Red de Comunicación
El espacio de las personas de fcc
Nov.-Dec. 2010, Number 4

# Lucía and Nuria win the Eco-Efficiency Awards

## The FCC code of Ethics closer and closer to its employees



FCC and the Ministry of Health sign agreement against gender violence



FCC and MITSUI to develop solar thermal power in Spain



FCC and its employees, in collaboration with PLAN, builds a school in Haiti



The winter flu: some tips for feeling better



Research at Cementos Portland Valderrivas



The importance of the brand to guarantee the future



The underground world in Madrid: 2,000 Km of sewers



Vitoria, European Green Capital 2012

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## FCC and the Ministry of Health sign agreement against gender violence

**The agreement marks another step in consolidating the FCC Corporate Responsibility policy.**

FCC has signed an agreement with the Spanish Ministry for Health, Social Policy and Equality to facilitate job placement for female victims of gender violence. FCC is one of 13 companies, foundations and associations committed to designating job positions for female victims of domestic violence and offering jobs with those profiles and to facilitate their inclusion in the job market.

Attendees at the event included Leire Pajín Iraola, Minister for Health, Social Policy and Equality, and Bibiana Aído Almagro, Secretary of State for Equality, as well as the members of the thirteen signatory companies; FCC was represented by Francisco Martín Monteagudo, Human Resources Director.

### Double commitment

The agreement represents progress in FCC's Corporate Responsibility policy and entails a double commitment: to raise awareness about and prevent domestic violence, both within and outside the company, and to implement hiring policies for victims.

The agreement reflects FCC Group's concern about domestic violence in Spain and evidences its commitment to raising awareness about this issue and to integrating victims both socially and professionally. The company will identify specific job profiles for these women and will work to align corporate needs with those of the victims by providing the necessary training.

The agreement will be effective for one year and may be extended. Other Group companies will be notified and invited to join in this initiative to contribute to the professional integration of victims of domestic violence in their businesses.

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## The first edition of the Prevention Awards

**FCC organized the first edition of the Prevention Awards which aims to highlight and recognize the work, dedication, and the value that the organization and its people attach to the prevention of occupational hazards in all activities.**

This prize will reward, most particularly, the dedication in the production divisions and the initiatives or actions carried out by Group employees that contribute to improving the level of protection for the safety and health of employees.

The prizes will be organized around three categories:

- Price for preventive management.
- Mention for technical innovation.
- Mention for personal performance

Initially, this first edition will be launched only in Spain, although the objective is to extend forthcoming editions throughout the entire organization.

We invite you to contribute and encourage the participation of Company employees. All parties interested in taking part in this first edition can check the basis for participation at the FCC intranet.




Access conditions for participation in contest (Spanish)

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On the left, Baldomero Falcones, chairman and CEO of FCC and on his right, Miguel Carballeda, chairman of ONCE and its Foundation.

## FCC to hire 150 people with disabilities in the next three years

**ONCE Foundation and FCC signed an agreement under which the citizen services company will hire 150 people with disabilities in the next three years.**

The agreement, promoted by FCC's core shareholder, Esther Koplowitz, was signed by the President of the ONCE and its Foundation, Miguel Carballeda, and the Chairman and CEO of FCC, Baldomero Falcones. It is among the actions undertaken by ONCE Foundation as part of the Por Talento Program, co-financed by the European Social Fund, which seeks to train and employ people with disabilities.

FSC Inserta, an ONCE Foundation entity focused on employment and training for people with disabilities, will pre-select candidates and provide them with the necessary training to fit the posts available at FCC.

FCC will also encourage indirect hiring of people with disabilities by acquiring goods and services from sheltered workshops under aegis of the ONCE and its Foundation.

ONCE Foundation will advise FCC on actions and programmes to be implemented as part of its corporate social responsibility policy so as to help improve the lives of people with disabilities.

One of the main focuses of FCC's Corporate Responsibility Master Plan is a commitment to the sustainability of its activities by promoting actions which are socially responsible and respond to stakeholder expectations.

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El espacio de las personas de FCC
Nov.-Dec. 2010, Number 4








From left to right, Germán García, in charge of recruitment and employment at FCC; Engracia Hidalgo, councilor for Family and Social Affairs in the Madrid Autonomous Community; and Paloma Adrados, Employment, Woman, and Immigration Councilor in the Madrid Autonomous Community.

## Active participation in the Fourth Job Fair for people with disabilities in the Madrid Autonomous Region

**Businessmen and workers got together at the fourth Employment and Disability Fair the objective of which is to facilitate the integration of this Group in the job market and to encourage social participation through conferences and presentations.**

FCC participates as a sponsor at the Fourth Employement Fair for people with disabilities at the Madrid Autonomous Community which was organized under the theme: "You also benefit by hiring them". The fair was held on the 18th of November at Pavilion 2 at the Madrid Campo de las Naciones Grounds. The meeting aims to encourage equality by promoting employment of people with disabilitis in the job market.

### You also benefit by hiring them

The councilors of Woman and Immigration Family and of Social Affairs in the Madrid Autonomous Community, Paloma Adrados and Engracia Hidalgo, respectively, were present at the inauguration event.

As in previous editions, FCC set up a stand to offer information to the public on recruiting people with any type of disability.

The presence of FCC in this meeting is in keeping with other actions being carried out by the company as part of the Group's corporate social responsibility initiatives, such as providing support to associations that work to facilitate the integration of people with disabilities and its commitmento equal opportunities for accessing the job market as part of its human resources policy.

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## ALPINE wins 2010 International German Training Prize winner

**The Site Manager Development Program won the second prize.**

FCC's Austrian subsidiary ALPINE took second prize at the 2010 International German Training Prize for its Site Manager Development Program.

The International German Training Prize is given out yearly by the BDVT, the Association of German Sales Promoters, Trainers, Consultants and Coaches. The jury was made up of nine trainers plus marketing and human resources managers from large companies.

Projects were submitted by seventy companies, including BMW, SAP, HP, Bosch, Opel, Vodafone and Kia Motors, and only the twenty best were selected.

The winning human resources development initiatives are marked by being clearly goal-oriented, respecting the interests of trainees, being innovative and fostering motivation.

The prizes were given at Europe's largest human resources trade fair, the Zukunft Personal in Cologne.

The Site Manager Development Programme (SMDP) was designed and implemented jointly by ALPINE and the Kaibliner & Partner personnel training institute.

More than 28,000 people work at FCC's construction unit. During 2009, over 146,000 hours of training were given and more than 4.3 million euro were invested in training activities.

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## FCC's electric truck receives Platts Award of Excellence in New York City

**The company received international recognition of its electric solid urban wast collection electric truck. Thanks to its reduced size, this large load capacity vehicle, is able to operate in very narrow streets.**

At the twelfth edition of the Platts global Energy Awards organized in New York City, FCC won the Excellence Award for its sustainable waste collection using electric-hybrid trucks which are smaller than usual and used in difficult to access areas.

The awards ceremony and dinner were held at famed restaurant Cipriano Wall Street. The Platts Global Energy Awards were created in 1999 and have become the most distinguished awards in the industry.

FCC's electric truck was chosen as a finalist in the "Sustainable Innovation Technology of the Year" category; it competed with 11 other global companies, including Italian utility Enel Ingegneria e Innovazione SPA, the US's Idaho National Laboratory, and Scotland's Aquamarine Power, a wave energy company.

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## FCC and the Gate of Wishes

**The Puerta de Palmas in Badajoz became the Gate of Wishes this Christams thanks to an initiative promotoed by the Badajoz City Council and sponsored by FCC.**

This past Christmas, the Badajoz City Council and FCC collected the wishes of the citizens of Badajoz written in balloons thanks to this initiative entitled "Wishing Gate" that was carrie dout at Puerta de Palmas.

Starting on 28 December, the people of Badajoz were able to access the Parque de Viudas next to Puerta de Palmas and write their wishes on bright balloons filled with helium, placing these balloons later at the towers of the monument where these balloons were held by a large mesh.

At 5:30 p.m. on 31 December, over 5,000 ballons kept at Puerta de Palmas, with the written wishes of children and adults, were let lose in the sky. The event was complemented by a show with story-book characters such as princesses ad magicians.

The initiative, launched for the first time by the city's loca authorities through the Department of Culture, counted on the collaboration and sponsorship of FCC, the company that has been awarded the city's street cleaning contracts.

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From left to right: Eduardo González, Managing Director of FCC Energía; José Antonio Ruiz Almenara, the mayor of Palma del Río (Córdoba); baldomero Falcones, Chairman and CEO of FCC; and Shintaro Ambe, Operations Manager of Mitsui.



See slide show



From left to right: Alejandro Seco, director of planning and investments; Eduardo González, Managing Director of FCC Energía; Shintaro Ambe, the Operations Manager of Mitsui; and, Yukata Ueda, Mitsui's Managing Director of renewable energies and technological innovation.

## FCC and MITSUI to develop solar thermal power in Spain

**Within the context of this alliance, the first stone of the project was placed: the Guzmán thermo solar plant in Palma del Río, Córdoba which will have an installed capacity of 50 MW and will require an investment of 260 million Euros.**

FCC Energía, the citizen services group's energy division, and Japanese multinational Mitsui & Co. Ltd. have partnered to develop solar thermal power in Spain. This morning they laid the first stone on their first project: the Guzmán solar thermal power plant in Palma del Río (Córdoba).

