched in 2009, were recently reported in an article published in the magazine of the Spanish Association of Public Parks and Gardens. It was also possible in this project to achieve the biological control of this plague with the help of insect and ecological products without the need to use chemical treatments that are generally very aggressive for the environment.

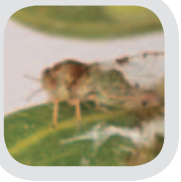
Ficus trees were discovered in the Iberian Peninsula thanks to the scientific expeditions of the late 1700's, specifically, the Royal expedition of Alejandro Malaspina and José Bustamante. This botanic material was introduced gradually in botanic gardens in the Mediterranean and later in our cities as isolated specimens or in clusters in the beginning of the 20th century.

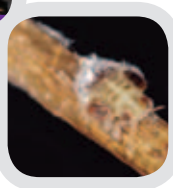
Until now, hardly any problems affected these trees except for mechanical and structural problems in relation to more than 100-year old specimens because of changes in the microclimate at their place of origin, as we described in the 7th Congress of the Spanish Arboriculture Association in 2002.

Certain anomalies in microcarpa Ficus were detected in 2009. The symptoms are expressed as easily visible waxy or whitish cotton-like filaments that diminish the ornamental value of these trees and which virulently attack and kill these specimens. After a more thorough inspection, we discovered an insect in the new and tender leaves which was identified as a psylla that was responsible for the cotton-like symptoms. At that time, we did not find any bibliography that associated this plague with the Ficus as an ornamental tree.

The harmful insect was identified as the macrohomotoma gladiata, psylla (bugs) originating in east Asia and in Indonesia. Similar to a cicada, the adult insect, however, measures 2 to 3 millimetres long. Its wings are membranous and transparent with dark underside ribs.

Our responsibility as conservation managers and the implementation of a Sustainable Management System, presented in the 6th Iberoamerican Parks and Gardens Congress in 2009, has made it necessary for us in the last few years to find more en-





vironmentally friendly alternatives for plant protection treatments. These initiatives are in line with the section on prevention and pollution control contemplated in the UNE 165.010 "Spanish experimental standard" known as the "Corporate Social Responsibility Management System"

Biological control is a strategy based on the use of beneficial live organisms to reduce the population density or impact of a harmful organism that is classified as a plague. Our beneficial insect, the Anthocoris nemoralis, a bug (heteropterus), which acts as a natural enemy reaches, as an adult, the size of 3-4 mm. It is brownish, with a black head and, although it has wings, it is not able to travel long distances.

We began by releasing the Antocoris nemoralis outdoors in April 2010. The process consisted of placing boxes, each containing 20 to 30 of these bugs, in the internal part of the treetop.

In addition to the Anthocoris, we decided to apply an ecological product. The product consists of an innovative formula using natural polysaccharide (mainly alginate, a purified chemical substance obtained from brown seaweed. This formula traps small insects on the surface of the leaves, causing their subsequent death by asphyxia. Logically, this product, being selective, is compatible with biological control since it only traps psylla due to its physiognomy but is not harmful for the Anthocoris.

We can attest that with these measures, which never included any questionable plant protection treatments in urban surroundings, enabled us by the end of 2011 to control the plague, which has now reached equilibrium with its depredators, and the trees were able to survive without diminishing their aesthetic value. Therefore, we believe that the experience that we described is a step forward in achieving the objective of protecting the environment by means of eco-efficient, sustainable, and socially responsible initiatives.

Guest-column

By: Juan Pablo Merino

Director of Corporate Marketing
and FCC Brand

A global company

For a company, the importance of a brand is the same as the importance of an individual's name. Others identify us by that name and associate us with a way of being and a way of doing things, with certain values and with our experience or track record. After a few years, we achieve a specific positioning in our surroundings.

Crisis scenarios represent an excellent opportunity for making an in depth analysis of this positioning and for pursuing alternatives so that the brand can emerge stronger and surmount the bad years.

