

Communication Network

News for the people of **FCC**

I S S U E **26** 2015

FCC reshapes Board of Directors



Speech by Esther Alcocer Koplowitz, chairman of FCC, in the Group's Board of Directors

New directors

- Inmobiliaria AEG SA de CV, represented by Carlos Slim Helu
- Inmuebles Inseo SA de CV, represented by Juan Rodríguez Torres
- Alejandro Aboumrad González
- Gerardo Kuri Kaufmann.

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FCC reshapes Board of Directors



Directors appointed from Inmobiliaria AEG SA de CV represented by Carlos Slim Helú, and Inmuebles Inseo SA de CV, represented by Juan Rodríguez Torres, Alejandro Aboumrad González y Gerardo Kuri Kaufmann

FCC Group's Board of Directors has jointly agreed the appointment of proprietary director's from Inmobiliaria AEG SA de CV represented by Carlos Slim Helú and Inmuebles Inseo SA de CV, represented by Juan Rodríguez Torres, Alejandro Aboumrad González y Gerardo Kuri Kaufmann.

These Directors occupy the vacancies on the Board, following the resignation of Fernando Falcó y Fernández de Córdova, Marcelino Oreja Aguirre, Rafael Montes Sánchez, César Gómez Ortega, Felipe Bernabé García Pérez, and E.A.C Medio Ambiente S.L.



Changes in the composition of the highest governance body of the Citizen Services Group occurred after the capital increase last December, where Control Empresarial de Capitales S.A. de CV acquired a 25.635% stake in FCC.

Esther Alcocer Koplowitz remains as Chairman of the Board, in which Esther Koplowitz will remain as a Vice Chairman. Alicia and Carmen Alcocer Koplowitz will also continue as members of FCC's Board of Directors.

Juan Béjar remains as a Second Vice Chairman and CEO.

Following the changes to the Board the new structure has been agreed:



BOARD OF DIRECTORS

Dominum Desqa, S.A. (Esther Alcocer Koplowitz)

Chairman

Proprietary director

B-1998, S.L. (Esther Koplowitz Romero de Juseu)

First vice chairman

Proprietary director

Juan Béjar

CEO - Second Vice chairman

Executive Director

EAC Inversiones Corporativas, S.L.

(Alicia Alcocer Koplowitz)

Proprietary Director

Dominum Dirección y Gestión, S.A.

(Carmen Alcocer Koplowitz)

Proprietary Director

Inmobiliaria AEG SA de CV (Carlos Slim Helú)

Proprietary Director

Inmuebles Inseo SA de CV (Juan Rodríguez Torres)

Proprietary Director

Alejandro Aboumrad González

Proprietary Director

Gerardo Kuri Kaufmann

Proprietary Director

Larranza XXI, S.L. (Lourdes Martínez Zabala)

Proprietary Director

Olivier Orsini

Independent Director

Gustavo Villapalos Salas

Independent Director

Gonzalo Rodríguez Mourullo

Independent Director

Francisco Vicent Chuliá

Secretary (Non-Director)

Felipe Bernabé García Pérez

Vice Secretary (Non-Director)

The Board of Directors has also approved the new composition of the Executive Committees and the Remuneration and Nomination Committees as well as the Audit and Control, which remain as follows:

“ Esther Alcocer Koplowitz remains as Chairman of the Board. Esther Koplowitz will remain as first Vice Chairman. Alicia and Carmen Alcocer Koplowitz will also continue as members of FCC’s Board of Directors’

“ Juan Béjar CEO - Second Vice chairman Executive Director

EXECUTIVE COMMITTEE

Juan Béjar Ochoa
President

Dominum Desqa, S.A. (Esther Alcocer Koplowitz)
EAC Inversiones Corporativas, S.L. (Alicia Alcocer Koplowitz)
Alejandro Aboumrad González
Gerardo Kuri Kaufmann

Francisco Vicent Chuliá
Secretary (Non-Director)

Felipe Bernabé García Pérez
Vice Secretary (Non-Director)

APPOINTMENTS AND REMUNERATIONS COMMITTEE

Olivier Orsini
President

Dominum Desqa, S.A. (Esther Alcocer Koplowitz)
Inmuebles Inseo SA de CV (Juan Rodríguez Torres)
Gustavo Villapalos Salas

Felipe Bernabé García Pérez
Secretary (Non-Director)

AUDIT AND CONTROL COMMITTEE

Gustavo Villapalos Salas
President

EAC Inversiones Corporativas, S.L. (Alicia Alcocer Koplowitz)
Inmuebles Inseo SA de CV (Juan Rodríguez Torres)
Olivier Orsini
Gonzalo Rodríguez Mourullo

Felipe Bernabé García Pérez
Secretary (Non-Director)

A new philosophy for FCC

Speech by Esther Alcocer Koplowitz,
chairman of FCC, before the Board
of Directors Meeting of the
Group held on 13 January 2015.



I am going to try, with a few words, to sum up the principles and values that I understand should be those that define the philosophy with which we will tackle the tasks ahead of us in this new FCC.

To do this, I have carefully checked the elements which, up to now, have been essential in the evolution of our company and which are part of our identity, and I have also analysed in depth the principles underscoring the good work of the Carso Group, with which we coincide in their fundamental values:

- Confidence in our capabilities to build a better and different future.
- The passion for the company. We should not forget that together with the firm and patient commitment, the pas-

sion that we put in what we do always gives good results. This is what we have learned from our mother.

- In the same way that we learned to put our feelings in what we do; based on creativity, a generous spirit, and an open mind as the key factors for adapting and for constantly seeking what is new and modern.
- To be flexible and quick when making decisions so as to improve our productivity and competitiveness.
- Cohesive teams, working as a group, collective intelligence and the recognition of equality, diversity, and talent as the means for the advancement of everyone.
- Austerity as a principle and in all circumstances.

- The awareness that we are committed, through our projects, to improve the well-being of all our fellow citizens.

Principles and values that determine our day-to-day work and which, I am certain, will continue to guide our steps in this new FCC.

Successful culmination of the FCC capital increase

On 27 November 2014, the FCC Board of Directors approved a resolution for a capital increase for the sum of 1 billion euros, equivalent to 133,269,083 new shares at a subscription price of 7.5 euros per share. Shareholders had previously approved the proposed capital increase at the Annual General Meeting held on 20 November in Barcelona.

The approval by the Group's highest governance body took place after B1998, the company through which Esther Koplowitz controls a 50.02% stake in FCC, announced the agreement entered into with Control Empresarial de Capitales SA de CV, controlled by the family of the Mexican businessman Carlos Slim, for the sale of its preemptive rights in the aforementioned capital increase, equivalent to 50% of such increase.

Less than three weeks later, on 18 December, the FCC capital increase was completed with the full subscription of the 133,269,083 shares placed on the market for the actual amount of 999,518,122 euros. Demand was 9.2 times greater than the amount of shares on offer. Accordingly, FCC declared that the capital increase had been fully subscribed.

During the pre-emptive subscription period, closed on 13 December, 1,228,069,553 shares were requested, representing demand at 9.2 times the amount of shares on



offer. Since the number of additional shares requested was greater than the 423,077 available for allocation, these shares were apportioned accordingly. The apportion-

ment meant that each applicant was allocated 0.034% of the requested shares. The new shares are expected to be listed on the stock exchange markets on Monday 22 December.

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Descúbrelo en FCC one



The outlook in 2015 for urban infrastructures

A report by the The Economist and FCC

FCC sponsored a study conducted by the Economist Intelligence Unit (EIU) to examine the trends of urban infrastructures and services in a report entitled “Outlook for urban infrastructures 2014”. The study included a survey of a group of more than 400 experts and managers from around the globe involved in urban policies in order to gain a better understanding of the challenges and solutions in urban infrastructures. Mayors and prominent businessmen in the global infrastructures areas were also interviewed. Analysing the status of current urban infrastructures, the report examines the relationship among citizens, politicians, and service providers (including infrastructures, water, waste and energy).

As a citizen services group, FCC always tries to gain a better understanding of the interaction among these stakeholders in urban areas. This report underscores FCC’s commitment to learning about this interaction and the promotional campaign which is part of the report allows us to show our commitment to all FCC stakeholders. Keep up to date by following the media and the “ciudadano-activo.com” blog during the month of February and don’t forget to send

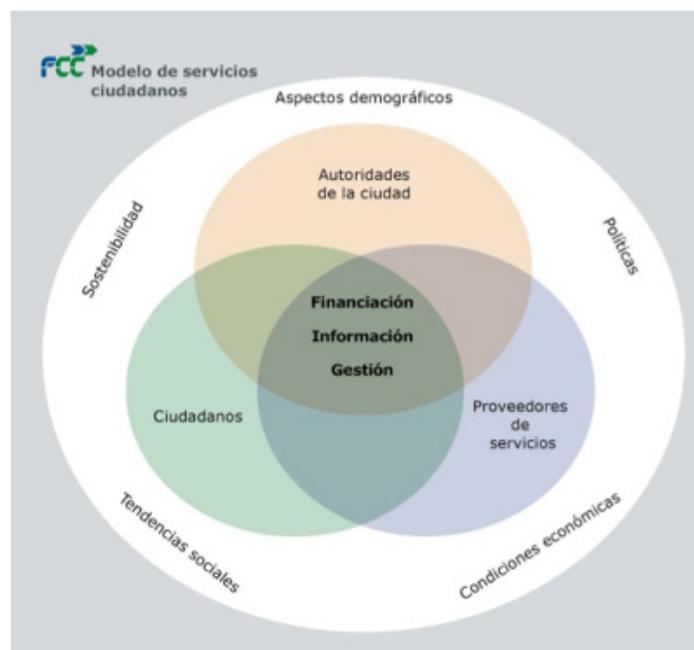
a copy of the report to your clients and other interested parties.

Citizen Services Model and Results

For the report, FCC created a Citizen Services model to visualise how stakeholders work together to achieve better results for the cities. Demographic aspects, policies, social trends, economic conditions, the environment and sustainability are the factors that make a city a unique place. The needs can be understood and solutions delivered

counting with the close se collaboration of city authorities, citizens and service providers.

A critical aspect is obtaining funding, improving the flow of information among the stakeholder groups, and managing the projects efficiently.



Urban infrastructure insights 2015



Improvements in transport in metro and rail infrastructures are the main focus of urban infrastructures.

- The study shows that there are good infrastructures and urban services
- 52% of those interviewed said that the metro and railroad were the key priority and 47% attached greater priority to this issue over the next five years. The main concern worldwide was roads and information technologies, in the Middle East it was airports and in Asia-Pacific energy infrastructures.
- According to 82%, governments should work more with the private sector to improve infrastructures, mentioning the PPPs as the main method for promoting improvement.

One of the funding mechanisms suggested was greater collaboration of the government with the private sector through public-private collaborations. 82% of those who participated in the survey agreed with this since they considered this a way of achieving more innovative and profitable solutions.

Waste collection, treatment, and recycling require efficient action by municipal leaders over the next five years:

- The report revealed the global concerns on the future of infrastructures and urban services, including waste collection, treatment and recycling.
- Cities need to “have citizens become involved and educated them” on “hidden value” infrastructures such as waste services.

The key message of the report is that there will be a crisis spanning five years for the urban services and infrastructures industry unless municipal leaders implement effective measures.

The key results of the report can be summed up as follows:

- The study reveals that 68% of respondents consider it necessary to invest in urban infrastructures in the next five years.
- Municipal leaders are responsible for improvements but tend to give priority to new infrastructure projects while two-thirds of those interviewed

expressed their preference for maintenance and improvement of already existing infrastructure.

- 82% of those interviewed suggested that authorities should work more closely with the private sector and expressed the clear desire of citizens to play a role since greater collaboration among the groups could offer better results in terms of urban services and infrastructures.

Brian Gardner, senior editor of the Economist Intelligence Unit, and editor of the study, indicated that: “Although municipal managers receive criticism in connection with a mediocre infrastructure, it is obvious that they cannot improve the conditions without working in collaboration with service providers and with the citizens themselves”.

Written by **The Economist** Intelligence Unit

- Greater collaboration among municipal leaders, citizens, and the private sector could improve the results of urban services such as waste management.

When Dan Hoornweg, former World Bank principal advisor on Sustainable Cities mentioned that it was necessary for municipal leaders to obtain the support of citizens in relation to recycling and to improve waste management solutions if they want to reduce their impact and the vulnerability of the environment, he said that “It is necessary to find out how to manage cities with less waste and less energy”.

