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Communication Network

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Human Resources Meeting at FCC

A century working in Barcelona's underground

FCC volunteers honoured at the 11th edition of the CODESPA Awards

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Corporate

The start of a new year represents an excellent opportunity to bring to mind the key objectives of our company and to dwell on what is expected of each of us during this period.

Message from the chairman and CEO

FCC is a solid company with a history dating back more than one hundred years and, as such, has experienced more than one crisis. Although it must be said that we never had to face such a harsh economic cycle, it is also true that we have the assets, the people, and the determination not only to surpass this crisis but also to become a more competitive company.

At FCC we are tackling the challenges of the crisis with rigour. The main objective is to maintain financial stability so that we can continue to finance, without significant disruptions, the requirements of our operations.

This objective explains the divestments we have made of certain assets to make it possible for us to press ahead with our plans while maintaining what is essential for our group. These disposals allow us to maintain our leadership positioning in activities such as environmental services and major infrastructure, our core businesses.

We must continue being tenacious in managing payment collections so that we can meet our funding needs while, at the same time, developing strategies to conduct our business based on criteria of cash and profitability. The combination of divestments and payments collections management allows us to reduce our debt substantially, which is essential in a scenario in which financial markets are restricting borrowings and increasing their margins.

Although at year-end 2011 more than half of our revenues were generated abroad and our company plays the role of a local company in many foreign countries, branching out internationally is not only a necessity; it is also an opportunity for our group and for all who are part of it. Our presence in three sectors (Services, Infrastructures, and Energy) in which global demand is growing exponentially, is a source of opportunities that we must seize despite knowing the difficulties entailed in operating in other markets and cultures.

Since the crisis began three years ago, we have made great efforts to achieve greater efficiency. I am aware of the sacrifices that all of us have had to make, such as certain essential adjustments to remain competitive, maintain the profitability of our activities, and to protect employment and remunerate our shareholders. We must continue to stress efficiency policies based on the new technological platform so that we can revamp our processes and procedures and use our size and diversification to the best advantage.

The year that we are about to face is going to be just as demanding, even more than the previous ones, and I hope the last one in this long crisis. I feel proud of a group with such a great human team, a committed Board of Directors, and a core shareholder, Esther Koplowitz, all of whom are concentrating their efforts so that we may overcome this great challenge.

With all the best wishes for you and your families in this coming year, I send you my warmest regards.

Baldomero Falcones Jaquotot

FCC awards loyalty prizes to employees who have worked 40 and 25 years at the company

Last 22 December, FCC celebrated at the English courtyard of Torre Picasso, the annual seniority prizes for employees who have worked at the company for more than 40 or 25 years to acknowledge their efforts and professional work throughout their careers.

Baldomero Falcones, chairman and CEO of FCC, as the first speaker, thanked all the employees for the work carried out over the last very difficult year and expressed his appreciation for their dedication to the company.

The chairman gave out the seniority awards accompanied by José Luis de la Torre, chairman of FCC Environment; José Mayor, chairman of FCC Construction; Felipe B. García, secretary General; and Eduardo González, managing director of FCC Energy.

Esther Koplowitz and her daughters Esther, Alicia, and Carmen were also present at this event.

In his closing speech, Baldomero Falcones thanked Esther Koplowitz for her ongoing efforts in favour of the company and all of its employees.

Seminars of the FCC Human Resources division

On 2 and 3 December FCC organized the second global Human Resources seminar in Madrid plus a national meeting of this division, managed by Francisco Martín Monteagudo, on 1 December.

All the managers and senior staff from the various national and international companies and business areas of FCC assembled at these meetings with clear objective in mind: to review the strategic plan in force and the progress achieved in the main projects that were carried out or were in the development phase in 2011.

Francisco Martin Monteagudo, managing director of the FCC Human Resources division and the corporate directors of this area, Emilio Hermida and José María Merino, share the same objective which is to implement the policies and projects aligned with the company's global strategy so as to enhance our efficiency, competitiveness, and to face the important challenge posed by internationalisation.

These goals share the same vision and mission; enable the development of these people management policies in order to achieve a high level of efficiency in human resources based on new tools and systems and to encourage a participative, attractive, and competitive work environment.

NOSOTROS GESTIONAMOS EL CICLO DEL AGUA A TRAVÉS DE AQUALIA. TÚ HACES UN CONSUMO RESPONSABLE.

LO ESTAMOS HACIENDO JUNTOS

Servicios Ciudadanos

Infraestructuras | Medioambiente
Gestión del agua | Energías renovables

GESTIÓN DE SERVICIOS PÚBLICOS

SERVICIO

CLIENTES

CALIDAD

EFICIENCIA

INNOVACIÓN

PLANTAS DE TRATAMIENTO

PROYECTOS

NACIONAL

INTERNACIONAL

sd europe
SOLAR DECATHLON

Disability Awareness Seminars at FCC

To commemorate International Day of Persons with Disabilities, celebrated every year on 3 December, the central regional Area of the Environment organized it first Disability Awareness Seminars the day before the event jointly with the FSC Inserta Madrid territorial delegation.

Among those participating in the event was Olga Navarro Treviño, the regional manager of FSC Inserta, accompanied by experts from this entity, María Pastor Pastor and José Ignacio Gimeno Pérez. FCC was represented by Raúl Pérez Vega, the Service Manager of this delegation, and José Ignacio Fernández Carpintero, in addition to a large number of employees, including technicians and managers of this delegation.

The experience is extremely interesting since it provides support for the deployment of the Inserta Agreement, a commitment subscribed by FCC in November 2010 to integrate people with disabilities within the Group. Building awareness is one of the most important measures to be able to achieve the involvement of the entire organization in hiring people with disabilities, before joining the work force and afterwards.

A video was produced describing the experience of two colleagues who work full-time at the Barcelona Environment offices. Their work attitude, commitment, desire to get ahead, and their high level of involvement and enthusiasm are just some of the many positive traits mentioned by their bosses and colleagues.

http://db.tt/aemXNuAv
http://db.tt/PI4hLvll

Agreement with Inserta and background

The Inserta Agreement will make it possible for 150 people with disabilities to join the FCC workforce over the next three years.

Promoted by FCC's major shareholder, Esther Koplowitz, the agreement was executed on 18 November 2010 by Baldomero Falcones, chairman and CEO of FCC, and the chairman of ONCE and its foundation, Miguel Carballeda. It is one of the activities, co-funded by the European Social Fund, that the ONCE Foundation is carrying out as part of its Talent Program Baldomero Falcones stated that the commitment to the disabled at FCC "is part of our DNA and our Strategic Plan" and that having the ONCE Foundation as a partner provided great security.

FSC Inserta, the ONCE Foundation organization for the employment and training of people with disabilities screens the candidates and collaborates in promoting the necessary training measures in order to adapt the profiles to the jobs offered by FCC.

FCC also aims to promote the indirect incorporation in the workforce of people with disabilities by purchasing their products and by hiring the services of the Special Employment Centres of ONCE and its foundation.

Barcelona

The FCC Environment division in Barcelona has been collaborating with ONCE and its foundation for over more than ten years and has entered into an agreement with FSC Inserta. Thanks to this collaboration, 73 people with disabilities have been hired through the intermediation of the ONCE Foundation's job integration entity.

Interview with
Ignacio Fernández Carpintero

Head of Labour Relations. FCC Environment Madrid Office.

• How did the initiative for organizing these seminars come up

This initiative is based on the experience of those of us who work at the Madrid office for integration. We were very impressed the first time that we visited the centre for the disabled and consider that it was a tremendously enriching experience. Since then, we understood that it was necessary to share this experience with other people in our branch office. The issue of integration is everybody's business.

• Since when have you been cooperating with FSC Inserta?

Our collaboration with FSC Inserta used to be somewhat occasional. The collaboration agreement executed by FCC and FSC Inserta provided the opportunity to build bridges thanks to which, the occasional collaboration evolved into a shared program.

• What prompted you to work on integrating people with disabilities?

We fully identify with the values projected by FCC: The Company's management has been developing policies that generate social value for the company and this includes the commitment to service and collaboration.

• What is the current status of this collaboration? How many people are currently working in your organization? What types of disabilities do they have?

The balance for 2011 is positive; 13 people with disabilities were hired, increasing the total number of disabled working at the Madrid Environment branch office to 113 people. There are various types of disabilities and the only common denominator is their capabilities and their enthusiasm at the workplace. .

• What are the plans for the future in this respect?

We are mainly working on maintaining the projects that have been implemented and our goal is to be the leader in diversity, integration, and equality.

• What is your assessment of the professional performance of these workers?

One of the essential aspects demonstrated in this seminar is that workers with disabilities are more committed and contribute to creating a more pleasant work environment.

• What is the contribution of these RSE-D policies to your business activity?

RSE-D is a necessity and, accordingly, an obligation. Companies must be committed to the reality of our scenario and must become increasingly concerned with social and environmental issues. This is also a very exciting challenge.

• In what area should we, as an organization, focus our efforts?

Integration is the responsibility of companies, managers, workers, in short, of the entire organization. We should try to have the entire organization become involved and make our best efforts to ensure that each of us can play an active role in job integration initiatives and policies.

• Do you have any current training programs for people with disabilities or do you plan to have one in the near future?

We are working on improving our training courses, striving to make them more personalised.

FCC works for social integration

To implement the social action policies drafted by the Human Resources-Corporate division and to underscore our commitment to the communities to which FCC provides its services, the Madrid branch of FCC Environment organized the First Seminar for the Homeless on 20 and 21 December.

This activity is within the framework of FCC's collaboration with Samur Social in Madrid, the city where the company has a street cleaning contract.