A good strategy is to focus on an overall review the field of operations in search of new positioning areas that could be occupied and that could contribute a new place where the brand could develop and from which to address its audiences. At the same time, our target public would discover a new facet of the company which, if managed correctly and properly communicated, would serve to ensure the survival of the business during another stage.

In short, the idea is to reposition the brand in a scenario such as the present one and launch messages to renew the clients' trust. Seek a sound, clear, and defined positioning that make us different, as a synonym and guarantee for the future.

The brand should be reorganised to meet the new circumstances. This means that the message should be updated to reach the market clearly and comprehensively. Behind this repositioning, however, certain values should prevail, such as the way we do things that makes us different, unique, and genuine. Nobody then could copy us and we could continue to generate business, wealth, and jobs. Our reinvented and innovated story would feed the new phase. Brands should serve as guidelines so that companies are able to better adapt to the possible requirements that the market and clients demand. Accordingly, they should provide employees the resources necessary to interact in a relevant manner with the surroundings. This is not an easy task, however, since it is necessary to apply the brand culture at the emotional and rational level in the minds of the employees so that this is then manifested in their performance. Employees, simply must think, feel and act bearing the brand in their minds.

> "The definitive idea is to reposition the brand in a situation such as the current one and launch new messages to renew trust among our clients"

FCC, our brand, is in the process of becoming a single brand where the corporate description, Citizen Services, contributes a clear message to the market on FCC's commitment to the process of innovation and adaptation to the new times.

The responsibility over the brand is something that must be nurtured and managed, and spread to other departments beyond the Communication and Marketing department. A solidly supported and focu-

projected through a single brand

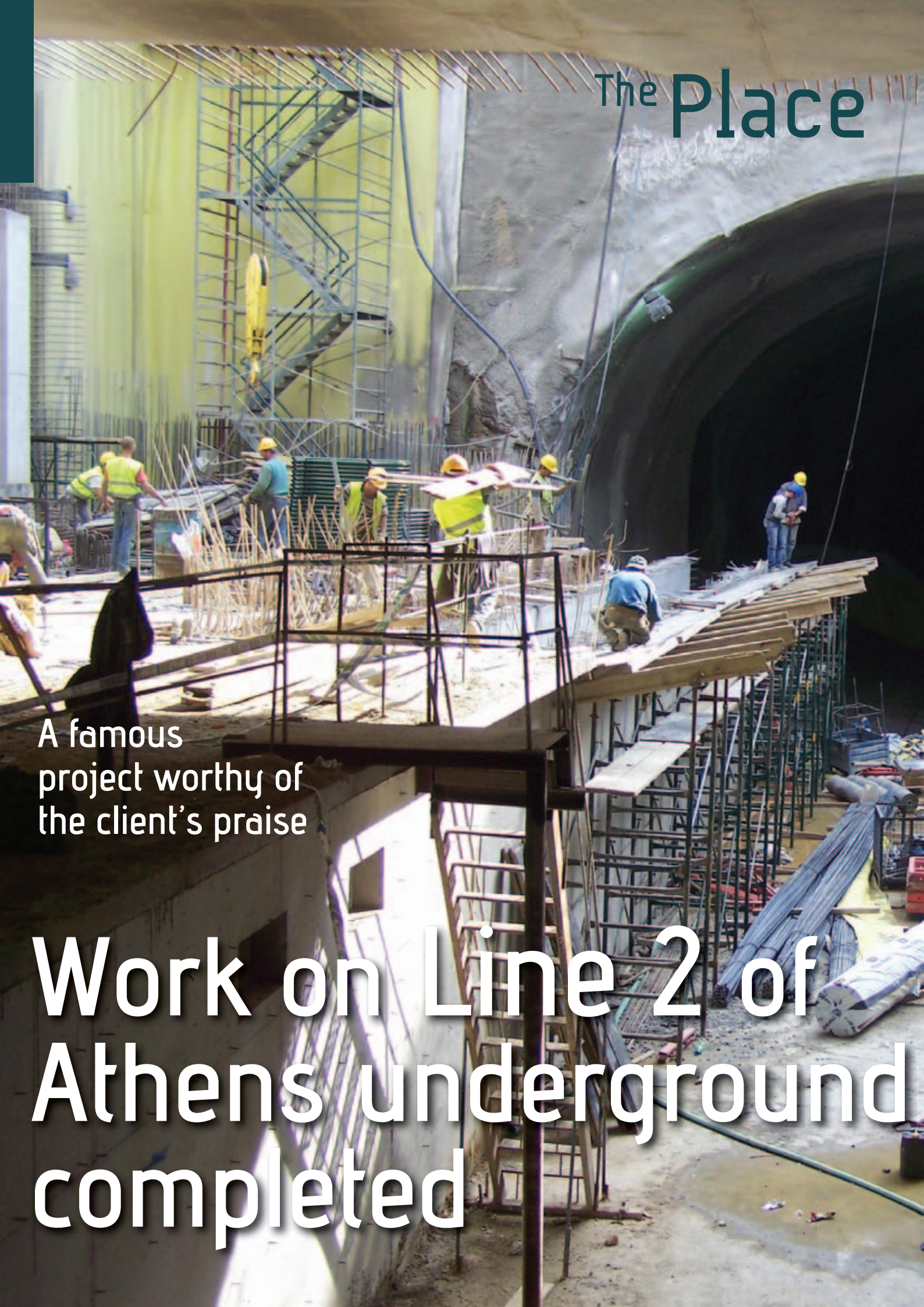
sed brand strategy is based not merely on good communication measures, but must also facilitate the execution of the business strategy. The brand could provide guidance since, by being the visible part of the company, it provides information on what the company does and how it does it. It is the road that the company must take to generate commitment and cohesion among its employees and encourage clients' loyalty and their appreciation.

