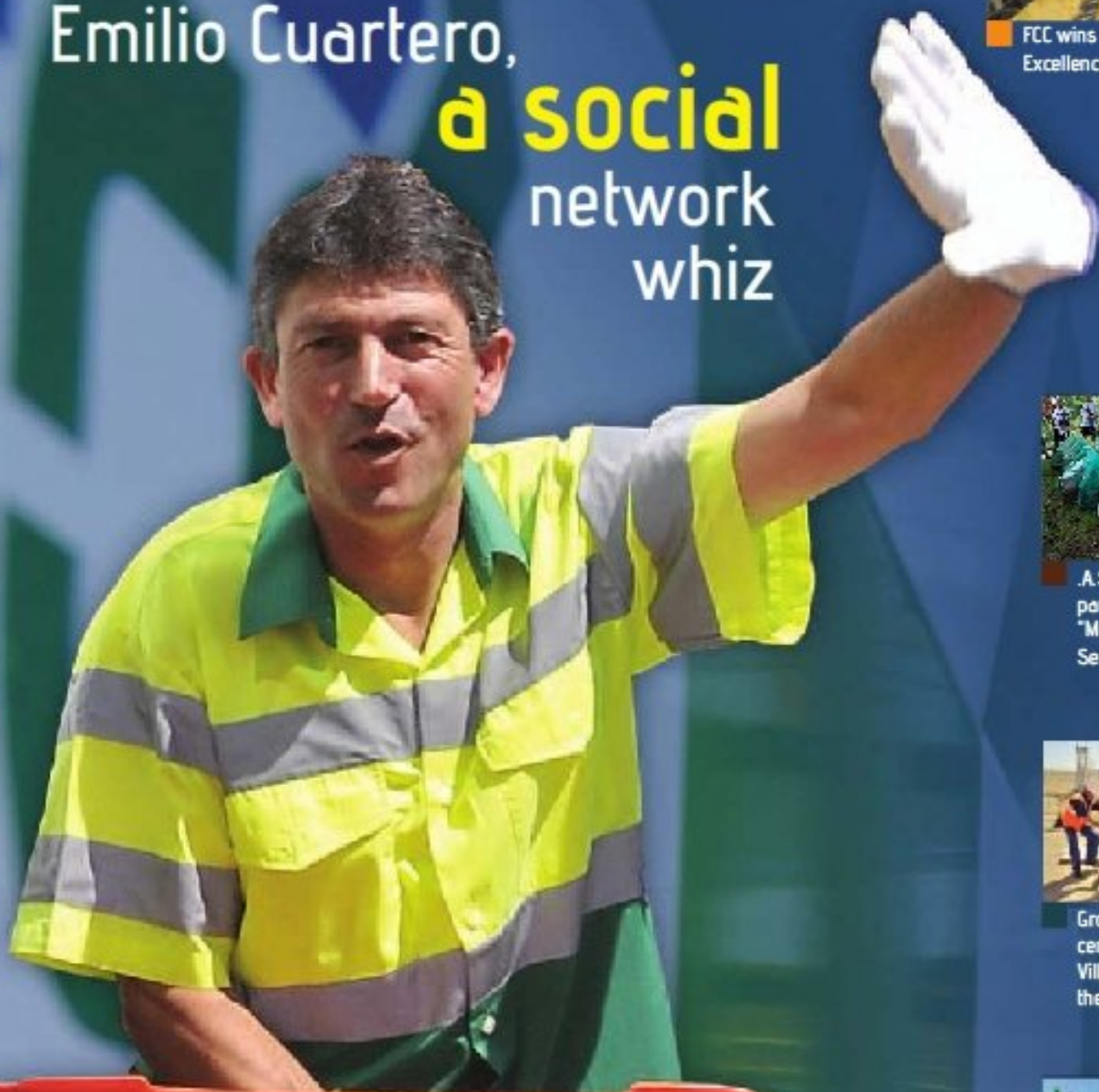


Communication Network

News for the people of rcc

Emilio Cuartero, a social network whiz



Esther Koplowitz awarded the Legion of Honour of the Republic of France

ISSUE
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2012



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ENTRA Y DESCUBRE SUS CONTENIDOS



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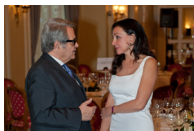
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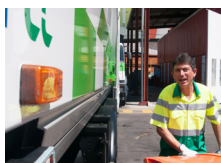
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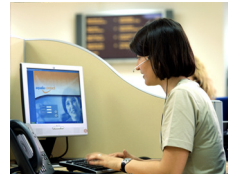
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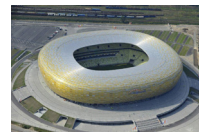
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Corporate

“ Businesswoman Esther Koplowitz, marchioness of Casa Peñalver, was awarded the Legion of Honour by the French Republic. She accepted the distinction on behalf of all the employees of FCC, its management team, and her family ”



Esther Koplowitz

awarded Legion of Honour by the French Republic

The distinction was presented at the residence of the French Ambassador in Spain, Bruno Delaye. The Ambassador paid tribute to Esther Koplowitz's merits, in both business and social affairs, and noted that she is the only Spanish woman who has been a member of the boards of directors of two French multinationals, Vivendi and Veolia.

He also described her successful career in what has traditionally been a male industry.

Esther Koplowitz expressed her gratitude to the President of the French Republic and its ambassador in Spain, and thanked the governments of both countries for their unstinting support for Spanish and French companies to ensure the success of their strategic and industrial alliances.

Esther Koplowitz told her own “love story” with France, in which she also reminisced about her parents. Her relationship with



France was later strengthened through alliances with French companies, which enabled her to discover that France is great not only because of its history but also because of the skill and personality of its excellent entrepreneurs, who have built exemplary organisations that are competitive worldwide.

FCC collects outstanding debt from Spanish local governments

The Spanish government-approved plan to enable local and regional governments to pay suppliers is underway.

FCC has collected the outstanding debt that city councils owed to the Citizen Services Group.

"These payments will enable FCC to reduce debt and will have a notable impact on the company's value since the impact on leverage will be enhanced by the reduction in financial expenses."

In his meeting with the media, Mr Falcones also spoke about the economic crisis affecting Spain and the European Union, and defended the need for a counter-cyclical

policy at European level which makes greater use of the Structural Funds and the Cohesion Fund and for a stronger role on the part of the European Investment Bank to finance major projects, especially in countries where budget austerity measures have been imposed.

He also expressed his conviction that Spain would surmount the current situation and lay the foundations for a new period of balanced, stable growth. Mr Falcones emphasized the imperative of seeking formulas which facilitate the integration of young people into the labour market, stating: "We must achieve a structural and cultural change while also promoting competition and entrepreneurship."

Supplementary dividend of 0.65 euro per share

The press briefing was held in Barcelona a few hours prior to the Annual General Meeting which took place on the last day of May in the same city. At the AGM, the FCC Board of Directors approved the proposal for the payment of a supplementary dividend of 0.65 Euros per share which, combined with the interim dividend already paid, implies the total sum of 1.30 Euros per share, bringing the dividend yield for 2011 to 9.2%.

On the appointments and re-election of directors, the Group's Board of Directors proposed the re-election of B-1998, represented by Esther Koplowitz and César Ortega. Shareholders also decided to reappoint Deloitte as the auditor and also approved the income statement and management report for 2011, the year in which the Citizen Services Group posted 108 million Euros in net profit.

The agenda also includes two issues which are notable in terms of transparency: the annual report on director remuneration will be put to an advisory vote, and the corpo-

rate website will be proposed for approval as the official medium of communication with shareholders.

Shareholders will also be asked to amend the Articles of Incorporation and the Rules of the General Meeting with a view to adapting them to the changes in company law.



Agreement to encourage good habits



Antonio Guzmán Córdoba, managing director of Mapfre Foundation's Institute for Prevention, Health, and the Environment, and Francisco Martín Monteagudo, managing director of FCC's Human Resources Department, executed a collaboration agreement on 15 June for contributing to encouraging and promoting healthy and sustainable preventive habits in order to improve the quality of life and health of the community in general and, particularly, of FCC employees and their families, developing several activities to achieve these objectives.

The initiative contemplates announcing a contest at 222.prevenland.com, a virtual world, so that children can have fun, chat, and play with other users, always in a safe environment, focused on the prevention of

accidents, healthy habits, and the conservation of the environment. FCC has informed its employees of this initiative at the intranet site (<http://fccnet/ES/ic/campanas/Paginas/prevenland.aspx>).

The contest will begin coinciding with the end of the school term and will last two months. It is aimed at the six to 12 year old children and grandchildren of current FCC employees in Spain.

The prizes for the winners will be:

1. First place: a bicycle and helmet.
2. Second prize: earphones for listening to music.
3. Third prize: full soccer selection gear (children) and a copy of the official ball.

The duration of the contest will be until 26 August 2012.

Through its **EDUCA TU MUNDO** website, www.educatumundo.com,

FUNDACIÓN MAPFRE provides FCC with the material published for various campaigns, such as: "Saving water and energy", "Live Healthy", "SOS Help", and "With greater care". All the material is available in PDF format for dissemination and reading in addition to video comics to make downloading and dissemination easy.

In the photograph, from left to right: Luis Suárez, FCC Labour Relations Manager; Fernando Moreno, managing director of Aqualia; Carmen Rodríguez, the head of Equality at Aqualia; and, Emilio Hermida, manager of FCC HR Services Department, at last year's event when the Company was awarded the "Equality in the Company" seal.



The Administration supports the equality policy implemented by Aqualia

“The Administration praised the increase in the number of women in certain jobs, the equality measures implemented in recruitment and hiring processes, and the Company's stance in respect of gender violence”

Aqualia was recently granted a favourable assessment by the Ministry of Health, Social Affairs, and Equality which will enable it to maintain the "Equality in the Company" seal awarded last year by the administration.

In its recognition, the Ministry rated the report submitted by the Company positively, certifying the measures implemented and its impact in respect of the equal opportunities plan for men and women.

The Ministry's report, in fact, confirmed and appreciated the increase in the number of women occupying management jobs, particularly in departments where the presence of women was, until now, a minority.

The Administration also rated highly two aspects in relation to Aqualia's policy and the measures implemented to ensure that recruitment and hiring processes complied with the principle of equality of men and

women. The report also highlighted the Company's involvement in various seminars on gender violence.

Aqualia was one of the 39 companies awarded the "Equality in the Company" seal last year.

Procurement and e-commerce model receives three **AERCE 2012 awards**

The Diamond Procurement Awards were handed out during the 15th Annual Congress organized by the Spanish Association of Purchasing Managers (AERCE). These awards are given to the best procurement management projects during the year.

In the 2012 third edition of the “Diamond Procurement Awards”, FCC received three prizes for its procurement model and e-commerce solution.

The first award, in the Procurement Function Transformation category, recognises FCC's procurement model as the driver of a successful profound transformation of the overall purchasing function.

The only prize for professionals, the “Procurement Manager of the Year” award, was given to Juan Carlos Montejano, manager of the FCC Procurement Management department for his contribution consisting of a suitable procurement model for a Citizen Services Company and its impact in the



process for change and ethics in the procurement process.

The third distinction was an honourable mention in the “Best use of Financial or Technological Tools” category.

With these awards, AERCE acknowledges the work of people and entities that, with their initiatives, contribute to developing the Procurement function. It also aims to disseminate the best corporate practices so that other companies can be aware and can implement new management solutions in this function.

FCC receives “2012 Ariba Excellence Award”

“ The first Spanish
company to receive
one of these prestigious
awards

”

FCC was awarded the “Procurement Effectiveness” prize at the Ariba Live ceremony held at Caesar’s Palace in Las Vegas. The prize was given for its procurement model and e-commerce solution as part of the “2012 Ariba Excellence Award”.

Ariba, with these awards, recognises the most innovative companies in the world in e-commerce. An independent panel of judges made up of members from companies specialising in this field chose the winners among 1,500 of Ariba’s client companies worldwide, 18 of which are listed in Fortune 20, and more than half in Fortune 100.



FCC’s procurement model

The FCC Procurement model is based on:

- a) The Procurement Department, a global unit based at the Group’s parent company (FCC, S.A.).
- b) Processes focused on shared decision taken by the Procurement Board of FCC.
- c) An advanced e-commerce tool for the entire supply chain, which ranges from request for quotes to invoicing, integrated with the accounting and payment management system of FCC.

Besides FCC, the other winners in other categories were: General Motors, Sodexo, Dell, McDonald’s, United Airlines and Auchan (Alcampo). These prizes have been awarded since 2010. Companies such as HP, Johnson and Johnson, Caterpillar, and AstraZeneca were among the winners in the two previous editions

For more information, go to:

<http://www.marketwatch.com/story/ariba-announces-2012-excellence-awards-2012-04-11>



An efficient procurement model

FCC's Procurement Model consists of a structural solution which ensures integrity in relations with suppliers and subcontractors and enhances procurement and supply chain efficiency. It leverages the procurement synergies and capacities to create value for FCC businesses by selecting the most competitive suppliers, while also being designed in accordance with FCC's ethical principles.

These include competition and equal opportunities, teamwork between the Business Units and the Procurement Department, transparency in processes and in decision-making, objectivity and consensus among all parties involved in a procurement, and mutual compliance with contract conditions.

FCC is the first Spanish company in its sector, and one of the first in the world, to implement such a sweeping transformation of its procurement and supply chain.

The change is being implemented gradually and across the board. Initially implemented for large procurements, the threshold is being gradually reduced, and end-to-end electronic processing is being implemented, from the request for quotes through to invoicing by the selected suppliers. According to Juan Carlos Montejano, Head of Procurement, as FCC im-

proves supplier and sub-contractor conditions, it is also sharing more efficient processes with them and facilitating contract compliance.

To date, over 1.7 billion euro in procurements have been processed by the new system, attaining an average 12% improvement in price, and 2,457 companies have registered in FCC's online supplier database.

With a view to extending social responsibility and integrity principles throughout the supply chain, all contracts with suppliers and sub-contractors include a clause which requires compliance with FCC's Code of Ethics. Suppliers and sub-contractors of FCC also undertake to adhere to the Ten Principles of the United Nations Global Compact.

The **Incorpora** tool implemented at **Aqualia**

“ The tool facilitates online management and follow-up ”

Aqualia employees are now enjoying the services made possible by Incorpora, the new FCC Human Resources management tool. Accessing the tool is simple, just by going to the <https://incorpora.fcc.es/irj/portal> site or through the FCCNet Employee intranet portal by clicking on the “Employee Services” link. The Incorpora team has sent information by e-mail with instructions on how to access the tool by entering a user-name and a password.