Collaboration consists mainly in information that workers of the Madrid Environment branch office provide on the homeless and also involves reporting social emergency situations to Samur Social.

Darío Pérez Madera, head of the Samur Social and Homeless department, organized the seminar which was coordinated by Miguel Ángel Garrido Simón, the manager in charge of FCC's street cleaning services in Madrid's Tetuan and Fuencarral districts.

Along these lines and, coinciding with the International Day of Persons with Disabilities celebrated on the 3rd of December, this Madrid branch office held its "First Seminar for Building Awareness on Disability" organized jointly with the FSC Inserta Madrid local office. Olga Navarro Treviño, regional manager of FCC Inserta and technicians from that entity, María Pastor Pastor and José Ignacio Gimeno Pérez participated in this event. FCC was represented by Raúl Pérez Vega, manager of this branch office, and José Ignacio Carpintero, in addition to several employees, including technicians and managers.

This experience is extremely interesting since it contributes to supporting the deployment of the Inserta Agreement, the commitment undertaken by FCC in November 2010 for the purpose of integrating people with disabilities in the organization.

FCC improves its positioning in Merco's best company category

FCC's human resources strategy aimed at combining the commitment of people with the Group's overall objectives, receives recognition. The MERCO Persona Observatory of Corporate Reputation 2011 reflects that the Citizens' Services Group advanced 19 positions in the ranking (to position number 44) ahead of other companies such as ACS, Ferrovial, and Agbar.

The Spain Monitor of Corporate Reputation (Merco, Spanish acronym) analyzes people management strategies implemented by the corporate world. Those who participated in the study pointed out that career development, motivation, recognition as well as ethical and professional values are the most important variables contributing to the positive assessment of a company.

As to FCC, the positive rating recognises its efforts towards making progress in enhancing its corporate reputation as well as the personal and professional development of its employees in a good working environment thanks to the efficient management of the Human Resources specialised services in the context of diversity and internationalisation.

Francisco Martin Monteagudo, managing director of FCC's Human Resources Department

The company pays special attention to talent management, drafting plans for attracting and retaining professionals and by promoting initiatives to identify the best employees, encouraging them to become part of an efficient and dynamic corporate culture that facilitates optimal career development.

The Merco Personas 2011 study included a survey of 11,829 people whose answers indicated that career development is one of the factors that they value most in a company, followed by motivation and recognition, and the company's ethical and professional values. The pride of belonging to such an organization ranked fourth among those who participated in the survey, ahead of reconciliation of work and family life, as well as salary.

These criteria represent a significant change in comparison with the study conducted in the previous year when in which payroll, based on the response of those who participated in the survey, was considered the top priority.

For the first time, Inditex was the first company in this ranking, considered most valued company in Spain. It was followed by Mercadona and Iberdrola. Ten financial entities were among the top ten companies in which to work: Banco Santander in the fourth place, BBVA in the ninth place, and Caixabank in the tenth place. Among foreign companies, Google and Microsoft ranked fifth and sixth, respectively, while Telefónica came in seventh and Repsol ranked in the eighth place.

> "Those who participated in the study considered career development, motivation, recognition, and ethical and professional values as the most important variables for the positive assessment of a company."

Euromoney "Global Cities" Index

Madrid, ranks as world's 7 attractive city for business

FCC and Citi sponsored the first survey, which analyses the most competitive global financial centres and the best cities for business

> "New York leads the global ranking and Madrid ranks fourth among its European rivals."

Madrid has been ranked seventh in the world and fourth in Europe among the best cities in which to live, work, and invest, according to Euromoney magazine's 2011 Global Cities Survey, sponsored by FCC and Citi.

The prestigious magazine has published a report on the most competitive global financial centres and the leading cities in the world for doing business, using seven yardsticks: infrastructure, technology & innovation, sustainability, education, healthcare, and financial competitiveness. The survey was based on an analysis of hard data on these categories together with a perception-based survey of C-suite executives in multinational corporations and financial institutions around the world.

More than 400 international executives participated in the survey. The authors of "Global Cities 2011" used statistical data from national and city governments and databases with information such as the number of graduates per 100,000 inhabitants, personal bank loans as a percentage of GDP, and the number of multinational corporate headquarters established in a city.

New York was named the best city for business in this inaugural "Global Cities" survey, receiving 68 out of 100 points (scores are the sum of the weighted survey responses and the magazine's analysis) in comparison with 59.26 points scored by Madrid. Frankfurt came in second, with, 62.32 points. Madrid scored 59.26 points.

According to Edward Harding, Managing Director of Euromoney, the world's largest cities are looking to raise funds to impro-

TOP TEN "GLOBAL CITIES" 2011

POSICIÓN	CIUDAD
1	Nueva York
2	Fráncfort
3	Londres
4	Singapur
5	París
6	Hong Kong
7	**MADRID**
8	Moscú
9	Shanghai
10	Sao Paulo

th most competitive and

Ana Botella, mayor of Madrid, collects the price awarded to Madrid, rated the seventh most competitive and attractive city for conducting business.

ve citizens' living standards, which they will do either by investing in infrastructure and transportation, creating a green economy, or simply addressing the most urgent challenges, such as urban planning.

Healthcare, sustainability and infrastructure

Madrid's top scores were in the following categories: healthcare (second place), sustainability and taxes (third in both categories), hard infrastructure (fourth) and technology and innovation (fifth). In the area of infrastructure, the city came ahead of Paris, Hong Kong, and Singapore. Senior executives based in Madrid were more satisfied with the city's infrastructure than their peers in many other parts of the world.

According to Baldomero Falcones, Chairman and CEO of FCC: "Modern city governments know that today's citizens think not only nationally, but also locally and globally. This change in mentality, combining global and local outlooks, requires cities to make intelligent use of infrastructure and municipal services in order to be competitive."

Madrid also gained top scores from the quantitative indicators for its high level of international connectivity and the quality of its long distance travel infrastructure. The city also performed strongly for the quality of the workforce, and the breadth and diversity of the financial services sector.

Citi and FCC's interest in drafting this report stems from their close ties with cities and citizen services. William Van Dyke, Citi Country Officer for Spain: "Both Citi and FCC aim to serve the large cities where we operate. We launched an initiative called Citi for Cities which aims to help large global cities, especially in emerging countries, improve both management efficiency and services for citizens. Citi for Cities responds to three major trends that are changing our world: globalisation and the multiplier effect of cities on world trade, urbanisation, and digitalisation."

> "The prestigious magazine examined 83 cities and 57 countries worldwide"

Baldomero Falcones poses in the photograph with the ICA/FCC joint venture team which is supervising the construction of the Nuevo Necaxa-Tihuatlán Highway in Mexico. The photograph was taken next to the San Marcos Bridge which features a pile more than 200 metres high.

Baldomero Falcones visits the Nuevo Necaxa-Tihuatlán Highway worksite

FCC chairman and CEO Baldomero Falcones and the managing director of FCC Construction, Avelino Acero, met with the work teams and institutional representatives of Mexico during his visit to this country.

The contract for this major project contemplates the construction, maintenance and upkeep of the Nueva Necaxa – Ávila Camacho 37 km-long road section in addition to the exploitation, maintenance, and upkeep of the Ávila Camacho – Tihuatlán 48 km-long stretch of the highway.

FCC in Mexico

The Mexican subsidiary of FCC has a stable presence in this country where it participates in several major infrastructure projects, such as the underground Coatzacalcos tunnel, a milestone project that will connect the most important petrochemical complex in the state of Veracruz with the Gulf of Mexico.

The novelty of this concession in Mexico is that it combines an actual toll motorway, the 37 km stretch, plus the 48 km section which features payment based on availability. This means that part of revenues will be generated by road users and the remaining part by the Government of Mexico based on several performance criteria that the concession holder must comply with.

Besides the complexity of this highway which required the construction of 12 tunnels, one of which is nearly one kilometre long, and 10 underpasses, it also had to be built in record time to expedite the start of operations.

Aqualia opens the doors of its laboratories to the local media in Caltanissetta, Sicilia

The open-door event made it possible to have an idea of the daily efforts made to ensure the quality of the drinking water for the population.