The commercial objective is to ensure that our proposal is perceived by prescribers and clients as the more attractive alternative in its category or, going beyond, create a new category in a constant innovation process.

> "We must all make the greatest efforts to maintain the coherence of the Group's graphic identity"

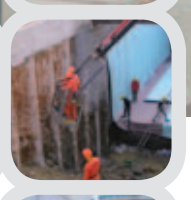
The Brand Application Guide, that would have continuity in the definition of the brand architecture linked to each business area and division, sets out the criteria and basic standards for the correct application of the FCC brand and its corporate descriptor, Citizen Services.

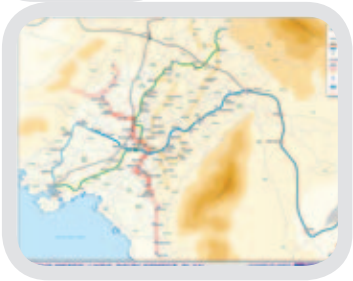
We should all make the greatest efforts to maintain the coherency of the group's graphic identity. We are a very large group of people working in the same organization but an organization with a highly diversified activity. Together, we must endeavour to build and fed a unique image of our brand to make it easier to differentiate FCC and its clear market positioning. A clear message in the same visual language can contribute to making FCC a more solid and competitive brand.



A famous project worthy of the client's praise

Work on Line 2 of Athens underground completed





FCC Construcción, in keeping with internationalisation strategy, has been active in Greece since 2000. After having built the Igoumenitza harbour (in north-east Greece close to the Albanian border) which was inaugurated in September 2003, the Company was awarded the project calling for the extension of Line of Athens's underground in Peristeri, actually nearly completion in a joint venture with J&P Avax, one of the leading construction companies in Greece.

The project

The extension project for Line 2, awarded by Atikko Metro to FCC in June 2006, consisted of the construction of two stations (Peristeri and Anthoupeli) and a 1,380 metre-long tunnel completing the line connecting Athens's midtown district with the town of Peristeri. With a population of 140,000, the town is west of the City and one of the most important townships in the province of Athens.