**The facility will have an installed capacity of 50MW and will cost 260 million euro.**

Both partners aim to use project finance to fund the initiative. FCC Energía will maintain a 70% stake in the Palma del Río plant.

According to Eduardo Gonzalez, CEO of FCC Energía, "this partnership with Mitsui demonstrates the interest of the international investment community in Concentrating Solar Power (CSP) projects in Spain and reinforces the clear objective of FCC Group to develop its energy division.?

Shintaro Ambe, Mitsui's Chief Operating Officer, highlighted ?the importance of collaborating with a reliable partner of FCC's calibre". We believe that CSP will be a key technology for mitigating global warming and we are proud to take part in this environmentally-friendly power generation project."

According to Ambe, Mitsui plans to use its experience in managing large energy and infrastructure projects "for the successful development of this initiative, which will expand our global presence in the field of solar energy." Ambe also stated that the partnership complements Mitsui's business activity in the energy field in Spain, where the company already owns a 1.5MW photovoltaic (PV) plant and 18 hydro power stations (84MW).

### One of the places in Europe with the greatest amount of solar radiation.

Construction of the plant commenced in July and it is expected to become operational in December 2012. A consortium led by FCC Industrial is building the plant. The plant will benefit from its ideal location in Palma del Río: it is among the top European cities in terms of abundance of solar radiation, and it has easy access to water and gas supply and adequate power offtake structures. The plant will produce enough energy to meet the electricity needs of 26,000 households and achieve emissions reductions totalling approximately 30,000 tons of $CO_2$ per year.

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From left to right: Federico Suárez, Ministr of Public Works; Alberto Vallaarino, Panama's Minister of Economy and Finance; Roberto Roy, Secretary General of Metro; Julio Casla, FC Manager, Central America, Panama, and Caribean Office; Ricardo Martinelli, President of Panama; André Rebello, Manager of the construction company Norberto Odebrecht; Marcon Contín, Manager of Astón Pánama; and Antonio Gavioli, Manager of the Joint Venture.

## FCC wins the contract to build the Panama Metro

**Line 1 of the Panamanian Metro will stretch over 14 kilometers, and will include 11 stations some of which will be above ground.**

FCC has been awarded the contract to build line 1 of Panama City's metro. The company, in consortium with Brazilian construction company Odebrecht, with trainsets from Alstom, won the contract over the other consortium, comprised of Italian companies Impregilo, Ghella and Astaldi, with trainsets from AnsaldoBreda.

Both bids to design and build the metro were delivered on 30 August, and the technical proposal was reviewed by the 15-member Assessment Committee.

The contract for Line 1 was awarded on to the consortium led by FCC, which valued the project at 1.446 billion dollars (more than 1 billion euro), and includes both civil engineering and rolling stock. Panama's metro will be 14 kilometers long and include 11 stations, some of which will be above ground.

### A new milestone in FCC's railway infrastructure business.

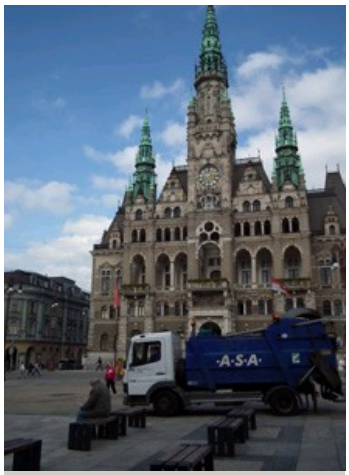
The provisional schedule drafted by the Panamanian authorities calls for construction work to begin in January, after the deadlines for appeals have passed.

This contract is a milestone in the history of FCC's railway infrastructure business. FCC currently has 41 kilometers of tunnels under construction; including tunnel work in recent years brings the total to 93 kilometers.

Today's contract will add to FCC's extensive track record in Panama, where the company has located the hub of its business development efforts in Central America.

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It's difficult to find any trace of waste on the ground in Liberec.







Vladimir is very proud of his clean city.

## The quality of life of the citizens of Liberec would not be as good without the services provided by .A.S.A.

**With a population of nearly 100,000 inhabitants, Liberec is the sixth largest city in the Czech Republic where FCC's Austrian subsidiary has been operating since 1996.**

Clean streets, empty waste bins and containers, cleanliness throughout the city. In Liberec, the sixth largest city in the Czech Republic, it is difficult to find a trace of waste on the ground, all thanks to the great work carried out by .A.S.A. and the City Council, both of which work together to improve the population's quality of life.

"We are truly satisfied with the services provided by .A.A.A.", the mayor said, adding "We would not change anything". This is the main reason why the company was chosen again for another 15 years at the tender process last year.

.A.S.A. has been working with the city of Liberec since 1996, providing waste collection services. It is not an easy task, particularly in the winter months in this city situated on the skirts of Mount Jested, 1,012 meters above sea level. Sometimes snow makes it very difficult, although, as Petr Grof, managing director of .A.S.A. in said "we always fulfill our objectives thanks to our expertise and our human resources, and the high quality of our material resources and those provided by the local authorities".

In an interview with Vladimir Hampl, an .A.S.A. employee in Liberec, he told us that what he liked the most about his was that it contributed to improving the aspect of his city "contributing to improving the way that your city looks is a source of pride", he said, "it is the goal of my work and I feel very satisfied when I see the results".

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## Aqualia lands is first water contract in Chile

**The company will design the plant and furnish the equipment, worth 21 million dollars, for a desalination plant in the north of this Andean country. This is the fifteenth country where Aqualia conducts its activities and where there are plans for extensive development of desalinated water production.**

Aqualia, FCC's subsidiary specialized in end-to-end water management, has been awarded its first contract in Chile, which includes the development of a desalination plant and the supply, installation and commissioning of its electromechanical equipment. The plant will supply industrial water to the Minera Candelaria facilities. The contract is worth 21 million dollars (almost 17 million Euros).

The desalination plant, commissioned by Compañía Contractual Minera Candelaria (a company owned 80% by US company Freeport and 20% by Japan's Sumitomo), will have a production capacity of 30 million liters/day. Aqualia will equip the desalination plant with cutting-edge sea water reverse osmosis (SWRO) technology.

With this contract, Aqualia now operates in 15 countries, reinforcing its international presence in line with FCC Group's strategy, which has made it one of the world's leading water companies.

Aqualia builds and operates desalination plants using innovative reverse osmosis technology, including the following references in Spain: Cabo de Gata, Almería (seawater); Denia, Alicante (brackish water); Tordera, Catalonia (seawater, with a production capacity of 56,000 m3/day), Bajo Almanzora (as part of the AGUA program); Santa Eulalia and San Antonio (Ibiza); and Roque Prieto (Gran Canaria).

### Extensive experience outside Spain

The company has desalination plants under construction in Algeria, at Mostaganem (close to Oran) and Cap Djinet (near the capital, Algiers). The Mostaganem plant will have a capacity of 200,000 m3/day, making it the largest plant in Africa and one of the biggest in the world, while the Cap Djinet plant will have a capacity of 100,000 m3. These plants are part of an extensive desalination plant construction program being implemented by the government, with a view to achieving a daily capacity of 2,000,000 m3.

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Red de Comunicación
El espacio de las personas de FCC
Nov.-Dec. 2010, Number 4



**One of the leading companies in Britain**

Waste Recycling Group Limited, a leading UK waste management and energy recovery company, is part of FCC the international environmental services, infrastructure and energy group (www.fcc.es). FCC in the UK comprises WRG and Focsa Services (UK) Limited. Focused on delivering integrated waste management and energy recovery solutions to meet national, regional and local needs, WRG operates facilities for the reception, recycling and disposal of waste, including a network of waste transfer and recycling facilities and a regional network of landfill sites.

## Excellence of Wrexham (U.K.) waste management and recycling facilities is recognized

**Wrexham's Waste Recycling Park has won a major public services award.**

The award is made by the Excellence Wales scheme and is run by the Welsh Local Government Association (WLGA), with funding from the Welsh Assembly Government.

The Wrexham project emerged as winner of the category "Our services – delivering high quality, citizen-centered services".

Lead Member for Environment and Transport, Councilor David Bithell, said: "I would like to extend my congratulations to all involved in delivering this high quality service to Wrexham residents. Because of this facility Wrexham has been able to reach, maintain and exceed recycling targets set by the Welsh Assembly and European legislation."

Wrexham's new recycling facility at Wrexham Industrial Estate, Bryn Lane, was officially opened last year by Jane Davidson AM, Assembly Minister for Environment, Sustainability and Housing. The waste and resource management activities at Bryn Lane are helping Wrexham Council to meet its targets to reduce landfill and increase recycling as laid down by national and European legislation.

Wrexham Council was allocated £40 million over 25 years from the Welsh Assembly Government to help ensure the facility was built. The Council and WRG signed the PFI agreement in 2007 to build and run the facility at Bryn Lane. At the same time household waste recycling facilities at Brymbo and Plas Madoc underwent major refurbishments to enable residents to recycle more.

The facility takes curbside collected dry recyclables from Wrexham's "Recycle with Michael" scheme, together with recyclables from the Council's household waste recycling facilities. The recyclables are bulked up and/or baled for onward transport to reprocessors.

There is also an enclosed In Vessel Composting Facility that takes curbside collected green, kitchen and cardboard waste and converts it into thousands of tons of PAS 100 standard soil enhancer. Wrexham residents can now recycle more than ever including kitchen waste. Up to 1,000 tons of compost per year are made available for the public and for use in local parks and gardens.