The services that Incorpora provides to Aqualia employees are divided into diffe-

rent blocks or functionalities from where they can access various functions including payroll. As to “My Vacations” any Aqualia worker can check the vacations that they have already taken and request new vacation periods.

At the “Request Management” section, employees can check mileage expenses and per diems as well different types of certificates and check the status of previous queries.

Personal information on academic background, qualifications, and professional experience can be checked and updated in the “My Data” section.

From the employees’ standpoint, Incorpora reflects FCC’s interest in promoting self-management and facilitating access to a greater number of online human resources services. A specific space for this initiative is available at Aqualia’s intranet, including a presentation of Incorpora, novelties in relation to the project, and notes issued by the Incorpora team and a user’s guide. Technical queries can be sent by e-mail to: incorporasopORTE@fcc.es

NOTICIAS Más Relevantes

Incorpora

Lunes, 4 de junio de 2012 Boletín nº6

Noticias del mes

A punto de culminar un nuevo arranque

El próximo día 14 de junio, arranca Incorpora para Aqualia y Versia. Tras más de seis meses llega la hora de que entre en producción la segunda oleada del proyecto.

El sistema está preparado para gestionar los más de 10.000 empleados de las sociedades entrantes, con casi 350 nuevos convenios.

Protagonistas

Elena Ceballos y Olga Hernández, RAPN's de FCC Logística y Aqualia Norte:

"Incorpora supone la eliminación de tareas de gran carga administrativa y permitirá que dediquemos más tiempo a la gestión de recursos humanos propiamente dicha"

Elena Ceballos y Olga Hernández serán las responsables de Administración de Personal y Nóminas para FCC Logística y Aqualia Norte respectivamente. Ambas han colaborado con el proyecto desde noviembre de 2011.

Han sido la cara y la voz de sus negocios en el CSC todo este tiempo. Su papel en la parametrización de convenios y realización de parámetros de nómina ha sido clave. En este último mes han realizado una labor formativa intensa, preparando a sus equipos para la entrada de Incorpora.

Como especialistas en nómina, ¿qué opinión tenéis sobre el cambio que representa Incorpora en las organizaciones en las que trabajáis?

Tenemos una muy buena impresión, va a facilitar enormemente el trabajo de todos, tanto de los responsables de AP y Nómina como del personal de gestión de los centros de trabajo.

Actualidad

Crece el CSC con 20 incorporaciones

Durante los últimos meses 20 profesionales procedentes de distintas sociedades del grupo FCC se unieron al equipo de CSC para reforzar su estructura. Serán clave para dar servicio a las empresas que se suman a Incorpora. El área de Soporte al usuario es una de las que más crece.

Despliegue de formación

En el último mes y medio han tenido lugar los cursos de capacitación para los nuevos usuarios de Incorpora: desde quienes tendrán el rol de usuario descentralizando, pasando por los Responsables de AP y Nómina hasta las nuevas incorporaciones al CSC.

(Amplia estas noticias leyendo el PDF adjunto.)

(Sigue leyendo la entrevista en el PDF adjunto.)



FCC reaffirms its commitment to the fight against gender violence

FCC ratified its commitment to women who have been victims of gender violence and the fight against this social scourge by incorporating the initiative “Companies for a society free of gender violence” by which the companies who signed up for this initiative will enhance the visibility of this problem by means of specific awareness-building campaigns, contributing to help victims by incorporating them in the workforce.

Ana Mato, minister of Health, Social Services, and Equality, presided the event which was attended by Juan Manuel Moreno, secretary of State, and the Government representative for Gender Violence, Blanca Hernández.

For the past two years, FCC has been collaborating with the Ministry of Health,

Social Services, and Equality, with which it signed a collaboration agreement for raising awareness and for integration in the workforce. This agreement was subsequently supplemented by various agreements with agencies specialising in providing services to the most disadvantaged, such as Fundación Integra and the Spanish Red Cross to carry out actions aimed at raising awareness and for integrating these people in the workforce.

During the event, Minister Ana Mato pointed out that only two of the twenty-two women who had been murdered this year had previously denounced the abuse they had suffered. She said that the reason was that “in many cases, the lack of financial independence made it difficult to escape from this situation”.

The minister of Health and the Government representative expressed their deep appreciation for the essential role played by companies that had been collaborating with this project for some time and those that joined the initiative this year given the need for women subjected to gender violence “can start a new life without anguish”.

Jointly with FCC, the companies that signed the agreement and received the membership letter included: Acciona, CEPSA, Confesal, Curves International of Spain, EROSKI, Fehrcarem, Inditex, Grupo AMMA, Grupo EULEN, Sacyr and Servicios Securitas.

The companies who joined the “Companies for a society free of gender violence” were

Alcampo, BBVA, British Telecom, Centros Comerciales Carrefour, El Corte Inglés, Endesa, Federación de Hostelería, Fundación La Caixa, Grupo Mahou-San Miguel, Hoteles Ayre, Iberdrola, IKEA, Indra, Mango, Marco Aldany, NH Hoteles, Red Eléctrica, REPSOL, Sodexo, Supermercados Simply, Telefónica and Unión de Cerrajeros de Seguridad.

“ We must review our social culture and bring to light the types of behaviour that could lead to gender violence ”

World Day Against Child Labour

FCC joined the campaign in favour of the right of all children to be protected against child labour, the worst type of exploitation, as well as any other violation of their Human Rights.

Coinciding with the World Day Against Child Labour (12 June 2012), FCC launched a worldwide dissemination and awareness-raising campaign addressed all FCC companies operating in more than 50 countries, to call attention on the employment of chil-

dren in dangerous jobs that also interfere with their education, can be harmful to their health or to their physical, mental, spiritual, moral and social development.

This measure aims to promote policies of social dialogue and labour relations, complying with the commitments acquired within the context of the Universal Declaration of Human Rights, the Declaration of the Rights of Children, and various other ILO covenants and also to encourage responsibility in the communities where the FCC Group operates and renders services.

FCC supports the ratification of the various ILO covenants and the regulations and fundamental international declarations to protect children from performing jobs that could pose hazards, can interfere with their education, and are harmful for their health or their physical, mental, spiritual, moral or social development. The company also supports policies and national programs that ensure effective progress in the fight against child labour and the implementation of initiatives to promote global awareness on this social scourge.

As part of this campaign, a descriptive presentation is included in this page as well as a list of international organizations such as the ILO, UNICEF, or Global Compact.

“The campaign was launched worldwide, reaching all FCC offices scattered in more than 50 countries

”





12 de Junio de 2012



Día mundial
contra el trabajo infantil



Framework agreement between the International Federation of Trade Unions (IFTU) and FCC Construcción

The Framework Agreement between the International Federation of Trade Unions (IFTU) and FCC Construcción and our policy on social dialogue and labour relations represent an express commitment to the respect and promotion of the principles enshrined in the:

- Universal Declaration of Human Rights.
- The Tripartite Declaration of the ILO.
- Master guidelines for OECD Multinational Companies.
- The United Nations Global Compact.

To realise this commitment, FCC Construcción will ensure strict compliance with law, the FCC Group Code of Ethics, and, most importantly, will NOT RESORT TO CHILD LABOUR, always applying of the various regulations, if any, the one that is the most stringent.

FCC Construcción wants to highlight the important role played by companies and those who form part of it, and all stakeholders, in the effective involvement and dissemination of the fight against child labour.

Business

Esther Koplowitz receives Gold Medal from the Spanish Road Association

Esther Koplowitz has received the Gold Medal from the Spanish Road Association (SRA), the most prestigious distinction granted by the non-profit organisation, which was founded in 1949 and focuses on promoting the use of roads. The SRA aims to improve road safety, quality and capacity.

Through its chairman, Miguel María Muñoz, recognises the work of Esther Koplowitz as a businesswomen member of one of the leading groups in the world in infrastructures, water, services and energy. The panel of judges also praised her sensitivity to social issues within the scope of her business activity.

AEC also highlighted her altruism. She is Chairwoman of the Esther Koplowitz Foundation, which is dedicated primarily to social work to help the needy. The Founda-

tion has built, outfitted and donated two retirement homes for elderly people without means: Nuestra Casa, in Collado Villalba (Madrid) and La Nostra Casa, in Fort Pienc (Barcelona); and also a home for adults with mental and physical disabilities: La Nostra Casa - Vall de la Ballestera (Valencia). It is also currently building the El Despertar residence in Madrid for children with mental disabilities.

Actions by the Foundation in the field of research include building and equipping the Esther Koplowitz Biomedical Research Centre in Barcelona, where more than 350 scientists are researching cancer as well as auto-immune and neurodegenerative diseases, among others; the centre seeks to be a leader in its field in Europe.

The Foundation also donated a Da Vinci precision surgery robot to Hospital Clínico San Carlos (Madrid), which has been used for over 1,000 operations to date.

The Foundation has also worked on a tactile vision system with the Complutense University of Madrid and has helped fund other research programmes into diseases, notably cancer, Alzheimer's disease, drug addiction and sclerosis.

Scholarships for students without means

It has provided a large number of grants to students without means and it built, equipped and donated a centre for its grant recipients, benefiting approximately 240

students each year since 2006. The Foundation is financed exclusively by its founder and chairwoman.

Esther Koplowitz has received numerous awards and distinctions for her social work and entrepreneurship, including the Grand Cross of the Order of Civil Merit, the Gold Medal of the Civil Order of Solidarity, the Gold Medal of the Madrid Regional Government, the Blanquerna award from the Catalan Regional Government, the Golden Medal of the Spanish Royal Academy of History, and the Social and Corporate Responsibility award from the CCOO labour union. In September 2007, she was named Business Leader of the Year by the Spain-US Chamber of Commerce at a ceremony held in New York.

Other award-winners

Other awards presented at the event included the International Medal of Merit, which was given to Abdullah Al-Mogbel, Chairman of the International Road Federation (IRF) and Deputy Minister of Transport for Roads in Saudi Arabia, in recognition of his

“ The entity
recognises the
business and
social work of FCC’s
first
Vice-chairwoman
”

“outstanding achievements in improving road infrastructure in Saudi Arabia, and for defending road interests worldwide”.

The Honourable Mention Medal was presented to Julio Senador Gómez, Head of Institutional Relations at FCC Construction, in recognition of his professional track record.







Queen Elizabeth II inaugurates a hospital built by FCC in Northern Ireland

Queen Elizabeth II of England has officially inaugurated the New South West Acute Hospital in Enniskillen (around 40 kilometres outside Belfast), which was built by FCC. The project cost around 340 million euro (276 million pounds) and was completed in three years.

Enniskillen Hospital is the first one to be awarded as a public-private partnership in Northern Ireland and is part of the extensive investment programme aimed at improving infrastructure in the UK. It is also the first new hospital to be built in Northern Ireland in over a decade.

The inauguration coincided with the official two-day visit to Northern Ireland by Queen Elizabeth II as part of the Diamond Jubilee celebrations in the UK; she was accompanied by the Duke of Edinburgh. Health Minister Edwin Poots welcomed the royal couple and informed them about the hospital.

The new facility, which has 315 individual rooms and spans 65,000 square metres, offers the most modern clinical practices and the latest technologies in patient care. The New South West Acute Hospital will also offer a wide range of specialties, with a focus on maternity and emergency services, and will complement those offered by Erne Hospital, also in Enniskillen.

The project dates back to May 2009, when the Western Health and Social Care Trust signed a concession contract with the Northern Ireland Health Group consortium, in which FCC Construction is the largest shareholder (39%), for the design, construction, financing and operation of the new hospital in Enniskillen. The consortium also comprised local companies Allied Irish Bank Plc and Interserve Investments.

The hospital has a residence building for hospital workers and an energy demand management centre, making it one of the most advanced in Europe in terms of energy efficiency.

The hospital is laid out in three bands or lines of blocks, separated by linear gardens



or patios, allowing for optimum use of natural lighting and ventilation as well as providing a constant view of the surroundings.

The facility also has special separate areas, away from the public areas designated for personnel and patients

Extensive experience in hospital construction

This hospital in Northern Ireland is one of a long list of medical facilities built by FCC around the world.

In Panama, the Citizen Services Group is currently building Ciudad Hospitalaria de Panamá, awarded by Caja de Seguro Social de la República de Panamá at the end of 2011 for a sum of 440 million Euros. The hospital, the largest in Central America, spans 183,912 square metres and has more than 1,700 beds, the largest medical structure in Central America.

In the same country, FCC is also building the Luis Chicho Fábrega Hospital in the province of Veraguas, for the Panamanian Ministry of Health.

In Central Europe, the Citizen Services Group has a 175 million Euro contract for the construction and refurbishment of Weinviertel Clinic in Austria.

In Abu Dhabi, the Group is building a medical facility for the UAE health authority. In Spain, the Company is also building the La Línea de la Concepción hospital in Cádiz.

ALPINE

contract in Norway

FCC signs a €170 million road and rail construction

ALPINE, has been awarded a €170 million Euro contract (1,318,000,000 Norwegian kroner) in Oslo, Norway.

The National Rail Administration, “Jernbaneverket” and the Norwegian Highway Administration, “Statens vegvesen” are planning the construction of a new section of motorway and railway to the north of Oslo running parallel to Lake Mjøsa.

The main railway between Oslo and Trondheim will run along the east bank of the lake and will be part of the European E6 motorway, one of the primary roads connecting northern and southern Scandinavian countries.

The project consists of the construction of a section of railway and motorway between Langset and Brøhaug which is slated to be completed by 2016. The section of the E6 motorway will be 6.4 km long and the railway



way will be a dual track section measuring 5.2 km long.

The motorway will run through the 630 m Korslund Tunnel and the section of railway will run through the 580 m Molykkja Tunnel to be built by ALPINE.

The contract also calls for the construction of 8 km of bike paths and approximately 8 km of local roads.

Offensive

moves in Central and European markets through

ALPINE

“ Singapore, where Alpine already operates, and Hong Kong, target markets in Eastern Asia

”

Alpine, the Austrian subsidiary of FCC Construcción, will concentrate on its domestic markets (Austria, Germany, Slovakia and the Czech Republic, primarily) in a commercial offensive to gain market share in these Central and Eastern European countries, according to the new Managing Director, Johannes Dotter.

Besides these “natural” markets, Alpine’s new Director cited two specific examples in Eastern Asia. First, Singapore, a market where the Central European company already has a firm footing thanks to the cons-

truction of various underground lines and Hong Kong where the company has set up an office to explore the business possibilities in the Chinese market.

The new Managing Director of Alpine noted that one of its greatest strengths can be found in the construction of sustainable infrastructures and facilities for athletic and multitudinous events, such as the Glass Palace in Baku, Azerbaijan, the venue for this year’s Eurovision Festival.