FCC's participation in the Line 2 project began by rescuing a tunnel boring machine that had been used in drilling a tunnel in a previous project, not executed by FCC, linking up the new section awarded to the Company. The open-shield tunnel boring machine had been trapped within the tunnel and part of the scope of the project included the rescue of this machine (by drilling a circular well) and completing the execution of the tunnel using conventional methods.

The 112 metre long and 24 metre deep Peristeri station has three levels corresponding to the ticket offices, vestibule (including access control) and platforms. Since part of the station runs beneath the town's main avenue and two buildings, its execution had to be done "in mine". This was

From left to right: Amadeo C. García, head of the Department (FCC Co Greek Branch); Javier Mota, project manager (FCC Construcción); José Mayor, CEO of FCC Construcción; Avelino Acero, managing director of FCC Construcción; Ramón Gómez Andrio, head of the Liaison Office (FCC-Alpine); Stelios Kollonys, external consultant.

The boss and his project

JAVIER MOTA
Project manager of L2 of Athens underground.
Age: 38 years.
Experience:13 years.

Positive Aspects: Very positive professional experience: "you lean a lot (not just languages) when you live in a foreign country and share in another way of working".

Negative aspects: "Longing, for family because of being far away, although with each passing day you become a bit more detached (friends, former FCC colleagues,...). When I go to my native Barcelona now, I feel a stranger".

Stay in Athens: Since the summer of 2006.

Living in Athens: "It is a European capital with pleasant weather and all types of services. It is somewhat ugly and chaotic, but the country is wonderful. There is a whole country outside Athens (not just the islands) that is worth discovering".

Challenges: "Being a father and, of course, growing as a person and as a professional".

Execution of the project: 100%.

Contribution of the FCC team:
FCC project as the leader in the joint venture. It led the consortium in all the key aspects of the project and in the major decisions. Although it was not easy at first, there was finally good teamwork and the local partner knew how to take advantage of our experience in executing major infrastructure projects.

PROJECT TEAM

Manager: Athanasios Notas.
Project manager: Javier Mota.
Head of administration: Amadeo C. García.
Procurement manager: Javier Marina.
Head of production: Héctor Tarancón/ Ioanna Simeonidou.
Foreman: Georgios Drivas.
Administrative staff: Luis F. Álvarez.
Head of the technical office: Elena Flaski.

THE ATHENS UNDERGROUND IN FIGURES

Budget: 95.8 million Euros.
Start: June 2006.
Completion: March 2012.
Number of workers: Up to 150 at peak periods.
Number of estimated users: More than 75,000 passengers daily.

ATHENS IN FIGURES

Population: 3,158,400 inhabitants.
Area: 3.808 km^2.

SUBWAY LINES:

Line 1 (ISAP): Piraeus-Kifisia.
Line 2 (Attiko Metro): Agios Antonios-Agios Dimitrios.
Line 3 (Attiko Metro): Egaleo- Eleftherios Venizelos Airport.
Language: Greek.
Religion: Greek Orthodox.

one of the tasks that presented the most technical difficulties since it involved a large tunnel in an urban area with an open section of more than 200 m^2. This section was named the “Grand Cavern”. The execution was a great success in terms of the period required for its construction as well as for its quality. The excavation did not cause any potholes whatsoever.

The Anthoupoli, 147 m long and 20 m deep, has a level for ticket offices and access control and another one for the platforms. The critical section in the construction of this station was the execution of one of the entries of the vestibule which involved digging a 15 m^2 open section tunnel with less than 2 m of covering and with centimetre-tolerance at the sections underneath existing services (galleries, sewage wells, drinking water wells, and electrical and communication wiring. The execution was successful and the client congratulated the project team for their work.

The contract also contemplated the superstructure, double-rails 1,380 m, and the upgrading of existing rail lines at the Agios Antonios station. It also included electromechanical installations in the two stations and the tunnel and the revamping and coordination of these installations with the tele-control and tele-detection system at the General Control Centre at the Central Syntagma Station.