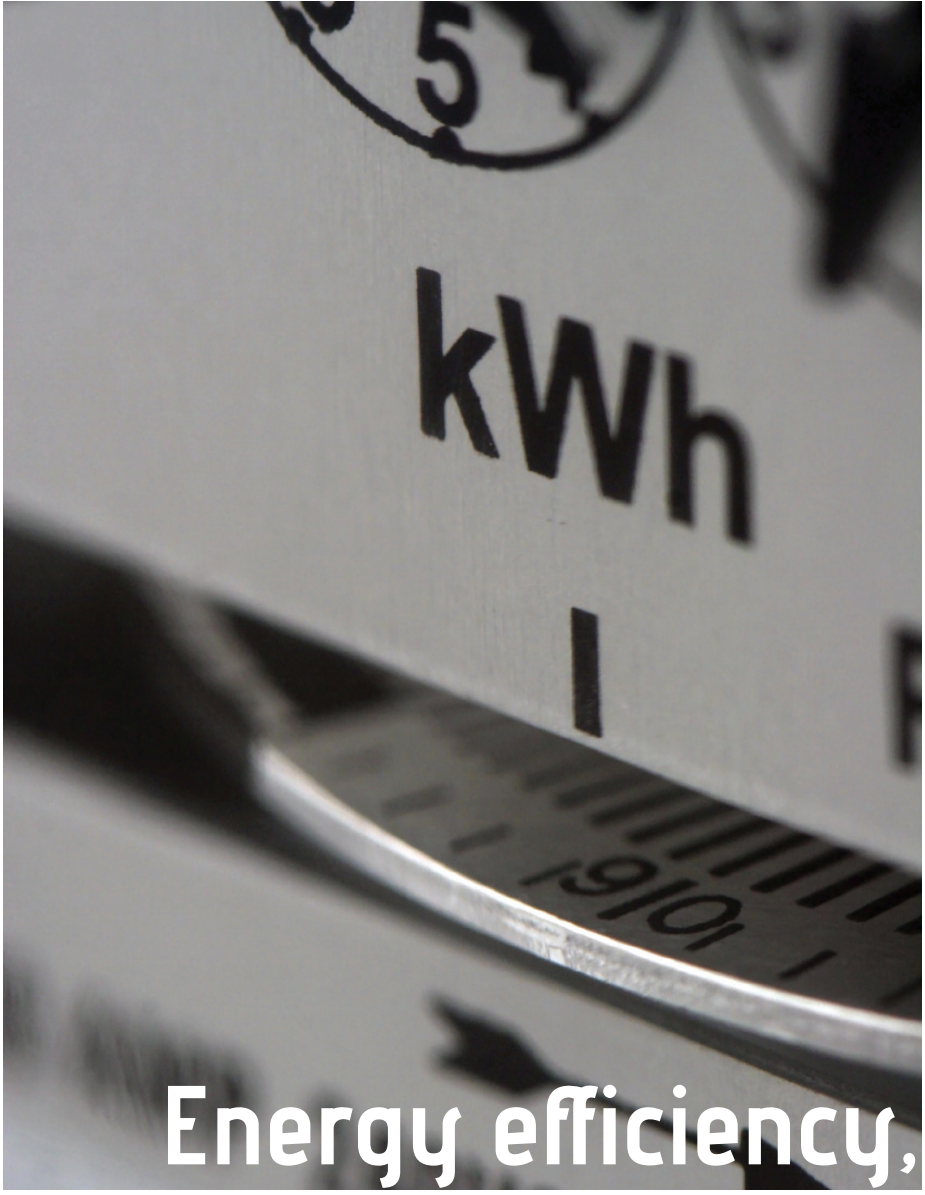
Caltaqua, Acque di Caltanissetta, a subsidiary of Aqualia, engaging in the end-to-end water cycle in the island of Sicily, organized an open-door event at the laboratory situated in this Italian city. The facilities were totally revamped by Caltaqua when it started operations in Caltanissetta and represents a major qualitative step to ensure control of the water distributed throughout the province.

Several journalists from the local media, such as La Sicilia and Il Giornale di Sicilia, who participated in this event appreciated Catalqua's initiative of opening the doors to its facilities which, despite the importance of proper management of the end-to-end water cycle, were mostly unknown to the public.

José Gozzo, deputy managing director of Caltaqua and Ilaria Milazzo, head of the facilities, welcomed the journalists when they arrived at the laboratory and explained the analysis and control procedures used to treat the drinking water supply of Caltanissetta.

José Gozzo, deputy managing director of Caltaqua, first on the right, next to Ilaria Milazzo in the centre, with some of the journalists who visited the open-door event.

Several visitors next to the gate to the facilities.



Energy efficiency, a key objective of WRG

Waste Recycling Group (WRG) is continuing to focus on energy efficiency as a key business objective for 2012, as it celebrates a very positive result in the first Carbon Reduction Commitment (CRC) list published this month.

The company was ranked 140th in the league table, out of more than 2,000 organisations and ahead of many major household name businesses.

The CRC program was introduced by the Government in 2008. Organisations that meet the qualification criteria, based on how much electricity they consumed in 2008, are obliged to participate in the CRC.

As well as reducing carbon emissions, the scheme's aim is to help organisations save money by reducing their energy bills. The better an organisation performs in terms of cutting its emissions, the higher it will appear in the annual performance league table.

Lisa Green, WRG's Environment Manager responsible for the CRC programme, said: "Our aim for next year is to continue to focus on better control of electricity, gas and diesel usage at our operational facilities, and to ensure that our site teams take responsibility for managing energy costs. But we will also continue to educate all employees, including those who work in our offices, that they have a role in reducing the amount of energy the Company uses."

Last year WRG was awarded the Carbon Trust Standard after taking action on climate change by measuring, managing and reducing its carbon emissions by 14% over the previous three years.

"A very significant achievement for WRG"

"This was a very significant achievement for WRG and it acknowledges the hard work that our carbon reduction team have undertaken since the Energy Efficiency Scheme was introduced in 2008," explained Paul Stokes, WRG's Group Manager of Safety, Health, Environment and Quality.

"From the start our focus has been on reducing our energy use and developing initiatives within the business to ensure that we continue to drive down costs. The benefit, of course, is twofold – improved efficiency and profitability for the business, and the reduction in carbon emissions which helps to offset damaging climate change."

WRG continues to face a particular challenge in addressing energy efficiency. "As a business engaged in seeking maximum resource value from the materials we manage on behalf of our customers we inevitably increase our activity – whether it is through recycling or recovering renewable energy from residual waste. This clearly leads to our using more energy over time, and the challenge for us is to balance this increase against finding greater energy efficiency so that we continue to drive out overall environmental benefits," said Paul.

This certification recognises organisations for real carbon reduction. Based on a rigorous, independent assessment, it certifies that organisations have measured, managed and reduced their carbon emissions across their own operations, and are committed to reducing them year on year.

WRG, in United Kingdom

Waste Recycling Group's (WRG's) growing expertise in the redevelopment and management of household waste recycling centres on behalf of local authority clients across the UK has been underlined with a further contract success.

Neath Port Talbot County Borough Council in South Wales has awarded a £10.5 million, six-year contract with a possible two-year extension for WRG to manage two HWRCs and a small transfer station from April 2012.

The award comes on the back of the company's £11 million contract from Warwickshire County Council to develop a modern household waste recycling centre to serve Nuneaton and Bedworth.

This 15-year contract, with a five-year extension option, will see WRG design, build and operate the recycling centre on a brownfield site on the outskirts of Nuneaton town centre adjoining the existing Judkins recycling centre which has served the borough since 1991.

The new centre is due to be opened in 2014/15 and will save the county council around £175,000 a year in disposal costs and landfill tax. The site design and build will be managed by WRG and Judkins will remain open throughout the construction of the new centre – ensuring a seamless and uninterrupted service for site users.

Subject to necessary project permit, the new split-level site will incorporate a purpose-built second-hand shop which will be managed by 2nd Chance, a Nuneaton-based charity.

"We're currently managing more than 84 urban waste recycling facilities on behalf of 17 local authorities across the UK and in the last 6 months alone, we've secured new business from 3 local authorities to manage an additional, 12 centres," said WRG's Group Commercial Manager, Gordon Fergus.

"Cost effectiveness is important but it's clear that quality services and a flexible response to new regulations and recycling markets are proving equally compelling for our clients as part of the tendering process."

Gordon Fergus, commercial manager of the WRG Group.

Gordon continued: "Our ability to exceed targeted recycling rates and environmental performance standards, and sustain high rates of customer satisfaction will be essential for helping the business develop new business opportunities."

Recycling contract in Barnsley

A new, three-year contract from Barnsley Metropolitan Borough Council will see Waste Recycling Group (WRG) boost the authority's recycling rates; divert more waste from landfill and save money.

The new £590,000 contract, with a possible two-year extension, comes into force shortly and will see WRG manage and oversee the processing of the Council's road-sweepings and gulley waste in order to divert them from landfill.

Under the contract, WRG will handle around 5,000 tonnes of the waste a year and reprocess it into soils, aggregates and compost. WRG already manages 14 household waste recycling centres (HWRCs) as part of a join contract with Barnsley, Doncaster and Rotherham Councils.

"This is a significant development that will deliver a number of benefits," said WRG Group Commercial Manager, Gordon Fergus. "The new arrangements will see the waste diverted from landfill, improving recycling rates and reducing costs for the benefit of the Council's hard-pressed budgets."

Proactiva enters into an agreement to improve water service in Aguascalientes, Mexico

The Municipal Government, through Comisión Ciudadana de Agua Potable y Alcantarillado del Municipio de Aguascalientes (Citizen's Commission for Drinking Water and Sewage of the Aguascalientes Township, CCAPAMA) jointly with the CONAGUA (the National Water Commission) and Proactiva Medioambiente CAASA, executed the "Comprehensive Plan for the Improvement of Water Operations" (PIMHO).

The key objectives of PIMOH are as following:

1. Improve service
2. Control pressure and leaks
3. Increase physical efficiency, that is, the difference between water that is consumed with the water which is extracted, with the objective of extracting less water from the aquifer..

This is to be achieved without increasing water rates thereby benefiting the population in 45 of the capital city's urban districts. This comprehensive plan, which aims to improve significantly the quality, continuity, and sustainability of citizen services, contemplates the joint investment of 300 million pesos for engineering projects and activities in the city.

In the centre: Lorena Martínnez, mayor of Aguascalientes; on her right, the local CONAGUA representative, Efrén Villalón Figaredo; on his left, Jerôme Cardineau, director of the Water división of Proactiva Environment, Mexico.

Lorena Martínez, the mayor of Aguascalientes, the local representative of CONAGUA, Efrén Villalón Gifaredo, and Jerôme Cardineau, director of Proactiva Medio Ambiente Mexico's water division were among the parties which executed the agreement for the implementation of the PIMHO initiative.

Awarded a contract for solid waste collection in Cancun, Mexico

Proactiva Medio Ambiente México through its subsidiary Servicios de Tecnología Ambiental (SETASA) won a contract solid urban waste collection contract in Cancun.