An on-site educational facility has also been provided and an educational recycling officer employed specifically to teach children the importance of waste minimization and recycling in sustaining the world's resources.

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Nuria Caba i Calbet, on the left, and Lucía Monforte Guillot, on the right, accompanied by Baldomero Falcones, chairman and CEO of FCC, during the award ceremony.

## Lucía and Nuria, the winners of the First Edition of the Eco-Efficiency Awards

**Nuria and Lucía are the protagonists in this issue of the FCC people magazine. They were the winners of the First Edition of the Eco-efficiency Awards.**

We enjoyed a pleasant meeting in which we were able to get to know them better and to learn more about the contents of their projects. Nuria Caba i Calbet is a member of FCC Medio Ambiente's Barcelona Exterior Delegation and Lucía Monforte Guillot works at FCC Construcción's Environment Department.

Participation in this first edition was quite high, with more than 100 quality projects submitted. The Sustainable Mobility projects for a responsible company, submitted by Lucía, and Improvement in lawn management for maximizing the use of irrigation water, proposed by Nuria, were the ones picked by the panel of judges as the winning entries.

According to Nuria, the works submitted have something in common with those carried out by FCC, such as FCCs management of the green areas in Viladecans, including lawn management. Lucía, on her part, told us about the projects developed by her department which focus on supporting the production area in aspects related to environmental issues, although the project that she submitted was something new and innovative.

Lucía got the idea from the greenhouse gas emission inventory being implemented by FCC Construcción and one of the sources that need to be quantified is the emissions caused by company personnel travelling to and back to their workplace. "Even though the amount may not be as significant as other sources of emissions from the production process, we believe it is important to analyze these data in order to track employees' mobility. This need, jointly with the announcement of the Eco-Efficiency contest, led to the Sustainable Mobility project".

Nuria's idea was the result of her concern for the use of water in parks and other green areas, particularly after the 2008 draught in Cataluña. "In our professional circle, saving water is a very important issue. I thought that it would be a good occasion to show the efforts being made at our gardening department in our delegation, using different techniques and seeds so as to achieve more sustainable and environmentally-friendly management".

### The most difficult part

The most difficult thing for Lucia was to try to synthesize the possible measures to be implemented in order to encourage more eco-efficient forms of transport since each must be studied and considered according to the needs, limitations, and particularities of each different worksite. Consequently, "the project could not be too large or closed. Instead, firstly, I had to consider the necessary steps in order to obtain data on the volume of traffic to and from the workplace, and the types of means of transport used by employees, obtaining this information online. Afterwards, and based on this, provide examples of Good Practices so that each department could choose the most appropriate ones to be implemented as part of a Mobility Plan or to be applied individually to resolve specific problems at a workplace".

For Nuria, the most difficult part was to keep abreast of all possible technologies, studies, or improvement that could crop up at any time for a more sustainable management of green spaces in cities.

For the award-winners, eco-efficiency is very important. Lucia would define it as environmental maximization of productive processes, that is, be able to continue conducting activities while consuming less natural resources and generating less waste, all of which implies less impact on the environment. For Nuria eco-efficiency is focusing on the environment, the desire for efficient management that uses natural resources in the best possible way, resources that are becoming increasingly scarce.

Both were very surprised when they were told by the Department of communication and Corporate Responsibility that they were the winners. Lucía said, "I was certainly surprised and it took some time before I could react, since over 100 projects high quality projects had been submitted and it was not easy to win this prize. Many of these projects were probably implemented as a pilot project at other FCC locations or activities, while mine was a rather novel ideal and did not respond to any production requirement or legal requisite, but rather, its implementation would be totally voluntary in order to rationalize employees' transport to and from the workplace". The same thing happened to Nuria: "it was a great surprise, certainly, and a source of great pride to be one of the winners in this first edition of these prices that encourage one to come up with ideas and to show the work that many of our colleagues are involved with".

In principle, neither of them have any idea to be submitted net year, but it is very likely that they will come up with new ideas "inspiration always appears at the last minute, and so, it cannot be ruled out", Lucia told us, "I encourage all my colleagues to participate in the forthcoming edition and I congratulate FCC for the initiative since it rewards ideas that are environmentally profitable, when we live in a society that is used to giving priority to economic aspects rather than to sustainability, and it also makes company employees become involved".

Nuria does not have, for now, any project in mind, although she mentioned that "the colleagues at the Barcelona Exterior office are already anxious to hear about the next contest". She certainly has an experience to relate that contributes positively to more sustainable development.

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## FCC Construcción technician receives an occupational health and safety prize

**The award is given by the Scientific Association of Occupational Health and Safety Experts of Andalucía**

The Scientific Association of Occupational Health and Safety Experts of Andalucía, ACESSLA, held the second Meeting of Occupational Health and Safety Experts of Andalucía on the 10th and 11th November.

On the program for the meeting was the giving of the 2010 ACESSLA Prize for the Best Occupational Health and Safety Expert of Andalucía, which this year went to Manuel Castro Sánchez.

This technician currently holds the position of Safety Chief on the Alcalá de Guadaíra section of dual carriageway SE-40, a project being built by the Western Andalucía Civil Works Office of FCC Construcción for the Ministry of Development.

The prize, whose objective is to motivate and reward professionals for good ethical behavior and professional achievement, was delivered by Julio Alba Riesco, secretary-general of the Government Deputy's Office in Andalucía.

After receiving the prize, Manuel Castro delivered a few words of thanks. The ceremony was attended by his family and colleagues from the site and the office.

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Red de Comunicación
El espacio de las personas de FCC
Nov.-Dec. 2010, Number 4





The colleagues who went t Frýdlandt to help during the floods. Standing, from left to right: Ji?í Vojt?ch; Polasek Ji?í; Mrvík Radek; Mergl Miloslav and Je?ábek Petr. Squatting, from left to right: Blažej Stanislav; Aleš Valenta; Boucek Michal and P?emysl Kone?ný.

## Colleagues from .A.S.A. help during the floods in the town of Frydlandt in the Czech Republic.

**The town of Frydlandt, with a population of 8,000, was isolated from the rest of the country for several hours. .A.S.A. colleagues helped to evacuate many of the residents.**

The town of Frýdlandt, famous for its castle and its medieval streets, was one of the most affected by flooding in the north of the Czech Republic when the Smedá River overflowed. There was great damage to bridges, railway lines, roads, and many homes. Some of the zones of Frýdlandt and northern Bohemia were totally isolated due to the flood.

Colleagues from .A.S.A. from other regions in the Czech Republic did not hesitate to go there to help those affected by the flood. The work carried out by our employees was very demanding in physical and psychological terms since help to the victims was under very difficult conditions and under a lot of pressure due to the great harm caused by the water.

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Red de Comunicación
El espacio de las personas de FCC
Nov.-Dec. 2010, Number 4






## .A.S.A. workers in Serbia: a team committed to Jovica.

**Jovica Milic and his two colleagues form a great work team. Jovica knows how to read lips and, jointly with hand language, can communicate perfectly with his colleagues.**

Among the .A.S.A. employees in Serbia, there is a team of three workers who communicate in a different way since one of the members of the group is speech and hearing impaired.

Jovica Milic, who has been working at .A.S.A. since 2008, is a highly disciplined employee and fits very well with his team, all of whom have made an effort to learn sign language to be able to communicate with him.

Jovica knows how to read lips and with sign language is able to hold conversations of any type with his colleagues, such as discussions about soccer, and sometimes he seems to be the real head of the team.

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PEOPLE



## A colleague from the waste collection service in Albacete saves the life of a young adult.

**Candelario Toribio Sánchez, the driver at FCC's waste collection service in Albacete saved the life of a young adult of just over 20 years of age. "It's as if I had won the lottery, or better" our colleague, who is very happy with this happy ending, told us".**

Candelario has been working for more than 23 years at Albacete in the waste collection service. On a Wednesday night when he went to work, he got inside the truck and started his route. He had ahead of him 160 containers to dump and a 6-hour workday.

The trucks used by FCC feature the latest technology and allow the lateral loading of containers automatically. Thanks to three cameras installed in the vehicle, the driver can keep an eye on everything that goes on in the process and can detect any type of incident. Once the container is hooked to the vehicle, the driver lifts it and then dumps all the garbage inside the hopper where the waste is shredded and compacted.

At about 1:30 a.m., as Candelario was about to load a container, he noticed something strange when he saw the garbage land inside the truck. He reacted immediately and got out of the truck to see what was going on. The young man who was inside the container, who was probably trying to protect himself from the cold, had fallen inside the hopper.

Candelario immediately called the supervisor who then called the local police, and the firemen arrived soon and were able to save the young immigrant. Thanks to his rapid reaction, Candelario was able to save the life of the young man in just a question of seconds.

He is very happy of having been able to save a life and has been warmly congratulated by his colleagues for his actions, and the Company has also been congratulated by many members of the community.

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## FCC and its employees, in collaboration with PLAN, builds a school in Haiti

**Thanks to the voluntary contributions of FCC employees, which were matched by the Company, construction a two-classroom school module for 100 boys and girls is currently underway.**

PLAN, the international organization for the protection of children's rights and FCC join forces for the reconstruction of Haiti. The collaboration agreement between both organizations signed by Concha López, General Manager of PLAN in Spain, and by José Manuel Velasco, General Manager of FCC Communication and Corporate responsibility, makes it possible to go ahead with the reconstruction of the school system in this Caribbean country that was devastated by the earthquake of 12 January 2010.