Better flow of information could help to manage water in the cities:

- The study revealed global concerns on the future of the supply of infrastructures and urban services, including the supply and distribution of water and the treatment of wastewater.
- Those responsible for defining policies consider water supply as one of the three main problems in connection with infrastructures and urban services. Nevertheless, they face a difficult task when trying to gain public support for “hidden” infrastructures, such as water-related services.
- 72% of citizens would change their water consumption if they had more information on the levels of use, stressing the need to improve the newsflow and strengthen citizens’ involvement.

The report pointed out that emerging markets are the ones who suffer the most from the bad conditions of infrastructures which translate into over-exploited systems and other deficient services. Reducing the amount of waste is essential, including waste resulting from deficient infrastructures such as the water system. Therefore, the study also referred to the improved collaboration with citizens as a fundamental requisite for the success of these cities.

Juan Béjar:

The challenges of a world that is increasingly more urbanised

The pace of the urban growth process in the world of the 21st century seems unstoppable. Demographic growth is highly concentrated in cities and as such, is one of the greatest challenges faced by leaders in their attempt to protect the future of their cities in view of the overwhelming global sustainability crisis.

Due to the population growth in cities, municipal authorities have become more involved than ever in the welfare of citizens. In order to govern a city, political and financial skills are required. Nevertheless, we have also become increasingly aware that it is also necessary to take advantage of inventions and technological and social adaptations in order to manage, process, and communicate the decisions taken and to learn about the reactions that they generate.

The debate on the future of cities has been dominated over the past few years by the “smart” concept, observed specially from the standpoint of the information network and the use of major data to improve the efficiency of infrastructures and services. With the exception of a few cases, howe-

ver, this perspective has underestimated the ability of citizens and the role that they can play in the use of technological advances to participate in the local decision-making process and become players in their urban surroundings.

At FCC, we believe that citizens are an essential part of the group formed by political leaders and private companies haired by local governments. FCC is a citizen services group and this implies that citizens are at the centre of attention in everything that we do, be it the vital construction of a metro and railway system in Riyadh or Lima, management of critical waste services in the United Kingdom Spain and most of Central and Eastern Europe, or the provision of end-to-end water management services in 22 countries around the world.

We joined forces with The Economist Intelligence Unit in this survey and global report because we believe that foresight and public debate is necessary in order to tackle these challenges.

As can be deduced from the conclusions of the report, one of the greatest difficulties that we face is to meet the expectations and the needs of citizens with practical and viable solutions from the economic standpoint. All is related with financial models, newsflow, and management systems combined with the added challenge of providing these solutions in such a way that they encourage greater social integration, an essential part of our activity.



We are pleased to share these conclusions and hope that they help to gain a better understanding of the problems affecting citizens, politicians, and companies on a daily basis in an increasingly urbanised world.

Juan Béjar
vice-chairman and
CEO of the FCC Group

Miguel Jurado: Roads and railways are his main concerns



A good transport infrastructure is essential for the transport of people, public administrations and companies. New road and railway projects and upgrades or maintenance of existing ones, have the power to transform the social and economic dynamics of a city. Nevertheless, careful planning and a lot of experience are necessary in order to reach the essential balance of the demand of all involved.

In April 2014, FCC inaugurated the Panama Metro, the first transport system of its kind in Central America. We are proud to say that, thanks to planning and the commitment of many of the stakeholders, we were able to deliver the project in a record time of slightly more than three years. The Metro Secretariat of Panama, an agency of the National Government, which commissioned the construction and will also be in charge of managing the new transport system, calculates that Line One of the metro will meet the transport needs of a million people while, at the same time, reducing traffic congestion in the capital of Panama.

FCC also started building Line 2 of the Lima Metro system. This is currently the most important infrastructure project in Latin America, stretching over 35 kilometres and with 11,000 working in this project. This megaproject will improve the quality of life in Lima and will reduce the travel time of a million Peruvians. The project requires an investment of 4.4 billion euros and the first section is expected to be completed in 2016.

One of the best examples of the transformation achieved by a transport infrastructure is the New Europe Bridge, built by FCC and opened to the public in December 2013. The 1.9 kilometre long bridge, connecting the cities of Vidin (Bulgaria) and Calafat (Romania) has reduced travel time from three hours to just ten minutes and has become a symbol of what can be achieved thanks to the trans-border collaboration to connect Europe. The European commissioner for Regional Policy, Johannes Hahn, praised the project since, in his opinion, it "opens the gates to endless business and research possibilities in both banks of the River Danube".

FCC Construcción, with the ongoing metro projects in Riyadh, Doha, Lima, and Bucharest, will continue to implement the same planning approach and the same commitment with which it has successfully built more than 200 kilometres of high speed railway as well as thousands of kilometres of roads, highways and motorways throughout the world.

Miguel Jurado
Chairman of FCC Construcción

Agustín García Gila: Building the future

The conclusions of this report underscore some of the greatest challenges that we face in managing urban waste, particularly in terms of promoting more widespread support for these services. According to the World Bank, it is estimated that by 2025, 4.3 billion people living in cities will be generating 2.2 billion tons of waste each year and, therefore, it is essential that waste is managed more efficiently than ever.

By demonstrating the value of this service, promoting technological innovation, and by improving transparency through the exchange of data and citizens' participation, we can contribute to the success of the circular waste economy. FCC Ambiente operates in 4,000 cities and towns in 20 countries throughout the world and we perform this job with this approach in mind.

For a long time, Barcelona has been considered a pioneer in smart city initiatives, not just in Spain, but around the world. It is a clear demonstration of what can be achieved through public-private associations and FCC is proud to have been operating in this city for more than 100 years. Our efficient management of the sewerage systems and the innovative approach in waste collection using hybrid-electric trucks designed by FCC continue to play a key role in the provision of smart services to the citizens of Barcelona.

This collaboration approach based on waste management technology also defines our work in the United Kingdom. FCC Environment is currently operating in three energy-from-waste (EfW) power plants in Nottingham, Kent, and Lincolnshire, with another two under construction and another one in Edinburg in the project phase. Altogether, these plants will enable us to treat more than half a million tons of waste each year and transform it into green energy.



Lastly, the conclusions of the report on education and on demonstrating the value of "hidden" services, such as waste management, are of great interest. An example of one of the many similar activities undertaken last year, we introduced an environmental education program in Serbia aimed at children and adolescents. If we want to count on the support of citizens, it is essential that we carry out these initiatives aimed at all age groups in each urban environment where we operate.

Agustín García Gila
Chairman of FCC Medio Ambiente

Felix Parra: Better data and smarter cities

Infrastructures, such as those for end-to-end water management, which are considered a "hidden" service by many, play a crucial role in cities and should not be underestimated. The severe lack of information must be addressed by citizens, municipal authorities, and infrastructure service providers. To achieve this, we can introduce opinion platforms so that citizens will feel more involved, authorities will be aware of the demands of the cities, and service providers such as FCC Aqualia will be in a better position to offer smart and efficient solutions.

With this in mind, our company's R+D department launched an ambitious pilot project known as SmartWater in collaboration with the local government of Santander (Spain). Thanks to the implementation of an application, end users receive notices related with the service and information

for reporting incidences. The research performed by EU shows beyond any doubt that citizens want to have the opportunity of doing this in a simple way and that, by working together, we can improve water efficiency.

FCC Aqualia operates in 22 countries in four continents, providing services to more than 23.5 million people. This means that we are in a privileged position for ensuring a more efficient use of the most valuable resources in the world. We can contribute to achieving this goal by changing water management so that it is no longer a service that is ignored and can become one where all citizens can play an active role.



Félix Parra
Managing Director of FCC Aqualia

Perceptions

We are now able to interact with an increasingly larger number of urban areas in the world, from railways to sewerage systems, from waste containers to energy networks. It is great news for our cities, particularly for those with a rapidly growing population. Merely making the different pieces that make up a city smarter is not enough, however, to create smart cities. The key for achieving this is to promote better relations among the stakeholders of the city.

At FCC we are aware that even though cities are now more intelligent, relations with stakeholders are increasingly more complex. Addressing this issue is essential in order to achieve success. On the basis of more than 100 years' experience in providing environmental services, infrastruc-

tures, and water management has enabled us to establish a model for providing more efficient solutions to urban areas. Increased commitment and involvement will contribute to more innovative methods for funding infrastructures and services as well as more defined information flows and enhanced project management.

FCC's citizen services model is described below:

To start with, it is important to be aware that no two urban areas are the same. Aspects such as demography, politics, economic conditions, social trends and the environment and sustainability vary considerably from one urban zone to another, among the different countries, and from continent to continent. There are important lessons that cities can learn from each other, but each infrastructure solution and urban service must be adapted to each specific city.

Secondly, in general terms there are three different major groups of stakeholders in each city when urban infrastructure and service projects are discussed: local autho-

rities, service suppliers, and citizens. The role of municipal authorities is crucial. They have the strategic vision and are the ones responsible for making such infrastructures a reality, working with the two other groups of stakeholders to ensure the best solutions for their cities.

Lastly, the relationship among city authorities, citizens, and service suppliers is defined by the funding of projects, data, and the flow of information, and the successful management of this commitment and interaction. Based on our experience, we can assert that the more solid this relationship through collaboration, openness, and long-term planning, the smarter will be the solutions for the city.

FCC is a citizen services company. We are all together in this.



Business

FCC EQUAL is born; a company for **integrating**

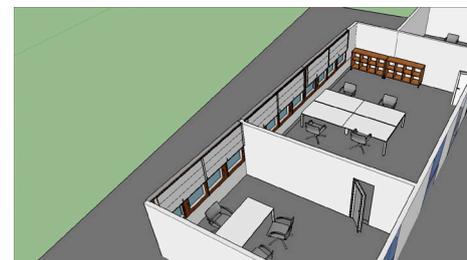
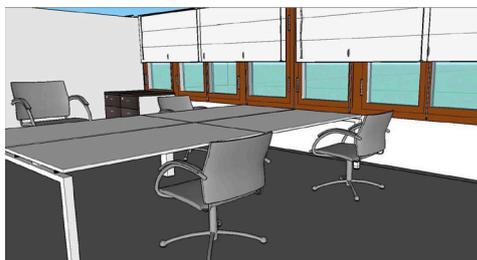
people with disabilities
in the labour force



FCC, through its recently created company, FCC EQUAL CEE, S.L. has launched a new activity fully dedicated to managing and executing Special Employment Centres (CEE, acronym in Spanish) and to provide ancillary services to people with disabilities.

The main commitment is to integrate them in the job market.

This project has been promoted by the Environment Division with its chairman, the managing director, the manager of Zone III





and the manager of Human Resources becoming personally involved.

The culmination of this initiative was achieved thanks to the extraordinary work carried out from the Environmental division's branch office in Castile and León, both by its former representative, Antonio Rodríguez Gómez, as well as by his successor, the current representative Javier Rivas Gavela.

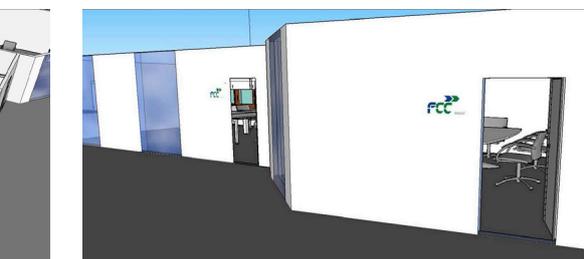
People with disabilities who are part of the FCC EQUAL workforce will acquire the skills, capabilities, and competencies that will make them very valuable company employees.

The headquarters of FCC EQUAL CEE, S.L. are situated on the fourth floor of the building at Federica Salmón, 13 (Madrid). The facilities are currently being refurbished to adapt them to the regulations in force and as soon as work is completed, this project will be developed and promoted from these installations.

The main commitment is to integrate people with disabilities as a means of incorporating them in the job market.

The Special Employment Centres (CEE) were conceived in 1985 as a work formula for people with disabilities and to provide the services of a personal and social nature that they might require.

These companies are particularly sponsored by associations of the disabled and/or their families regardless of whether or not they are created by an individual or a legal entity. The key goal is the social or labour integration of those with disabilities.





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AshghalQatar



FCC Aqualia starts operations in Qatar

Executes a 300 million euro water sewerage contract



FCC Aqualia was the successful bidder of the tender valued at EUR 300 million for the management of the sewerage system in Al Dhakhira (Qatar) for the next 10 years. This contract represents the Spanish company's entry into the Emirate of Qatar, rounding off its presence in this zone, after winning tenders in Saudi Arabia and United Arab Emirates.

The consortium composed of FCC Aqualia (through its subsidiary, Aqualia MAVE) and the South Korean company, Hyundai, was awarded a project contemplating the design, construction, operation and maintenance of the wastewater treatment facilities, wastewater pumping stations, transfer pumping station and collectors associated with the city of Al Dhakhira in Qatar.