The township of Benito Juárez, which includes the city of Cancun, is Mexico's most important tourist destination and one of the most famous worldwide. It is situated in Quintana Roo state in the Yucatan Peninsula.

This project will contribute to consolidating Proactiva Medio Ambiente México's presence in Cancun, dating back to 2010, thanks to various short-term operation contracts.

María Antonia González, Project Manager and member of the FCC Human Resources Division, attended the award ceremony accompanied by Ramón Puga and Daniel Herranz from the Information Technologies division and in charge of the Incorpora Project, and Rubén Sanz, head of the consulting team.

Incorpora Project wins the SAP Quality Awards 2011

FCC's Incorpora project won the Bronze prize in the 2011 edition of the SAP Quality Awards in the Major Project category, an award organized each year by SAP Iberia.

The prize was collected my María Antonia González, the project's manager and member of the FCC Human Resources Division. She attended the award ceremony accompanied by Ramón Puga and Daniel Herranz, members of the Information Technologies division and in charge of two of the Incorpora Project teams, plus Rubén Sanz, head of the consulting team.

These prizes recognize the importance of the benefits enjoyed by organizations by implementing projects as well as the excellence and quality of the collaboration between clients and partners.

Incorpora is a strategic FCC project. It was conceived to meet corporate and business needs by upgrading information systems and by managing human resources to offer the best service and maximum quality.

Since September 2010, an FCC team of professionals from the Human Resources and the Information Technologies departments have been working closely with the heads of the company's various business units in the development and implementation of this SAP system that will make it possible update and improve the technological platform and achieve greater standardisation and simplification of the Group's work processes.

An FCC article gets the Leonardo Award

The panel of judges of the Leonardo Award, a distinction given by the INTIC (Innovation and New Technologies in Civil Engineering) Network in cooperation with Revista de Obras Públicas, has decided unanimously to confer its prize for 2010 to the article entitled, "Construcción de presas en el exterior. Periodo entre Congresos Barcelona 2006 y Brasilia 2009" ("Dam Construction Abroad. Period Between 2006 Barcelona Conferences and Brasilia 2009"). The article is a joint effort written by civil engineer Víctor Flórez Casillas, who is the manager of the Hydraulic Works and Marine Construction Department of FCC Construcción, Antonio Capote of Ferrovial and Fernando Abadía from Dragados, and it was published in the "Civil Engineering Science and Technology" section of Revista de Obras Públicas.

The award-winning article describes the main features of three dams already built or in the process of being built by Spanish firms abroad. One of them is the dam built by FCC subsidiary Alpine in Tsankov Kamak, Bulgaria. This is a dome dam that stands 130.5 metres tall, measured from its foundations. It has a maximum width of 27.6 metres at its base and 8.8 metres at its crown.

The site lies 250 kilometres southwest of Sofia, near Smolyan, in the Rhodope massif on the border with Greece, on the Vacha River, and it belongs to the Dospat-Vacha Cascade.

With the construction of this dam, the hydroelectric system's generating capacity has been boosted by 48% (188 GWh/year) to 570 GWh/year. The Tsankov Kamak hydroelectric power plant will generate 85 MW with a useful head of around 137 metres.

The panel judging the first Leonardo Award highlighted the great effort Spanish construction firms are putting into exporting and innovation.

FCC to coordinate the ECOE building-energy research program

FCC has been appointed to lead the "Efficiency Through Energy Capture Control" (ECOE) project together with the company URBICSA (the concession holder of the Barcelona and Hospitalet 'City of Justice') and the Catalonia Institute for Energy Research (IREC), the Catalan reference point in the research and development of technologies related with energy saving and efficiency and renewable energies.

The project, financed by the Spanish Ministry for Science and Innovation (MICINN), is aimed at rolling out and testing a new building-energy management system and methodology that minimises wiring and consumption requirements by interconnecting the lighting and climate-control networks using energy harvesting, with minimal wiring requirements.

In this regard the solution will be flexible and adaptable to new-build and restored buildings, minimizing costs and ROI time.

The project has a budget of □1.28M and will run for nearly three years. ECOE will involve the generation of a series of important innovations including the roll-out and implementation of energy-harvesting systems; secure routing protocols for sensor networks; lighting and climate-control systems, and the development of new comfort indicators for integral energy-demand management. The project will also include a pilot test to be run in one of the Barcelona and Hospitalet 'City of Justice' office buildings.

Teresa de Ugarte, the head of FCC Energy in Cataluña and Aragon.

NOSOTROS GESTIONAMOS EL CICLO DEL AGUA A TRAVÉS DE AQUALIA.
TÚ HACES UN CONSUMO RESPONSABLE.
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Infraestructuras | Medioambiente
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GESTIÓN DE SERVICIOS PÚBLICOS
PLANTAS DE TRATAMIENTO
SERVICIO
EFICIENCIA
PROYECTOS
INNOVACIÓN
CLIENTES
CALIDAD
NACIONAL
INTERNACIONAL
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FCC Group, handed the mayor of Lorca, Francisco Jódar, and the money that they had collected.

A gesture of solidarity with Lorca, Murcia

A group of workers from the FCC Environment Murcia-Almeria delegation collected 5100 Euros as a gesture of solidarity to help the earthquake victims in Lorca.

This city has experienced one of the darkest pages of its history and is currently going through a difficult period. "With our help and collaboration, our intention was for all the families who were affected by this disaster go back to their normal lives as soon as possible and put this experience behind".

The volunteer efforts of these colleagues reflect the philanthropic qualities of these people who have collaborated in order to mitigate the extreme necessities in Lorca by contributing money from their own salaries. These employees work in the following departments: the department that provides waste collection and cleaning services to the City Council of Níjar, Almería; the waste collection and garden maintenance services in Alhama de Murcia; the department in charge of cleaning Repsol facilities; the department in charge of parks and gardens, municipal buildings, waste collection, street cleaning and wastewater treatment facilities in Cartagena; the urban waste collection services in San Javier, Murcia; and, the department responsible for cleaning the premises of the Almería City Council.

This sum was given to the city of Lorca, donating it to the Mesa de la Solidaridad, the organization founded to channel and manage all donations received to mitigate the effects of the earthquake. Various other charities have made donations to this fund, including Caritas and the Red Cross, the city council, and several foreign consulates.

The FCC human team
at the Murcia-Almería delegation.

Aqualia atheletes reach their objectives in Mexico and in Santiago de Compostela

Naoll Mary is the head of Aqualia's concessions in Mexico, where he works executing the Querétaro and El Realito contracts for bringing water to a population of more than 1.5 million people. The efforts of this French engineer, however, go much further and are dedicated to athletic activities. A fan of long-distance races, he participated last month in the Luis de Potosí triathlon sports events. Aqualia is building a 140 km aqueduct in this state for the supply and treatment of 86 million litres of water per day for the population of the capital city. When he got to the podium to receive the award, Naoll wore a cap bearing the Aqualia logo.

Madrid-Santiago de Compostela: approximately 700 kilometres in eight days and very good memories. This phrase summarizes the experience of Isidoro Marbán, head of Aqualia Administration and Finance Department, and a group of mountain bike riders who made a pilgrimage to visit the tomb of the apostle Saint James in Santiago de Compostela. Throughout the long ride, the bike riders brought the Aqualia brand to several villages and towns, including some where the company provides and manages water supply services and where they received a very warm welcome. Besides the pride in having reached their goal, the group considered this experience a personal dream come true.

At its sports facilities

Aqualia carries out a client loyalty plan during the Christmas holidays

The activities carried out at the Sports Facilities managed by Aqualia included open-door events, children's activities, and solidarity marathons.

Several activities were organized during the Christmas season at sports facilities managed by Aqualia throughout Spain. These activities included open-door events, intensive classes, and several projects for children, such as story-readings, drawings by the pool, etc. The objective of these initiatives was to increase the number of sports activities organized during this season and to fulfil the expectations of citizens in the towns and cities where these sports facilities are located.

The solidarity Indoor Cycle marathon in Denia Alicante, organized in collaboration with the Red Cross one of the many projects organized at these sites, which also included the swimming competition at Cabezo de Torres (Murcia) in collaboration with the NGO "Friends of Mali". At the Callosa de Segura centre in Murcia , those who participated in the indoor cycle collaborated by donating toys to various charities, including Save the Children and Caritas.

The goal of these Christmas season initiatives was to promote the loyalty-building program and win new sports facilities clients.

sd europe
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Getsionamos el agua, recoegmos y elmianimos los residuos, gnerams enregías renoavbles y daserrollamos ifnrasturcutras para que el luagr en el que vives sea mjeor cada día.

Acabas de entender un texto mal escrito. Está claro que has puesto algo de tu parte, como haces siempre.

NOSOTROS RECOGEMOS Y TRATAMOS LOS RESIDUOS. TÚ LOS SEPARAS.
NOSOTROS GESTIONAMOS EL CICLO DEL AGUA. TÚ HACES UN CONSUMO RESPONSABLE.
NOSOTROS GENERAMOS ENERGÍA RENOVABLE. TÚ LA UTILIZAS DE MANERA INTELIGENTE.
NOSOTROS CONSTRUIMOS INFRAESTRUCTURAS. TÚ NOS AYUDAS PARA QUE SEAN MÁS SEGURAS.

LO ESTAMOS HACIENDO JUNTOS

FCC
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Social responsibility

FCC Wins CC.OO. Award for Employers' Social Responsibility

> "We have to applaud companies when, far from decapitalizsing their primary asset, they build it up; and when, far from destroying jobs, they maintain them."