FCC employees are playing a role in this reconstruction. Thanks to their voluntary contributions which have been matched by the Company, a two-classroom school module is being built which will be able to house 100 boys and girls in Croix-des-Bouquets, close to Haiti's capital, Port-au-Prince.

As Concha López said, "For this country, education and the reconstruction of the school system is of prime importance". Already before the earthquake, only 49% of children attended school and there is a real risk that future generations will not be able to read and write, particularly considering that 47% of the Haitian population and of those affected by the earthquake are less than 18 years of age.

### FCC employees and PLAN play an important role

José Manuel Velasco told us "FCC employees have been the ones who have funded the construction of this two-classroom school. They, and PLAN, are the key players in this initiative which will directly benefit more than 100 school children, an initiative of which they can be very proud. Furthermore, about 250 people, most of them the parents and teachers, will be participating in supplementary awareness-building and training measures".

Since last April, the date on which classes resumed after the earthquake, thousands of students have been attending classes being given in provisional tents. It is estimated that more than 6,000 o the country's 16,000 schools were situated in the affected area and, of these, 65% of them have been destroyed. Three of the main universities as well as the Ministry of Education were damaged by the earthquake. Coinciding with the arrival of the hurricane season, PLAN is now working on building schools with stronger and more solid structures. There are plans to build over 500 of these schools.

The average life of these modules is 10-15 years. The modules are built of wood, a material that is flexible and resistant to natural disasters and which also make it possible to build these modules in almost a week. It is essential for children to attend classes since, besides receiving training for the future, it contributes to provide them with a certain routine and a sense of normality, contributing to reducing stress and calming their fears caused by the aftermath of the earthquakes and the uncomfortable living conditions in packed camps full of tents. This is why PLAN is working on training teachers and volunteers (more than 700 to date) in tasks to cure the trauma suffered by the children and to minimize the psychological effects of the earthquake.

### About PLAN

PLAN is a non-political and non-religious organization, founded in 1937 in Santander for community development, focusing on children. Its key objective is to improve the lives of children in developing countries by promoting their rights and interests. It is currently involved in more than 9,000 projects for permanent improvements in the 65 countries where it conducts its activities. This work directly benefits more than 1.5 million children, their families, and communities thanks to the help of its contributors and collaborators.

PLAN is an advisory member of the United Nations Economic and Social Council and a member of GMC (Global Movement for Children); a platform that groups together the most important international organizations dedicated to children, and of which PLAN is a co-founding member. It also works in partnership with United Nations bodies and other international organizations. PLAN's accounts are audited every year by the auditing firm PricewaterhouseCoopers, both in Spain and Abroad.

PLAN in Haiti

PLAN has been active in Haiti for 37 years and, when the earthquake took place, it had 143 employees in this country who were joined by an international team of emergency experts who have been working since then to improve the situation of more than 1.5 million children affected by the earthquake in January 2010.
http://plan-espana.org/

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Juan Carlos del Olmo, secretary general of WWF Spain and José Manuel Velasco, General Director of FCC Communication and Corporate Responsibility

## FCC and WWF Adena sign a framework collaboration agreement, the first of its kind in this industry.

**As a result of this agreement, FCC becomes the first company in its sector to carry out an initiative of this type in Spain.**

FCC and WWF Adena have entered into a collaboration agreement, the first of its kind in its sector, which contemplates, among other forms of collaboration, FCC's assignment to WWF of advertising space for awareness-building campaigns for citizens and, from WWF, the collaboration with FCC for development of its social responsibility policies focusing on reducing the environmental impact of its operations.

The agreement was executed at the FCC Torre Picasso headquarters by Juan Carlos del Olmo, general secretary of WWF España and José Manuel Velasco, general director of FCC Communications and Corporate Responsibility.

WWF will advise FCC in relation to its green procurement strategy within the framework of FCC's new purchasing policy implemented b the Group's Corporate Procurement Department, which places emphasis on sustainability criteria in its supplier relations and management. This advice will focus on the purchase of wood certified at its origin and the implementation of other activities such as the organization, jointly with FCC, of a corporate volunteer seminar for reforesting Spanish forests.

The Agreement also contemplates first-hand inspection of the origin of wood and paper used by FCC to check that these sources are not only sustainable but that they contribute to the rational management of forests from an environmental and social standpoint. Thanks to this Agreement, FCC is the first company in its sector to carry out such an initiative in Spain.

### Commitment

The importance of this agreement, in the words of Juan Carlos del Olmo, Secretary General of WWF, is that "FCC already has a consolidated environmental policy which has led to significant progress. The agreement executed with FCC is important for us since it will help to disseminate environmental information to citizens and the commitment to purchase raw materials that are compatible with the environment". Mr. del Olmo also mentioned the "disinterested assignment of the bus shelters built by Cemusa for the Hour of the Planet worldwide dissemination campaign".

José Manuel Velasco stressed that "the commitment of our citizen services company to day-to-day sustainability is twofold: in the decision-making process, since, no matter how small, these decisions have a direct impact on FCC's use of resources in its day-to-day operations and, also, in relation to education and urban conducts, since for both of these issues, the collaboration with WWF is essential to ensure that we take the right steps that can be accredited and extended to our activities and clients".

Pursuant to this agreement that will be in place over the next three years FCC and WWF Adena will join efforts to promote a wood and paper procurement policy that contributes to the rational management and sustainable use of natural resources and to enhance corporate efficiency.

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El espacio de las personas de FCC
Nov.-Dec. 2010, Number 4



## The FCC Code of Ethics: an increasingly efficient tool, closer to the company's employees



**The FCC Code of Ethics is one of the key initiatives implemented by the company to stress its commitment to integrity and to make ethics a transversal element in all of its activities. Coinciding with the entry into force of the new Public Act which amends the penal code, the Code of Ethics becomes particularly relevant.**

The Group has developed two main tools for the proper implementation of its Code of Ethics. It has launched a confidential communications channel for reporting possible irregularities in the fulfillment of this code. The other tool is the document approved by the Board of Directors in 2008 and available online and in the FCC intranet for the dissemination of this Code of Ethics to all the players with which the company interacts, mainly workers and suppliers, a code that spells out the behavior that the Company expects of its stakeholders in order to build, jointly, a culture based on shared values.

All FCC Group employees have the obligation of complying with and contributing to ensure compliance with the FCC Code of Ethics. To facilitate this, the Company has a communication procedure in place that enables all employees to report, confidentially and without any fear of reprisal, any conducts or action that, to the best of their knowledge and understanding, can be construed as inappropriate.

As such, FCC employees can send their communications in relation to the Code of Ethics to the Audit and Control Committee through any of the two following channels:

1. By filling out the form available in the Group's intranet (internal communications channel);
2. By post, addressed to apdo. correos 19.312, 28080-Madrid, indicating clearly, "Personal and Confidential".

In 2010, FCC began to deploy an online training course in Spain aimed at increasing knowledge on the Code of Ethics among the Company's employees and to have them adopt it as their own. At 31 December 2010, 9,350 people had taken the course, which means 88% of workers with access to the network.

The corporate goal in 2011 will be to adapt this online course to other cultures and languages for its international deployment as well as to develop new measures to ensure that workers without intranet can have access to this course.

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On the left, wearing a red tie, Javier López Galiacho, the Director of FCC Corporate Responsibility, with program collaborators and guests.

## FCC's corporate social responsibility on the radio

**FCC participated in the social insertion ratio program "Los Gestionadores" that gives an insight on current issues.**

Javier López Galiacho, director of FCC Corporate Social Responsibilities went to the recording studios of the Cope radio channel in Madrid as a guest in Los Gestionadores, a radio program, to Exchange impressions on corporate social responsibility.

The topics discussed in this program are cinema, music, fashion, sports, and, in general, current issues. We could be talking about any type of program, with the host, guests, collaborators, and, in fact, it is, except that all who sit round the table have mental disabilities and related disorders.

The program aims to encourage all to develop their capabilities and work as true media professionals.

**Los Gestionadores is broadcasts on Saturdays from noon to 1:00 p.m.**

**at the FM channel 94.7.**

The program is hosted by Felipe Olavarría with Fonsi, the youngest member, in charge of sports; Luis, as the music critic; Isabel, who covers events; and Miriam, the poet of the program who dedicated one to Javier inspire don his native city, Albacete, and his passion for theatre and the world of bullfight.

The youngsters wanted to learn about the meaning of corporate social responsibility and asked Javier questions on the social work carried out by FCC. Javier told them about FCC's commitment to Corporate Social Responsibility and the work carried out by company volunteers at the Barcelona and Collado Villalba retirement homes in Madrid and in the Valencia home for the mental disabled.

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### Launch of FCC's Volunteers website

The "FCC Volunteers" website was launched to coordinate the solidarity network of the FCC group. Available on Intranet and at the Group's website homepage, it contains information on the activities proposed by the members and partners of the Volunteers Program. It also features graphic and written information on the activities that were carried out and on seminars or events planned for the future. The link to this website is: http://portaldelvoluntariado.fcc.es



From left to right: Javier López-Galiacho, director of FCC Corporate Social Responsibility; Manuel Camacho, the trustee of the Esther Koplowitz Foundation, and Basilio Rodríguez, director of the publishing house Sial.