This city is located on the east coast of Qatar, some 60 kilometres from Doha, the capital. The new treatment plant will handle an average flow of 56,200 m³ per day and provide service to a population of more than 200,000 residents.

The Ashghal organisation (Public Works Authority), attached to the Government of the State of Qatar, in charge of the sewerage system and wastewater treatment, commissioned the project.

The tender-winning consortium will deploy the latest technology in sewerage and wastewater treatment, using more than 35 kilometres of pipes, with peak flows (with maximum wastewater treatment) of 168,000 cubic metres (equal to 66 Olympic pools) and a wastewater tank with capacity for 84,000 cubic metres.

“ Already operating in Saudi Arabia and in the United Arab Emirates, FCC Aqualia provides services in twenty countries ”

Middle East

This new contract is the third for FCC Aqualia in this region, after the sewerage management contract in Abu Dhabi for the city of Al-Ain and the contract in Riyadh (the Saudi capital) for enhancing the efficiency of the supply network. With this contract, the Group's water subsidiary consolidates its presence in the Middle East and becomes the most wide-spread Spanish company in the region specialised in management of the integral water cycle.

“ The Spanish-Korean consortium will be providing services to a population of more than 200,000 ”

FCC Aqualia extends its presence to Serbia and Kosovo with two new water management contracts

“ The Vrsac and Prizren plants will contribute a business portfolio worth more than 15 million euros ”

FCC Aqualia won two new contracts for the construction of two water treatment plants in the cities of Vrsac in Serbia and Prizren in Kosovo.

The drinking water treatment in Vrsac in the Republic of Serbia, the contract awarded to FCC Aqualia through its infrastructure division, opens up the first opportunity to work in the Balkan country.



The project involves the construction of a treatment plant with the capacity to produce 26,000 cubic metres of drinking water per day for the city of Vrsac, located in the Autonomous Province of Voivodina. The

Another twelve years in La Línea de la Concepción (Cádiz)

FCC Aqualia has been providing services in La Línea de la Concepción (Cádiz) since 1986. Through various contracts, the company has been managing the end-to-end water cycle in this city since 2000.

After the city council assigned these competencies to the Commonwealth of Campo de Gibraltar Municipalities, this entity, following a tender bid, awarded a water supply management contract to Empresa Gestora de Aguas Linenses, S.L., an FCC Aqualia (51%) and Trainasa (49%) partnership.

This contract contributes a business portfolio worth 60.5 million euros over its 12-year term, on top of the current portfolio relating to the 61.2 million sewage contract.

The company will manage this service with a staff of 23 employees who will be in charge of the 290 kilometres of the supply network to ensure the supply of drinking water to the 70,000 residents in La Línea de la Concepción.



From left to right: José Manuel Alcántara, manager of the Commonwealth of Campo de Gibraltar Municipalities; Francisco Jiménez, manager of FCC Aqualia's Andalucía II branch office; and Enrique Reina, FCC Aqualia's representative in Campo de Gibraltar during the signing ceremony.



28 Canal de Isabel II wastewater treatment plants in Madrid

Within the Spanish market, FCC Aqualia has been awarded a contract to operate and maintain 28 plants with a treatment capacity equivalent to 232,000 inhabitants. The wastewater treatment plants are located in 28 municipalities in Madrid along the Alberche River basin. The contract, which lasts two years and costs nearly 5.5 million euros, is renewable for another two years.

German bank KfW will finance this 5.6 million euro project.

In other news, the Regional Water Company Hidroregijoni Jugor (water management company in this region), has pre-

awarded FCC Aqualia, also through Aqualia Infraestructuras, the contract to construct the treatment plant in Prizren.

The contract, which will be signed in January 2015, is valued at nearly 10.5 million

euros and upon completion, the facility will treat wastewater in the city, with a capacity equivalent to 50,000 inhabitants in its first phase.

Even though these two new contracts represent the expansion of FCC Aqualia into two new countries, the company already boasts of broad experience in this geographical area; it is currently leading the construction of treatment plants in Niksic and Pljevljica in Montenegro; and another in Konjic in Bosnia, with an accumulated value of 30 million euros.



From left to right: Javier Amor, manager of the Legal Counsel office of Zone III; Ramón Sáez, manager of the La Línea branch office; José Manuel Alcántara; Francisco Jiménez; Diego González de la Torre; José Cabrera, vice-chairman of the Commonwealth; and Enrique Reina.

Inauguration of two wastewater treatment plants in Romania

Through its subsidiary Aqualia Infrastructures, FCC Aqualia inaugurated the Agnita and Dumbraveni wastewater treatments plants in Romania's Sibiu district. Built in a joint-venture with Eptisa, the plants will be able to treat 1,700,000 m³/year of wastewater thereby preventing the discharge of this water into the River Tarnavei.

Local and regional administration representatives were present at the inauguration of the plants. The group was headed by the vice-chairman of Sibiu County, Ioan Banciu; the mayor of Medias, Teodor Neamtu; the mayor of Dumbraveni, Georgeta Irimie; the mayor of Agnita, Ioan Dragoman, as well as the managing director of the Apa Tarnavei Mare Water Department, Virgil



Bucse. Francisco Araque, head of the Production Department of the Area II branch office also attended the inauguration as the representative of Aqualia Infrastructures.

These projects, jointly with the Zimnicea wastewater treatment plant, inaugurated in 2013, are the contracts awarded to Aqualia Infrastructures to date in Romania.

“ Will be able to treat 1,700,000 m³/year of wastewater thereby preventing the discharge of this water into the River Tarnavei ”

Abu Dhabi representatives show an interest in FCC Aqualia's know-how

The visit was organized at the request of the administration of the Emirates to gain a better understanding of FCC Aqualia's business model.

The group was headed by Mohamed Ahmed Al Mansoori, manager of the Operations and Maintenance Division of ADSSC (Abu Dhabi Sewerage Services Company), the company in charge of collecting and treating waste water of all of the residential and commercial clients in the Abu Dhabi Emirate. The administration of the Emirates was represented by Omar Al Hashimi, manager of the services provided by the Quality Control.

The day included a visit to the sewage operations and maintenance system of Barcelona. On Friday, they visited the Las Tablas headquarters accompanied by the directors of the Middle East Department, Ignacio Díez de la Cortina, and Enrique Bofill, head of the Africa and Asia Department.

The group met at the headquarter offices with Luis de Lope, international manager of FCC Aqualia. The representatives from the Emirates were particularly interested in learning about the Company's philosophy in terms of Operations and Maintenance series, in Spain and abroad, the monitoring and billing systems, the call centre, R&D, and the market positioning in public-private projects for the design, construction, operations, and financing of new water structures.



The Al-Ain contract contemplates management of a sanitation and waste water treatment in Al Ain and surrounding areas in the Abu Dhabi Emirate over a 6-year period and for the sum of 76.3 million euros. New recycled water pumping stations were recently installed to pump irrigation water in the gardens of Al Ain, consuming more than 190,000 m³/day. The joint venture is res-

possible for the maintenance operations of all installations, the water pipe system, deposits, supply management, and SCADA.

FCC to manage waste in Houston (USA) for 5 years and 30 million euros

FCC Environmental Services, the Group's Environmental Services subsidiary in the United States, has signed an agreement with the Houston, Texas, City Council involving delivery for final treatment of all the biosolids or sewage sludge produced by the city and the neighbouring counties over the next 5 years.

Houston is the fourth largest city in population in the United States and a major hub worldwide for the oil, energy, medical and aerospace sectors. The contract will provide service to 2 million people residing in this Texan city and the surrounding area.

In order to provide the services, a fleet of 20 trucks and 40 trailers and tanks will be used to manage between 25,000 and 45,000 tons of biosolids produced each year in the city over the next five years, for a sum of approximately 30 million euros.

This contract with the Houston City Council is the Citizen Services Group's first after the sale in mid-October of its used industrial oil collection and recycling business in the USA to the local company, Heritage-Crystal Clean, for a total of 70 million euros.



FCC Group's environmental business in the U.S.

The FCC Group's remaining environmental businesses and activities in the USA, such as the collection, recycling and treatment of solid urban waste, industrial waste management, treatment of waste from oil and gas production and exploration processes, ground decontamination and other environmental services, have been grouped under FCC Environmental Services.

Through this new company, the Citizen Services Group aims to focus its environmental business in the United States, where it provides industrial waste management and recycling services.

Before the recent sale of its used industrial oil collection and recycling business to Heritage-Crystal Clean, FCC Environmental had revenues of approximately 130 million euros and a workforce of around 500 employees.

In a section of the High Speed Railway (AVE) to Murcia

FCC will be installing the security systems

FCC has won a new contract, in partnership with CAF Signalling and Revenga Ingenieros, for the installation of security and telecommunications systems for the section linking the High Speed Railway Network (AVE) to Murcia. The total amount of the concession contract exceeds 155 million euros, of which 98.53 correspond to the installation of the systems, and the remaining 56.4 million will be destined to the subsequent maintenance and conservation, during a period of 20 years.

The AVE section awarded to FCC's industrial projects division is located between Monforte del Cid and Murcia, and has a length of 61.7 kilometres. This section will shortly be used for freight and passenger trains, thus completing the Madrid-Levante Railway Corridor.

The consortium will be in charge of drafting the construction projects, the execution of the railway signalling installations, interlocks, train protection systems, telecommunications and traffic control systems, power, as well as the technical buildings of this new section of the high speed railway network.



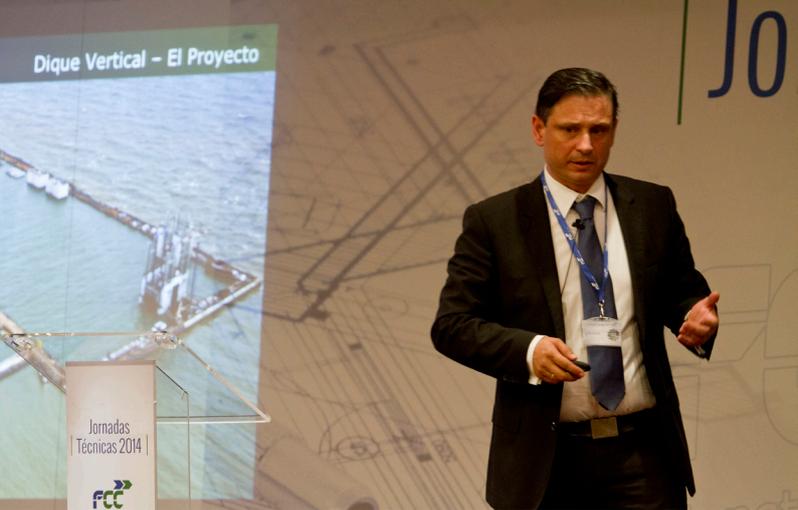
With this concession contract FCC Industrial reinforces its position as a provider of integrated solutions to ADIF, while at the same time reaffirming its leadership with the most prominent clients in the field of rail systems.

“ This section will shortly be used for freight and passenger trains, thus completing the Madrid-Levante Railway Corridor ”

At the vanguard

FCC Industrial places itself at the vanguard in the construction of these types of projects. This contract joins others already in progress, all of which require a high level of specialisation and a strong technological component.

The company is currently developing the signalling systems, telecommunications, power and technical buildings of the AVE section between Vandellós-Tarragona. Also in progress are the implementation of the civil protection systems for the new tunnel Vigo-Do Maceiras and the construction of the overhead power cable of the Atlantic Railway Axis, as well as the O&M of the AVE South Tunnels.



Antonio Piqueras, Country Manager in Brazil.



Antonio de Santiago, Concessions manager.



Juan Béjar, vice-chairman and CEO of FCC during his speech.



FCC Construcción holds its 2014 Technical Seminar

Last 19 December, FCC Construcción organized its first Technical Seminar at Madrid's Hotel Meliá Barajas which counted with the participation of more than 125 managers and representatives from all business units and support services of FCC Construcción.

The aim of this Technical Seminar was to share with those attending the analysis of

the past, present, and future situation of the company and experiences in 13 presentations broken down into 5 blocks:

- Transformation period.
- Learning from experience
- We are the change.
- Supporting change.
- Learning from Experience II.

Miguel Jurado, chairman of FCC Construcción, together with Ana Villacañas, the managing director of FCC Group's Organization area, were in charge of inaugurating the seminar under the slogan "We are the Change".



Miguel Ángel Mayor, Country Manager in Poland.



Ana Villacañas, managing director of Organization at the FCC Group.



José Antonio Chamorro, Financial Director.



José Luis Álvarez, manager of Technical Services.



Luciano Hidalgo, manager of Public Works in Andalucía.