Esther Koplowitz, FCC's core shareholder, received an award from the Construction and Woodworkers Foundation (FCM) of the Comisiones Obreras Labour Union in the "Commitment to the Community" category. In the first edition of this award, the panel of judges noted FCC's work in the area of "creating a solidarity network which focuses on the most disadvantaged groups."

The Foundation lauded FCC's efforts to encourage its employees to volunteer in its solidarity network. Fernando Serrano, Chairman of the Foundation and General Secretary of FECOMA CCOO, presented the award to Esther Koplowitz, who expressed her thanks on behalf of all FCC employees.

In his presentation, Serrano highlighted the important role played by Esther Koplowitz and her entrepreneurial efforts in making FCC one of Spain's leading companies. Said Serrano: "In speaking about companies, we must also speak about their employees, who are the most valuable asset when they are properly trained and their work is recognised and valued."

He continued: "We should applaud those companies which take their greatest asset and make it stronger, rather than weaker, which maintain their workers despite the crisis, rather than destroying jobs, and which understand that social dialogue and the role of unions in a company make it stronger."

The first edition of the Foundation's Corporate Social Responsibility Awards also recognised OHL in the "Commitment to People" category, citing its "notable interest in creating a stable framework for relations with employees while also promoting training in human rights." The award was presented by Manual González Blanco, head of the Madrid Regional Board of the Construction Labour Foundation, and was collected by Luis García-Linares, Corporate General Manager of the OHL Group.

Fernando Serrano, chairman of the Trade Unión's Foundation and secretary general of FECOMA CC.OO. was in charge of delivering the award to Esther Koplowitz who expressed her appreciation for this prize on behalf of all employees of the Citizen Services Group.

The award in the third category, "Commitment to the Environment", went to Tragsa, for "its initiatives to improve environmental performance while respecting the natural areas where it operates, and its institutional contribution to the recovery and conservation of the environmental heritage". The prize was collected by Fe Meitín, the company's Human Resources manager, and it was presented by Delfín Martín, representing La Caixa, which sponsored the awards.

After referring to the "unprecedented" crisis in Spain, Fernando Serrano stated that "corporate social responsibility is gradually becoming the gold standard for analysing companies' performance and their relations and performance with respect to people, the community and the environment. For that reason, the Foundation grants these awards as a way of recognising the best business initiatives that serve as an example of progress for other companies and are a paragon of a job well done".

FCC Volunteers, honoured at the 15th Edition of the CODESPA Awards

FCC Volunteers were honoured as finalists in the Corporate Volunteer category in the 15th edition of the Codespa Awards given by the homonymous foundation. HRH the Prince of Asturias, Felipe de Borbón, as the chairman of the Codespa Foundation, presided the award ceremony. The journalist Juan Andrés Siles from the program "Enfermería TV", Acciona, and volunteers from the VIPS Group were also awarded prizes in the Journalism, Companies, and Corporate Volunteer categories.

The managing director, secretary general and chairman of the Citizen Group's Corporate Responsibility Committee collected the award on behalf of FCC.

The Codespa Awards recognize the commitment of companies, employees, and journalists to resolving the problems of developing countries. The award for being a finalist in the 15th edition of this award is a recognition by the Codespa Foundation of the Volunteer Program at FCC which, jointly with the Esther Koplowitz Foundation, aim to create a network of solidarity comprising people who at the group as well as family members and friends who contribute their enthusiasm, knowledge, and time with the intention of improving the life and welfare of the groups most in need.

Felipe García, managing director and secretary general of FCC collected the prize, accompanied by Javier López Galiacho, head of FCC's Corporate Social Responsibility.

FCC employees cooperate at the Madrid, Barcelona, and Valencia retirement homes run by the Esther Koplowitz foundation to help the people with the greatest needs in our society. The activities at these homes include spending time with the elderly, accompanying them in walks, workshops, festive events, and conferences.

During his speech, HRH the Prince of Asturias stated that "the evolution of these awards is proof that society has made progress and is becoming increasingly involved in the fight against poverty". Don Felipe acknowledged the general work being carried out by institutions, companies, the mass media, and individuals who demonstrate their solidarity by participating in cooperation development projects. He stressed his support for creating alliances: "if we succeed in combining our efforts, we could make much more progress in our objectives, eradicate, as soon as possible, extreme poverty and hunger in our planet".

A year of successful initiatives

FCC Volunteers ended the year with several Christmas season activities at the Collado Villalba (Madrid), Barcelona, and Valencia retirement homes. To read about these activities, visit the volunteer website at: http://portaldelvoluntariado.fcc.es

At the Nuestra Casa de Collado Villalba retirement home, as in previous years, a Christmas party was celebrated featuring the children's ballet Labella & Artiguez. Many of the speakers and volunteers socialised with the elderly and personnel at the home.

The cycle of conference, now in its third year, also continued over the past two months at the Collado Villalba and Barcelona homes.

The speakers at the Nuestra Casa de Collado Villalba home during this period included: Carmen Aymerich who spoke on "The Wisdom that comes with Age"; the secretary general of the Wood federation (FECOMA-CCOO), Fernando Serrano Pernas gave a speech on "Safety and prevention in the construction business"; the general manager of FCC Versia, Carlos Barón shared his passion for Greek and Roman mythology giving a speech on this subject; the mayor of Santo Domingo de Silos, Emeterio Martín, brought facsimile copies of the several medieval manuscripts and spoke on the "Illustrated manuscripts for Kings, Popes, and Princesses". Dr. Rafael Echevarria de Rada, head of FCC's medical services talked about arthritis, and Dr. Rosa Meiriño, an oncologist at the La Luz clinic gave a speech to the residents on regenerative medicine. The last speaker at this conference cycle was Patricia Camacho who spoke on the strength of optimism.

In the Barcelona home, the managing director of Tecnitoys-Scalextric, Sergio Pastor, talked to the residents about the implications of the current economic crisis and how to face it with realism and optimism. Jesús Hernandez, a technician specialising in occupational health and the environment at the Mapfre Foundation also visited the La Nostra Casa de Fort Pienc, Barcelona and Nuestra Casa de Collado Villalba, Madrid homes and explained the steps that the elderly should follow to avoid accidents, given a speech entitled "Being more careful".

The corporate citizenship initiative, FCC Volunteers, capped a great year and received the award for the Best Community Commitment Initiative" in the Madrid autonomous community by the Construction and Wood Foundation. Prior to this award, the program was also the winner of the Citizens Awards 2010 prize which was given by Ángel García, the chairman of the charity "Messengers for Peace".

FCC Group creates the Climate Change Committee

The FCC Executive Committee approved the creation of the Group's Climate Change Committee as the body in charge of coordinating the fight against climate change. Its chief objective will be to develop the environmental strategy of the company and its business areas, focusing on managing the risks associated with climate change, although the key focus will be analysis and the means to seize opportunities that may arise.

The conditions that that led to the creation of this committee is the new European climate change strategy which modifies the emission trading rights that applies to new FCC activities are as follows: the fact that FCC as a citizen service company wants to be part of the solution to the problem of high emission concentrations in cities in the coming decades; the need to adopt a water management strategy that contemplates the effects of climate change in water resources, including flooding and droughts; the commitments that FCC undertook in 2009 for managing and reducing the environmental impact when it approved its Environmental Policy; and the company's ability to offer services and build and design infrastructures using less energy, creating less emissions, and, in general, with lower environmental impact adapted to adverse climate conditions or conditions that could change in the future.

Headed by José Manuel Velasco, the managing director of Group Communication and Corporate Responsibility, the members of the committee will be: Eduardo Gonzalez, managing director of FCC Energy and Sustainability and José Ignacio Elorrieta, the corporate director of Environment, Sustainability, Innovation and Knowledge Management at Cementos Portland Valderrivas, both of whom will act as vice-chairmen of the committee; and representatives of the corporate divisions of Corporate Responsibility at Cementos Portland Valderrivas, FCC Construcción, Aqualia, FCC Ámbito, FCC Medio Ambiente, FCC Energía, and FCC Logística.

The main functions of the FCC Climate Change Committee will be: monitoring the inventory of greenhouse gas emissions at FCC; analyzing the risks and new opportunities for FCC in regards to climate change; defining FCC's strategy in relation to adapting and mitigating climate change so as to make it a competitive advantage; drafting replies to external queries from relevant stakeholders in relation to climate change; and, in general, become the main authority in the Group on climate change related issues.

FCC hosts the launch of the CETIEB European R&D project

On Wednesday, 8 November, a meeting was held in Madrid to launch CETIEB, "Cost-Effective Tools for Better Indoor Environment in Retrofitted Energy Efficient Buildings". The manager of Innovation and Technology at FCC CONSTRUCCIÓN, Francisco Esteban Lefler, was in charge of welcoming the project participants on behalf of the entire FCC Group.

CETIEB is an R&D project funded by the European Union under the Seventh Framework Programme, and it is coordinated by the University of Stuttgart. Along with FCC, the participants include undertakings and research centres such as Schwenk Putztechnik GmbH and the Fraunhofer Institute from Germany; RED, Università Politecnica delle Marche and STAM from Italy; the Commissariat à l'Energie Atomique et aux Energies Alternatives from France and Delap & Waller Ecoco Limited from Ireland.

Francisco Esteban Lefler, director of Innovation and Technology at FCC Construcción, welcomed the guests on behalf of the entire FCC Group.

The project has a total budget of 3.5 million euro, of which 2.5 million will be funded by the EU, and it has a 36-month completion period. The project's main objective is to develop innovative solutions for better environmental quality monitoring indoors and to conduct research into active and passive systems for environmental quality control.