## The FCC Volunteers program closes the year with its 10th conference

**After the summer break, when the FCC Volunteers program was granted the "Citizens" award in the social work category, the activities of the FCC Corporate Volunteers Program aligned to the Esther Koplowitz Foundation resumed at the three homes in Madrid, Valencia, and Barcelona.**

As in previous years the following activities are being carried out once again: scalextric (model trains), karaoke, ceramic, bullfighting, painting, manicure, musical events, birthday parties, walks and visits to places of interests, and many other activities.

The second edition of "Fridays at the Retirement Home" was inaugurated in October at the Collado Villalba residence. At the first event of this forum for thought and debate among guests and residents, Iñi López del Soto, the Marchioness of San Eduardo and her son Miguel, participated in a discussion on semi-precious stones and signs of the Zodiac while Borja Puig de la Bellacasa, the CEO of Bassat Ogilvy Comunicación, discussed the evolution of advertising with the residents.

The presentation by Alicia Alcocer, Pilar Cañizo, and Conny Duarte, members of the ANAA Association on the work carried out by this organization in relation to abandoned pets received a great ovation. Cristina López-Ibor, the head of the Spanish Cancer Society's programs gave a speech, accompanied by a slide-show, on cancer and the steps to take to prevent its appearance as far as possible.

**The Esther Koplowitz Foundation is involved in major projects for the benefit of those most in need.**

The journalist and writer Andrés Aberasturi also came to the home and talked to the residents about his experience as a poet and the launch of the Nido Foundation for people suffering from cerebral palsy. Marcelino Oreja, Chairman of the Royal Academy of Moral and Political Sciences also gave a speech on the Road to Saint James and the Christian roots of Europe. Manuel Camacho, the trustee of the Esther Koplowitz Foundation presented his poetry book, Aromas de Sándalo. Rubén Sánchez Gómez, professor at the Alfonso X el Sabio University talked about the science of podiatry and discussed good healthy habits for the elderly. Lastly, Beatriz Vilaboa, a dentist, talked to the residents about how to have a healthy mouth and teeth.

The chef Albert Pi talked about winter recipes and pork products at the Barcelona Residence.

### Creating value for society

Launched in 2008, the program offers an opportunity for informing and encouraging other workers on the advantages of participating in corporate citizen projects, supporting the company's mission of creating value for society and contributing to people's welfare.

From the onset, the Group's objectives and those of the Esther Koplowitz Foundation, which has been carrying out major social projects for those in the greatest need, have coincided.

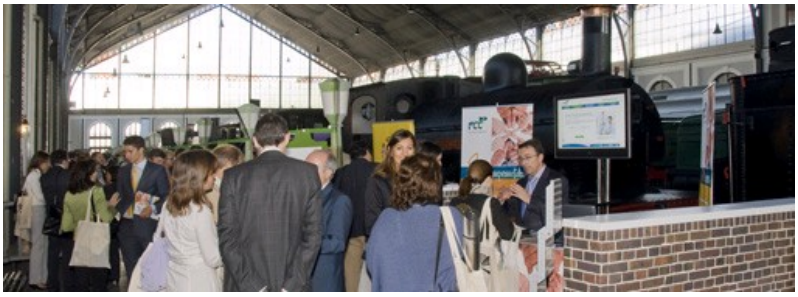
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Red de Comunicación
El espacio de las personas de FCC
Nov.-Dec. 2010, Number 4





## FCC participates in the third edition of CSR Marketplace de Forética

**FCC was chosen among 300 entries to present, under the category of "Good Governance and anticorruption measures", its practices in relation to online training modules on the code of ethics, equality programs, and anti-harassment policies.**

FCC participated in the Third Edition of CSR Marketplace de Forética, an event focusing on corporate responsibility solutions. Several companies from different sectors participated in the event held at the National Railway Museum in Madrid.

FCC was chosen among 300 partcipants to discuss, under the category of "Good Governance and anticorruption measures", its practices in relation to online training modules on the code of ethics, equality programs, and anti-harassment policies. The objective of this training program, promoted by FCC's core shareholder, Esther Koplowitz, is to reach more than 11,000 workers before the end of the year. Senior management, the environment and the construction subsidiaries have already participated, and the participation of the cement division is currently underway. In the future, besides reaching the remaining subsidiaries, the aim is for all of the Group's national and international employees to attend these training courses.

Many participants and members of the public visited FCC's stand organized in collaboration with the corporate responsibility, training and labor relations departments. The opinion of those who visited the stand on the Group's training efforts in these three aspects, essential in its socially responsible strategy, was very positive, and there was great expectation that this good practice could spread to other major groups.

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MANAGEMENT

## FCC Volunteers in Madrid celebrate their Christmas party.

**FCC Volunteers in Madrid celebrated their Christmas party with the residents of the Nuestra Casa de Collado Villalba retirement home built and equipped thanks to the generosity of Esther Koplowitz whose daughters Esther and Alicia attended the event.**

The Aurora Labella and Trinidad Artiguez Ballet performed again at the Christmas party. More than 100 residents enjoyed the performance of this ballet troupe that includes girls and adolescents who dedicate their free time to develop their dance skills, mainly Spanish dance.

Before the event, and as shown in the photograph, the FCC Volunteers handed the choreographers Aurora Labella and Trinidad Artiguez the already classic gift, a painting made at the special workshop of the Down Syndrome Foundation.

After the event, a snack was shared by the volunteers, residents and family members, which was served thanks to the Esther Koplowitz Foundation.

For the past three years, FCC staff from the Construction, Services, Energy, Cement, and Corporate divisions have contributed their efforts and have participated in the social volunteer program with the more than 150 residents of the Nuestra Casa de Collado Villalba Retirement Home, organizing workshops, accompanying the residents, or organizing conferences such as the successful "Fridays at the Residence" program. They also perform FCC volunteer services at the Valencia and Barcelona homes. FCC's volunteer program won the Citizens Awards this year.



Aurora Labella and Trinidad Artiguez at the Christmas party in the retirement home.

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## The winter flu: some tips for feeling better

**The flu is an acute infectious disease affecting the respiratory system, provoked by a virus (the flue or influenza virus) which is transmitted to others by coughing, sneezing, or by directly shared objects that have been contaminated (glasses, plates, napkins, etc.). This transmission is made through aerosol drops loaded with the virus, from saliva, nose and/or lung secretions.**

The flu virus is more resistant in dry and cold atmospheres. Doctor Román Rodríguez Barriguete, a member of FCC's Medical Services Department, discusses this issue in this feature article. The infectious properties can remain live one week at body temperature, 30 days at 0º C and much longer at lower temperatures. It can be easily inactivated by using detergent or disinfectants. The virus can mutate easily, making it necessary to produce a specific vaccine every year.

The initial symptoms can be similar to a common cold, although normally, it starts suddenly with a high fever of 38 to 40º C and shivering. It is accompanied by a sore throat, muscle (myalgia) pain and pain in the joints, coughing, generally dry and mucus-free, and overall discomfort. Although it can be confused with a common cold, flue is more serious and is caused by a different type of virus. It can also provoke, particularly in children, nausea and vomiting as well as gastroenteritis, which is also known as stomach or abdominal flu.

The global incidence is estimated at 10-20% of the population. Nevertheless, it could affect more than 50% of the population at closed spaces, such as boarding schools or retirement homes, and peaking during the winter months, since, as we mentioned, virus is quite resistant to clod temperatures and interpersonal contact is more frequent during this season since people spend more time in closed spaces, such as homes and buildings, which facilitates the spread of the virus from one person to another. Virus can be transmitted since the day prior to experiencing its symptoms, until seven days after its outbreak.

### Some tips

To prevent contagion, it is very important to stress hygiene measures, such as covering the mouth when coughing or sneezing, preferably with disposable tissues; washing hands often, especially after coughing, and not using tissue that has already been used to clear nose drips. The ill person's objects should be washed well, the house should be ventilated several times a day, particularly the patient's room, and the patient should stay in a room separate from the rest of the family, advising the patient not to leave the house during the process in order to prevent the flu from spreading.

There is no effective treatment against the flu; the most we can do is to alleviate the symptoms. The general advice for those affected by the flu is to rest, drink lots of liquids, avoid alcohol and tobacco, and take a drug to relieve the symptoms, such as paracetamol which acts as an analgesic and a febricide, which acts as a pain killer and reduces fever. Aspirin is not recommended for children and adolescents so as to prevent Reye's syndrome, an infrequent complication but one that can have serious effects on the liver and brain. For adults, aspirin should be prescribed with precaution since it can lead to gastric problems. Since the flu is a viral disease, antibiotics are not recommended unless a physician prescribes it for a secondary bacterial infection.

Vitamin supplements are useless, including vitamin C (harmless, since surplus amounts are eliminated in the urine), as well as Vitamins A + D which must be taken with caution since they are lyposoluble and not hydrosoluble and could accumulate and lead to intoxication if taken in high dosages.

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Dr. Román Rodríguez Barriguete




## Vaccination is the best way to prevent the flu

**Besides increasing the body's defenses and preventing viral infection as much as possible, vaccination is the best way to avoid the flu.**

The best way to avoid catching the flue is vaccination, highly efficient, providing protection from the eighth-ninth day with its effect lasting one year. It is advisable to have the vaccination in October - November. It is particularly recommended for the high-risk population.

- Over 60 years old.
- Less than 5 years old.
- Immunodepressed patients (diabetes, AIDS, transplant patients, etc.).
- Suffering from previous serious respiratory diseases (emphysema, bronchitis, etc.) or cardiac disease (heart attack, valvulopathy, etc.).

It is also highly recommended for healthcare staff and those who live with people suffering from chronic health problems.