Leyre Navarro, director of the legal counsel at FCC Construcción.



Mario Alonso Puig, specialist in General and Digestive Tract Surgery.

This convention is an act of transparency in communication driven by the need to share information with everyone on the company's current situation, the process of change which requires the involvement of all of us and of the strategy of FCC Construcción in order to make it a reality.

The block on the transformation period kicked off with the presentation by Vicen-

te Mohedano, managing director of FCC Construcción, whose speech was based on the company's past, present and future and the need for a change in attitude towards productivity and profitability; Antonio de Santiago, the manager of concessions, presented the "International Concessions Strategy"; while CFO José Antonio Chamorro closed the block with a speech on "The financial function in the change process" and the importance of the commitment to comply with the budgets. The budget, he stressed, was engraved in stone.

Afterwards, Miguel Ángel Mayor, country manager for Poland, spoke on his experience in this country in his presentation entitled: "Frustrated experience?" Luciano Hidalgo, the manager of the Civil Works department in the Andalusian branch office



Miguel Jurado, chairman of FCC Construcción, during his speech.

gave a speech on the Malaga Metro project, already in operations.

This presentation was followed by a roundtable debate which lasted for one hour and was chaired by Vicente Mohedano, also with the participation of Jaime Freyre, manager of the Saudi Arabia office and of the FAST consortium which is building the Riyadh metro; Yago Mijangos, manager of the Qatar office; Jordi Ferrando, manager of Europe; Antonio García-Zarandieta, manager of Iberia and Algeria; José Torroja, manager of LATAM; and, Pablo Colio, manager of FCC Industrial.

The morning program continued with a presentation by Dr. Mario Alonso Puig, a specialist in General and digestive tract surgery. He has practiced medicine as a surgeon during the past 26 years and is a Fellow in Surgery at Harvard University Medical School, a member of the Academy of Science of New York, and of the American Association for the Advancement of Science. Dr. Puig has been investigating and studying the method for applying current knowledge in fields such as medicine, neurosciences, and positive psychology for personal and professional leadership.

This special guest offered a conference on "Leadership under uncertainties: a humanistic and biological approach".

Juan Béjar, vice-chairman and CEO of FCC gave a speech entitled: The new FCC that



Vicente Mohedano, managing director of FCC Construcción, spoke on the company's present,

we are building" and insisted on the need at FCC of working towards profitability and complying with the commitments acquired by the FCC Group.

Leyre Navarro, director of FCC Construcción's legal counsel, opened the afternoon session with a presentation on "The International Legal Framework"; María Sánchez, the manager of Human Resources then gave a speech on "Change in people management", and José Luis Álvarez Poyatos, director of Technical Services closed this session with a presentation on "The mission of technical services in the in the international area".

The last three presentations of the second block ("Learning from experience") des-

cribed the uncertainties, needs and difficulties experienced during the development of a project.

Miguel Roset, manager of the decontamination project at the Flix dam, Antonio Piqueras, country manager in Brazil, and Margarita Sánchez, a member of the contract management team at the Riyadh me-





Miquel Roset, manager of the decontamination project at the Flix dam.

María Sánchez, manager of Human Resources at FCC Construcción.



Margarita Sánchez, member of the Contract Management team at the Riyadh project.



Round table discussion during the Technical Seminar.



past, and future.

tro were in charge of these presentations which the audience found very enriching and enabled them to learn first-hand from the speakers' experience in these projects.

Miguel Jurado and Vicente Mohedano closed the seminar and stressed that it is necessary to learn how to face the new corporate reality mainly through the current transformation process at FCC, insisting that it is necessary to work with effort, rigour, transparency, decisiveness, and enthusiasm, the key concepts transmitted in this Technical Seminar 2014, in order to be profitable in the new international scenario.



Work advancing at the Chucas hydroelectric plant in Costa Rica

The Chucas hydroelectric plant is a 50 MW project being executed between the San José and Alajuela provinces in Costa Rica. In this project, being built by an FCC Construcción America and FCC Construcción consortium, water from Río Grande de Tárcoles is diverted towards compacted concrete gravity dam with a regulation capacity of 14.7 m³/hour and equipped with a drainage structure.

Strict safety measures have been implemented at this project which commenced in February 2014. So far, there have been no accidents requiring sick leave, according to Mauricio González, the manager of FCC Construcción in Costa Rica, in the 800,000 hours of work, so far.

Safety measures

González explained that the safety measures implemented also included talks on safety of more than one hour for new employees at the project; daily instructions to all personnel, and one supervisor at each work site.

It is also important to point out that FCC has implemented a prevention management system based on OSHAS 18001 requisites which has been audited by SGS in Panama and will also be audited shortly in Costa Rica.

The project has generated 250 direct and 150 indirect jobs and is expected to be delivered in June 2015, according to González.

Main work involved

The main work involved in this project includes:

- The construction of a 54 metre high, 230 metre long dam with a volume of 190,000 m³.
- The construction of a spillway within the dam.
- A discharge structure comprising two



radial gates for the effluent lines, two flat gates, and a rolling bridge with a 30 ton capacity.

- Access roads including the construction of a new bridge over the dam.

Projects in Costa Rica

FCC is currently involved in major projects in Costa Rica, including: the enlargement and revamping of National Route 1, Cañas-Liberia section; the design and construction of 18 bridges in National Route 1, Cañas-Liberia Section, and the hangar at the International Juan Santamaría Airport.

Active presence of FCC at the Iberian-American Summit

FCC participated in the activities organised on account of the 14th Iberia-American Summit of Heads of State which was held last December in Veracruz, México.

Miguel Jurado, chairman of FCC Construcción, and José Manuel Velasco, managing director of Communication and Corporate Responsibility, took part in the Corporate Summit where other participants included Carlos Slim Domit, chairman of Telmex and the representative of the family of the major FCC shareholder.

José Manuel García Margallo, Spanish minister of Foreign Affairs and Cooperation, inaugurated the Las Atarazanas de Veracruz cultural centre with an exhibit commemorating the 75th anniversary of the Spanish news agency, EFE, which is being shown in the leading Latin American cities in an exhibit sponsored by FCC.

Jointly with the Spanish chancellor, several personalities were present at the inauguration ceremony, including the chairman of Agencia EFE, José Antonio Vera, and José Manuel Velasco, representing FCC. In addition to the Agencia EFE exhibit, which covered the history and events of Spain and of the world over the past 75 years, FCC



José Manuel Velasco, managing director of Communication and Corporate Responsibility.

organised an exhibit of 25 landmark infrastructures in Latin America, many of them with the seal of the Citizen Services Group. In his speech, the minister of Foreign Affairs mentioned the recent investment by the Slim family in FCC as an example of economic integration. FCC's managing director of Communications underscored the value of infrastructures as leverage for growth, competitive, and regional integration in Latin America.

Lastly, the chairman of EFE thanked FCC for its commitment to information and for accompanying the leading Spanish news agency in the celebration of its 75th anniversary .

“ The value of infrastructures as leverage for growth, competitiveness, and integration ”

Seminar on Collaboration Opportunities for Spanish and Brazilian companies



Guillermo Aparicio, manager of FCC Construcción's Institutional Relations participated at the event

Brazil's Ministry of Foreign Relations and the Economic and Commercial Office of the Spanish Embassy in Brasilia and the Spanish Chamber of Commerce in Brazil, organized a seminar on collaboration opportunities between Spanish and Brazilian companies with the aim of promoting collaboration among these companies in other markets where they share a common interest.

The seminar was an initiative agreed by the Working Group on Commerce and Investments between the Governments of Spain and Brazil which was held last year in Brasilia. In this occasion, Guillermo Aparicio, the manager of FCC Construcción's Institutional Relations, participated in this

“ The goal is to promote collaboration between Spanish and Brazilian companies ”

event with a speech on the construction of the metro in Panama, executed by FCC Construcción, and on the new terminal in Peru's harbour.

Several cases of successful collaboration among companies of both countries were discussed and a detailed analysis was made of several relevant issues, including sources of financing, legal aspects and specific opportunities.

The Spanish Chamber of Commerce in Brazil sent a letter to FCC expressing its appreciation for the company's collaboration in this seminar.

FCC Aqualia participates at the CONAMA sessions

The 2014 edition of the National Environment Congress (CONAMA, Spanish acronym) was held this year under the slogan “Low Carbon Economy”. As part of the ambitious plan, FCC Aqualia technicians were invited to participate in two sessions to analyse the relationship between water and energy, and, also on water management in times of crisis.

The session, coordinated by the magazine iAgua, analysed the theme “Water and Energy”, a Key Binomial for Sustainable Development”. The presentation, dealing with “Water and Energy in a mining Exploitation” was made by Manuel González Esparteros, head of Industrial Water at Aqualia Infrastructures.

Aqualia’s representative offered a global vision of water treatment in the mining industry. González described the experience of Aqualia Infrastructures, emphasizing water desalination for water supply and the advanced reverse osmosis treatment for treating industrial waste, techniques that make it possible to obtain the best possible quality from effluents.

The other participants, besides Aqualia, included the United Nations Office to Support the International Decade for Action “Water for Life” (UNO-IDfA), Canal de Isabel II, AcuaMed, Feragua, Schneider Electric and the Leitatz Technology Centre.

Mariano Blanco, international manager of Clients at FCC Aqualia participated in the session on “Water Management in Times of Crisis” in his capacity as the chairman of the 6th Commission of AEAS. In his speech, he spoke on the need to reduce the more than 2000 operators in Spain in order to achieve more efficient management.



In the first image, Manuel Gonzalez, first on the right, and in the second one, Mariano Blanco, third on the right, during their respective presentations.



According to Blanco, “the various tariff structures and regulations imply a dispersion of the quality of service provided and of the sustainability and efficiency of each of the operators”. FCC Aqualia’s representative also mentioned the Key Performance Indicators (KPIs) as the mechanism for

comparing services and the trend observed in Spain on the reduction of investment in infrastructures in comparison with other European countries.

HUNGARY

New service: Sorting on place with special sorting tables

We develop our waste management system continuously according to the EU waste framework directive.

In harmony with the waste hierarchy (prevent, reuse, recycle, energy recovery, disposal) we want to increase the recycling and energy recovery share and decrease the disposal's share within the system.

.A.S.A. Magyarország Ltd. with headquarter in Gyál, works with a fully built infrastructure: landfill, RDF, sorting hall, composting plant. For decades we have been successfully providing waste management services in and around Budapest for shopping malls and hypermarkets. Having come into force in 2013, the landfill tax (2014: rising to 20€/ton) for disposal on landfills is becoming significantly more expensive. Strong competition on the market has forced us to find even better solutions. Our colleagues have analysed waste components, amounts and contamination of SRM. The result demonstrated that 70-80% of waste could be recycled or energetic recovered by sorting on place. We prepared a new, environmentally friendly, cost effective and sustainable system, which has already been tested and introduced this year in the case of a few important partners.

The essence of the method is to sort the mixed collected waste into several fractions on a special space right on place of waste production (e.g. shopping centres, hypermarkets). A special, small hydraulic emptying installation is put in place, with sorting table, additional baling machines

“

A new system, environmentally-friendly, profitable, and sustainable

”



The procedure

The mixed waste from collecting bins will be delivered into the waste sorting hall and is placed on the sorting table with help of hydraulic emptying equipment. Then the mixed waste is sorted by our colleagues into several fractions like cardboard, PE folia, PET, metal cans, RDF raw materials, communal waste (rest).

The sorted recyclable waste sorts are baled and delivered by leverage trucks. The recyclable raw materials can be sold on the market.

The RDF raw materials and the rest waste are stored in small containers separately and pressed. At the end all fractions are delivered and treated in the RDF plant or on the landfill.

and press containers. Sorting is provided as .A.S.A. outsourcing service in 2 or 3 shifts according to our partners' needs. From the formerly mixed communal waste we get recyclable materials like cardboard, PE folia, PET, metal cans and additional RDF raw materials. The rest is disposed on the landfill. The biggest advantage of the system is that the official local public provider can and has to treat the rest waste.

“ Results have shown that 70-80% of waste can be recycled ”

Experiences

The new system has been introduced at 14 partners in the region of Budapest. The introduction needed, in each case, an investment of between 5-10,000 Euros. The operation, depending on volume and number of shifts, ensures work for 2-6 colleagues of our subcontractors. Our partners' annual waste treatment cost has not been increased in spite of the drastic increasing landfill tax, but their satisfaction increased significantly.

With help of this new service we could potentially acquire the whole waste management of a large shopping centre in Budapest, due to our promise of 20% cost cutting in our partner's waste treatment costs. We are planning to introduce the new system in a further 10-15 shopping centres.