Besides focusing on its domestic markets

Leader in football stadium construction

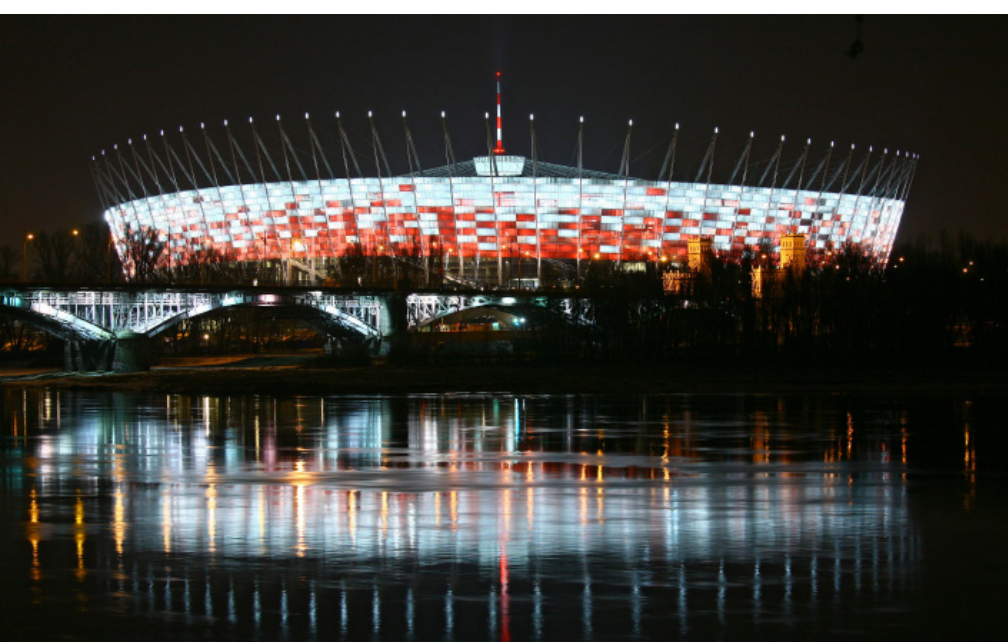
Even before the outcome of the 2012 UEFA Euro championship - currently taking place in Poland and Ukraine since 7 June - is known, a champion has already been declared in this European tournament: Alpine. The Central and Eastern European subsidiary of the Citizens’ Services Group built three of the stadiums where the matches will be played.

They include the Warsaw National Stadium where the inaugural match between Poland and Greece will be played, the PGA Arena in Gdansk, where the first round of the Spanish team’s matches will be played, and the Poznan municipal sta-

dium which will be the venue of the match between Italy and Croatia, Spain’s rival in the first round. Along with these three facilities, Alpine also remodelled the Henryk Reyman Stadium in Krakow. This is a stadium which the UEFA is keeping as a “reserve”.

The construction and revamping of these facilities required an investment of more than 600 million Euro over a three-year period. More than 3,000 people worked on the different phases of these four projects.

The presence of FCC and Alpine in the UEFA Euro 2012 reinforces the leadership of the Citizens’ Services Group in



the construction and renovation of football stadiums and athletic facilities. Some of the most emblematic facilities include Allianz Arena (Bayern Stadium in Munich) which was the venue of the inaugural match of the World Football Championship in Germany in 2006 and more recently the final match of the Champions League between the local team and Chelsea.

“ Alpine built three stadiums for the UEFA Euro 2012 worth more than 600 million Euro ”

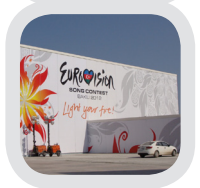
The most important construction projects in the international include the stadiums in Innsbruck, Salzburg and Klagenfurt in Austria for the European Football Championship held in August 2008 and where, for the first time, the Spanish team was the continental champion.

Some of the most emblematic stadiums built by FCC in Spain include Cornellá-El Prat for R.C.D. Español, chosen in 2010 as the best sports facility of the year, the Valdebebas Sports Complex for Real Madrid, the Son Moix for Real Mallorca and the Ramón de Carranza in Cádiz. The company also remodelled the Santiago Bernabeu (Real Madrid), the Camp Nou (F.C. Barcelona) and the Vicente Calderón (Atlético de Madrid).

and infrastructure, some of the goals set by Dotter for Alpine over the next few years include developing the energy division, achieving a leaner and more efficient business structure and improving margins.

During a press briefing held in Gdansk, the Managing Director of Alpine, Johannes Dotter, disclosed that this year, to date, the Central European country has been awarded almost 1 billion Euros in new contracts. One of the most important of these is the €170 million contract for the construction of a motorway in Oslo (Norway), and a €175 million contract for the construction of 30 kilometres of railway in Timisoara (Romania) in a joint venture with Azvi and Straca.

As some of the most emblematic projects currently underway at Alpine, Dotter cited the St. Gotthard Tunnel (Switzerland) which, at 57 kilometres, will be the world's longest; the work on the Whitechapel and Liverpool stations for the London Crossrail and the Singapore underground, among others.



FCC, at Eurovisión

Through its Austrian subsidiary, Alpine, FCC built The Chrystal Hall in Baku (Azerbaijan) which hosted the Eurovision Festival.

Construction work on the stadium began in September 2011 and was completed in May of this year.

Two hundred and thirty metres long and 160 metres wide, the hall is covered by a transparent membrane that will protect spectators from the sun and inclement weather. More than 80,000 light fixtures

built into the outer wall to bathe the space with light.

Around 1,500 workers were involved in the construction of this project.

The hall was selected over another three candidates by Azerbaijan's public television, Ictimai TV, as the venue for Eurovision 2012. The complex will played host to the 16,000 spectators who will watch the contest live.

Baku is the capital and the most populated city in Azerbaijan, the country which won the previous contest. The Republic of Azerbaijan is a Eurasian country in the Caucasus region on the banks of the Caspian Sea, bordering with Russia in the north, Georgia and Armenia on the west, and Iran on the south.

Aqualia wins new international award

Aqualia received the Water Deal of the Year 2012 award for the financial closure of the El Realito project in Mexico.

Aqualia received in Rome the Water Deal of the Year 2012 award for the financial closure of the El Realito project in Mexico. Miguel Jurado, deputy-managing director of the Development and International area collected the prize which was handed out by Craig Venter, a scientist and Príncipe de Asturias award-winner for his human genome research. Aqualia was also recently awarded a prize by Euromoney's Project Finance magazine and was also a candidate for the Partnership Awards.

In the Water Deal of the Year category, won by El Realito, the other candidates were the Muharraaq project in Bahrein, the Soreq project in Israel, and the Mundaring project in Australia, in which Acciona Agua participated and which came in second place.

The other award-winners in this category were Veolia, General Electric y CH2M Hill.

Coinciding with the event, Miguel Jurado participated in the conferences, chairing a round table discussion on "New Challenges in Central and Eastern Europe".

Global Water Intelligence is the most important international award of its kind and is given out each year during the conferences that bring together the leading players in this industry.



On the left, Miguel Jurado, deputy-managing director of the Development and International Department, collected the prize from Craig Venter, a scientist and Príncipe de Asturias award-winner for this research on the human genome.

Aragonés 2012 Award

FCC won the Aragonés 2012 Award for Corporate Strength given out by El Periódico de Aragón every year based on the votes received by the newspaper's readers. Manuel Liébana, head of FCC Medio Ambiente in Aragon collected by the award, mentioning that the key objective of the services rendered by FCC was enhance the sustainability of cities.

Since 1941, FCC has been in charge of providing waste collection services in Zaragoza, collecting more than 600 tons of waste every, cleaning more than 5,000 metres of sewage, and performing maintenance and upkeep of 500 hectares of parks and gardens. In addition to managing these services in the three capital cities of this autonomous region, the Company also provides services in other cities such as Jaca, Tarazona, and Calatayud. Nearly 2,000 people work every day to meet the needs of nearly one million residents in Aragon.

Readers of El Periódico de Aragon granted the Aragonés of the Year award for the refurbishment of the Cathedral of Tarazona,



Manuel Liébana, on the left, at the award ceremony.

and the Honorary Aragonés award to Carlos Carnicer, chairman of the Spanish lawyers association. Other winners this year included ATADAS in the Human Values category; Paula Ortiz, film director, in the Culture category; Ander Herreras, a soccer player in the Sports category, and Don Bosco, in the Science and Technology category.





ATEGRUS award for the best in innovation

FCC won the Silver Bioenergy Award for the best innovation thanks to its implementation of a microgeneration facility for recycling biogas from landfill sites at the Barbanza Environmental Complex in Lousame (La Coruña).

Guillermo de Cal, manager of the Environment Division in Galicia, and Jacobo Patiño, Operations Manager at the Barbanza Environmental Complex collected the prize at the event coinciding with the seminars on bioenergy and waste-to-energy, and waste treatment within the framework of the International Fair on Energy and the Environ-

ment, GENERA 2012, held in Madrid on 23 and 24 May.

These awards, given out by ATEGRUS (Technical Association for Waste Management, Urban Sanitation, and the Environment) aim to assess and select the measures implemented by cities and towns,

Environmental Management

These awards, given out by ATEGRUS (Technical Association for Waste Management, Urban Sanitation, and the Environment) aim to assess and select the measures implemented by cities and towns, public and private companies involved in the implementation or management of biomass and biofuels facilities or those with other technologies to convert waste into energy; the promotion and distribution of bioenergy, and technological development in this field.

public and private companies involved in the implementation or management of biomass and biofuels facilities or those with other technologies to convert waste into energy; the promotion and distribution of bioenergy, and technological development in this field.

The FCC project focuses on making use of biogas captured at landfill sites which up to now had been burned. This process is carried out at a microgeneration plant consisting mainly of a biogas treatment unit with an active carbon tank where biogas is cleaned, dried, and compressed and sent to two biogas turbines with a net electricity power of 130 Kw.

The power generated is consumed at the same environmental complex and any surplus power can be sold to the grid. Combustion gases at the turbines are used at a 210 Kw recovery unit the function of which is to heat the water of the circuit of a biomass boiler with a leachate treatment unit at the facility. Thanks to this process, the consumption of biogas for the boiler is reduced significantly.

This project maximises environmental objectives by reducing greenhouse gas emissions to air and optimising, energy-wise, the cogeneration processes.

SI NO SE CUENTA ES COMO SI NUNCA HUBIERA PASADO

FCC HA CONSTRUIDO EL CENTRO DE COMUNICACIONES DE LONDRES 2012. MÁS DE 4.000 MILLONES DE PERSONAS DE TODO EL MUNDO ESTARÁN INFORMADAS DE LO QUE PASE EN LAS OLIMPIADAS GRACIAS A ESTAS INSTALACIONES.



SOLID BAUTECH 2012 Awards

Beska Bridge over the Danube and Salzburg's new multi-purpose hall, both built by Alpine, have been graced with the awards given by construction journal Solid, after competing in the International and Spectacular Construction categories, respectively.

In the fifth Solid Bautech awards, Alpine, FCC Construcción's Austrian subsidiary, has taken home two awards, one in the International category for Beska Bridge over the Danube in Serbia, and one in the Spectacular Construction category for the new Salzburg multi-purpose hall.

Beska Bridge, between the cities of Novi Sad and Belgrade, is part of motorway E75, which belongs to Pan-European Corridor X. It is known as "the twin bridge", since it was built parallel to an already existing bridge and looks identical. At 2,213 metres long, Beska is the longest bridge in Serbia.

With 15,300 m² of floor space, the Salzburg multi-purpose was conceived as a multi-function venue for trade fairs, exhibits and a wide variety of events. It was built based on sustainability-sensitive criteria that enable up to 45,000 Euro per year to be saved in energy, the equivalent of 75,000 litres of oil a year. In addition, it has been built on top of an existing construction, and six halls of the old building can be re-used.

These awards, which have become the most important showcase of the Austrian construction industry's development, once more highlight the great potential, creativity and innovation of the FCC Group company Alpine in the building sector.





A new section of the A4 Motorway running through Despeñaperros and built by FCC is opened to traffic

“ The new section of motorway is intended to improve capacity, increase safety and respect the environment ”

The Minister of Development, Ana Pastor, presided over the inauguration and start-up of the new section of the A-4 Southern Motorway between Venta de Cárdenas, Ciudad Real and Aldeaquemada, Jaén, part of the southbound section of the Madrid-Andalucía motorway built by FCC which passes through the Despeñaperros Nature Park.

José Mayor, Chairman of FCC Construcción, and Avelino Acero, Managing Director of FCC Construcción, were both in attendance on behalf of FCC, among other company representatives.

With this road construction project, which cost 245 million Euro, the capacity of this traditionally critical section of motorway has been improved, as have safety levels and environmental aspects.

This new section, which is 4.85 m long, combined with another section inaugurated

last year, will reduce the travel time by at least nine minutes through the new Despeñaperros pass compared to the former one. Before undertaking the project to improve this road, the Ministry of Development reached agreements with all of the parties that would be affected by the work, primarily the Despeñaperros Nature Park where most of the construction would be taking place.

The new Despeñaperros Pass is now complete with the conclusion of work on the southbound lanes of the road between the Venta de Cárdenas and Aldeaquemada intersections.

The new motorway through the Despeñaperros Pass is a three-lane road in both di-

rections. The infrastructure, which currently supports average daily traffic of about 24,000 vehicles, 30% of which is heavy vehicle traffic, is expected to be used by some 57,000 vehicles by the year 2030.

Integration with the environment

Environmental measures included the restoration of the southbound carriageway between kilometric markers 252.3 and 256.7. This restoration consisted primarily of recovering the tributaries of the Arroyo del Rey and restoring the topography that had existed prior to the work done in the year 1984.

To do so, the current embankments were cleared and the clearings were filled in, leaving a 5-metre wide forest trail running through the centre of the filled in area. This will ultimately be replanted with the characteristic trees and shrubs of each one of the habitats being restored.

A series of measures was also implemented to reduce and correct the environmental impact of the work, which included: improving permeability for fau-

na by eliminating one of the existing carriageways and increasing passageways; cleaning and restoring river beds and banks; improving the habitat conditions of rabbits and lynx; recovery of the endemic *centaurea citricolor*; repopulation and selective pruning for fire prevention purposes; integration of the tunnel openings into the natural landscape; restoration of the landscape in all affected areas; protection against noise pollution and protection of archaeological heritage.

Approximately 8 million Euro were spent in these measures

The Minister of Public Works visits the Pajares tunnels built by FCC

Ana Pastor, Minister of Public Works, visited the worksite of the Pajares two-track tunnels built by FCC in a joint venture with Acciona, which are part of the new León-Asturias high speed railway line. The project managers, led by FCC Construcción's chairman, José Mayor Oreja, described to the minister and other members of the Ministry, the characteristics of the tunnel layout.