It is contraindicated for women in their first three months of pregnancy, those allergic to eggs, or for acute diseases with high fever until the situation improves. Children less than six months old should not be vaccinated.

Because of the high mutation rate of the virus, a specific vaccination formulation provides immunity for a short time and, therefore, it is necessary to prepare new vaccines every year based on the most prevalent strains that year.

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**Confined space definition**

A confined space is "any space with limited means of entry and exit, with unfavorable natural ventilation where toxic and inflammable contaminants can accumulate, or with an oxygen-deficient or over-oxygenated atmosphere that is not conceived as a place where a worker can remain on a continuous basis".

**Training with own personnel**

With courses such as Confined Spaces, Aqualia PRL undertakes to provide specific training to its operators without having to resort to outside companies since, it is agreed that nobody except Aqualia PRL specialist technicians can know and transmit the risks of such a specific activity.



## Aqualia PRL offers courses on Confined Spaces

**The courses on confined spaces include a part dedicated to practices and drills.**

Aqualia, the FCC Company specializing in end-to-end water management, conducts part of its activity in confined spaces which entail, regardless of other risks typical of these spaces, risks involving inhalation of harmful chemical agents.

In the water treatment activity, there are collection chambers, dehydration chambers, sludge deposits, pumping wells, and consequently, there is a risk inhaling gases caused by the presence of remains of organic materials. Also, in the water treatment activity, there are collection chambers where there is reduction of oxygen due to the effect of corrosion or carbon monoxide fumes from explosion engines in maintenance tasks.

Since 2006, Aqualia has been providing courses for service supervisors, middle management, and all workers who may access confined spaces (generally network, EDAR and ETAP operators). The duration of these courses is six hours and the maximum number of participants is twelve people.

Aqualia PRL has qualified technicians with broad experience in teaching theoretical and practical courses and in the use of the necessary equipment. The courses are taught at Aqualia's facilities, in classrooms fitted with audiovisual equipment for the theoretical part, and actual confined spaces for the practical course.

These courses are part of the supplementary training that employees take to prevent specific risks at their workplace. The aim is for workers to gradually enter a confined space, receive this training, which, although not periodical, should be updated according to needs and specifications in relation to both jobs and workplaces.

The theoretical part covers essential subjects for the course and issues such as the limits of exposure and data of interest in relation to some contaminants. The practical part is conducted at an actual collection well where workers are shown how to use the gas detector, assemble a tripod, wear a harness, and simulate a rescue, etc., always under the supervision of an Aqualia PRL technician.

In short, after these training courses, workers have been taught to recognize the risks to which they are exposed and the origin of such risks; work procedures and management of entry permits; how to use protection equipment correctly; know how to define action criteria in the event of an emergency; how to handle the detectors, knowing their limitations and signs of malfunctioning; and also learn to interpret information and results provided by these detectors.

### Strict compliance with Regulations

Incidents in confined spaces, the most dangerous, are infrequent and perhaps this is why these incidents are underestimated.

Aqualia gives priority to improving the safety and health levels of their workers and not merely complies with the Law. This priority was reflected in the Occupational Hazard Prevention Policy, systematically enforced over the past few years and which has shown that training, information, and awareness-building are essential for its development.

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From left to right: Serafín Lizárraga; Covadonga González; José Ignacio Elorrieta? Arantxa Díaz, and Ignacio Machimbarrena.

## Research at Cementos Portland Valderrivas

**A conscientious profession and more than a mere job for the research team.**

We met with the Cementos Portland Valderrivas research team. Four people from this division, jointly with José Ignacio Elorrieta, the Director of the Corporate Technical, Environment, and Innovation division, although all insist that the team comprises 77 employees, great people and professions, of great merit and co-responsible, undoubtedly, of the good results of the R+D+i projects undertaken by the FCC Cement Group.

The researcher is the driver of the scientific activity. Throughout history, the investigator has been called a wise man, scientist, or an intellectual. At Cementos Portland, we know Ignacio Machimbarrena, a civil engineer who has been working in the cement industry over the past 25 years and who is, no only an excellent professional, as attested by his colleagues, but also a person who is personally involved in the world of concrete, which fascinates him, since he was born and lived until the age of 10 near the Hontoria cement factory. There is also Arantxa Díaz, who earned a chemical engineering degree at UP and is currently an Associate Professor at ETSI de Minas, recently incorporated in the Group, she has spent nine years doing university research work. In her day-to-day activities, Arantxa concentrates her efforts in supervision technology, serving as a point-of-contact between the company and the university, an institution with which they all collaborate and work closely.

Originally involved in environmental issues, the department counts on the valuable contribution of Covadonga González, a chemist. She is in charge of project management, a role that does not require her to wear the white uniform, but which is essential in an area as complicated as R+D+I; finance management, timetables, potential patents, and relations with administrators. And lastly, there is Serafín Lizárraga who has worked at the company for the past 30 years. He is a chemical engineer and involved in industrial organization, responsible for quality and for the R+D+i projects conducted by Cementos Portland Valderrivas, and "one of the people in Spain who knows the most about cement", as his colleagues told us. He is the creative party, the one who has the most inside knowledge of the chemistry of cement – as mentioned by José Ignacio Elorrieta.

José Ignacio Elorrieta is very proud of having this team and told us "with these team members, it is easy to do what we do, regardless the difficulties. All the merit belongs to them, and, if I have any merits it is thanks to having them together, trying to increase the synergies among them, which is not a difficult task".

José Ignacio Elorrieta has a doctorate degree in Biology from Universidad Complutense, and specialized in post-graduate studies in bio-electromagnetism, biomedical engineering, and Environmental Control. Before joining Grupo Cementos Portland Valderrivas, José Ignacio Elorrieta was responsible for several areas in public management: General State Administration (Ministry of Health and Consumer Affairs; Environment, Education and Science); the Autonomous Community of Navarre (Health and Social Welfare, and Environment Departments, Territory and Housing), and others. He was also the Executive Manager of Sustainability at the Institute for the Sustainability of Resources.

### The early days

R+D+i at Cementos Portland Valderrivas started to gain importance in the early nineties at the Olazagutía plant to resolve some specific technical problems stemming from the implementation of the High-Speed Railway.

Developing any R+D+I project is complicated and requires the involvement of several professional profiles. The "generation of ideas" is considered particularly relevant. The needs and expectations of the Company's clients are the main sources of information for Cementos Portland Valderrivas. Seminars, universities, scientific articles are among the other sources that must be taken into account, the sources from which the R+D+i team gets ideas for promoting new projects. Once a new product has been conceived, it is necessary to meet two challenges: industrial production and its launch in the market at competitive prices.

Eight new products, eight publicly-funded research projects, and two patents are the

results in the last few years of the R+D+I process implemented at Cementos Portland Valderrivas, all of which are under protocol and are carried out at two of the Company's laboratories, in Seville and in Olazagutía. The achievement of thee impressive results were also achieved thanks to the combined work of the research teams and FCC's innovation managers, particularly in relation to construction.

Everyone agrees that, among the new products with which this research team is working on, the new Ultraval concrete and its variants will be revolutionizing the market. Their applications are multiple and, among the advantages, its drying speed, that make it particularly valuable for constructions in emergency situations.

Express concrete are also quite remarkable, capable of reaching service resistance in two to three hours instead of days, regardless of atmospheric conditions, and requiring specific equipment for its manufacturing and road transport. This product, thanks to this quality, is finding a large niche in civil protection and army works. The Company is one of the first in the world involved in the production of microcements; cements that contribute significantly greater added value than the traditional ones but which open new possibilities and new qualities for various types of uses. In addition, the Company has great interest in developing products with a reduced carbon footprint, both in the field of cements with added products, as well as in the development of new, cemesphere type products.

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## Main challenges for 2011

**Instead of feeling disheartened because of the current economic situation in the sector, the research team at Cementos Portland Valderrivas sees this crisis as an opportunity.**

"Great crisis, great moments of creativity" and, one of the main challenges for 2011, a good opportunity to promote innovation. The idea is to define a strategic R+D+i line for the company and to double expenditures in this respect.

Climate change, very much in mind in the decision processes of the world's leaders and companies worldwide, is not ignored by this work team. Concrete is the most used resource in the planet, after water, and its manufacturing generates 5% of total greenhouse gas emissions. It seems clear that R+D+i at Portland Valderrivas must come up with less pollutant production processes and contribute solutions to a society that will likely suffer the consequences of climate change.

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GUEST COLUMN




## The importance of the brand to guarantee the future

**A brand, for a company, is the same as a person's name. People identify us with the name and associate us with a way of doing thing, with values, and with our track record. After several years, we have succeeded in reaching a specific positioning within our sector.**

By: Juan Pablo Merino
Director of Corporate Marketing and Brand

In times of crisis, management of brand positioning is commonly put aside so as to be able to address specific needs, and consequently, it sheds its very essence. It is also true, however, that crisis scenarios present a great opportunity for performing an in-depth analysis of this positioning and for seeking alternatives that enable a specific brand to come out stronger after the crisis has passed.

A good strategy is to check the field of operations in search of new territories for positioning that could be occupied and which contribute to the brand a new place for its development and for a new public. The public, in turn, will discover a new dimension in a well-managed and communicated company, all of which will ensure the survival of the business in a new stage.

### Brand repositioning

In short, the idea is to reposition the brand in a situation such as the current one and to send out new messages to renew our clients' trust. Seek a sound positioning, clear and defined that makes us different, as a synonym and guarantee for the future.