One, FCC Group's new intranet already implemented in Central America

FCC's aim was to provide access to the new intranet platform to all FCC Construcción employees working abroad. In September, Panama became the first country to gain access to One, the new multidirectional ascending, descending, and horizontal work model; a new collaboration model for sharing knowledge across the board.

A multidisciplinary team composed of members from the Human Resources, IT, Communications, and marketing departments was in charge of enabling and implementing the system, within Incorpora to enable global management of employees and their basic data on their relationship with the company.

One is a system that integrates the Company's main processes and systems and enables those who use the system to know what is required of them without having to be connected to these systems, including from their cell phones or iPads.

Accordingly, One is a more accessible system, focused on services and not merely communication; an intranet combining the intranets of all business units, which, besides unifying the support making it more accessible and adapted to several devices, it is a tool that provides information on the user's experiences, standardises help, and optimises costs.

FCC One takes the user into consideration in terms of its design and organisation, taking advantage of all the elements provided by a 2.0 virtual environment to provide simpler, quicker, and more efficient, almost intuitive navigation.



It is an intranet based on the Networking model to which we are all connected, an intranet for all which is structured as follows: FCC Corporate division; Personnel Division and all other FCC areas.

These three areas develop their contents and services in their own space to provide information on their activities, organization, communities, news, and reports.

México, Peru and Chile are the countries next in line to be incorporated in One. Colombia, Brazil, the United States, Canada, Riyadh, the United Arab Emirates, the United Kingdom, Portugal, Bulgaria, Romania, the Netherlands, and the rest of Europe and Algeria will be, in this order, the next ones to gradually access this space. The opinion of those already integrated in the new Intranet is:

One crosses the ocean to unite two continents

The response to the implementation of the new intranet last October in Central America was positive. Two days after the official implementation, 87% of employees were active users.

A multidisciplinary group comprising members of the communication, human resources, and IT departments was in charge

comunicación
accesible multidireccional
empleados compromiso
sinergia
información integración
unidad intranet
conexión colaboración pertenencia

of making this new tool a reality in Central America. The tool offers a new global experience and provides a unified access to all employees to diverse contents.

"One decisively transforms the user's experience. It bolsters the corporate culture thanks to its interactivity and offers an across-the-board panorama which promotes synergies" (Sergio Mingo, Internal Communications and Marketing at FCC Construcción Central America).

The implementation process was supported by various presentations, starting at the Central branch office and spreading to va-

ANTES



AHORA



company worldwide” (Victoria Famiglietti, head of Personnel Recruitment at FCC Central America).

The classification, updating, and purging of the database system, an essential part of the implementation process, was performed in record time, thanks to which the platform was implemented successfully. This process mainly involved the classification of workers into two different categories information workers and deskeless, and the analysis of the type of user in order to be able to develop the correct and effective management of each profile.

“One is a very user-friendly tool that enables us to learn what is going on in the companies in any part of the world. It allows us to learn about the internal changes implemented on a daily basis and even to share with other employees who hold positions similar to ours”(Alina Hidalgo, Administrative-Financial manager at FCC Construcción Costa Rica).

One is a reality in Central America and implies a significant transformation in information services and systems, facilitating the company's versatility through communication and wagering on a formula that successfully combines global and local aspects.

FCC One, a space for you, for everybody.



rious projects in Panama and Costa Rica. The seminars for spreading news on this new platform and its presentation reached an approximate number of 150 users who were able to share the features and dimen-

sions of this new platform in a personalised manner.

“One addresses a latent internal requirement. It is a portal that allows us to connect to corporate information used on a daily basis while, at the same time, provides a broader vision through a perspective that enables us to learn about the company, its activities, and those who are part of the

People

Greater presence of women in managerial positions and in the Board of Directors



FCC and the main companies of the Group (FCC Construcción, FCC Aqualia and FCC, S.A.) have signed an agreement with the Ministry of Health, Social Services and Equality to move towards greater female presence in its governing bodies and on its Board of Directors.

This commitment with the Ministry was formalised earlier today in a meeting held at the Club Financiero Génova in Madrid. The meeting was chaired by the Minister of Health, Social Services and Equality, Ana Mato, and attended the HR managers of the business areas that signed up to the agreement: Luis Suárez (FCC Medio Ambiente), Carmen Rodríguez (FCC Aqualia) and María Sánchez (as the representative of both FCC Construcción and FCC, S.A.). Under this agreement, FCC Construcción,

FCC Aqualia and FCC, S.A. committed to increasing the number of women in managerial positions and on managing committees over the next few years, in order to work towards a better balance of men and women in senior positions within the companies.

On its part, FCC as the Group's parent company, will encourage a more balanced gender mix on their Board of Directors over the coming years. This agreement, signed by Esther Alcocer Koplowitz, the Company's chairman, is backed by the Board of Directors and the Managing Committee.

By signing these agreements, these companies have committed to a range of measures, including:

- Actively promoting equality and ensuring the merit and ability of women is properly valued in internal training, recruitment, and staff promotion processes.

- Implementing organizational measures and flexible working hours to facilitate a balance between professional, personal and family life, encouraging their use by both men and women.
- Paying special attention to ensure a more equal presence of men and women in all internal training, recruitment and staff promotion processes, without disregarding the principles of merit and ability.
- Moving towards more balanced participation when a deputy-manager or manager post becomes available or a position on the Board of Directors is up for renewal.



Luis Suárez (FCC Medio Ambiente);
 Ignacio León (FCC Construcción);
 María Sánchez (FCC Construcción);
 Carmen Rodríguez (FCC Aqualia);
 Emilio Hermida (FCC);
 Juan Carlos Sáez de Rus (FCC). Below,
 Ignacio León, Luis Suárez, Raquel Losada de
 (FCC Ámbito) and Cristina Sarti (FCC Medio Ambiente).



FCC takes yet another step forwards by implementing the Equality and Diversity Policy approved by the Board of Directors; strengthening implementation of the measures established in each company's equality plan and generating a culture of equality and zero discrimination, in which it is important to highlight female leadership in order to increase the number of women at senior level.

Today is an important day in the history of the FCC Group for Equal Opportunities and dignified and fair treatment of all people who work at this company. We are all responsible for making sure these goals and commitments are achieved.

FCC participates in the scholarship program of Fundación Prevent

Last 18 December, Fundación Prevent celebrated the 8th scholarship award ceremony to reward researchers, university students, and sportsmen with some type of disability. Antonio Llorens, the chairman of the foundation and its director, Montse Moré Serra, presided the ceremony.

More than 600 people gathered at the Congress Palace in Barcelona, including players from the Catalan Sports Federation for People with Cerebral Palsy, the Blind, and for those with Physical Disabilities; young students with disabilities from several national universities; researchers involved in the prevention of occupational hazards, family members, friends, representatives from institutions and companies. The diverse audience shared a common trait: personal



Montse Moré Serra during the gala.

and social commitment and the desire to be the best and to do as best as they could.

Research projects

Scholarships were awarded to research projects on the Prevention of Occupational Hazards, sports, training for continuing with university education, and scholarships for young entrepreneurs with disabilities and a high development potential, immersed in the first edition of the “Aprende y Empeñe” Entrepreneurs Classroom, an initiative which counted with the participation of FCC.

This training and mentoring program is aimed at entrepreneurs who want to launch a business project. The project also counted with the collaboration of ESADE and the generous participation of private companies, leaders in their business sector, such as our Group.

The program counted with the collaboration of Ana Villacañas, managing director of Organization, who, as a specialised mentor, has guided Enrique Parellada during the training and the presentation of his initiative, known as Flypro, an company engaging in auditing processes and quality for companies who want to improve the handling activities of airline companies.

FCC also provided staff for workshops and conferences, actions supplementing the basic academic program of ESADE, so as to enable students to become acquainted with the market, contributing their knowledge and experiences in specific company departments so that the participants could apply them to their Business Plan. On this



occasion, the presentations were under the responsibility of Cristina Rodríguez, the manager of People Development at FCC, and Zulema Mateos, head of Talent Management.

One of the objectives of FCC Corporate Responsibility is to promote equal opportunities and to ban any type of discrimination in the job recruitment process.

With this initiative, ESADE and Fundación Prevent aim to provide talented, enthusiastic people who are prepared to be change drivers, the opportunity of taking a qualitative leap in their initiative, combined with serious training with the contribution of the experience and mentoring managers to address any doubts that could arise during the training process and the implementation or the acceleration of the business plan.



“ A training and mentoring program which aims to provide entrepreneurs with the knowledge required for creating or consolidating a company ”

Ana Villacañas and Josep Prat accompany Enrique Parellada during his entrepreneur project



Enrique Parellada shows the diploma that certifies him as an entrepreneur.

The Classroom for Entrepreneurs: Learn and Undertake goes beyond training and aims to actively contribute to the launch of a project, providing participants with an individual tutor and access to a group of mentors who are experts in different fields.

The aim is to provide entrepreneurs with the knowledge required for creating and consolidating a company. A world where the enthusiasm of entrepreneurs will become a reality.

Interview with

Ana Villacañas and Josep Prat

Both Ana and Josep are convinced that the knowledge acquired by Enrique will enable him to start up his business successfully

In an interview with Ana Villacañas, managing director of Organization of the FCC Group, who participated in the Classroom for Entrepreneurs program as a specialised mentor, and with Josep Prat, Financial Manager at SVI Consultors and a tutor in this program, we were able to learn more about this project and the personal experience of each of them from their own perspective.

The two of them were with Enrique Parellada, a young and enthusiastic entrepreneur, during the entire program. For both, the experience was one of personal satisfaction, one that will remain with them and which they will remember all their lives. This was expressed by Ana Villacañas, managing director of Organization at the FCC Group. "Participating in a project such as this one has been a real privilege. I will always have Enrique in mind, because of his internal strength, to have seen how he grew in the face of adversity, and for his enthusiasm". For Josep Prat, that personal satisfaction is the result of seeing "the changes in attitude that affected both his business as well as his personal vision".

Ana and Josep are both convinced that with the knowledge that Enrique acquired, he will be able to succeed in setting up his business. Knowledge which, according to his tutor "have shown him method, strategy, and implementation". These lessons are valid for any initiative and, obviously, if he perseveres, he will be successful in this or in any other project".

"Enrique is one of those people who always wants to learn more", Ana Villacañas told us.

A mentor teaches the ability to perform critical analyses, a vision of the future to apply to a strategy, and a work method. Most importantly, however, a mentor stresses the strengths and transforms weaknesses so that one is able to achieve whatever one proposes. A mentor accompanies the student, provides advice and counselling on the student's approach. This is what the tutor and mentor have done over all these months. Sometimes mentors or tutors learn as much as they teach: "I believe that we learn more than they do since they teach us everyday", Ana Villacañas told us.

What are the benefits of being a mentor?

"Without any doubt", Josep Prat said, "to be a good mentor you have to be able to translate into concrete terms everything you



“Enrique is one of those people who always wants to learn more”

Ana Villacañas”



here and put in in its context and order. And that is one of the benefits. The other one is the fact that you are constantly learning from listening to new projects and ideas”.

In order to be able to perform mentoring that is effective and in tune, both share the same idea that it is important is to build a relationship of trust with entrepreneurs so that they can be comfortable when proposing their project, talking about their doubts and helping them focus on what is relevant.

At the conclusion of the project, the relationship between the tutor, mentor and student is one of trust, a relationship is built based on listening, helping, and mutual learning, Josep Prat said. “Even though we live in different cities, Enrique and I have a cup of coffee pending”, Ana Villacañas told us.

“He has been taught method, strategy, and implementation. These lessons are valid for any initiative and, obviously, if he perseveres, he will succeed in this and in any other project”.

Josep Prat”

What will you remember the most of this experience?

“From this experience, I will remember the luxury of having accompanied someone as special as Enrique, and the Fundación Prevent team, my co-mentor, and so many devoted people willing to help and to teach”, Ana Villacañas said. For Josep Prat, the most important part of the experience was the value of the people and their commitment to personal growth.

Ana Villacañas and Josep Prat encourage everyone to collaborate and participate in these initiatives: “Yes, because you reap more than they do”, Ana said, and “Yes, because it is a comprehensive training aspect for the long term and is a source of great satisfaction”, concluded Josep.

Enrique continues to work hard in the project and the results so far are positive. He has already been in touch with an airline company and has been able to define the gross cost of the service more precisely.

He will never forget this experience and will continue to count with the support of his tutors and mentors whenever he needs it.

Interview to

Enrique Parellada

Enrique Parellada submitted business project for Flypro, a company engaging in auditing the processes and quality of companies who want to improve the handling of airline companies.

Describe for me in three lines your impressions on the seminar, the exchange of ideas, and the support that you received from your tutor and mentor?