The work site that they visited is part of the La Robla-Pola de Lena section between León and Asturias and represents an improvement over the current Pajares railway platform. The overall budget for the project is more than 2.05 billion Euro of which (about 1.65 billion) relate to drilling work in the Pajares mountain range.

The group visited the Pajares section which runs parallel to the Huerna River and the A-66 motorway down to the San Blas ravine. Because of the rugged terrain in this area, the section is divided alternately into a tunnel (Los Pontones) and a viaduct (San Blas).

The Pontones tunnels run parallel between the towns of Pontones and Sotiello, in within the municipal district of Pola de Lena. Measuring 6 kilometres in both directions, provide passage through the Cordillera Cantábrica and, when the work is completed, the route will be shortened from the current 83 to 50 kilometres. The new layout replaces

the one built in the second half of the 19th century, an engineering feat at that time.

The tunnels are two parallel tubes 24.9 kilometres long apiece and are therefore the sixth-longest tunnels in Europe and the seventh-longest in the world. Their inner diameter is 8.50 metres, and they are designed for speeds of over 250 km/h. Five tunnel-boring machines participated in the excavation work, which was a great engineering challenge.

The tunnel's execution was divided into four lots. FCC did the first section, which included execution from the southern mouth of the tunnels between La Pola de Gordón and the district of Folledo. The first 7.9 kilometres were bored with two TBMs, and the remaining 2.5 kilometres were handled using conventional methods.

San Blas Viaduct

The intersection of the new León-Asturias high-speed railway line at the San Blas stream, in the Pajares-Sotiello section, made it necessary to build two separate viaducts (one for each section). The right and left hand viaducts span over 130 and 126 meters, respectively, with a 30 metre separation between the railway platforms.





Technical characteristics

The new section of motorway starts at kilometric marker 244 on the current A-4, southbound, and runs along a 500 metre section where there are two viaducts measuring 80 and 100 metres long over the Despeñaperros River as well as the 145 metre Corzo tunnel, all of which were part of the northbound section of the old A-4 towards Madrid.

This section has been set up to accommodate southbound traffic to Andalusia and the tunnel has been equipped with all of the elements necessary to comply with the minimum safety requirements for tunnels contemplated in Spanish Royal Decree 635/2006.

At the other end of the Corzo tunnel and now in the Community of Madrid, the road changes from 2 to 3 lanes and connects with the 450 metre long Corzo viaduct over the Despeñaperros River. Next is the Despeñaperros tunnel which is 1925 metres long and runs through the "Los Órganos" nature reserve of special environmental value.

Following this, the road runs through the 280 metre Cantera Tunnel, at the end of which it connects with the 430 metre long Despeñaperros viaduct which was built using a movable scaffolding system to position the arched segments of the platform.

This viaduct runs over the Madrid-Seville railway, the old northbound section of the N-IV and the Despeñaperros River.

Finally, at the Aldequemada junction located near kilometric point 251 of the current A-4 southbound, the road connects to the A-4 motorway that was inaugurated last September.

The trunk section of the road comprises two carriageways with three lanes in each direction measuring 3.5 metres wide, 2.5 metre outer shoulders and 1.5 metre inner shoulders. Between Santa Elena and Aldequemada there is a 5-metre median between white lines and a variable median along the rest of the section due to the presence of the tunnels.

The work included laying underground electrical power lines for the tunnels from the Almuradiel substation to Venta de Cárdenas (15 km) and a tunnel control centre located in Santa Elena which contains all of the safety devices installed to supervise tunnel operations.

FCC Ámbito awarded soil decontamination project

FCC Ámbito won a contract for the environmental remediation project at the contaminated plot of land known as “El Hondón” in Cartagena, Murcia. Measuring 108 hectares, the plot is situated in the middle of an area in growing urban expansion.

The project is divided into two phases. The first one involves the determining contami-

nation of the soil, treatability studies, and the subsequent preparation of the decontamination project. This phase will be completed after the project is approved by the competent Government authorities.

The second phase involves the execution of decontamination work where FCC Ámbito

will implement the best available technologies. These include soil cleaning techniques, stabilisation and off-site confinement. Worth 20 million Euro, the project involves 1,200,000 m³ of materials requiring treatment.

Ámbito has more than 20 years' experience in soil decontamination projects. These include the decontamination of the Madrid-Barajas Airport site and the Flix Dam in Tarragona.

All work involved in the project is expected to be completed over a three-year period.



Third major rail contract awarded this year in Romania

The National Rail Company of Romania (CFR) has awarded FCC Construcción, in a joint venture with ALPINE, FCC's Austrian subsidiary, AZVI and STRACO, a third contract valued at 365.8 million Euro to renovate and enhance the railway running between Vintu des Jos and Simeria in Transylvania, Romania.

The rail section, which is part of the IV Pan-European Corridor, is 43 km long and includes the upgrading and revamping of this rail infrastructure to ensure a speed of 160 km/hour throughout its entire length. European Commission funds will fund 85% of the project.

With a total budget of 830 million euro for the three rail projects in Romania, FCC's presence in the country is greatly reinforced.

This new contract award is in addition to the 246 million euro contract awarded to the company last February for the renovation of a 28 km section of railway between Timisoara and Atel and the 29.6 km Atel-Micasasa section awarded in the month of May with a budget of 217.7 million euro. Both sections pertain to the Simeria-Brasov line.

In all, some 830 million Euro will be spent to build more than 100 km of new railway in Transylvania, Romania. All three projects are part of the IV Pan European Corridor and the plans to expand the Trans-European Infrastructure Network from Nuremberg and Dresden to Prague, Bratislava and from Budapest to Bucharest and Constanta.

FCC projects in Romania

FCC has had a constant presence in this country since 2004, where it participates in the development of the country's infrastructure.

In recent years, FCC has renovated more than 150 km of national highways and 50 km of motorways and has undertaken singular projects such as the Basarab and Otopeni cable-stayed bridges in Bucharest. FCC is currently participating in the construction of a new underground line in Bucharest and the Constanta by-pass.



Aqualia awarded end-to-end water management contract in Barbate

The local authorities of Barbate, in a project put out to tender, awarded Aqualia a management contract which will be in force until 2037 and is worth 78.7 million Euro, for the municipal water service.

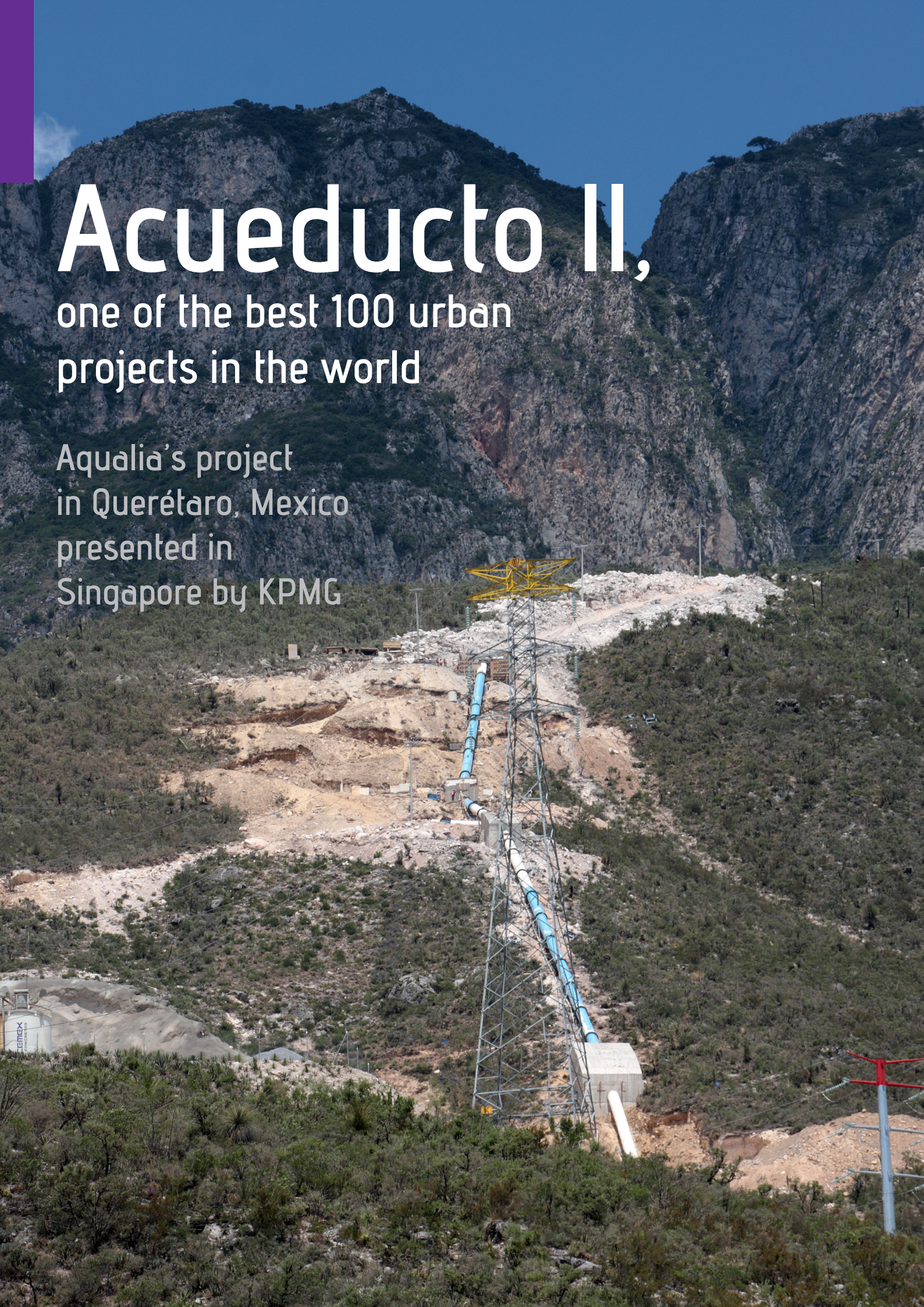
Aqualia will implement several technical upgrades, including a remote control system that will make it possible to monitor and control the municipal water service installations; the upgrading of valves; installation of

meters for optimal control of consumption; segmentation of the network to prevent the suspension of water supply in major parts of the city in the event of incidences by dividing the supply network into different sections, and the creation of a digital map of the networks.

A primarily fishing town and famous for its tuna fish, Barbate attracts a large number of tourists who visit its beaches, such as those in Zahara de los Atunes and Los Caños de Meca.

Acueducto II, one of the best 100 urban projects in the world

Aqualia's project
in Querétaro, Mexico
presented in
Singapore by KPMG





KPMG selected the Aqueduct II project, built by Aqualia in Querétaro, Mexico, as one of the 100 most relevant projects of the year. The audit firm included the project in its yearbook presented in Singapore at the World Cities Summit.

This publication, a reference in water, renewable energies, transport, and school infrastructures selects the best projects. An independent panel of judges chooses the best projects among the hundreds of entries submitted each year from all parts of the world. Among the aspects considered, they assess the project's size, complexity, innovation, and impact on the community.

In the previous edition, KPMG included projects such as the enlargement of the Panama Canal, King Abdullah Science and Technology University in Saudi Arabia, a new

refinery in South Africa, and the high-speed railways in Brazil.

The Aqueduct II project in Querétaro is the largest infrastructure built in this country since 1738. The construction and 20-year management concession for this project, in which FCC, Aqualia, and Aqualia Infraestructuras participated, delivers water supply to a population of more than 700,000 in the metropolitan area of Querétaro.

The complex project collects water from the "El Infiernillo" springs in the Montezuma river at the northeast border of the states of Querétaro and Hidalgo. It also includes the following: the construction of a 16,000 m³ capacity dam, 11 meters tall, 80 metres at the crown; two pumping plants to even out the 1,250 metres difference in height over a distance of 27 kilometres; a 2,840 metre long tunnel across a mountainous stretch; a potable water treatment plant with a nominal capacity of 1,500 l/second; and a 101 metre long duct leading down to 5 storage tanks and delivering a volume of 50,000m³ of water.

“ The largest water infrastructure in Mexico since 1738, supplying drinking water to a population of more than 700,000 ”

People

Emilio, an example of optimism



“An improvised video of his musical show in front of a school revolutionised the social networks”

”

Emilio Cuartero, a colleague working for the waste collection area at Parque de Manoteras (Madrid) has played a leading role in one of the year's most optimistic stories. For the past two and a half years, Emilio has been making school children happy with the “Bob Sponge Show”.

In these difficult times, his case is a real example of optimism, as expressed by this FCC employee: It is a gesture that makes us forget the current difficulties and brings us joy for a few moments”. As Manuel Vicent, the author from Valencia has said, “optimism is a source of wealth”.

Once upon a time ...

Every story has a beginning. One day someone uploaded a video in YouTube that became a hit in just a few days and was one of the most viewed video at this website. The protagonist is a young, happy and optimistic fellow and the players are joyful children.

Our protagonist never thought that this action would have such an impact. At first, he felt a bit overwhelmed but now he is more relaxed and, most importantly, very pleased to have made children happy and to have received the support of FCC and those who watched the video.

Many parents remarked on the website that they were thrilled when they saw the video,

something that has filled Emilio with pride. “Now, all I can say is that I am very pleased and knowing that this made the children happy made all the effort worthwhile”, he said.

His colleagues have told him not to change, to stay the same, and to continue working, enjoying, and doing good deeds.

His boss has shown his support from the very beginning. “I have been congratulated for this and all they told me is to remain as I am and to continue entertaining the children”.

Bringing joy to children

Here, it is not necessary to pronounce the classical phrases from the world of entertainment, such as “ladies and gentlemen ..., or welcome to the biggest show on earth and discover the magic of the circus”. Emilio comes on the stage and his public, as in any other show, is anxiously waiting.



PARAP
MOTO
AP



In the centre, leaning against the truck and surrounded by his colleagues, Emilio Cuartero; on his left, Ángel Garcillán, the general supervisor and head of the Manóteras and La Resina waste collection park; on his right, Rafael Melendo, deputy-supervisor at Manóteras Park.

“ Emilio is
a symbol of joy
for children
”

It's great to see how much they enjoy it

In his daily work routine, Emilio passes every day in front of a school in Madrid's new neighbourhood, Las Tablas. The children wait for him and as soon as they hear the noise of the waste collection truck, they run to the fence and wait impatiently for the greetings and song of Bob Sponge that Emilio dedicates to them and that they all sing in chorus.

“I've noticed that if I miss a day, when I go back again and they see the truck they come looking for me with more expectation than on other days, it's really great to see how much they enjoy it”, he told us.

Emilio believes that he is spontaneous and a joker and that this could be the reason why he began to organize his Bob Sponge show in front of the fence of the school in Las Tablas.