FCC is participating in four of the eight work packages, and it is leading package 7, "Demonstration", in which the efficiency of the technologies developed under the project will be demonstrated in a real building. For this endeavour it will have the decisive cooperation of Zone II of FCC CONSTRUCCIÓN.

Lastly, the findings are going to be disseminated and recommendations are going to be made for future EU legislation and recommendations.

Future technicians receive training at Aqualia's laboratory in Oviedo

Students in different professional training programs are completing their internships as technicians during this academic year.

In keeping with Aqualia's Corporate Social Responsibility policies, Aqualia is collaborating, as it usually does, in providing training courses to students at its Oviedo laboratory. During this academic year, several groups of students have been doing an internship in the company's facilities. They include students from the Environmental Chemical cycle from Universidad Laboral; another group involved in Environmental Health at Instituto Cerdeño,; and students from Instituto Ciaño's cycle of Manufacturing Operations for Pharmaceutical Products. All of them will earn a professional training degree as technicians in their field.

Analysis laboratories are essential for developing Aqualia's business. The main function is to ensure that the quality of water supply is optimal as determined by health authorities. In fact, the Oviedo laboratory features the most innovative and efficient material resources in the market. The laboratory was awarded the Quality Management System (UNE-EN ISO 9001:2008) and Environmental Management (UNE-EN ISO 14001:2004) certificates. It has also been certified by ENAC (National Accreditation Entity) in accordance with the UNE-EN ISO/IEC 17025:2005 standard in recognition of its technical competency in performing analyses.

Each year, Aqualia performs 20,000 water analyses at its five certified laboratories. This quality system employs more than 100 technicians involved in analytical control and also serves as the support for the development of currently ongoing R+D+i projects.

Some of the students are receiving training at Aqualia's laboratory from (From left to right): Jorge Luis Suarez, head of Aqualia's laboratory in Oviedo; Alfonso Tomás, manager of the Department; Agustín Iglesias, government councillor for water affairs; and Francisco Delgado, the company's representative in Asturias.

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Well-being

Medication and road safety

Driving is a complex tasks and it is essential to be able to control psychomotor, cognitive and behavioural activity in addition to visual and hearing perception. It is also necessary to foresee or anticipate circumstances that might occur and resolve them successfully to prevent accidents.

If, in addition to these driving difficulties we add other ingredients, such as the consumption of drugs, the probabilities of having an accident increase considerably. Drugs combined with driving could represent a major risk.

Drugs

The negative effects of drugs on driving capabilities are called undesirable effects, although the intensity differs from one person to another.

The main side effects of drugs that could negatively affect driving ability are:

- Sedative effect: drowsiness, diminished alertness, longer reaction time, etc.
- Visual alterations, cloudy vision, accommodation dysfunctions.
- Hearing alterations: buzzing in the ear, transitory diminished auditory sensitivity, and tinnitus.
- Anticholinergic effects: vertigo, insomnia, headaches, etc.
- Neuropsychiatric reactions: nervousness, confusion, depression, behavioural alterations, etc.
- Circulatory alterations: arrhythmia, hypotension, cardiac arrest.
- Hypoglycaemia.
- Psychomotor restlessness: convulsions, agitation, muscle spasms, etc.

When a physician prescribes medication, we should describe our driving habits and should also read the prospectus very carefully. If the physician prescribes a treatment, it is very important to find out if it is going to affect our driving abilities.

Of all the prescribed drugs, psychotropic drugs are the ones that could have the most detrimental effects on drivers.

These can be classified into three main types:

1. **Tranquilizers:** Depress psychic activity (could affect sleep, diminish alertness, cause blurry vision, etc.).

2. **Sedatives:** Reduce anxiety and have a calming effect, similar to tranquilizers.

3. **Stimulants:** Act on the central nervous system increasing the psychological tone. Used to treat depression and when it is necessary to raise the vital tone. These drugs can trigger changes in behaviour and could pose a driving risk.

There are other drugs such as antihistamines, medication for high blood pressure, high blood sugar, etc. that could also produce harmful effects.

Change in drug regulations

On 11 October 2007, Royal Decree 1345/2007 was approved. It governs the procedures for the approval, registration, and dispensation of drugs for human consumption which are manufactured industrially (Official State Gazette, no. 267, 7 November). This R.D. contemplates that drugs that can reduce the ability to drive or handle dangerous machinery must reflect a warning in the package.

Driving: See the prospectus

The objective of the symbol is merely for the patient's information purposes. It is also necessary to mention that drug prospectus already contain a warning on the effects of drugs on driving or handling dangerous machinery.

Standard drug reference

The problem of drug dependency and abuse and disorders caused by any type of substance will require special attention.

Drivers in group 1. Non-professionals

In the case of drugs that are taken regularly and which significantly affect driving ability, it will not be possible to obtain or to renew a driver's license.

The abuse, dependency or disorders caused by the use of drugs will not be tolerated.

When there is a history of these disorders, it will be necessary to provide proof of having been cured by submitting a favourable report from a specialist who treats these disorders.

Drivers in group 2. Professionals

In the case of drugs that are taken regularly and which significantly affect driving ability, it will not be possible to obtain or renew a driver's license.

The abuse, dependency or disorders caused by the use of drugs will not be tolerated.

In the two aforementioned cases, professional drivers in group 2 will not be able to obtain or renew a driver's license.

The regulations apply to cases where the regular consumption of drugs affects the driver's behaviour and poses an evident risk. The driver's behaviour will not depend exclusively on the active principle of the drug, but also the disease being treated, having the right prescription, and other driver-related risk factors.

How to avoid drug-related risks?

Prevention is essential. Patients who have to take a drug that could affect their driving capabilities should certainly try to find out, before sitting behind the driving wheel, how they react to the drug. This means checking how it affects their reflex reactions, concentration, and if the drug causes extreme drowsiness.

Remember, if you drive and take medication:

- Antes de conducir o utilizar maquinaria peligrosa, procure conocer cómo reacciona ante la medicación que está tomando. Si observa que está influye en sus reflejos, capacidad de concentración, le produce somnolencia, etc., indíqueselo a su médico y evite conducir.
- Recuerde que la reacción del organismo a los fármacos es más manifiesta en los primeros días del tratamiento y en especial en las primeras horas después de la ingesta del fármaco.
- Siga siempre las instrucciones del médico y farmacéutico sobre cómo utilizar la medicación: utilícelos en el tiempo y dosis que le han indicado.
- Nunca utilice medicaciones recetadas para otros; lo que a ellos les puede ir bien, a usted le puede ocasionar problemas.
- Nunca utilice fármacos de manera continuada sin el control de su médico y/o farmacéutico.
- Recuerde que tomar alcohol y fármacos conjuntamente puede incrementar sus efectos adversos (mayor sensación de somnolencia, sedación, pérdida de reflejos, etc.) y de esta manera influir más negativamente sobre la capacidad de conducción.
- Si tiene que conducir de manera habitual, recuérdeselo a su médico. Él tratara de encontrar la medicación que menos le interfiera con su capacidad de conducción.
- Tenga en cuenta que conducir bajo el efecto de sustancias que interfieren con sus condiciones psicofísicas (alcohol, drogas de abuso, algunos fármacos) es un gran riesgo para usted, sus acompañantes y el resto de los conductores.

Common measures for the prevention of occupational hazards at the FCC Group

The FCC Prevention Committee, comprising the safety and occupational health corporate division, management from different business areas responsible for this matter, and with the support of the Human Resources division, continues to work on developing a global scope covering all FCC activities in Spain and abroad.

This vision is defined by six blocks of measures, in line with global awareness and the identification of common values in safety and occupational health at FCC:

1. **Internationalisation:** comprehensive prevention management to ensure the international commitment to safety and occupational health as contemplated in the PRL Corporate Policy. We also have implemented Global Reporting of data through the Horizon tool which is year is fed with more and better information on our international activities.

2. **Standardisation:** by creating the objective procedures and systems and applicable systems for the entire organization (Policy, Corporate Manual, etc.) that can then be adapted to the different business units, ensuring involvement and results.

3. **Communication:** the idea behind this is to share, bolster, and expand the organization's commitment to the prevention of occupational hazards through different platforms and campaigns.

4. **Integration:** reflect hierarchical and functional responsibility in a global organizational chart.

5. **Optimisation:** joint plans involving collaboration, commitment and progress in achieving objectives (information systems, management score cards, etc.).

6. **Visibility:** with actions promoting the prevention activity at all organizational levels, either through a Communication Plan or through activities carried out such as the PRL Awards.

Program of activities for 2012

Several actions are contemplated for 2012 aimed at increasing and improving information; the implementation of the Corporate Manual; adaptation of the PRL Management System in the various areas as well as expanding the coverage of the OHSAS Certificate, among other measures, for the common purpose, reiterated each year, of "O Accidents" that today is a fact of life in many of our projects.

A clear example of these six principles which are part of the Organization's prevention approach is the launch of the Road Safety Strategic Plan. One of the objectives for 2012 is the international deployment of this plan.

Link:
Presentations of the Occupational Hazards Prevention Department at Human Resources meetings

FCC Group participates in a benchmarking study of good practices in occupational hazards prevention

FCC, as a reference Citizen Services Company and on behalf of Asociación Española de Servicios de Prevención Laboral (AESPLA), is participating in a benchmarking study on the prevention of occupational hazards being carried out by the CEOE and approved by the Board of Trustees of the Foundation for the Prevention of Occupational Hazards: Application of the Framework Directive in E.U. Member States.

This plan is on the back of the work which began in 2010 aimed at identifying good preventive practices to comply with the corporate objectives of European Union countries as part of the Framework Directive for the Prevention of Occupational Hazards.