Frankly, simple and easy. I did not have any experience or previous contacts with the business world and my tutor, Josep Prat, was very solicitous and friendly from the very beginning.

His experience and willingness to help me were essential in having me put a name to my ideas and to shape them, to learn how to identify obstacles, differentiating them one by one so that the mole hill did not become a mountain. He did this always very cordially and in a didactic manner which is important for newcomers to the world of entrepreneurs.

What part of this training course did you find most useful?

If we talk about the sessions and workshops, the commercial and loyalty-building parts as well as financial planning. Personally, however, I believe it was the human factor. There are many people who are qualified and are able to explain marketing, financial planning, or tax matters, but it's not that usual to find people who do this with dedication and selflessly, such as my tutor, mentors, and people at Prevent. This dedication and commitment have shown me the importance of contributing a human value to whatever you do, no matter what facet of your life. This is very useful anywhere and at any time.

Which aspects of the support of your tutor and mentor do you value the most?

Their experience and closeness. The experience for knowing what I must tackle in each development phase of the business plan. Closeness and empathy, their ability to know how to explain concepts that for me were new and unknown in a straightforward and practical manner.



Enrique, with classmates from whom he has learned a lot.



From left to right: Montse Moré Serra, director of Fundació Prevent together Enrique Parellada and Carmen Donada, a consultant at the foundation for integration in the workforce.

What is the source of your passion for wanting to be an entrepreneur?

From the desire of self-improvement, of setting new goals which, without any assurance of achieving them, require all your dedication and effort. The fact of executing a project for which you answer directly, both for its success as well as for its errors. And the importance knowing how to surround yourself with a team that complements you.

What part of this course has helped you to make greater progress in achieving your goals?

The sessions with my tutor and some of my mentors. These sessions, because they are personal, are more relaxed and, at the same time, more effective in helping you fix your targets and deadlines.

Would you say that this program was a great opportunity for you?

Yes, it has been, at the professional and human level. Professionally, it has opened

a new field for me where I can develop in a broad horizon where my capabilities and skills count. On the human level, although it sounds like a cliché, I have learned a lot from my colleagues, from the standpoint of self-improvement after having lost her eyesight at the age of 30, and continuing to work and taking care of two children (Olga). From the strength of optimism that makes you capable of completing two college degrees after becoming a quadriplegic (Alba), or the meaning of love, renouncing yourself and your life to devote yourself completely to a husband who was diagnosed with amyotrophic lateral sclerosis (ALS) (Gina a Pau). Time will tell if it was a good experience or not, but it has certainly been a great school.

Will we see your project materialise soon?

With a little bit of help and a lot of work, Flypro will be a reality. And when it is, I will not forget the support of my tutor, Josep Prat, and great mentors such as Ana Villacañas.

Would you recommend this training program?

Certainly, either if you just recently started a project or because you have an idea and

don't know how to develop it. At times like these, you don't wait for an opportunity to arise, you have to move. In this case, the program has not only helped me to get training, but also to find people willing to help me.





Pilates... Spinning... Why not?

According to Carmelo Jiménez, manager of the Human Resources Department of the Aragón-La Rioja branch office, the department worked all last year have workers become aware of the Company's global project, as recommended by the management team: FCC, a Healthy Company.

Involvement

After analysing several proposals, the project started to take shape: Spinning? Pilates? Why not? Why not take advantage of the infinite possibilities of a paid training plan?

This way, representation is transferred to workers at the different contracts so that they become involved and can work together in the project.

In November and December, a timetable was submitted to the training supplier with the number of confirmed workers who would participate in the pilates and spinning program that will be carried out for workers involved in the street cleaning and waste collection contracts in Zaragoza and those who clean the buildings and premises of the University of Zaragoza.

As can be seen in the photographs, the results were a great success. Workers contacted the branch office to express their gratitude, including a worker who had been complaining of back pain for several months

and now claims that her back is stronger; to truck drivers and street sweepers who say that the relations with their bosses, who have also participated in the courses, have improved tremendously.

In this respect, the remarks of the chairman of the Worker's Committee from the street cleaning and waste collection area in Zaragoza as told to us by the Human Re-



“ It is also necessary to share the workers’ identification with the company and the idea of a team that has resulted from these training initiatives ”

sources Department, is worth mentioning. He participated in the spinning classes and thanked the company for this initiative: “My most sincere thanks to the Company’s management for the efforts made in organizing these training initiatives that make a positive contribution to the health and to the general well-being of the Company’s workers”.

Identity and team

Besides the confirmed benefits of promoting sports and exercises and its direct impact on the rate of absenteeism, it is also important to share the worker’s identification with the company and the idea of a team resulting from these training initiatives. While these training activities were ongoing, the Human Resources Department of the Aragón-La Rioja branch office has also detected others for the training plan for 2015 which include: spinning, pilates, aqua gym, swimming, yoga, and healthy cooking.

They are convinced that the training courses being proposed for 2015 will be as well received, or even more so, among the workers all of which will redound, as has been shown, to the benefit of FCC.

Reprography, hand-in-hand with technology and with the people at FCC



“ Learning about
and becoming familiar with
the latest products and
digital printing advances
with Canon

”

Since the 80s, when the digital reprography centre (CRD, Spanish acronym) was created to meet the requirements of employees, FCC has been incorporating different printing equipment, large and small formats, and finishing elements, such as folders, and now we have a potent printing department and very qualified personnel in charge of it. This centre is known for its strict cost control, excellent quality, availability, and its quick response time.

“We began quite humbly and bit by bit, we grew, sometimes slower than others times. Machines arrived, we had more space, we increased our service portfolio taking ad-

vantage of the multifunction machines that current technology has put at our disposal”, Francisco Javier Martín, head of the reprography department explained.

“Nevertheless, we cannot just stop there; we must offer more services to our in-house clients since this is how we must treat them, and we will do our best as a



department”, according to Francisco Javier Martín Izquierdo, whose department is part of the Corporate Expenses and General Services Department of FCC.

The FCC Board of Directors in 2012 decided to have the Group’s central services as well as the head companies of the Construction, Environment and Water divisions in the same building, in this case, Building 3 in the Las Tablas complex in Madrid.

Hence, the reprography department had to face the challenge of providing services to these divisions and their corresponding users, with different characteristics and requirements in terms of graphics, printing, handling, and finishes.

In the words of Javier Martín, “a CRD faces a type of client – the in-house client – who is in some aspects more complicated than an external one. You cannot give priority to anybody due business volume or profitability. They are all important”.

The pillars of success

FCC’s reprography department is underpinned by three pillars, without considering “a job well done” and the professionalism of its team thanks to which the department has evolved over the years using all different types of reprography equipment models.

“ The greatest qualitative and quantitative leap in this history of CRD was achieved thanks to the incorporation of new printing equipment and servers ”

The first pillar is to pass on the expenses. The department has its own cost centre for allocating expenses and revenues. We live in a time when everything is instant and immediate, where every second counts.

The second pillar is availability, one of the key factors to meet requirements in the shortest possible period of time. “We have learned and become acquainted with the latest in digital printing so that we can work with faster response time and can be able to tackle all types of orders”.

The third pillar consists of the current technical resources and the added value that they provide, or, what would be the same, “savings in high-value hours”.

No pillar, however, can last in place without dedication, perseverance, and involvement, a solid base which has been possible thanks to Javier Martín and his team. He has been performing his work “with the pride of the 30 out of the 37 years that he has worked at the company with full dedication in these tasks and will all the enthusiasm intact despite having worked many nights, weekends, and many long working days. Nevertheless, he said, “you forget all this, you think about all the years of work and you feel proud and satisfied since we grew professionally, trained competent people, and also because “your” company has re-



cognised your work and has provided more mechanical as well as human resources”. He added that, “even though you “work in the shadow” and never know the real scope of the work performed, it is essential and





there is no department that does not appreciate the work performed by our CRD”.

FCC Aqualia was the last company to express its appreciation. A poster designed by Zouhayr Arbib, a member of the Inno-

vation and Technology team, received an award as the best poster at the IWA Congress on the cultivation of microalgae in the wastewater treatment process.



Evolving towards productivity

The trend at CRD included the enlargement of the black and white as well as colour production capacity and the incorporation of management tools in large digital format and the inclusion of posters in its product and service portfolio.

FCC enjoys an increased its production capacity and a great quality of the final product. Thanks to the incorporation of new printing equipment and servers, we have taken a the greatest qualitative and quantitative leap in the history of CRD. In fact, the improved productivity, by more than 60%, was particularly visible in respect to large formats.

Another important benefit has been an larger range of products and materials, from posters, brochures, catalogues, to technical reports and advertising content. By increasing the catalogue of services and by reducing response time by 30\$, productivity was also increased in small sheets or formats, mainly by the inline finishing modules which are perfectly integrated with the printers.

The use of Repro Desk software has also been one of the key elements for FCC. “Thanks to its magnificent interface for our advanced users, it modulates perfectly the flow and distinguishes between large and small formats”, Martín Izquierdo explained.

In fact, more than just printing, “CRD, thanks to the appropriate software, offers the possibility of vectorising blueprints, converting files into different formats, transforming images into text, all of which represents a significant source of savings in work hours of engineers, technicians, lawyers, or qualified personnel”, he said.



Christmas at FCC

This past Christmas, FCC paid homage to the history of FCC and of those who have been part of it.

A new period has begun at FCC and we wanted to congratulate our colleagues, clients, and friends by going over our history, those moments that we have shared, looking forward with illusion to a prosperous future.



At FCC Aqualia, Christmas brought good memories

This year, FCC Aqualia's Christmas greeting card was designed with the participation of everybody. We received hundreds of photos to create a very special card that brought back memories of special moments of those who are part of the company and wanted to share them, not just to as a greeting, but also to contribute to a good cause.

Galician, and Catalan. The wonderful thing about living happy moments is to share them with others. We encouraged everyone to share these memories by sending these very special greetings to all our contacts.



The Christmas greeting was accompanied with Aqualia's collaboration in Alzheimer research through the initiative "Remember Edition" of Fundación Reina Sofía. An audiovisual greeting card was created in five languages: Spanish, English, Portuguese,

"A smile for Christmas"

Other local initiatives are worth mentioning, such as the one organized by the Aragón-La Rioja branch office. At FCC, everything adds up and who would be better than our

colleagues at this office to explain to us their "A smile for Christmas" initiative.

"At our branch, we began what we call a corporate volunteer program that is rooted in the identity of FCC. What are we? What do we do? What matters to us? As a citizen services company, our objectives are the cities and the people who live there. Our business, our vocation, is to listen and respond, to help build these cities with their citizens from the inside".

projective was mainly to ensure that 4,000 children in Spain who live in precarious conditions received a Christmas present, and also to distribute food to 2,000 people at risk of social exclusion.

An undecorated Christmas tree was placed in the traffic office with an informative Roll Up placed beside it. The involvement of employees was so great that they were able to decorate the tree and place next to it the 150 presents which were distributed on the night before the Three Kings Feast Day in an event celebrated at the Santo Domingo Public School in Zaragoza.

We hope to hear from you next year to tell us about more initiatives of this type and make us part of them. HAPPY NEW YEAR!!!

Taking the clue from Christmas holiday season, the Human Resources Department contacted the International Cooperation NGO to prepare the first activities in which workers and their legal counsel, through the San Martín de Porres Association, were an essential and active part in launching the "A smile for Christmas" campaign.

"A smile for Christmas" campaign became a campaign of the NGO nationwide with the collaboration of various companies. The ob-





Social Responsibility

FCC employees donate 400 pairs of shoes to “NADIE SIN ZAPATOS”



Thanks to the collaboration of those who are part of FCC, the campaign for collecting used shoes “Nadie sin Zapatos” (Nobody without Shoes) that was launched at the Las Tablas and Federico Salmón headquarters, came to a successful conclusion. The 400 pairs of shoes that were collected were donated to the San José and Santa Teresa parish in Madrid’s Plaza de España so that the shoes could be cleaned, repaired, and then given to those at risk of being socially excluded.

This was yet another demonstration of the solidarity and support of those who are part of the FCC Group. From here, we wish to thank everyone who collaborated unselfishly in this solidarity initiative.

FCC’s social commitment

The “Nadie sin Zapatos” Foundation expressed its appreciation for the Company’s support. At FCC, as proof of our social commitment, we support this solidarity initiative that aimed to build awareness on the hardship experienced in our surroundings and to help those who have the greatest needs.

“Nadie sin zapatos” is a social aid initiative as part of the clothing service o the





“Breakfast” Program of the Order of Malta which was born thanks to the unselfish collaboration of a group of volunteers at the San José and Santa Teresa parish in Plaza de España, Madrid. This parish provides clean clothes but many of those who go there also want shoes and usually, there not enough shoes are donated.