He said that it all started spontaneously when he realised that the children were attracted by the waste collection truck. “One day”, he said, it occurred to me to say hello to them and they all answered. I did this the next day a couple of times and, again, they continued to answer back”.

He continued doing this, greeting them and mimicking the heroes of his childhood, the

clowns Fofó and Miliki. The children became even more enthusiastic until it occurred to him one day to sing them a song from his 7-year old daughter Paula's favourite cartoons, Bob Sponge. “I saw that the children responded, were having fun, that they were happy, and I kept on doing it”.

Emilio was happy from the start, “when I saw the way that they responded, I was really pleased and proud of making them happy”.

Like in the film, “Life is beautiful”, that makes us wonder about the real meaning of life and the importance of little things, Emilio has managed to make thousands of people smile thanks to his small but brilliant initiative. We should never forget that happiness is found in minor things.

Solidarity Work at the “Las Marinas” waste recycling plant in Levante II

It was after the Administration Department of the “Las Marinas” (Levante II) plant learned about what was being done at other FCC offices and departments that the idea of joining this solidarity initiative came up.

As an integral part of a sorting plant, the need to recover recyclable materials such as plastics, is very obvious, even though the greatest incentive for collaborating in this project was to help others in need.

FCC Levante II management gave its full support to this initiative from the very start



and it has been very welcomed by the staff. In fact, after only two months, more than 200 kilograms of plastic caps have been collected.

It is expected that more and more company workers will join this initiative since the small amounts contributed by each worker can add up to tons of help for people in need.

“ One objective: collect funds to be able to finance the first year of research to find a cure for Ataxia-Telangiectasia ”



Committed

The collaborating FCC offices in Madrid collected 500 kilograms of caps.

Besides the financial objective, two additional benefits were achieved:

- This particular disease became known to the public who were able to become aware of the problem of rare diseases and the lack of existing funds for its research and treatment.
- An unprecedented solidarity movement was born. People of all ages, companies, associations, groups and institutions have all joined efforts to collect plastic caps to help a minority that is experiencing problems.

Pedro José Cifuentes Rosso, receives a prize for his eco-efficient, sustainable, and responsible project

PARJAP Magazine gives him an honourable mention for his article: “New plague affecting Ficus trees: *Macrohomotoma Gladiata* and its biological control with *Anthocoris nemoralis*”.

The Spanish Association of Public Parks and Gardens celebrated its 24th National Congress in the city of León on 1 June. At the closing ceremony, the prizes granted by this association to the most relevant projects of the year were awarded.

Pedro José Cifuentes Rosso, an Agriculture Technical Engineer and Head of FCC Medio Ambiente's Parks and Gardens Department in Murcia-Almería, received the award from PARJAP Magazine for his article “New pla-

gue affecting Ficus trees: *Macrohomotoma Gladiata* and its biological control with *Anthocoris nemoralis*”.

The panel of judges which included the country's leading experts chose this text as the second most voted article. The text of minutes mentioned and valued “the novelty and interest of this subject, the development of research, and the author's personal involvement achieved favourable and applicable results”.

Research, conducted over the course of three years at the Parks and Gardens Department of the city of Cartagena, not only identified for the first time a new plague

affecting the city's trees, but also applied a solution to the problem based on eco-efficient, sustainable, and socially responsible initiatives.

Another two prizes

In addition to this award, the author received two additional PARJAP prizes: in 2006 for his article “The Soul of a Tree” and in 2010 for the text entitled “Diagnosis of green zones for Local Agenda 21”.



6th Edition of the FCC Construcción Paddle Tournament

The 6th Edition of the Paddle Tournament organized by a group of employees at the FCC Technical Services department was held on 21 June. Employees from various FCC departments participated at the event which was held at the Somontes Sports Club.

As in every year since 2007, several employees of the Technical Departments in the construction area organized a paddle

tournament which has been growing in the number of participants and is increasingly important within the company.

This year, 35 Group employees and family members participated. All paddle games from the three different categories – Elite,

Premium, and “Simpatía” were played on the same day to facilitate the coordination of the participants.

Once the competition was over, the prizes were given out, all of which were made possible thanks to the collaboration of several entities and, particularly, to the good disposition of the participants.

The organizers of the tournament encourage everyone to participate in next year's 7th edition 2013 of the Paddle Tournament for the sole purpose of having fun and enjoying comradeship that goes beyond strictly professional activities.

Link to the Construcción intranet: <http://fccconet/irj/portal?NavigationTarget=navurl://24b6ccc938b673f6af72ad09eeaa87fa>



Winners of the Eco-Efficiency Awards

share the experience of their trip to New York

The 2nd FCC Eco-efficiency Awards were celebrated in March of this year. Two of the winners, Ignacio Báñez and Antonio Benítez, wanted to share their prize, a trip to New York, with us, and have attached the photographs taken during their trip.

Ignacio and Antonio, with their colleagues Manuel Fernández and Miguel Ángel Ramírez, submitted the project: "Automatic traffic restriction system for improving air quality in Madrid", which won the prize in the category "Prize for the best idea or project that improve the lives of citizens" in this II edition of the awards.

One of FCC's key objectives is for eco-efficiency to become a trademark of the company. These prizes are an international initiative which aims to reward ideas or actions carried out by the employees of the Citizen Services Group in any part of the world.



.A.S.A. employees participate in the "Major Cleaning up of Serbia"

As in previous years, .A.S.A. and its employees participated in the "Major Cleaning up of Serbia" program in the North Banato, Branicevo, Sumadija, and Pomoravlje regions, where the company carries out waste collection and removal services. A total of 34 tons of waste were collected.

In Kikinda, the company transported nine tons of waste from urban and suburban areas to the landfill site. The Vrbak landfill site eliminated 15 tons of waste: four tons from Despotovac; seven from Lapovo, and five from Batocina. Ten tons were collected in the Branicevo region from the towns of Zagubica, Malo Crnice, Zabari and Kucevo. In Zabari, 1,200 bags of recyclable waste, mainly plastic bottles (PET) and paper were collected. Besides the 42 employees

assigned, and the nine trucks and heavy machinery provided to the towns for this campaign, another 39 .A.S.A. employees participated voluntarily in all the Serbian cities where the company operates.

This confirms not only the high level of the Company's social responsibility and willingness to participate in actions in favour of the environment, but also sets a good example to all .A.S.A. personnel to promote the development of individual philanthropy.



Social Responsibility

Álvarez de Mon,
Fernando Ruiz, Victoria
Olivar, Jesús Rivasés,
Miguel Hernanz San Juan
and Estrella Pérez,
were guest-speakers in
May, June and July



Fridays at the Retirement Home

FCC Volunteers, in collaboration with the Esther Koplowitz Foundation, and as part of the 3rd conference cycle known as “Fridays at the Retirement Home” organized different activities in May, June, and July at

the different retirement homes in Collado Villalba (Madrid), Barcelona, and Valencia.

At the Nuestra Casa de Collado Villalba Retirement Home, IESE professor Santiago Álvarez de Mon gave a speech on “The art of living” and Fernando Ruiz, chairman of Deloitte gave a conference on “The art of bullfighting: Part of our History” coinciding with the San Isidro holidays.

At the end of May, “FCC Volunteers” enjoyed the visit of Salvador Victoria Bolívar, Secretary of Social Affairs of the Madrid Autonomous Community who spoke on “Inter-generational Relations between grandparents and grandchildren”.

In June, the participants included Jesús Rivasés, the editor of the magazine Tiempo who shared his vision on the current economic situation from an optimistic standpoint; Miguel Hernanz Sanjuan, managing director of the FCC Group Internal Audit

Nostra Casa de Fort Pienc, Barcelona Retirement Home

One of the activities carried out in Barcelona during these months was the gardening workshop at the home which, because of its length, was divided into four days. In the first one, starting on 3 May, the residents were taught basic gardening and were introduced to the “micro-vegetable patch”, learning to plant tomatoes, lettuce and basil in earthenware pots, and to work with substrate.

On the second day, the workshop focused on interior and exterior plants. Residents, family members, works, and volunteers leaned about the great variety of gardens and about the diversity, ne-

eds, characteristics, and peculiarities of different plants.

Interior gardening was discussed on the third day and, on the last day, 7 July, the workshop was closed after going over the subjects taught on during the entire cycle.

The workshop was supervised by our colleagues, Humberto Blanco Mata, Technical Agriculture Engineer, and specialists from FCC’s Garden Department in Catalonia.



retirement Home

Department who focused on classic Greek-Roman history in his presentation on "The influence of history on our lives".

The conference cycle at the Collado Villalba home concluded with the presence of Estrella Pérez, a volunteer at the National Romanticism Museum, who, in a virtual visit, took the audience to the halls at the museum, taking them back to the nineteenth century and the reign of Queen Isabel II of Spain.

Besides these activities, yoga, table games, creative painting workshops, film forums, and birthday parties were organized at the Collado Villalba Retirement Home.

La Nostra Casa, Valencia

During these months, coral workshops, table soccer competitions, relaxing workshops and birthday parties were organized at the Valencia retirement home. As in previous years, Javier Aranda Ortega accompanied the "La Nostra Casa" residents to the traditional visit to Valencia's airport.

"FCC Volunteers", in collaboration with the Esther Koplowitz Foundation, organized the first edition of the "Summer at the Residence" concerts in July, which was inaugurated with the performance by the singer José Luis Pardo.

Montería, México implements its Climate Change plan

Proactiva Medio Ambiente launches its “CARBON LAC Ciudades” tool



“ Proactiva Medio Ambiente’s function was that of the technical expert that collaborated with the city of Montería in preparing an inventory of Greenhouse Gas Emissions and its Climate Plan

”

Proactiva Medio Ambiente has become a decisive partner of Latin American cities in their fight against climate change.

In fact, an increasingly number of Latin American cities are committed to becoming “Sustainable Cities”, an opportunity for focusing on low carbon development and introducing new management technologies for their services while, at the same time, a benchmark to compete with other

The Carbon Footprint

Based on the methodologies contemplated in the 2006 Guidelines of the Intergovernmental Panel on Climate Change (IPCC), the greenhouse gas emissions of the city were calculated, taking the year 2009 as a reference, and analysing the main sectors and activities of the city.

These calculations delivered a result of 1,239,247.94 tons of carbon dioxide equivalent (CO₂eq) distributed among the energy and agriculture, forestry and land use (AFOLU) sectors and waste.

AFOLU was shown to be the sector that contributed the greatest CO₂eq emissions, 73.3% (908,352.91) of the city’s total emissions, explained by the agriculture and livestock vocation in this municipality.

The energy sector came in second, generating 18.90% of total emissions (234,276.87 tons) with the waste sector contributing the remaining 7.8% (96,618.16 tons).



cities and to attract entrepreneurs, private investments, and public resources focused on local development.

In this context, the Climate Change Plans represent a strategic framework for sustainable urban planning and development. Montería is one of the Latin American cities to have adopted a local plan to mitigate the effects and adapt to climate change.

Montería Master Plan for Climate Change

Following the execution of the Mexican Compact, an agreement among mayors pursuant to which 150 cities expressed

Proactiva Medio Ambiente: The city's strategic partner

Proactiva Medio Ambiente was the technical expert that collaborated with the local authorities in calculating the carbon footprint throughout the city (Inventory of Greenhouse Gas Emissions) and in analysing the challenges and vulnerabilities and the definition of the measures contemplated in the Climate Plan.

To carry this out, Proactiva Medio Ambiente contributed the "Carbon LAC ciudades" tool, launched in 2011, and adapted to Latin American cities to calculate greenhouse gas emissions.





their commitment to reduce greenhouse gas emissions, Montería launched its project “Montería Green City 2019”.

As part of this project, the township's carbon footprint was calculated according to the 2006 Guidelines of the Intergovernmental Panel on Climate Change (IPCC, Spanish acronym) and the implementation of the City's Climate Change Master Plan consisting of 15 challenges and 26 measures aimed at reducing greenhouse gas emissions in the management of urban services, introducing clean technologies, promoting the preservation of natural resources, and anticipating risks.

This is a comprehensive vision of the city, with a transversal focus contemplating several measures, including the development of projects in urban transport, management of solid waste, stormwater discharge systems, and sanitation sewage networks.

The challenges faced by the city

Thanks to the cross-analysis of the Carbon Footprint results and of the main challenges identified by various members of the community, 26 comprehensive measures were defined and integrated in the Climate Change Master Plan. These include current projects analysed from the standpoint of climate change, as well as new projects to be developed and executed over a 10-year horizon.

Urban mobility, sustainability in the livestock industry, and stormwater drainages were among the most urgent challenges which the local government will tackle by implementing specific measures. The city will also give priority to other critical sectors to achieve a locally sustainable model contemplating the end-to-end handling of urban waste, energy efficiency, rural sewage systems, and measures to help populations facing risks.

The city's mayor stated: “The ‘Montería, Green City 2019 Project’ has enabled us to detect opportunities so that we can focus over the next ten years on sustainable, low-carbon, environmentally-friendly development that ensures the quality of life of our community. This initiative gives us the opportunity for introducing clean technologies and technical innovations in the management of our urban services and to consolidate our urban policies and reinforce the physical infrastructure of our city”.

Carbon footprint, a key indicator of companies' performance

British Standards Institution (BSI) held a new edition in Bilbao, Madrid, and Barcelona, of the seminar for launching the internationally recognised PAS 2050 and PAS 2060 standards for management, verification, and neutralisation of the carbon footprint.

Several experts and environmental managers attended the seminar to discuss carbon footprint management in companies, institutions, and other organisations, complying with business objectives and achieving other competitive advantages.

Catherine Milhau, the manager of FCC Medio Ambiente's Coordination and Development Department attended the seminar held in Madrid.

Companies such as FCC, Bankinter, Factor CO2, OBSA, Low CO², ITENE and AEGRE submitted several practical cases on their strategies for reducing greenhouse gas emissions and debated over the challenges and opportunities of verifying and reducing the carbon footprint.

.A.S.A. in Gyál (Hungary) awarded title of "Energy Conscious Company"

.A.S.A. Magyarország Ltd. Obtained the "2012 Energy Conscious Company" title granted to companies participating in the Virtual Power Plant program which aims to publish the energy-efficiency achievements of companies.

Companies such as .A.S.A. that participate in this project are committed to energy efficiency and the protection of the environment, achieving greater efficiency in the company's normal activities, such as creating a gas plant using landfill waste for heating and hot water in office buildings.

Commitment

A.S.A.'s commitment contemplates an energy efficiency tests and plans for improving efficiency, ensuring the necessary resources to achieve this goal and encouraging personnel to participate actively in the program.





In the photo, representatives of Oviedo's association of "Women on an Equal Basis".