ALPINE in Greece

Since 1980, FCC’s Austrian subsidiary has been active in Greece. It has taken on and built major infrastructure projects such as the Thisavros dam in Drama; the Artemisio tunnel in Corinth; the 8.5 km-long By-Pass of ancient Olympia at the National Vitina highway; and the enlargement of Line 2 of the Athens subway system which included the construction of a 3 km-long tunnel.

The Company is currently building the Egnatia highway, the national Tripoli-Kalamata road; and the Drama-Kpidpimoa road, the Sindos station, and the Byzantine Museum in Athens.

It is also the major partner in the joint venture involved in the construction of the extension of Line 3 of the Athens underground which includes several stations; Egaleo, Haidari, and the Eleonas terminal.

The project contemplates the construction of a 1.5 km-long tunnel using the Austrian method.

In addition to assembling the rail along the length of the tunnel, pipes, prisms, and conduits were placed for the electromechanical installations.

Javier Mota, project manager, explained that in order to be able to finish the project on schedule, more than 150 people worked during peak hours.

The project has been completed 100% and the current work involves finishings. The final project documentation is being prepared (as-built blueprints, quality documentation, and the manuals for the electromechanical equipment).

Future projects

Although Greece is currently immersed in a very serious economic crisis and State-funded public works have come to a standstill, other public works projects funded by the European Union via its Aid Funds, are currently ongoing.

As part of the current Infrastructure Plan, the Greek Ministry of Public Works, YPeMeDi, has announced important railway projects.

Other projects in the pipeline include the 425 million Euro project for the extension of the Salonika subway, plus other concession projects such as the construction of the Iraklio Airport (Crete) and the extension of the Attikí Odos highway east of Athens.

Official visits

Due to the importance of the Athens underground, the Peristeri extension project received wide media coverage, with a large number of journalists visiting the worksite as well as politicians. Among these official visits, one of the most important was the one made by Magdalena Álvarez, Spanish minister of Public Works in 2007, the Greek minister of Public Works, Mr. Soufliás in 2008 and 2010, and the visit of the Greek prime minister, Mr. Karamanlís in 2010.

Communities

The Austrian city of **Baden,** Baden totally satisfied with **.A.S.A.** collaboration

.A.S.A, the Austrian subsidiary of FCC, leader in end-to-end waste management and treatment, including collection, transport, elimination, landfill sites, sorting and recycling, is in charge of waste management in the Austrian city of Baden. Kurt Staska, the city's mayor, is very satisfied with the services rendered by .A.S.A.

Situated in Vienna's forests and just 26 km from the city, Baden offers its 25,000 inhabitants and visitors a wide range of cultural attractions, artistic gardens, architecture, and several health facilities.

Spa town

Nestled in a picturesque landscape, Baden is one of Austria's spa towns. The Romans already knew about and enjoyed its thermal waters and praised the wines of this region, known for its large production of mostly white wines.

Baden was the city of choice of major composers. Bach completed his Ninth Symphony there; Johann Strauss lived there and was inspired to compose Badner Mädln; Franz Schubert left his footprint in Baden, and Mozart composed his sacred music Ave Verum.

Culture
is a year-round event
in Baden

Three questions for Kurt Staska, mayor of Baden

".A.S.A. is capable of guaranteeing the proper functioning of all services"

Why did Baden select .A.S.A. as its urban waste sector partner?

When we started to work together, .A.S.A. absorbed the company "Steinpruckner" which for many years had been the waste management contractor in Baden. .A.S.A. generously subrogated the existing contracts with Baden.

How does Baden benefit from .A.S.A.'s collaboration?

Thanks to its scale, .A.S.A. is capable of guaranteeing the proper functioning of all waste management services not covered by the waste management association of the Baden district. .A.S.A. also collects all the cardboard boxes of companies situated in the city's midtown district.

Is the city of Baden satisfied with A.S.A.'s services?

Baden is absolutely satisfied with .A.S.A.'s collaboration.

FCC
Servicios Ciudadanos