More than 250 messages in a video against gender violence

2015 kicked off at FCC with a video that was made as part of the international day for the campaign for the elimination of violence against women that was launched by the Group.

With its “Daisy, he loves me not” campaign, the Citizen Services Company formed a huge daisy with more than 250 messages

written petals by its employees with the hope of putting an end to the scourge of gender violence. The video reflects all the words, phrases, expressions, paragraphs and messages sent by FCC employees.

The campaign was translated into 14 languages and distributed in the countries where the Company operates.

Thanks for your cooperation.



Commitment

FCC's commitment to the fight against gender violence can be summed up in two principles:

- Zero tolerance of these types of behaviours
- Promote the social and professional integration of these women in our society.

Once again, FCC also joined the campaign of the Ministry of Health, Social Service, and Equality called “Hay Salida” (There is a way out”, an action of hope for the victims and their surroundings which is in keeping with the initiative “Companies for a Society Free of Gender Violence” with the goal of combining the efforts of organizations and individuals in the fight against gender violence.

Watch the FCC campaign:

<http://comunicacion.fcc.es/comunicacion/actualidad/CSCP093596.html>



Contra el maltrato llama al 016

FCC Aqualia con,-ell@s

The “Yo, contigo” (I’m with you) campaign, sponsored by FCC Aqualia’s Human Resources Department in the week prior to the celebration of the International Day Against Gender Violence, ended with the participation of 120 FCC Aqualia employees from

Central Services and various Production units.

The initiative, developed for the first time in the social network Twitter, focused on the hashtag #FCCAqualiadiceNOaViolencia-

deGénero. The aim of the campaign was to create awareness on the enormous social scourge that is gender violence.

This action was in keeping with the activities that have been carried out by FCC and FCC Aqualia as companies awarded the Equality Seal by the Ministry of Health, Social Services, and Equality.

Several news agencies such as Europa Press, general information media, Human Resource and Corporate Social Responsibility websites, and the water sector have given media coverage to this campaign.

Thanks to its dissemination, the #FCCAqualiadiceNOaViolencia-deGénero hashtag recorded hundreds of messages during the course of the campaign.



FCC Aqualia awarded the Innovation + Sustainability + Network prize as a Great Sustainable Company

The prize, which was given by the José Manuel Soria, minister of Industry, Energy and Tourism, recognises the innovation of ELAN[®], the sustainable wastewater treatment project.

In an event celebrated last 28 November at the Madrid headquarters of Instituto de Empresa, FCC Aqualia was recognised as a “Major Sustainable Company” thanks to its ELAN[®] (Autotrophic Elimination of Nitrogen) project.

Developed by the Company’s R+D team jointly with the University of Santiago de Compostela (USC), the Ministry of Economy and Competitiveness, the Xunta de Galicia (regional government of Galicia) and the tinned products company Frisco, the project analyses sustainable wastewater treatment by applying the anammox process which results in significant energy savings and a reduction of the sludge produced during this process.

Eduardo González, chairman of FCC Aqualia, thanked the panel of judges for the award and stressed that innovation is “one of the keys for improving the quality of life of citizens”.

González wanted to share the prize with the Company’s staff “since this prize recognises the work carried out day-to-day at FCC Aqualia in providing a basic public service such as end-to-end water management”.

Lastly, he highlighted the innovation efforts made by FCC’s water management division. This work includes more than 20 R+D+i projects being conducted by the company in areas such as water quality, environmental sustainability, and smart management of cities.



From left to right: in the forefront Ignacio Garralda, chairman of Fundación Mutua Madrileña; Carlos Moro, chairman of Grupo Matarromera; Ana I. Pereda, director of EXPANSIÓN; José Manuel Soria, minister of Industry, Energy and Tourism; Giampaolo Zambelletti, vice-chairman of Unidad Editorial; and Eduardo González, chairman of FCC Aqualia.

The minister’s speech

José Manuel Soria, the minister of Industry, Energy and Tourism, underscored the relevance of sustainable companies in the prestige of Spain abroad. “Spain has stories to tell, the sum of the stories of companies that make our country great. We refer to the Spain Brand and the growth of tourism” he stressed.

The minister highlighted the contribution of FCC Aqualia which, with its technology, provides solutions to one of the main problems of the human race, water, together with energy and food. “Where there’s no water but there is technology, there is a solution to this challenge in many parts of the world”, he said.

20 projects

FCC Aqualia is currently involved in 20 research projects, many of which are being co-funded by the Spanish Government or by the European (7[°]PM, LIFE+, Eco-Innovation, etc.).

Attached to the Ministry of Agriculture,
Food and the Environment

FCC Medio Ambiente, the first company registered in the Climate Change Registry

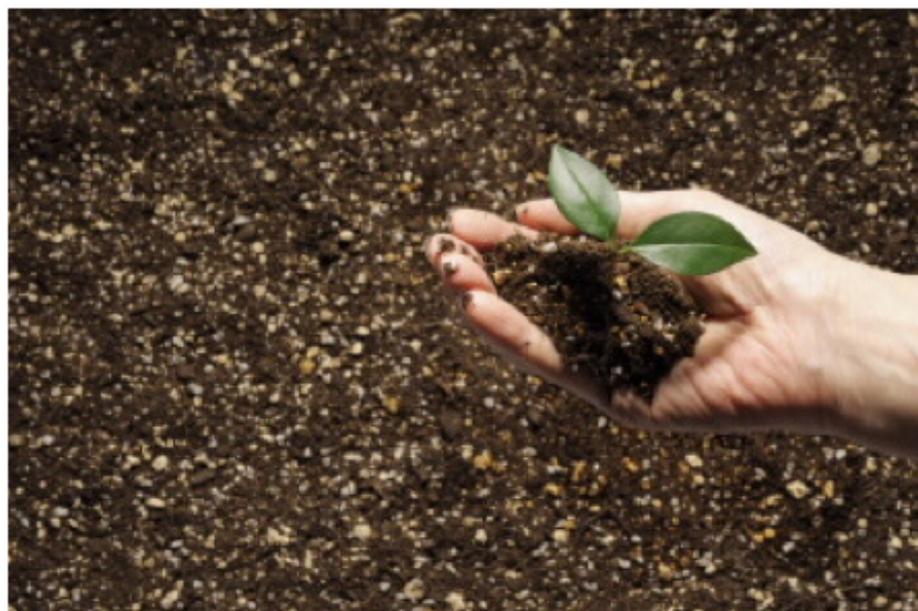
The registration of FCC Medio Ambiente in the registry underscores the Company's commitment to the fight against climate change and its firm commitment to reach a low carbon economy.

As the first Spanish company in the urban sanitation industry to have certified the carbon footprint of its organization in 2011 has enabled it to be the first company in the sector to have requested and subsequently registered in the Carbon Footprint registry.

Recognition

This registration implies the recognition of the company's efforts and willingness to calculate its greenhouse gas emission (GEI) in order to be able to reduce and offset them thereby supporting Spain's strategy aimed at reducing these types of emissions.

The calculation of FCC Medio Ambiente's carbon footprint makes it possible for the company to have a certified methodology for calculating the carbon footprint and intensity indicators of the services that it provides: solid urban waste collection, street cleaning, and upkeep and maintenance of parks and gardens.



It will also make it easier to design and offer a new advisory service on how to develop an efficient environmental management of resources (energy and water) and to accompany its clients in developing a comprehensive sustainable urban development. Moreover, it will enable it to contribute added value to its commercial service offering by capitalising on good practices.

All the work carried out in calculating and monitoring GEI emissions, collaborating directly with the managers of waste treatment, recycling and elimination of solid urban waste, has prompted FCC Medio Ambiente to become part of the Climate Project (FES CO₂) being conducted by the Ministry of Agriculture, Food and the Environment (MAGRAMA, Spanish acronym).

In July 2014, the company submitted a proposal on the project for reducing GEI emissions known as "Degasification of the controlled deposit of urban solid waste in Gomecillo" in the province of Salamanca.

The 400,000 euro project was recently selected by the MAGRAMA's Spanish Office of Climate Change (OECC) which will compare over the course of the next four years, the reduction of emissions.

FCC Medio Ambiente, in order to consolidate the progress made to date, will continue to wager on a service offering and good practices that promote the creation of value and fulfils the expectations of its clients in the demand of services that are efficient in terms of the use of resources, energy as well as water, and the minimisation of GEI.

The Portuguese regulator recognises the quality of these services provided in Campo Maior and Cartaxo

The services managed by FCC Aqualia awarded the Seal of Quality for Public Supply Services for the second consecutive year.

The seal of quality was awarded to the companies Aquamaior and Cartagua during the 9th Water Conference organised Agua&Ambiente, the most important publication of the water industry in Portugal, and by the regulator ERSAR (Entidade Reguladora dos Serviços de Água e Resíduos).

Jaime Melo Baptista, the chairman of ERSAR and João Belo, chairman of the newspaper Agua&Ambiente chaired the event. Jesús Rodríguez Sevilla, the manager of the branch in Portugal, Artur Vidal, manager of Production and Development in Portugal, and a large group of department managers, represented FCC Aqualia at this event.



Above, from left to right: Carlos Pereira, Vogal from ERSAR; Jesús Rodríguez Sevilla; João Belo; Jaime Melo Baptista; Artur Vidal; Júlio Bento, administrator of Lenambiente; Nelson Lebre, manager of water and sanitation at Lenambiente; Carlos Pires the current manager of the Technical Department and head of the Campo Maior service in 2013; Rui Nabeiro, current manager of the Campo Maior and Elvas service; and Rui Choças, head of the Cartaxo service.

This distinction certifies that, based on the appraisals conducted by ERSAR; both Aquamaior as well as Cartagua fully guarantee the quality of the public water supply according to all the criteria included in the evaluations of regulator of the water and waste industries in Portugal.

tion to the services provided by FCC Aqualia, thereby acknowledging the company's compliance with all the requisites contemplated in ERSAR regulations.

This is the second consecutive time that the Portuguese regulator awards this recogni-



“Eco Regions Serbia” – .A.S.A. and ADA introduce new ecological awareness project in regions Šumadija and Banat

.A.S.A. Int recently signed a contract on a project with the Austrian Development Agency. The project is called “Eco Regions Serbia”.

.A.S.A. INT, together with .A.S.A. Serbia (.A.S.A. EKO d.o.o) and two main external partners, formed a working group for the project “Eco Regions Serbia (Šumadija and Banat)”, focused on regions, where .A.S.A. has its operations/landfills.

Project covers several components as educational measures, training of selected target groups or awareness raising campaigns. “This project enables us to raise ecological awareness through the region in close cooperation with local and national (environmental) ministries and institutions. Thanks to this project we want to introduce new services in the region and improve the living quality of its inhabitants”, means

Bojan Marković, the Country Manager for Serbia.

Austrian Development Agency (ADA) in charge of implementing bilateral programs in developing countries. ADA has various financing instruments at its disposal, among others “business partnerships”. “Business partnerships” support Austrian enterprises having long-term investments in transition/developing countries. Austrian company must take active measures to improve local social, ecological or economic environment in respective country.

Austrian
Development Cooperation

FCC and FCC Construcción, honoured by the Spanish Network of the United Nations Global Compact

FCC and FCC Construcción were honoured by the Spanish Network of the United Nations Global Compact for their participation in the initiative as a partner during the last decade and for its support and promotion.

The award was given during the ceremony commemorating the 10th anniversary of the Spanish Network of the Global Compact.

The recognition for the companies' loyalty as partners were given by Georg Kell, ex-

ecutive director of Global Compact, Angel Pes, Vicente Montes, Antonio Javierre, Ignasi Fainé and Isabel Garro, chairman, vice-chairman, secretary general, treasurer, managing director, respectively, of the Spanish Network of the Global Compact.





FCC Ámbito, rewarded for its environmental excellence

The Government of Aragón has rewarded 14 companies operating in this autonomous community for their permanent commitment to the environmental audit system.

FCC Ámbito, through Ecoactiva de Medio Ambiente, was one of the companies distinguished for its excellent performance and for being one of the Companies of Aragón that has implemented the European Union's EMAS audit system, 20 years old this year.

The European Commission, through INAGA; has also wanted to recognise its contribution to the environment by awarding these diplomas.

Excellence in environmental performance that go beyond regulations, credibility and social and corporate responsibility, and transparency in conducting their activities which distinguish the 14 companies operating in Aragón were awarded this recognition for their permanence in the EMAS environmental audit system, at the event that was chaired by Modesto Lobón, councilman for Agriculture, Livestock, and the Environment of the Government of Aragón.