The brand should reorganize in view of new circumstances. This means the message must be updated so that it is clear and easy for the market to understand. Behind this repositioning, however, certain values must always prevail, a way of doing things that makes us different and unique, genuine. In this way, nobody will be able to copy us and we will be able to continue to generate business, wealth, and jobs. Our history, reinvented and innovated will feed the new phase.

Brands should serve as a guidepost so that companies can adapt as best as possible to the needs demanded by the market, clients, and consequently, must provide employees with the necessary resources to be able to interact in with the surroundings. Nevertheless, this is not an easy task since it is necessary to apply the brand culture on an emotional and relational level in the minds of employees, and that this is reflected in their performance. Simply put, employees must think, feel, and act, with the brand on their minds.

FCC, our brand, is in the process of becoming a single brand, with some recommended exceptions so that we can mark a clear difference in relation to our subsidiaries, very specialized and strong in a sector or territory.

The Citizen Services concept sends a clear message to the market on FCC's wager in its crisis-management process.

The responsibility over the brand is something that must be nurtured and managed, extending it beyond the department where the Communication and Marketing staff works. A well-founded and focused brand strategy is not based solely on good communication measures, it also makes it easier to execute the business strategy. The brand can guide more than what the company may say, since by being the visible part of the Company, it informs on what the company does and how it does it. It is the path that the company hast to take to generate its employees commitment and cohesion, and the fidelity and appreciation of clients.

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Red de Comunicación
El espacio de las personas de FCC
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**Recent contract**

FCC recently won a service contract for maintenance and repairs of 1/3 of the Madrid Autonomous Community (excluding the capital city), including Móstoles, Fuenlabrada, Parla and Rivas, towns in the southern part of the community.



See slide show



We visit Madrid's underground accompanied by Dani, Manuel, and Raul.

## The underground world in Madrid: 2,000 Km of sewers

**We go down to Madrid's underground, the facilities where FCC's Conservation and Systems employees carry out their day-to-day activity: the conservation and maintenance of more than 2,000 Km of sewers.**

The history of sewers dates back to the early human settlements. Demographic concentration makes it necessary to build the structures that make life easier for humans: housing, roads, public spaces, supply systems, etc. It was already commonplace in Roman times to use a sewer system, although it was designed exclusively for draining rainwater.

In the fourteenth century, when cholera scourged Europe, the high incidence of disease made it necessary for men to dispose of residual water and solid waste in cities. At that time, most of these cities already had a sewage system for rainwater, and the connection of these to the pipes in buildings created a single network, in most cases

### FCC pioneers in urban sanitation

FCC started operations in this field in 1991 after being awarded a sewage cleaning and maintenance contract in Barcelona.

This contract marked a major milestone in the Company's history, since it was its first incursion in the services industry and the first step in its business diversification.

In 1913, FCC won the first service contract in Madrid when it was awarded a contract for the capital city's underground sewage system.

Conservación and Sistemas is currently the FCC Company engaging in providing conservation and maintenance services for the Madrid sewage system.

Since it is buried underground, the sewage system is one of the most unknown of urban services. In the capital city of Madrid, there are approximately 5,000 Km of sewers of which, FCC is in charge of about 2,000 since these can be accessed whereas the remaining part are small diameter pipes, the maintenance of which is made by using vertical chambers.

Accompanied by Dani (the head of this service), Manuel and Raul, we go down to the installations where they perform their daily work in underneath the city of Madrid: the Abroñigales storm tank and at a collector currently under construction in the town of Vallecas.

This is their normal place of work. Raul has spent most of his professional life working underground: we have found all sorts of things during our inspections; handbags, guns, chains, snakes, a surfing board, a dead sheep, even a motorcycle".

The visitable galleries make it possible to repair any damages without having to open holes in the pavement. The size is sufficient to enable the operators in charge of maintenance to perform their functions in a normal fashion. These are hydraulic structures, usually oval-shaped or circular section channels, buried under the streets, where the temperature ranges from 15 to 18 degrees.

One of the main dangers affecting workers in confined spaces is the inhalation of gases, particularly methane gas caused by putrefaction.

This is why is extremely important to obey security measures in these types of spaces: two or more people usually go down while a colleague remains at the surface in the event that there are any incidents We never go down when it rains since this is dangerous because of the risk of overflowing. We use harnesses to go down to the collectors at the greatest depth and do this using proper clothing and with adequate light, and, of course, with a gas detector".

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THE PLACE

**Experience in building storm tanks**

FCC recently built the Butarque storm tank in Madrid, with a capacity of 400,000 m3 of water and able to take in 80 m3 per second.

**Latest technology**

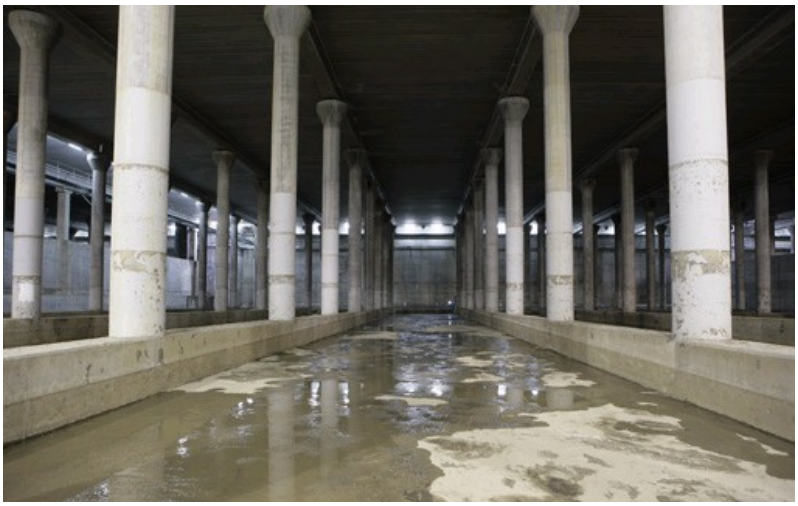
FCC technical staff controls from the synoptic table on the surface all the operations performed in the tank, such as the handling of the sluice gates, receiving information from there on the volume of water, level of gases, etc.



See slide show




Watch video



## The Abroñigales storm tank

**The Abroñigales storm tank, managed by FCC through its company Conservación y Sistemas, S.A. is situated in Vallecas, underneath a surface the size of two soccer fields.**

A storm tank is a deposit that receives flow from the network of collectors in a city in the event of heavy rainfall. It is capable of storing this water to limit the volume of flow without it flowing over, storing it until the water treatment plants have sufficient capacity to treat this water.

Most pollutants are concentrated during the first phase of the storm and, accordingly, it is essential to have this water flow to the treatment plant. The Abroñigales tank is one of the largest in Spain. It has a capacity of 200,000 m3, is 270 meters long, 90 meter wide, and 10 meters high. It collects rainwater and all the pollutants brought by the water during the storm. After a first filtering process, the water is sent to the Sur Oriental water treatment plant.

Normally, if the flow does not reach 12 cubic meters per second, the water goes directly to the treatment plant. It is only when the volume is higher, that it is stored in this huge infrastructure. Since it underground, people don't even know that it exists.

The tank has a distribution chamber which takes in the water from the entry of the tank, to the retention tank, where storm water is stored when the capacity of the distribution chamber overflows, and a relief chamber for surplus storm water.

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## Juan Francisco Martín Munua, 27 years working at the department in charge of the cleaning and maintenance of the Madrid sewage system

**Our colleague, Juan Francisco "Paco" has been working at FCC for the past 37 years, 27 of these, in the cleaning and maintenance department for the Madrid sewage system and, for the last 10 years, as a porter at the Federico Salmón, 13 building, also in Madrid. We met him at this office building so that he could us about his experiences at FCC.**

**How were your first years at the company?**

I started to work when I was just 17 years old at Construcciones and Contratas. In those years, the contract for the sewage cleaning and maintenance service depended on the Madrid City Council.

At that time, the offices were situated in Paseo de Pontones 29, and the collector cleaning and maintenance service, where I started to work, was made using trucks with hoses full of water under pressure.

When I joined the Company, we had the first and the best trucks in the country for providing this type of service.

Ernesto Koplowitz was responsible for promoting the use of these trucks for this service, an idea he brought back From Germany where these vehicles were already being used. He found a company located in the same street, Federico Salmón, which manufactured firefighting trucks, and hired this company for developing and manufacturing our trucks.

We have travelled to many towns in Spain to perform demonstrations of these cleaning trucks, towns where they used canes to perform cleaning services. They thought our demonstration was spectacular and this is how the company was able to secure many contracts.

**Tell us about your work. Do you remember any story in particular?**

During my professional life, I have performed many types of jobs and had many experiences. We used to clean the sewage of the M-40 ring road, the roads branching out from the Extremadura and La Coruña highways; line 8 of the Pitis Metro, where as the work progressed with our company's tunneling machine, we were responsible for cleaning the wells and collectors which were full of sludge.

We cleaned galleries of Paseo de la Castellana using hoses, pushing the dirty water to the central collector. These galleries are so small that you have to squat to be able to go inside. Ceramic tiles with the names of the streets above are placed underground so that you can find your way.

We found all sorts of things in the collectors. At one time, we used to find rings and chains because houses, at that time, did not have a siphon trap and these articles fell down the drains. Generally, however, what comes out is very black sand, decomposed organic remains.