Aqualia celebrates World Environment Day

Educational activities were organized in Oviedo, Vigo, Alcalá de Henares and Valdepeñas to encourage the involvement of the community

Coinciding with the celebration of World Environment Day, Aqualia collaborated with the activities organized by the town councils, organizations and associations to encourage the community to become involved in environmental conservation and improvement so as to be able to achieve a more sustainable community.

Under the slogan, "Water is not to be played with", schoolchildren in Vigo were able to learn, in a fun way, about the end-to-end water cycle and to become aware of the importance of making responsible use of this resource. Students were able pass different tests and questions on water related issues by playing on a giant board until reaching the target.

In addition to the game, a theatre group performed for the students. At the end of the seminar, Abel Caballero, the mayor of Vigo, accompanied by José Luis García, manager of Aqualia's branch office in Galicia and José María Ardoy, the manager of the department, gave out the prizes to the winners.

Children also played the leading role in Calella, Barcelona where third and fourth

graders were able to learn in great detail the treatments included in the end-to-end water cycle thanks to a presentation made by Jesús Coma, head of the branch office in this city.

In Oviedo, representatives of "Women on an Equal Basis", accompanied by Inmaculada González, head of the Water and Sanitation department at Oviedo City Hall, Alfonso Tomás, manager of the Department, and Noemí García, head of Aqualia's Laboratory Quality, visited the facilities of the analysis laboratory to learn about the equipment and its functioning.

Activities were also organized in Alcalá de Henares (Madrid) and Valdepeñas, Ciudad Real.

Well-being



FCC wins award for its Strategic Road Safety Plan

“FCC won a prize at the contest organized by Actualidad Económica magazine “The best 100 ideas of the year” in the Corporate Social Responsibility category for its project: 2010-2015 Strategic Road Safety Plan”.

The “Best Ideas of the Year” awards are given out each year by the magazine Actualidad Económica. The objective is to reward the best 100 most innovative ideas in different categories that stood out in 2011 thanks to their originality and quality.

FCC, in its commitment for constant improvement and in keeping with its Citizen Services and Employee Services policy, reacted to the social and labour problem posed by traffic accidents, deciding to implement a road safety culture throughout the organization by means of its 2010-2015 Strategic Road Safety Plan.

This strategic plan is a gradual internationalisation project. FCC's objective is to reach the more than 92,000 employees working in all parts of the world and thanks to its appropriate dissemination, it could have a direct impact on 200,000 people (clients, suppliers, and workers' family members). It will also have a great impact on FCC's fleet of more than 21,500 owned vehicles.



Certificate of FCC's adoption of the Road Safety Plan; the measures envisaged in the plan will be implemented.

Prevention of occupational hazards

FCC unveils its program to prevent the consumption of alcohol and drugs at the work place as a good practice in the 10th International Congress

The FCC Group participated as a speaker at the International Congress on the Prevention of Occupational Hazards that was held in Bilbao from 23 to 25 May, and organized by the National Institute of Safety and Hygiene at the Workplace (INSHT, Spanish acronym).

Represented by the Catalonia II Branch Office through Ana Puigdomenech, the company unveiled its Alcohol and/or Drugs at the Workplace Prevention Program – available at the INSHT website for encouraging healthy habits – as a good work environment practice.

The theme of the workshop was to promote health at the work place as an efficient instrument for improving productivity and reducing social and medical costs.

The objective of the program is to disseminate good practices at the work place that redound in safety and health by encouraging these practices. In recent years, measures to promote health at the work place have increased and there is cleared evidence that these measures have had an impact on health and the quality of life of workers as well as on productivity and the quality of products and services.

The company's competitiveness and sustainability and cost savings in relation to bad health, as shown by studies conducted in several countries in Europe and in the United States, Australia, and Canada, could be reinforced by implementing programs encouraging healthy habits at companies.

This evidence, increasingly more solid, should not be overlooked by companies, particularly if they aspire to be sustainable

and competitive. Achieving the objective defined by the European Network for the Promotion of Health at the Work Place, known as "Healthy Workers at Healthy Companies" can be done gradually, ensuring that measures are in line with the company's level of commitment and available resources.

For the implementation and execution of a program to promote health at the work place, everyone's participation is essential, as indicated by the Declaration of Luxembourg. This requires the commitment of workers and their representatives, management, and middle management.

Participation in the Annual Safety Seminar & Expo in Panama

On 8 May, invited by the Authority of the Panama Canal, Juan Carlos Sáez de Rus, the Corporate Director of FCC Safety and Health, participated at the 2nd Annual Safety Seminar & Expo, giving a speech on "Leadership, transparency, and work conditions". Following his presentation, Sáez de Rus showed a new corporate video reflecting FCC's new principles which was applauded by all who were present at the event.

The seminar was held under the slogan "Excellent Safety Management at the Executive Level".



Aqualia's POH Plan 2012

The objective of prevention of occupational hazards is to ensure the safety of its workers



The Company has set out its risk prevention priorities in the report “Safety Objectives and Measures for 2012



The premise behind the Prevention of Occupational Hazards (POH) Plan for 2012 that Aqualia has been developing since the beginning of the year is to ensure the safety and health of its workers and subcontractors. This objective is totally aligned to the FCC Corporate Social Responsibility strategy.

In preparing this plan, the Safety and Health Department analysed the results of the initiatives carried out in 2011. Based on the aspects subject to improvement that were detected, Aqualia focused its efforts on several of these, the most important one being the reduction of accidents particularly in sectors or situations where with the highest rates.

At the same time, the Safety and Health department plans to incorporate prevention in all production lines, securing the OHSAS certificates for all international activities. Another aspect foreseen in Plan 2012 is the

implementation of the measures foreseen in the FCC Road Safety Plan.

To achieve these objectives, the Safety and Health department is intensifying its communications policy which includes several initiatives, including prizes for Occupational Hazard Prevention in Aqualia. Further information on this initiative will be provided in the coming weeks

http://fccnet2/aqualia/prl/premios_preencion.asp



PREMIOS DE PREVENCIÓN 2012

aqualiaPRL
Prevención
de Riesgos Laborales

Benefits of a healthy and balanced diet

The food habits of culturally developed societies such as ours has evolved from the traditional Mediterranean diet to diets originating in northern Europe, characterized by the greater contribution of animal fat to the total caloric intake instead of complex hydrocarbons and vegetable fibre. Moreover,

because of the increasing consumption of pre-cooked rather than fresh food and the habit of eating outside rather than at home, we are shifting away from the traditional and healthier Mediterranean diet.

According to a study of Spanish society relating to obesity in Spain, two out of three individuals are overweight and one out of six are obese.

In the past 40 years, food habits in Spain have shifted away from a healthy diet. At present, 61% of the caloric intake of Spaniards is from highly processed foods and 71% of them can be classified as leading a sedentary life.

The food pyramid

The food pyramid shows the proportion and the frequency of foods in our diet. The foods at the bottom of the pyramid (carbohydrates, fruits and vegetables) are the ones that should be eaten more often.

The way we serve and prepare food should not be monotonous and these dishes should be delicious and served attractively.

Candy, buns, sugary beverages, and others should be consumed on exceptional occasions rather than on a normal basis. As a preference, we should use olive oil. The total amount of food to be consumed depends on each person and their characteristics. These recommendations are for healthy people.

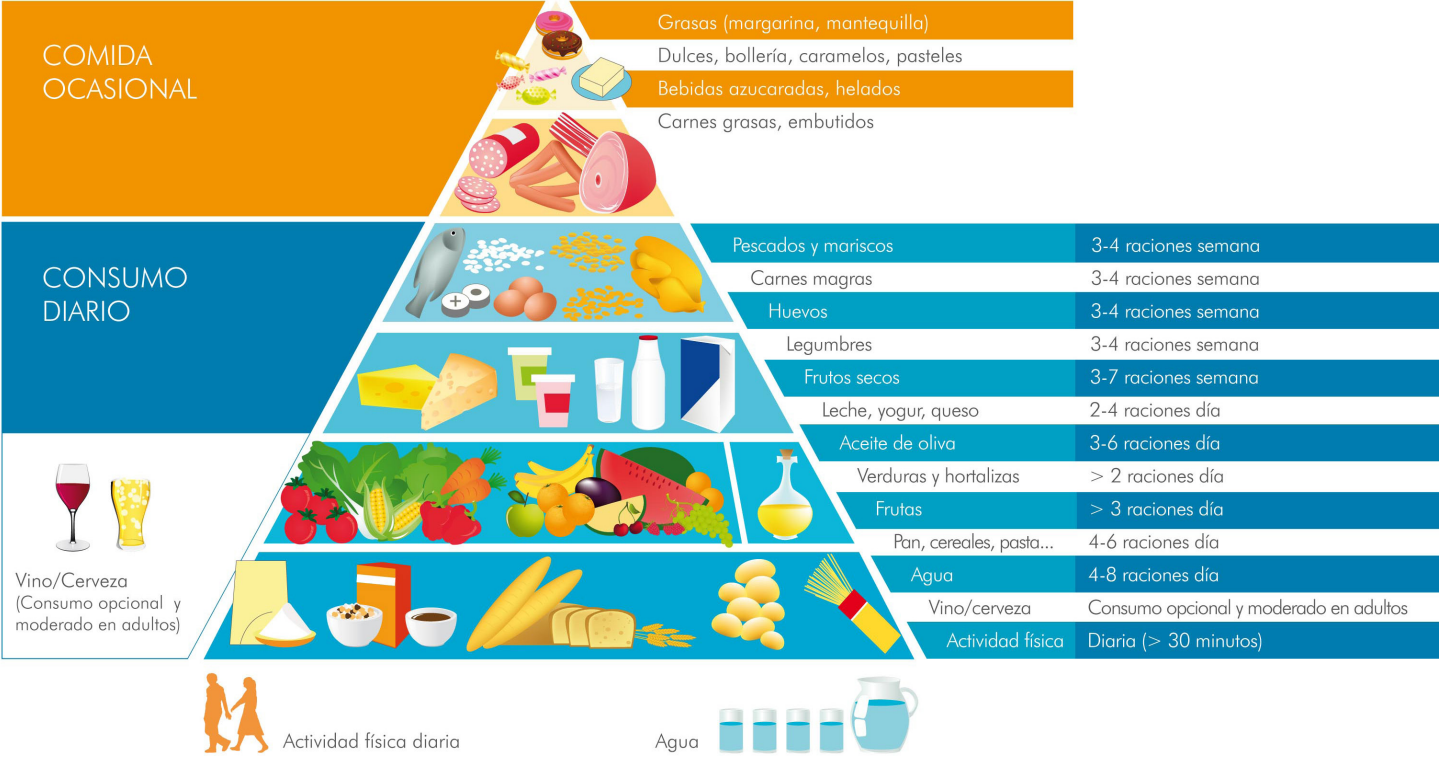
The seven groups of foods are as follow:

Group 1: Milk and dairy products. Plastic function. Contribute to the formation and maintenance of various structures of our organism. These are protein-rich foods and their caloric power depends on the amount of grease that comes with the proteins.

Group 2: Meat, fish, and eggs. Plastic function. Include protein with a high biological content, iron and B vitamins. The protein in beef is just as necessary as that of fish although the latter is considered healthier because it is rich in Omega 3 fats. Eggs are also rich in essential nutrients.

Group 3: Potatoes, legumes, dry fruits. Plastic and energy function. Contribute a high amount of energy thanks to their carbohydrate content. Legumes contribute vegetable proteins and a high biological and fibre content. Dry fruits contribute monosaturated and polysaturated fats as well as B vitamins.

Group 4: Vegetables and green vegetables **Regulating function.** The Spanish Food Code indicates that vegetables are any type of edible herbaceous plant that can be served raw or cooked whereas green vegetables are the green parts (leaves, stems, flowers). They contribute a large amount of vitamins, minerals, and oligoelements, fibre (particularly soluble fibre) in addition to a high percentage of water, few calories because of the low proportion of carbohydrates, proteins, and fat.



The objective of this article is to provide information on a balanced, varied, and healthy diet, such as the Mediterranean one, by detailing what is known as the food pyramid.

Causes of obesity

According to the World Health Organization (WHO), sedentary lifestyles and fat-rich

diets are the two main reasons for the increase in the rate of cardiovascular diseases, diabetes, obesity, and certain types of cancer in current society.

In Spain, although there has been a growing trend in the consumption of fruits, there has been a slight reduction in the consumption of vegetables, a sharp drop in cereals, a slight increase in the consumption of olive oil, milk and dairy products, fish, seafood, and a drop in the consumption of wine, liqueurs, and beer and a significant increase



- Group 5: Fruits. Regulating function.** The importance of fruit in the diet is similar to the foods included in Group 4 (vegetables and green vegetables). Fruits are rich in saccharose, fructose, and glucose sugar but have few calories.
- Group 6: Cereals and derivatives, sugar and sweets.** Energy function. The carbohydrates contained in cereals are richer in calories (the more dense and nutritional cereals, which are richer than other sources of carbohydrates). Cereals are also a good source of the B vitamins.
- Group 7: Fats, oil, and butter.** Energy function. Calories should come from this group as well as the previous one because of the different elements contained in each of these groups. This group is rich in lyposoluble vitamins.

in meat consumption. Overall, the number of calories from animal origin has doubled in Spain over the past few years.

These data are cause for concern since the shift from the Mediterranean diet could be one of the factors associated with higher rates of obesity, cardiovascular diseases, and diabetes.

A balanced diet

A balanced diet implies eating a variety of foods adapted to our needs and personal conditions. Eating a balanced diet does not mean eating a large amount of food, since quantity is just as important as quality. Variety is the ideal approach from the standpoint of wellbeing, enabling us to enjoy a wealth of flavours, tastes, smells, and aromas. In fact, eating and drinking is part of the joy of living and gastronomy is not in any way in conflict with diet recommendations or healthy eating habits.

Food preparation should be simple: boiled, grilled, steam, raw salads and stews.

Conclusion:

In short, if we follow the recommendations in this guide we will be eating better and will taking any unnecessary risks, all of which will benefit our quality of life and our current and future health. It will also help us to learn more about food and make us autonomous and responsible for our own nutrition.

The Mediterranean diet available to us every day in Spain is undoubtedly, a rich, varied, and healthy eating habit.

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Classification of food groups

Each of the food groups is classified as: plastic or forming foods; energy foods, and regulating food. The first ones provide essential substances for the formation and conservation of our physical structure. Energy foods, as the name implies, provide energy; regulating food are those that are essential for our metabolism thanks to their vitamins, minerals and fibres.