FCC's participation through its affiliates, Alpine, FCC Construcción, Flightcare, Cemusa, WRG and .A.S.A., consists of filling in a form and participating in open interviews on management and standards in connection with the prevention of occupational hazards in some of the countries where they carry out their activities: Austria, Romania, Belgium, Italy, Poland, and the United Kingdom.

On 12 December, FCC participated in the seminar for the presentation of the study and preview of the results that took place at the CEOE headquarters in Madrid. The objective was to know the impact of the requirements and obligations of the Framework Directive in European Union countries, using Spain as a reference and identify the problem resolution models that have been adopted.

> "We appreciate the participation of our affiliates without which it would not have been possible to obtain precise data in the above-mentioned countries."

Before submitting the study, representatives of the collaborating companies described their corporate vision on the differences on occupational hazard prevention in EU countries.

Juan Carlos Sáez de Rus, the director of Occupational Hazard Prevention, spoke on the problems detected in several countries where the company operates: diverse components; different conceptualisations, as well as the complex social and cultural realities, language barriers, specific laws, and other issues.

LINK:
More information at:
www.prl.ceoe.es
www.prl.ceoe.es/acciones_prl-cat-349-benchmarking-de-buenas-practicas.html

Knowledge

Explore the Zistersdorf waste-to-energy plant from the inside

> "The impact on the environment is minimised thanks to the use of railway transport."

.A.S.A. manages a waste-to-energy plant in the Austrian town of Zistersdorf, 50 kilometres north of Vienna and 70 kilometres from Himbert, headquarters of the .A.S.A. Group in Austria.

Do you want to know how it works? Do you know what really happens inside the incinerator plant and that the incineration of treated waste drives the turbine producing sufficient electricity for 30,000 households?

Built on a 10 hectare plot, owned by FCC, the modern energy-to-waste plant operated by .A.S.A. in Zistersdorf is fed with non-hazardous solid urban and industrial waste to generate electricity almost the same as in traditional power plants.

The process is very efficient. The plant converts trash into energy through controlled combustion, using advanced emission-control equipment.

The incineration process saves primary energy (a comparable power production would need about 40 million litres of oil) and also produces resources vital to the steel industry (removal of scrap- up to about 35.000 tons a year). The impact on the environment is minimized thanks to the use of railway transport (up to 70%) to deliver the input material, effective cleaning of flue gases, no effluents and less usage of potable water.

.A.S.A. has prepared an informative animation of the entire process.

If you wish to learn more about the process, clink on the picture below.

LINK:
http://www.asa-group.com/en/A-S-A-Group/News/Explore-the-waste-to-energy-plant-from-inside.asa?ind=

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Guest-Column

By: Frank Rogalla

Aqualia Director of Innovation and Technology

At Aqualia, we have 7,00

In 2008, Aqualia, following FCC's strategic lines, created the Innovation and Technology Department to coordinate and promote R+D+i projects. R+D is an added value that we can contribute to our service offering as well as to other utilities. An important milestone was reached in 2010 when we were awarded the UNE 166002:2006 certificate. The more than three million Euros which Aqualia invested in R+D+i activities in 2011 underscore or strong commitment to the research and development activities. Our goal is to double investment so that by 2013 it is equivalent to 0.45% of sales.

We interpret innovation in a broad manner and with its feet on the ground. Our aim is not to have a research team in an ivory tower. Our projects, with the support of the entire Aqualia staff, are more client-focused. We can say that we have 7,000 potential investigators, as many as the company's employees. Projects, moreover, are always undertaken with other partners, sometimes in-house partners from FCC. When this happens are able to obtain great synergies with other divisions, such as Energy, Environment, and Construction, similarly to the case of the IISIS project for designing the future urban landscape. If we work with external partners, the great advantage is that they can contribute highly specialised knowledge. This is particularly true in our collaboration with the Universities of Alcalá, Almería, Cádiz, Santiago de Compostela, Valladolid, and Vigo. Research centres, moreover, contribute material and human resources of great added value.

Research areas

Our current 20 projects involve three key research areas and their corresponding sub-areas: quality (standard drinking water indicators; reuse of water, desalination, measurement and analysis); sustainability (reduce energy consumption and emissions, use of wastewater and waste as resources, alternative technologies and optimization of water resources); and, end-to-end management of management systems and processes, including communication with clients.

> "Our conception of innovation is broad and related to the activity. We do not want to lock ourselves up in an ivory tower."

Our positioning is ideal for developing many of these projects; our 1,100 services and more than 500 potabilization and treatment facilities gives us the advantage of being able to study and roll out our innovations.

Clearly, one of Aqualia's strong points in relation to R+D+i is the fact that we own nearly 100 laboratories. Not many companies can boast of having a network interconnected to these types of facilities that have also been certified by AENOR. Five of these, located in Ávila, Adeje, Tenerife, Oviedo, Jerez de la Frontera, Cádiz and Lérida were certified by ENAC. A team of technicians work at these facilities focusing on analytical control and using sophisticated methodologies and instruments, essential for conducting our research.

Most of these investigations are supported by public funding programs, regional, national, and European which bolster our

0 potential researchers

innovation activities. It is worth mentioning more than 40 projects were submitted in the most recent tender put out by the Ministry of Science and Technology through the Innpronta Plan. Seven of these were selected and Aqualia was the only company that was awarded public funding for two of its projects.

Biofuels produced from wastewater

The most important line of research that we are currently analysis is taking advantage of the potential resources in wastewater, such as nutrients and energy. The goal is to reach the greatest level of sustainability and efficiency. The treatment of wastewater using current technologies implies huge energy costs and, on the downside, the potential for reusing this water is minimal. If we succeed in obtaining biofuels from wastewater, this would revolutionise the current treatment process since, what up to now was considered waste, will be considered a highly valuable resource.

> “We are currently working on 20 quality, sustainability, and end-to-end management projects.”

In this line of investigation, Aqualia leads the cluster of companies that is trying to demonstrate that it the sustainable production of biofuels based on large-scale cultivation of microalgae at a low cost is possible. the demonstration that sustainable production of biofuels based on the large scale cultivation of microalgae at a low cost is in fact possible. This project, which was included in the 7th Framework Program of the European Union (FP7) has a budget of nearly 12 million Euro over a five-year period, of which sum, seven million are contributed by the EU. This will contribute to the gradual reduction in our dependency of fossil fuels and will prevent the emissions of tons of CO_2 into the atmosphere.

The Place

A century of stories about Barcelona's underground

> "Barcelona's sewer network currently spans 1,630 kilometers and 5,000 tons of sludge are removed each year."

It's been one century since the first cleaning and maintenance contract was awarded for Barcelona's underground by the local government to FCC; one hundred years of work, anecdotes, stories, and people.

One of the company's first innovation for the efficient management of the city was the design and construction of a cart known as "la patented" which, thanks to a water-proof box enabled the transfer of waste without bad odours from the sewer to the harbour of Barcelona from where it was then loaded on a boat and dumped in the high seas.

The first cleaning systems were based on the use of workers' brigades, up to thirty operators, who had to walk from the company's facilities to their work site carrying their cleaning tools.

Work was performed this way until the 1970s when the first mechanical equipment was used for cleaning with water under pressure. It was also at this time that waste was no longer dumped in the sea and was treated and eliminated in waste treatment facilities and in authorized landfill sites, a great technical and sanitary step forward.

In that decade, personnel no longer had to walk to their work sites and started to use their own special vehicles with containers. Each brigade had a foreman, two supervisors and 11 labourers. The sewer network was broken down into 12 districts and each of the 12 workers' brigades was assigned to one of these working on various round-the-clock shifts.

Today, there are 250 workers, including project and cleaning staff, which provide services to Barcelona's underground. All are very young and include only three women due because of the difficulty of this work where pathologies are quite frequent, such as arthritis and injured knees. The sewer takes its toll; they told us when we met at their normal place of work: the sewer in the city's Ensanche district.

During this underground adventure, we were lucky to meet Josep Tárraga, the head of the sewer department and Paulino Romero, who is the supervisor Raúl, José, Jesús, Indalecio, Luis, Juan Antonio, Jordi, Raquel and José Antonio, who told us, while we visited the galleries, that the Barcelona sewer network was 1,630 Km-long. "Each day we clean an average of 1.5 km and collect an average of 80 tons of sludge. When it rains heavily, the service is modified and we handle other tasks which don't require working inside the sewers; that is, we perform work above ground, such as cleaning pipes, gates, etc".

"Besides maintenance, cleaning and inspection work at the sewer system, we perform other types of work, such as the installation of optic fibre throughout the city since it uses the sewer network for channelling", they added.

They also told us that at one time "it was rumoured that there was one rat per each of the city's inhabitants; this is no longer true thanks to cleaner streets, controlled dumping, and cleaner waste treatment".

A century of anecdotes and curiosities in Barcelona's sewer system

Literature and films have made the sewer network a place that is often more inhospitable than it really is.

There are sewers in Paris that have become literary scenarios thanks to works such Les Miserables (1862) by Victor Hugo, or The Phantom of the Opera (1909) by Gaston Leroux. The sewers of other cities, such as New York, have been famous for supposedly sheltering crocodiles and other wild animals which, in fact, have never existed there. Some of these stories are true, such as the more than 3 metre long boa which escaped from Barcelona's zoo ten years ago and sought shelter in the city's sewer. In fact, there are endless stories about the Barcelona sewer network.

The bad reputation of rats

The ferocity of sewer rats is another urban legend about the city's underground. No worker has been bitten by a rat in the last 100 years, in fact, these rodents flee as soon as they see a worker at the sewer.