### Safety and health at that time

**The inhalation of gases is one of the main hazards for workers in confined spaces, particularly methane gas produced by decomposed matter. Currently, there are very advanced gas detectors in the collectors. How did we handle these situations in the seventies?**

In the old days, we went down with carbide lamps, which helped us to light the galleries. It was a lamp with a system similar to Italian coffee makers; carbide was placed in the bottom and water in a deposit above, when the water fell in the carbide, a gas was generated which we lit up with a wick. If the fire went out, it indicated the presence of methane.

But the best sign that there were gases were the rats. We used to call them "the friends of the nightmen" since their presence indicated the presence of oxygen.

As a security measure, before going down to the galleries, we sprayed with water under pressure to remove the sludge, under which methane bags were formed, this way, the gases were freed up and we could go down after waiting a prudent time.

In any case, no one ever went down alone to a collector; there were always groups of three or four, while one or two people remained at the surface in case any incident came up. We always wore a helmet, gloves, boots, and harnesses. It was necessary to take a daily shower. Showers were installed at the facilities and the company provided two locker rooms: one for dirty clothes and the other one for clean ones. Later on, they also gave us towels and took care of washing our work uniforms.

**Why did you change activities?**

Because of a back problem in 2000, Dr. Echavarría told me that I could no longer

continue at this job and he helped me get a transfer to the offices at Federico Salmón where I started to work as a porter. For the last year, I work as the coordinator of the team of porters at the building.

**What do you miss about your former job?**

My colleagues, many of them have retired. There were 160 of us; I was always the youngest in the group. We still get together for lunch once in a while.

I gained quality of life with the change. It is hard work. I still remember that at that time we were always going somewhere on a truck. I don't have to travel that much now, so I' happy, although I still keep very busy at my present job.

I still follow any news about new sewer contracts and am happy when a new cleaning contract is awarded to us.

**What advice would you give beginners?**

Most importantly, I tell them to be prudent and to always comply with safety regulations.

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From left to right: Alvaro Espinosa, head of FCC Logística in Vitoria; Eladio Orive, Director of Vizcaya Medio Ambiente de FCC; Patxi Lazcoz, the mayor of Vitoria, and Juan Cruz, Cemusa representative in Vitoria and Pamplona.

## Vitoria, European Green Capital 2012

**Vitoria is immersed in a complete change process, constantly evolving and winner of many awards. The nearly 100 kilometers of green zones surrounding the city and its sustainable mobility plan were among the key aspects considered in proclaiming as the European Green Capital 2012.**

Vitoria-Gasteiz is the European city with the largest consolidated green zones, a real natural lung of great ecological and urban value. Last 21 October, a panel of judges meeting in the Swedish capital announced that this city in Álava would be proclaimed the European Green Capital. Under the motto "Green outside, Green inside", Vitoria beat other candidates such as Barcelona, Nuremberg, Nantes, Malmö and Reykjavik, deserving the highest distinction ever awarded in its more than 800 years of history.

The wishes of its mayor, Patxi Lazcoz and all the citizens of this city have been fulfilled. Being selected as the "Green Capital" or the "European Green Capital" represents the recognition awarded every year to cities that stand out for their environmental and sustainable policies.

Vitoria has won several environmental awards. In 2005, the U.N. invited the city to participate in the World Earth Day in San Francisco and in the declaration of the "Green Cities". In 2003, it won the Bandera Verde-Ciudad Sostenible Award for the eighth consecutive year thanks to its waste management policy; and in 2002, the Spanish Waste Club gave it the consolidation prize for the good results achieved thanks to its sustainability policies.

In 2000, the Fifth National Environment Congress granted the city the National Environmental Education Prize and, the year before, in 1999, the U.N. selected the Vitoria-Gasteiz Green Ring as one of the best global initiatives, among 100 others, in the third Good Practices international contest. In this same, it was also awarded the Price for the Ecological Municipality 1999 granted by the daily economic newspaper Expansión and by ArthurAndersen. It won the cleanest city award in 1998 and in 1997, the Basque Government declared its historic district as a Monumental Site. In 1996, the city was named Model Sustainability City in Europe during the Second Conference of Sustainable cities held in Lisbon, and in the same year, it was chosen as an example at the State level to describe its environmental experience in the Habitat II Summit held in Istanbul.

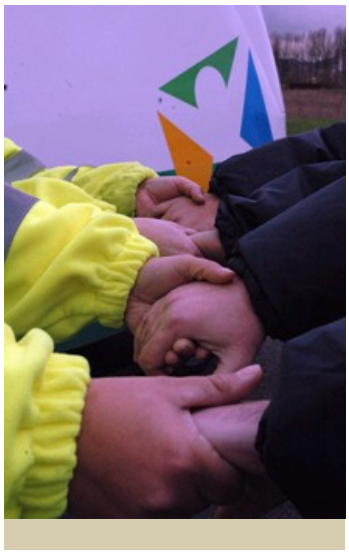
"What a great source of pride for you, Mr. Mayor, and all the citizens of Vitoria" "How do you feel about all these awards and recognition? We asked. "These recognitions are practically the logical outcome of more than 30 years, since the first democratic legislature. We complied with the strong demand of citizens on quality of life and social cohesion, traits that we enjoy.

### Responsibility and opportunity

Besides being a seal of quality, what does this new recognition mean for you? What will it contribute? The price puts us at the spotlight. Probably one of the most important elements of being a candidate is the fact that 84% of Europeans live in cities similar to Vitoria. It represents responsibility; many local governments worldwide will be watching to see what happens in Vitoria in 2012, particularly with respect to climate change. This can also help us speed up those change processes for those small day-to-day behavior of the citizens: It is also an opportunity for our international projection and to promote the city from different perspectives.

Vitoria is a city custom-made for its citizens. The characteristics that best define it are the importance given to the environment, the efforts made to convert large midtown areas into pedestrian walks, the varied cultural offer, its good public services, civic centers and spots facilities, all of which make this a city conceived and designed for living. All is part, as the mayor mentioned, of what we call the collective success of the city, that is, the sustainable development concept and environmental policies are becoming fashionable. Vitoria has already walked this road.

As was the case in many other cities, Vitoria in the sixties and seventies experienced an industrial boom, "it was a city which grew on a man-made scale, we did not go overboard in terms of urban planning; we did not build any "dormitory suburbs", the





See slide show

mayor told us, and said that "special efforts were made to make green areas and brick compatible".

For Patxi Lascoz, Vitoria will certainly remain a reference city. "The emerging cities of the future will be able to attract the best workers, talent, and knowledge, and Vitoria has sufficient appeal to attract this talent and this knowledge and of being a landmark from the sustainable development perspective". "This award is very positive for us; it puts us at the starting line with other cities that will serve as examples of how things should be done in the future".

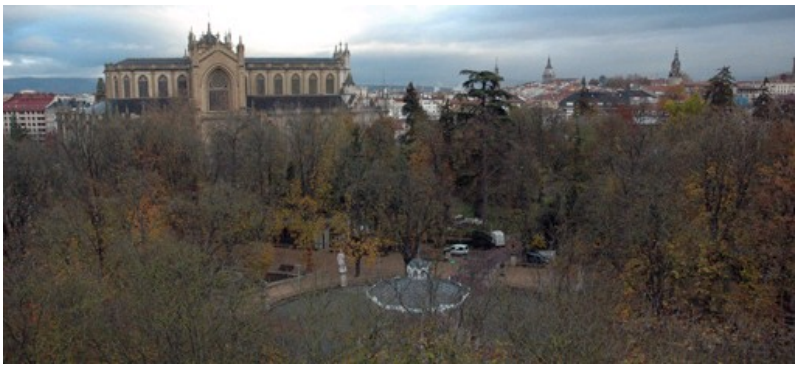
There are many projects in mind to improve the lives of citizens, although, at present, they are very concentrated on the concept of sustainable mobility. This is the basis for various programs and initiatives, from improving the public transport system; electric vehicles, improvement of the bike lane network; and the significant extension of bus lanes.

"Everything related to energy consumption and renewable energies. Reducing our energy consumption; sustainable mobility, and sustainable energy consumption will underpin all our projects for the city currently on the drawing board", Patxi Lascoz told us.

"Furthermore, we plan to connect the edge of the city's outskirts with the midtown district with a large pedestrian road that takes you from the memory of the city, its medieval center, directly to the natural spaces", the mayor added.

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## Commitment to Citizen Services

**FCC provides environmental services in three Basque capital cities and in another 75 towns and cities in the Basque Autonomous Community.**

FCC Medio Ambiente is in charge of solid urban waste collection and street cleaning activities in Vitoria-Gasteiz since 2006. It owns 115 street cleaning vehicles and 64waste collection trucks that do the rounds every day around the streets of the capital city, removing more than 100,000 tons of waste every year produced by a population of more than 225,000 inhabitants.

It offers a manual and mechanized cleaning service 365 days a year throughout Vitoria's 1,026 streets.

FCC performs environmental services in the three Basque capitals: Bilbao, San Sebastian and Vitoria-Gasteiz, as well as in another 75 towns and cities in the Basque Autonomous Community.

For the last eight years, FCC has also been in charge of urban sanitation services through its subsidiary, Cemusa. It has installed 220 bus shelters in the city designed by the architect, specialized in sustainability, Francisco Mangado, in addition to another 520 urban fixtures such as bus and taxi sings; automatic toilets; Oppis; electronic panels, benches; trash bins; and other street signs.

In Vitoria, FCC Logista has a warehouse that serves as the distribution platform for its consumer network.

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