It is also important to take into account the amount of energy in each of the food groups. Carbohydrates should contribu-

te more than 55% of total energy value; fats between 20 and 35%; and proteins between 10 and 15%. It is also important to consider the distribution of the energy sources during the day. Breakfast should contribute about 20% of the total energy each day, a mid-morning snack about 10%, lunch about 30 to 35%, the afternoon snack about 10 to 15% and dinner between 25 and 30%.





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Somos agua de principio a fin.

En FCC llevamos más de 100 años aplicando conocimiento, innovación y capacidad técnica para prestar un servicio inteligente, como el que ofrece **aqualia** a más de 28 millones de personas en todo el mundo, en la gestión de servicios públicos del agua.

Lo estamos haciendo juntos.

Knowledge

Intelligence in the commercial water cycle

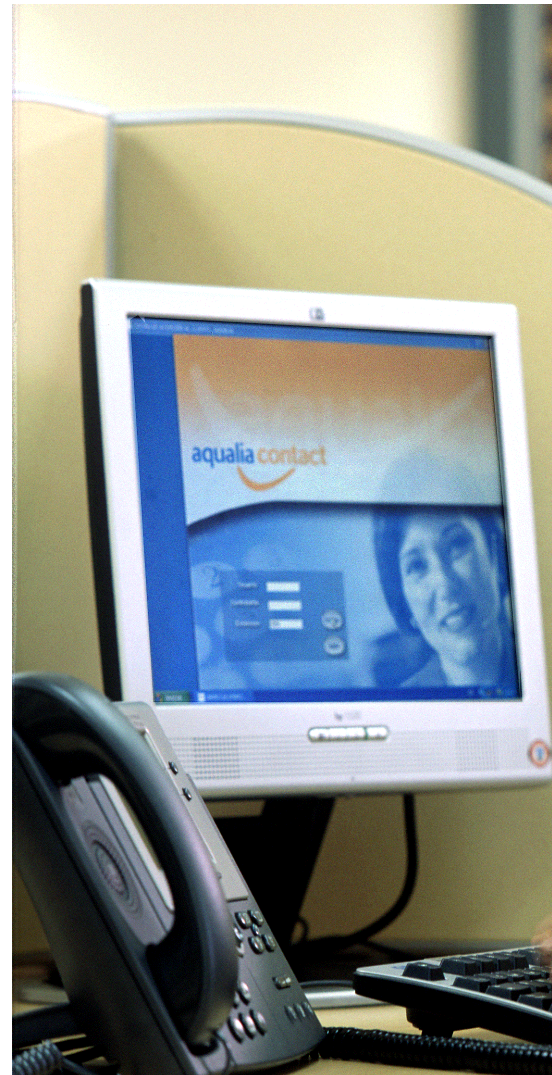
One of the characteristics of utility companies is that their activity is carried out directly for the final user who must receive the services provided by these companies as best as possible and without interruptions or failures. Commercial management at these types of companies is not an easy task and implies a large capacity to work with large

magnitudes. In the case of Aqualia this is even more the case since the company is, according to the publication Global Water Intelligence (GWI) the third ranking water company worldwide, providing services to more than 28 million users who, in terms of clients, imply more than three million. The company's client-focus is one of its core pillars and, as such, innovation in commercial processes is one of its most important priorities.

“Aqualia is the third leading water company worldwide, providing services to more than 28 million users”

The client management process begins once water is supplied and the water meters are read. Water consumption is then invoiced and the collection process begins. Direct contact with the client does not end there and is maintained throughout the entire process.

Aqualia is implementing different information and communication technologies to ensure a more efficient, easy and hassle-free commercial process for the user.





Ongoing control

Water meters are basic tools for measuring the amount of water consumed. The entire commercial process depends on its proper functioning and this is the reason behind the many efforts made to select the best brands and models available in the market.

Aqualia employs a group of experts in meters and consumption that coordinate and execute the procurement quality controls at the source, that is, at the factories of the different meter suppliers where the performance of the meters is verified as well as other related aspects. According to Eduardo Cienfuegos, member of the Meters Working Group, “constant control of the company’s meter park is essential for en-

ensuring the reliability of the consumption that is recorded”.

Aqualia also has its own testing laboratories (Salamanca, Almería, and Tarancón (Cuenca)) where it constantly checks the various meter models in the market, selecting the meters according to the different types of water, service terms and conditions, and the different types of consumers. According to Cienfuegos, this thorough control helps the company “make the most efficient decisions when choosing among the various types of meter models”.








horario atención al público: de 9:00 a 18:00 h

CI COMPAS DEL CONVENTO. 11
 ROTA
 11535 CADZ
 11021 1815
 SERVICIO MUNICIPAL DE AGUA DE ROTA

DOCUMENTO: 1821120/P003736
 Fecha de emisión: 13/04/2012
 N° CONTRATO: 181855

TOMAROS VICENTE MARIA JOSEA
 ALJANGARA 4
 11535 ROTA-CADZ

HISTORIAL DE CONSUMOS



CONSUMO MEDIO DIARIO: 0,567 m³
 PÍEOTE MEDIO DIARIO: 0,55 €

DESGLOSE POR BLOQUES

CUOTA CONSUMO AGUA

Blt	Limite	m³	Euro/m³	Importe	Blt	Limite	m³	Euro/m³	Importe
1	25	25	0,4700	11,75					
2	34	9	0,5300	4,77					

Iguales gestión integral del agua, S.A. / A3601992 / Factura N.º: 1821120/P0037367 CI Compas del Convento, 11 11535 - ROTA (Cádiz)

CONCEPTOS FACTURADOS

CUOTA CONSUMO AGUA	14	Importe	5,14 IVA	Tipo IVA	Base Imponible	Importe IVA	Importe Total
CUOTA RIPA AGUA	4,11	6,80	8,00	620%	2,35	1,92	23,87
C.RIPA Canon Auténtica Depuración	2,90	8,00					
C.VARIABLE Canon Auténtica Depuración	3	1,50	8,00				
TOTAL FACTURA					23,95	1,92	25,87

ARENESA / A115856 / Factura N.º: 1821120/P0034418

CONCEPTOS FACTURADOS

ARENESA / A115856 / Factura N.º: 1821120/P0034418	14	Importe	5,14 IVA	Tipo IVA	Base Imponible	Importe IVA	Importe Total
CANON RIPA VARIABLE I	3	245	8,00	620%	6,43	0,51	6,94
CANON RIPA VARIABLE I		0,99	8,00				
CUOTA TRATADO	3	2,39	8,00				
CANON RIPA VARIABLE II	3	0,39	8,00				
CANON RIPA VARIABLE II		0,06	8,00				
TOTAL FACTURA					6,43	0,51	6,94

TOTAL A PAGAR: 32,81 €



Este factura se ha emitido por su cargo en la cuenta n.º 59 / 40100000 del Banco DEUTSCHE BANK SAE
 Sencel 3710

Electronic invoice

The figures further down the client service chain, in the billing process, are overwhelming since Aqualia sends more than thirteen million invoices every year to its clients. Improvements are also being implemented in this phase. One of these is the electronic or the e-invoice. Aqualia is already issuing over 360,000 e-invoices each year. To receive these invoices, all the client has to do is call the Customer Service Department at Aqualia or request it online. The advantages of these invoices in comparison with the traditional ones are many: greater security, speed, and the certainty that these are sent, as well as greater confidentiality, easier filing and checking, since the recipient always receives the original documents. The e-invoice also contributes to sustainability since it is not necessary to produce 1,000 kilograms of white that requires the consumption of 100,000 litres of water and creates 1,700 km of CO₂ emissions to air.



Aqualia's customer service department is currently completing an R+D project aimed at major clients; those who consume the largest amounts of water. Starting in 2013, the company's 1,230 major clients will be able to use an online service for checking the meter readings, consumption, and perform service so that they can know the meter readings and consumptions and handle all types of procedures. If the results of this project are satisfactory, it could be extended to all types of users.

Central collections platform

Until recently, clients had to wait in line to pay their water bills at the offices. This, however, is no longer the case since Aqualia offers its clients the possibility of making their payments online or by calling the Customer Service Department and pay with their credit cards. These are precisely the two main customer service channels that can be used at any time since both offer the advantage of being open 24 hours a day, 365 days of the year.

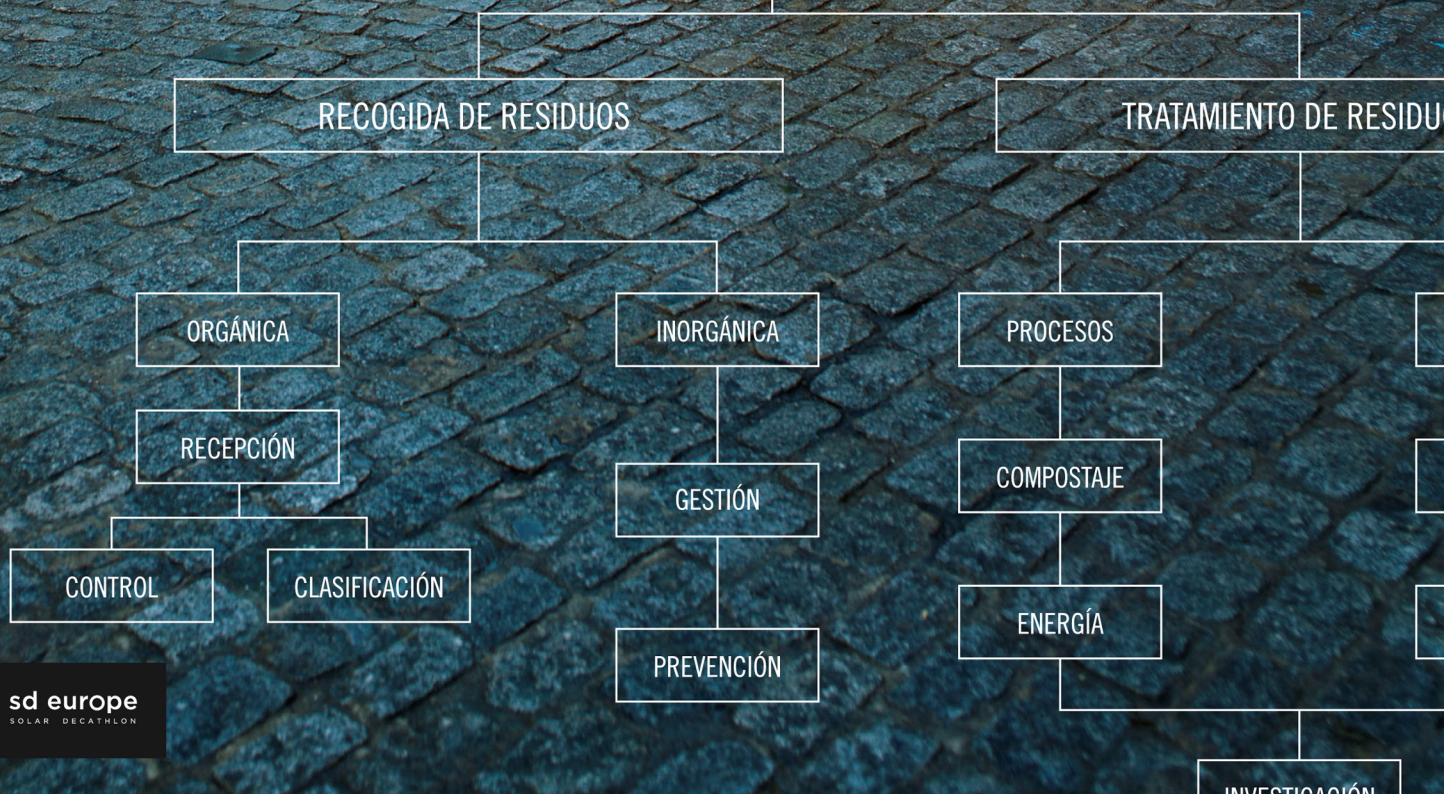
The gradual implementation of these information and communication technologies in the commercial relations with users underscores Aqualia's client focus. The objective of these Smart Services is efficiency in customer services and technology is the lynchpin in this process. Nevertheless, the involvement of citizens is essential since they not only stand to benefit, but can also proactive partners in the search for sustainable efficiency.

NOSOTROS
RECOGEMOS Y
TRATAMOS LOS
RESIDUOS.
TÚ LOS SEPARAS.

LO ESTAMOS
HACIENDO JUNTOS



Infraestructuras | Medioambiente
Gestión del agua | Energías renovables



Guest-column

By: **Álvaro González Rodríguez**

FCC Construcción
Concession Manager

The importance of concession in the development of Spain's infrastructures

Since the middle of the last century, infrastructure concessions have been one of the growth drivers of the Spanish economy. The first one dates back to 1953 when the Guadarrama tunnel (Madrid) concession was awarded. There are currently more than 3,700 km of concessions (90% in operations). The total resources involve amount to 17.86 billion Euros, creating 5,233 direct jobs.

Spanish concession companies are world leaders and export their knowledge and experience to other countries. According to the prestigious magazine Public Works Financing, of the twelve leading companies worldwide, six are Spanish and rank among the top four companies. Globalvía, FCC's concession subsidiary ranks second.

FCC Construcción's role in this business is worth mentioning since it is one of the leading infrastructure developers in the world, has more than 100 years of experience collaborating with the public sector, and for more than two decades has played a leading role in the sector. It manages, directly and indirectly, through Globalvía, 50 concessions worth nearly 10 billion Euros.

During the 60s and early 70s, concession activity played a very important role. Under this scheme, more than 1,500 kilometres

of highways were built. In the absence of a specific regulatory framework, the Law on construction, conservation, and exploitation of highways under a concession scheme came into force in 1972.

At the end of the 70s and early 80s, there were major funding problems due to the oil crisis and this led to a sharp drop in revenue because of less traffic and higher costs. In 1984, as a consequence, the State was forced to recue three highways through the Empresa Nacional de Autopistas (ENA).

This was a key event for the future development of the sector since, combined with the experience accumulated over the years, it gave a boost to infrastructures in Spain.

As a result, since the 90s until 2005, more than 2,200 kilometres of highways were developed and 2.5 million Euros were spent in public services (hospitals, court complexes, etc.).

A relevant milestone was the approval in 2003 of the Law governing the concession contract for public works. The Law on Public Sector Contracts, enacted in 2007, incorporated the main provisions of the 2003 law and increased its scope.

The global economic crisis has had an impact on the sector and has hampered the development of new infrastructure projects mainly because of the difficulties of obtaining funding (80% of investments are financed with borrowings). It has also affected concessions in operations since traffic dropped to unforeseen levels.

If, on top of these problems at the global scale, we add the substantial increase in the cost of internal expropriations, we arrive at situation in the sector with great imbalances in the risk transfer system, which has led to the problems currently affecting nearly ten concessions.