> "Barcelona's sewer network currently spans 1,630 kilometres, i.e. the distance between the city and Berlin; a century ago it was less than 90 kilometres long."

Sewers span over 1630 kilometres

Barcelona's sewer network currently spans 1,630 kilometres, i.e. the distance between the city and Berlin; a century ago it was less than 90 kilometres long.

Lucky parrots

Parrots were used until the late 60s to detect gases or lack of oxygen in the swers.. Each brigade had a cage with a parrot and, if the parrot showed signs of choking the workers had to go up to the surface immediately.

Civil war arsenal

A few years ago, a real arsenal from the Spanish civil war was found in the collector in Calle del Rec, including grenades, guns, and rifles. The operators transferred the arsenal to their work centre and called the police.

Bank robberies from the sewer

The sewer network was used more than once as an escape route or as a refute for clandestine activities. This was the case in the 80s when robbers attacked a branch of Banco Hispano Americano. The rented a premise nearby and dug a tunnel that reached the sewer and from there drilled another tunnel to the bank. They were finally arrested.

> “Until the 70s, cleaning operations under the city was done manually.”

FCC and Barcelona's sewer network 1911-2011" Exhibit

Centennial celebration of the first services contract by FCC and Barcelona City Council

The exhibit was inaugurated last 15 November by Joan Puigdollers, Barcelona's Councillor for the Environment and by José Luis de la Torre Chairman of FCC Services. In 1911, Barcelona City Council awarded its first services contract for sewer cleaning and maintenance in the Eixample district to FCC which since then has been providing these services in the city uninterruptedly.

The exhibition entitled "FCC and Barcelona's sewer network, 1911-2011", will be open to the public free of charge in Sala Ciutat until 8 January. It offers a historical glimpse of the last 100 years in Barcelona through the development of its sewer network. This commemorative exhibition offers a closer look at a century's worth of history based on three main conceptual areas. The first, which focuses on the contract and its development over the course of the century, highlights the relationship between FCC and the city through successive contracts and their main characteristics, which also tell the story of the city's development and modernisation.

The second and third feature historical objects related to the sewer network viewed as municipal infrastructure, and as the workplace of technicians and operators, with their equipment. This includes the original cart from 1916, which was known popularly as the "la patentada", and the first stone laid in 1887 to build the sewer on Diagonal.

Each historical object offers insight into specific aspects of the sewage network's history, and, consequently, of the "underground" history of the city of Barcelona over the last 100 years.

FCC presents the mayor of Barcelona with a medal

commemorating the 100th anniversary of the company's first sewer maintenance contract with the city

On 23 November, FCC Chairman and CEO, Baldomero Falcones, presented Barcelona's Mayor, Xavier Trias, with a medal commemorating the 100th anniversary of the first sewer services contract awarded by the city to Fomento de Obras y Construcciones (now FCC), in 1911. The ceremony was held at an event organized by the Mayor for FCC executives in the Barcelona City Council's Saló de Cent hall.

That first contract, for sewer cleaning and maintenance in the Eixample district for a period of 10 years, was awarded to Fomento de Obras y Construcciones. Since then, Barcelona has renewed this contract with FCC, the Citizen Services group, on seven consecutive occasions, most recently in 2005, and it is still in force today.

During these years, FCC has been hired by Barcelona to provide other services, including street cleaning and collection of municipal solid waste, maintenance of fountains, playgrounds and recreational areas, and cleaning of schools and nurseries. The group provides services at city landmarks such as the Port of Barcelona, the Port Vell marina, the World Trade Center Barcelona, and Mercabarna market.

Baldomero Falcones commented at the event: "There is no doubt that the relationship between Barcelona and FCC, which is based on trust and constancy, is an example of how productive public-private partnerships can be. Our aim is to replicate this model in over 5,000 cities worldwide."

According to Xavier Trias, "Barcelona has always been a pioneer. The revamping of the city's sewer network was an ambitious and innovative project at the time, and today the sewer network continues to drive innovation and is a model for other cities."

Interview with

Roxana Stoica, director of .A.S.A. Romania

(.A.S.A. Servicii Ecologice SRL)

Have you been with .A.S.A. since it started operations in Romania

Yes, I've been with .A.S.A. since 202. I was the first employee at .A.S.A. Romania and I currently am in charge of 120 employees in four different locations in the country.

Why did you choose .A.S.A. and what do you like most about your job?

To tell the truth, I suppose I should say that .A.S.A. chose me. It was while I was working on my Masters degree in the Technical University of Vienna, at the waste management and water quality department. I met several .A.S.A. representatives who offered me the opportunity of gaining experience in the waste management department. Shortly after the start of the Arad landfill project, I was invited to join the team. I like to be part of .A.S.A. because I have the opportunity of working with professionals in the sector and to implement the most advance water treatment technologies in Romania. This benefits the country since we can help to educate people and also improve the protection of the environment.

What is the biggest success story of .A.S.A. Romania to date?

From my point of view, the greatest success stories are the implementation of the landfills using the latest technology and the development of waste collection and transport. .A.S.A. started to carry out these services in Romania when the country began to implement and apply European law on waste management. We were pioneers and educated our own employees as well as public entities, commercial enterprises, and the industry, showing them what can be accomplished by having a service offering better quality. We have been fortunate of having a team of employees who are always willing to learn.

Do you believe that it is more difficult for a woman to work in a position such as yours at the company?

Personally, I don't have any problems with my professional relations with men or women. I take my work like any other company manager and am always ready for a new challenge. It is not difficult for me since I enjoy working in this industry and at .A.S.A. I learned to adapt to people and to the system. In certain occasions I met men who were not willing to collaborate with me as a person with authority but, thanks to hard work and determination, I feel that I am accepted by my colleagues in the in-

dustry. Perhaps what's most important is that I have an open and communicative personality and this has always helped me a lot.

How do you manage balancing work and family life?

It is not always easy to divide my time and energy between the two most important aspects of my life. I am fortunate, however, since I have an understanding husband and family and this is essential for having a successful professional career.

How do you see the future of .A.S.A. in Romania? Where do you see potential for development?

There are still many aspects in the waste management industry in Romania subject to improvement. I believe that thanks to its considerable technical knowledge, .A.S.A. could make a positive contribution in all business sectors. Since Romania has adapted to European legislation and has negotiated very clear objectives in relation to waste management and recycling, this gives us an opportunity to apply our knowledge. There is still a lot of work ahead of us since local competitors are trying to keep the market shut for foreign companies, but .A.S.A. enjoys a great advantage compared to foreign companies since we have been operating in Romania for the last eight years. We know the market conditions, demand, and regulations.

Romania in figures

- E.U. membership: 2007.
- Political system: Republic.
- Capital: Bucharest.
- Size: 237 500 km².
- Population: 21.5 million.
- Currency: Romanian Leu (1 euro = 4.36 Leu).
- Official language: Romanian

.A.S.A. Romania

Corporate name:
.A.S.A. Servicii Ecologice SRL – Arad, Arad county.

Strongest point:
Landfill, the only ecological landfill in Arad county.

Unique aspect:
Wastewater treatment plant, degasification plant, the only ones in Arad county.

Market positioning:
One of the 5 leading companies in its sector.

Number of citizens to whom we provide our services:
Approximately 220,000.

Number of industrial clients:
More than 1300.

Milestones

2002:

- Public tender for the construction, funding, operations, and assignment of a legal landfill site in accordance with European regulations.
- .A.S.A. sings concession agreement with the Arad City Council.
- Founding of .A.S.A. Servicii Ecologice S.R.L.
- Start of the technical project and procedures for its approval.

2003:

- Start of project.
- .A.S.A. Servicii Ecologice S.R.L rolls out the first legal landfill site complying with EU standards.

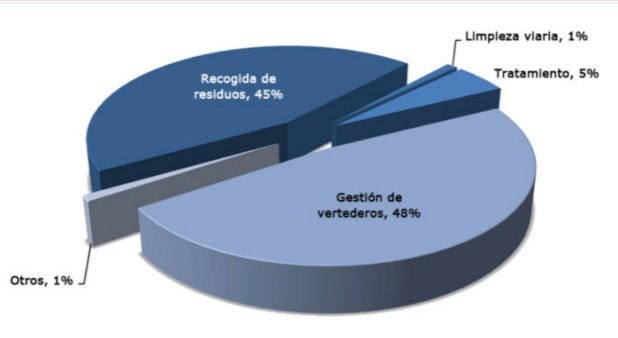
2004:

- Start of collection and transport of commercial and industrial waste in large containers.
- ISO 9001 and 14001 standards implemented.

2005:

- Start of collection and transport services for commercial and industrial waste in small capacity containers (trucks with compactor).
- ISO 9001 and 14001 certification audit by OQS Austria.
- The first ISO 9001 and 14001 certified landfill site in Romania.

Service portfolio



2006:

- Awarded contract for collection and transport of household waste in Curtic, Arad county.
- Wins tender for the collection and transport of household waste in the town of Frumuseni, Arad county.

2007:

- Start up of wastewater treatment plant using the Pall filtration process.
- Wins tender for the collection and transport of household waste in the town of Fantanele, Arad county.
- Wins tender for the collection and transport of household waste in the town of Varadia de Mures, Arad county.

2008:

- Wins tender for the collection and transport of household waste in the city of Vinga and the towns of Buteni, Chisindia, Dorobanti and Secusiugiu, Arad county.

2009:

- Start of replanting project at the Arad landfill site – Sectors 1, 2, and 3.
- Purchase of an automatic press financed with Phare funds.

2010:

- Wins tender for the collection and transport of household waste in the town of Ghioroc, Arad county.

2011:

- Roll-out of the cogeneration plant.

Servicios Ciudadanos