“FCC Construcción
is one of the
leading developers
of infrastructure
concessions”



Because of the past experience, the appetite of investors, and the medium-term situation in the financial market, future concession projects must have a longer maturity process and must be based on realistic market hypotheses.

Technological

Furthermore, risks must be distributed on a more equal basis and some of the risks should not have to be assumed by the concession holder, such as expropriations, funding risks, and the clause on progress (the cost of future technological advances is borne by the concession holder).

The method for resolving disputes, moreover, involves obstacles that make the system inefficient because of the time it takes reach an agreement and the fact that not all disputes are the same, which makes it even more difficult to reach a solution that satisfies all parties and could result in the project's failure.

	Antes de la crisis financiera	Después de la crisis financiera
Número de proyectos licitados al año	15-20	5-10
Número de licitadores por proyecto	10-20	2-4
Tipo de financiación bancaria	Exclusividad, sindicación	Club deal
Márgenes de financiación	< 100 pbs	> 300 pbs
Número de bancos	5-10	3-5
Cierres financieros en plazo	100%	0%
Concesionarias en concurso de acreedores	0	1

The following chart shows the changes brought about by the financial crisis:

The main differences between both periods are:

- A substantial reduction in the number tenders per project.
- The change in the project funding situation.

a) Restrictions and harsher funding conditions: higher financial costs, shorter terms...

b) Less banks participating in Project Finance.

c) The impossibility of submitting bids with guaranteed funding.

- Incorrect risk distribution because certain risks transferred to the concession holder were not considered as such.

In short, this shows that Spain is a global powerhouse in the concession sector, which we must continue to export. Nevertheless, in order to continue doing this, changes in the regulatory framework are required.

FCC commences construction of its solar thermal energy plant in Villena, Alicante

The Villena thermosolar joint venture is in charge of the construction of the thermosolar plant in Villena, Alicante. Formed by FCC Industrial and the Basque company SERIDOM, the joint venture has experience in other similar thermosolar projects. The facilities will employ more than 750 workers.

“The first stone is laid and the first solar field collector is installed at the solar field which will generate 750 jobs

”

FCC takes another step in developing its Energy division. On 23 May, Alberto Fabra, President of the Valencia regional government, and Baldomero Falcones, Chairman of FCC, celebrated the groundbreaking ceremony for the solar thermal energy plant that FCC Group's Energy division is building in the city of Villena, Alicante.

After visiting the site, Baldomero Falcones announced that construction of the new plant would create 750 direct and indirect jobs over the next two years.

The 50 MW solar thermal energy plant will produce 110,000 MWh of electricity per year and its construction entails an investment of 240 million Euros.





“ With 50 Mw of installed capacity, this is the second FCC Energía termosolar plant in Spain ”



Mr Fabra, president of the Valencia Autonomous Community, expressed his gratitude to FCC, the Citizen Services group, for its investment in the region, its firm commitment to alternative energies, and its role in creating jobs.

He also noted that “this first solar thermal plant joins other initiatives implemented by the regional government to promote the use of renewable energies and new technologies, saving and diversification in the energy field.”

Ignacio Martín, manager of the joint venture, pointed out that “this inauguration marks the first step in promoting the project and executing it as best as possible”.

He said that he was certain that “within one year, we will be here again inaugurating a perfectly functioning plant that will encourage the company to develop the renewable energy division, as our chairman has stated, that will be key for the future and for the growth of our company”.

High levels of solar insolation

The solar thermal power plant is located at the southwest edge of the Alhorines Valley, in Villena (Alicante). The area has one of the highest levels of solar insolation in the Va-

Nearly 1000 MW of installed capacity

FCC Energy manages around 1,000 MW of installed capacity at its plants in Great Britain, Central and Eastern Europe and Spain. Outside Spain, the division has two energy-from-waste plants, in Allington and Eastcroft (UK), and is also involved in wind farm development there.

In Spain, the company also manages the 50 MW Palma del Río solar thermal energy plant (Cordoba), and it has 420 MW in wind capacity and 20 MW in photovoltaic capacity.







lencia region, receiving 1,900 kWh/m² per year.

The plant, which will span 230 hectares, is located close to major highways, including the A-31, the N-344, and the CV-656.

Construction is partially affected by two other major infrastructure projects currently under way in the area: the Jumilla-Font de la Figuera section of the A-33 highway and the Madrid-Alicante high-speed railway.

The manager of FCC Energía's Thermo-solar Projects department, Hermenegildo Franco, who provided information on the most relevant aspects during the tour of the plant, said that the estimated production of the facilities was 110,000 Mwh per year, equivalent to the annual consumption of 40,000 households. He also stressed that it would make prevent the emission to air of 600,000 tons of CO₂ each year.

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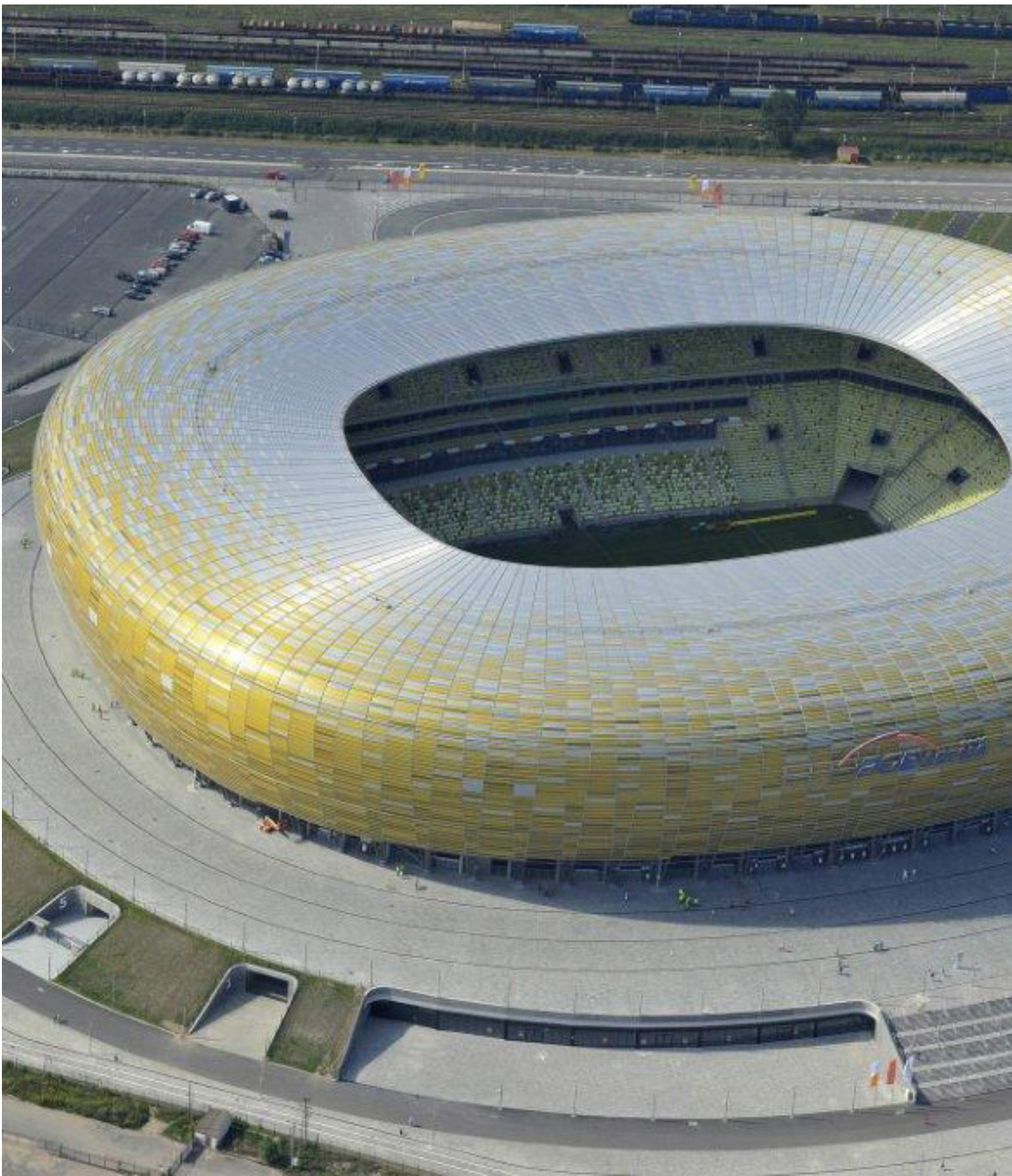
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Communities





The **Arena** Stadium in Gdansk

FCC creates a new landmark for the Polish city

FCC was the construction company that “won” the 2012 Soccer Eurocup. Through Alpine, its Austrian subsidiary, the Group headed by Baldomero Falcones built several stadiums that hosted the European championship. The Arena Stadium in Gdansk, its most outstanding project, was where the selection led by Vicente del Bosque played the games during the first phase. The stadium has become a new landmark for the city where Lech Walesa and Gunter Grass were born.

Only the strength of soccer is able to leave a footprint in cities by creating new landmarks. Until now, Gdansk was synonymous with the place where the Second World War began, the home of the politician and former president Lech Walesa and his trade union, Solidarity, and the famous Nobel Prize winner, the author Günter Grass.

Now that the Spanish Selection led by Vicente del Bosque played all the games during its first phase at this site, the Gdansk Arena has become a landmark as the sixth most important city in Poland.

The Gdansk Arena is an architectural project which took many years of planning. The Euro 2012 championship has made it more than just a soccer stadium. The new Coliseum, built by FCC through its subsidiary ALPINE, in this city in north Poland is now a reference for global architecture, a new landmark, and a major tourist attraction



“ Gdansk,
the sixth most important
city in Poland

Elite Stadium

The new stadium in the Letnica neighbourhood of this Baltic city was classified as an “Elite Stadium”. The original name was Baltic Arena but, due to advertising sponsorship by the utility Polska Grupa Energetyczna (PGE), the stadium’s name was changed to PGE Arena Gdańsk.

“ The Arena
Stadium has
41,000 seats for
spectators

The stadium was designed by the Rhode-Kellermann-Wawrowsky team of architecture from Düsseldorf (also responsible for other installations such as Veltins Arena and AWD Arena). The colour of its exterior, amber, a resin traditionally found off the coast of the Baltic Sea is one of the most salient aspects. After the end of the Euro 2012, it

has become the stadium for the local team, Gdansk. Seating 41,000 spectators, the total investment for the construction of the PGE Gdansk Arena was 623 million Zlotys (approximately 150 million Euros).

Gdansk, key to everything

Soccer is not, however, the only thing for tourists in Gdansk. Although at the beginning of this 21st century Napoleon’s famous phrase “Gdansk is the key to everything” no longer applies, this city, home of the mythical labour union, Solidarity, has many places of interest to be able to enjoy this coastal city. With a population of nearly half a million inhabitants, it is the country’s major harbour in the Baltic Sea.

The first thing that stands out is that the birth city of Lech Walesa calls to mind one of the popular advertising slogans of major department stores: three for the price of one”. This is because Gdansk is really three cities in one. The Poles call the metropolitan



area comprising Gdansk, Sopot and Gdynia, “Trójmiasto” (Tri-city).

Gdansk is the largest city, with nearly half a million inhabitants (almost double if we consider the entire metropolitan area. There are four “must see” places for those who visit the city: the Royal Road, the Harbour promenade; the Old City, and the shipyards. The Royal Road runs along Długa Street, from the city’s centre, to the harbour. At the beginning of the street we find Brama Wyzsza, the “High Gate” with a façade de-

corated with the inscriptions and emblems of the ancient Free City of Gdansk. A few meters from there, we enter Długa Street through the great Złota Brama (Golden Gate) arch which dates back to the 17th century and has eight statues on the top and bears an inscription which says: “small States grow in harmony; large States fall into discord”.

As Długa Street becomes wider, we reach a long square where we find another of the city’s landmark, the Town Hall building. Built in the 14th Century, one of its most impressive features is its façade and a tower crowned by a statue of King Sigismund II Augustus. The Neptune Fountain at the foot of the Town Hall building is another landmark of this Baltic city.

Behind the Neptune Fountain is the district full of house of the rich traders and bourgeoisie which ends at the Green Gate from where one reaches the long walk along the river that ends at the Royal Road.

As we approach the Green Gate, we reach the Harbour Promenade, one of the typical sites of Lech Walesa’s hometown. The first street that ends at the promenade, parallel to Długa Street, is Piwna Street (the street of beer brewers’ and the favourite spot of soccer fans between the games). If we keep going, we arrive at St. Mary Gate, built of brick with two towers at each end, which gives way to Mariacka Street where we find most of the jewellery stores selling amber.

At the end of Mariacka Street, we find the great Basilica of Our Lady (Bazylika Mariacka), a huge brick building (in fact, it is the largest brick church in Europe). Construction of this church began in the 14th century and has been used, curiously enough, as a Catholic and a Protestant church (du-

“ UEFA
has classified the Area
as an Elite Stadium ”



ring different periods in its history). One of its most salient aspects is the tower which is open to the public and from where one can get a view of the city from a height of 80 metres.

We pass various gates as we continue to walk that open up to other streets until reaching the old famous Crane Building. In medieval times, this was the largest crane in Europe, a huge machine inside a building made of wood. Built in the 14th century, the

crane was used to lift the parts and components used to build ships.

On the banks of Lead Island, in front of the Crane, is the Sea Museum (of which the crane is part) and at the dock is Soldek, the

first ship built by Poland at the Gdansk shipyards in 1948.

At the end of the dock is a tower at the banks of the River in the Old District. The monument honouring those who defended the post office building pays tribute to the postal workers who resisted the attacks of the Nazis. Another landmark building is the Great Windmill, an enormous house with its typical steep roof located near the canal surrounding the historic district.

Home of the trade union and the wooden dock

The trade union worldwide landmark is situated in the city's northeast district: the shipyards where the Solidarity trade union was born, led by Lech Walesa who would later be elected the country's president. There are three huge iron crosses at these facilities that were placed there in honour of the workers who lost their lives at this site. The exhibit at the entry describes the story of these shipyards which, in its most important period employed 20,000 workers instead of the current 3,000 employees.

Sopot and Gdynia

Before leaving Gdansk, one should not, however, miss visiting Sopot and Gdynia, although this visit will not take as long. Sopot, a city of 40,000 inhabitants, is the typical recreation and vacation town. Its

most important landmark is its wooden dock. The most important buildings, such as the Grand Hotel and the lighthouse are situated in this beach area.

Gdynia, 20 km from Gdansk and with a population of 250,000, is the Poland's major port for merchandise. Each year, the city hosts Poland's most important music and theatre festivals. From its Orlowo beach, one can admire the cliff landscape, unique in this country. The most recommended activities in Gdynia include a visit to the Oceanographic and Naval museums and shopping.



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