Ecoactiva de Medio Ambiente, initially founded in 1991 with the name Euroresiduos, is part of FCC Group's industrial waste division and is in charge of the technical management of the safety deposit for hazardous waste located near Zaragoza. The

Company also manages the transfer station and the inertisation and solidification plant.

The EMAS register is an environmental management and audit system the implementation of which is voluntary within the European Union that helps companies and organizations improve the efficiency of their resource management, reduce hazards, and bring to the forefront their commitment to the respect and care of the environment.



**CONOCE EL COMITÉ
DE RESPUESTA**

CONSULTA CÓMO OPERA

Well-being



Bicycling to work

FCC Medio Ambiente's Andalucía II Branch Office has launched a healthy campaign which, under the slogan, "Bicycling to work" aims to improve the health and overall fitness by encouraging the use of the bicycle as a means of transport to go to work.

Health and the environment

The project, designed to encourage physical activity, is a way of integrating in the



company to reduce absenteeism and, of course, to improve our health.

Physical activity and health programs at work reduce sick leave from work by at least 24% over a 3 to 6 year period. These programs also reduce sick leave by an average 27%; 26% of medical costs and 32% compensation for accidents at work and disability, and an average savings in medical costs by about 500 to 900 euros per employee.

It is not just a labour and personal issue; it is also environmental since, besides encouraging worker to use this means of transport because of health concerns, this type of transport is ecological, or, what is the same, it does not have a negative impact on the environment and clearly reduces emissions and the consumption of fossil fuels.

In short, it translates into healthier emplo-

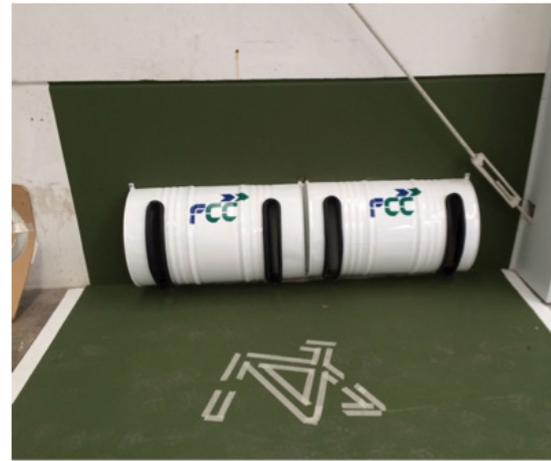
ees, concern for our surroundings, and an obvious savings for the wallets of those who participate in this initiative.

Two phases

The initiative is consists of two phases:

1. Bicycling parking spaces are installed.

In order to increase the number of city bicycle riders among company employees and to encourage participation in the project, bicycle parking spaces have been made available to employees to help them adapt to this initiative.



2. A talk on the benefits of physical activity (riding the bicycle).

To increase social appreciation of the bicycle as a usual means of transport, talks were organised on the environmental benefits, the habitability and image of the city that is another plus in addition to health improvement.

Greater respect and consideration by society would contribute direct to in-

creasing the number of frequent users and, on the other hand, to increase the safety of users when they ride a bike.

“ Motivates workers concerned with their health to use this environmentally means of transport ”

“ Reduces work absenteeism by at least 25% in a period of 3-5 years ”

“Because I’m Happy” in Benalmádena (Malaga)

In Benalmádena, FCC employees continue to be actively involved in initiatives aimed at promoting healthy lifestyles and work habits. Dr. Pilar de Lara Durán, from the FCC Malaga Medical Department, and Laura Garrochena, an expert on Occupational Hazard Prevention in the Andalucía II Branch Office of FCC Medio Amien, have launched several initiatives in line with the Healthy Company; initiatives that were enthusiastically received by the personnel of the cleaning contract in Benalmádena.

After participating in the “A million steps” campaign (more than one million, in fact, the number of steps in several of the organised walks and routes were 2,061,424), enjoying the talks of “the grocery list” (learning about the labelling of products and food) and “Mealtime” (learning about the basic principles of food), the participants created exquisite “tapas” in the “Healthy Tapas” campaign and participated in the Mindfulness seminars.



Everyone who participated in this project recorded a video out of their own initiative for which they feel very happy.

Physical exercise, healthy eating habits, and adopting healthy habits for physical and mental wellbeing produces results and contribute to enjoying life and what it offers much more. The staff at Benalmádena is very aware of this.



“ Physical exercise, healthy eating habits,
and adopting healthy habits
for physical and mental wellbeing
produces results

”

Preventing Occupational Hazards

The Cataluña II branch wins Atlante Prize

The Cataluña II Branch of the Environment division was awarded a prize in the category of preventive measures applied in major companies in the 7th edition of the Atlante Prevention of Occupational Hazards Prizes.

This prize recognises the great work carried out by this branch office since 2008 in prevention after implementing a prevention program on alcohol and drug abuse which culminated in 2013 when it was awarded the Aenor certificate as a Healthy Company.

The Atlante Prizes are given every two years with the objective of contributing to creating an authentic prevention culture by giving public recognition to preventive measures and good practices of companies operating or with registered offices in Catalonia.

This preventive program had already been recognised as an innovative corporate good practices program by the General Sub-Directorate for Drug Abuse by the Ge-



neralitat de Catalunya (Catalan regional government), as well as by the INSHT of the Ministry of Labour and Immigration and, at the European level, by the FASE (Focus on Alcohol Safe Environment) and EWA (European Workplace and Alcohol) programs.

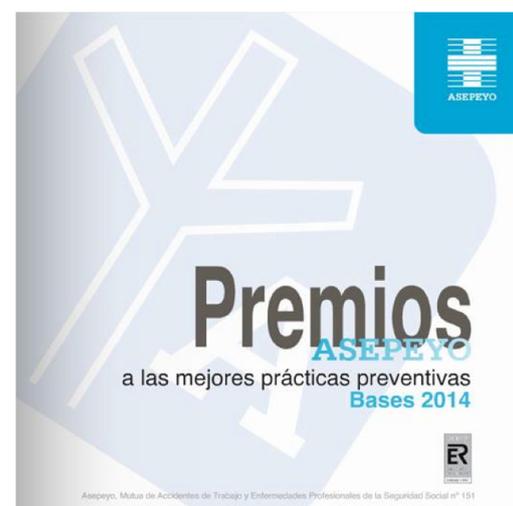
The award ceremony was held at the events hall of Fomento del Trabajo de Bar-

celona. In the photograph, Jesús Padullés Caba, managing director of the Cataluña II Branch Office collects the award.

Prize for FCC Aqualia's work on safety and health

FCC Aqualia was distinguished at the 3rd Edition of the Asepeyo Prize for Best Preventive Practices. The company won the second prize in the "Best Practice for Hazard Control" category, awarded by the panel of judges who selected the proposal submitted by the company entitled: "Reducing the formation of sulphidric acid at the source in wastewater facilities".

This distinction represents the recognition of the work carried out by the company to reduce accidents at work. Over the course of 2013, this policy won several awards such as those of the Valencia Business Confederation and the regional governments of Aragón, Murcia, the Balearic Islands and Valencia.





Corre por el Niño 2014

100 race numbers for the 4th Popular Race organized by the Niño Jesús Hospital



Once again, FCC participated in the popular solidarity race known as “Corre por el Niño 2014) (Run for the sake of the child) organised each year by the Hospital Infantil Universitario Niño Jesús de Madrid by distributing 100 race numbers to FCC personnel.

The race (4 or 10 km) took place on 9 November at Madrid's Retiro Park. On this occasion, it was organized to raise funds for the hospital's research projects and for creating a clinical training program for medical professionals.

From FCC, 66 employees and direct family members signed up and participated in this popular race. Of these employees, 28 were women, 10 of whom participated in the 10 km circuit and the remaining 18 in the 4 km race. Of the 38 male participants, 24 ran the 10 km, circuit and 14 the 4 km race.

This year, the participation of FCC employees was three times more than in the previous edition of this race.



Funding for four research projects

Thanks to the funds raised in 2013, it was possible to fund 4 research projects:

- **“Multi-parametric electrical brain monitoring in the Paediatric Intensive Care Unit (PICU) with Amplitude EGG and EEG Video”**, to investigate the consequences of serious children's diseases in the central nervous system.
- **“Soluble Rage formula in patients in the PICU for serious bronchitis”**. The project was designed to obtain information on the inflammation markers in serious infections.
- **“PICU Online”**, to facilitate the diagnosis and treatment of paediatrics patients with serious pathologies in hospitals lacking a PICU.
- **“Early Haemofiltration in patients with bone marrow transplants”**. Bone marrow graft transplants from haematopoietic progenitors trigger an inflammatory reaction. In order to improve its treatment, the use and applicability of early haemofiltration in these children will be studied and analysed.



Annual FCC Environment Meeting on the Prevention of Occupational Hazards

For the purpose of analysing results, define common guidelines, share good practices and promote cohesion, the FCC Environment annual meeting on the prevention of occupational hazards was held on 10 and 11 December at the Las Tablas corporate headquarters. Technicians and coordinators from the Prevention of Occupational Hazards (POH) areas from the 17 FCC Environment regional offices and from Central Services, as well as representatives from the Medical Departments, participated in the event.

Going over the results achieved in 2014, work absenteeism and accident data during the year were discussed, analysing the trend over the last few years, and analysing the causes of the most serious accidents in order to learn from them and to implement the necessary corrective and preventive measures to prevent their recurrence.

The FCC Environment Strategic Road Safety Plan for 2015-2018 was also unveiled. The

plan details the main risk factors to which workers are exposed in the course of their activity and a series of preventive measures that could be implemented to reduce the rate of accidents.

The Medical Departments of FCC explained the importance of implementing mandatory medical checkups at all worksites and also discussed the problems in processing disabilities.

As an example of a job well done in well-being and in promoting good health, the regional branches presented the initiatives and good practices developed over the course of 2014. The work carried out by the Andalucía II and the Aragón-La Rioja branch offices were of particular interest. The latter recently obtained the Healthy Company Model certification granted by AENOR.

FCC Central Services, in the last part of the first day of the seminar, described the main lines of activities in safety and health for the next few years. At the end of the session, they analysed the results obtained in the internal and external audits.

In the second day of the seminar, a guided field trip was organised at the Las Dehesas Biomethanisation Plant facilities where the managers explained to the POH technicians and coordinators the details of the process and the main safety measures that were implemented.



Watch your tyres!

Tyres are the only point of union between the vehicle and the ground. Good tyres are essential for safety, economy and for the environment. However, without adequate maintenance, the performance of the best tyres could be the same as the worst.

Find information on the attached guide which is part of a campaign launched by FCC in Madrid, jointly with other leading companies, aimed at improving your safety when travelling in company or in own cars.

This initiative was launched by FESVIAL and PESI based on the DISEV working group and team of which FCC is a member in collaboration with the Ministry of the Interior, the General Traffic Department, the Ministry of Labour, Immigration, and the National Institute of Safety and Health at Work.

Campaña para la prevención del accidente de tráfico en el ámbito laboral ¡Vigila la Salud de tus neumáticos!



- ▶ El neumático constituye el único punto de unión entre el vehículo y el suelo.
- ▶ Un buen neumático mejora la seguridad, la economía y el medio ambiente.

✓ Revisa mensualmente o cuando vayas a realizar un largo viaje:

- Presión
- Estado
- Profundidad del dibujo

¡Obtén tu cupón para una revisión gratuita!

Hasta el 31 de enero de 2015 en los centros Euromaster Adheridos de la Comunidad de Madrid



Más información en:

www.fesvial.es/neumaticoscuponregalo

Es una campaña de:



En colaboración con:



Campaña sobre conocimiento y estado de los neumáticos en el ámbito laboral

¡Vigila la salud de tus neumáticos!



Es una campaña de:



En colaboración con:



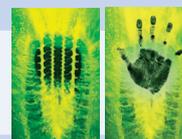
¡Vigila la salud de tus neumáticos!

Guía de Consejos

El neumático constituye el único punto de unión entre el vehículo y el suelo.

El área de contacto corresponde, para cada rueda, a una superficie equivalente a la de la palma de una mano.

Un buen neumático mejora la seguridad, la economía y el medio ambiente.



La elección de un buen neumático es fundamental para la seguridad (adherencia en seco y en mojado, en recta y en curva...), para la economía del usuario (coste de uso al km en función de la duración y del ahorro de consumo de carburante) y para el medio ambiente (fundamentalmente en la fase de uso, por el consumo de carburante debido a la resistencia a la rodadura del neumático y las emisiones del CO₂ asociadas).



Pero el mejor neumático puede comportarse como el peor sin un mantenimiento adecuado. Un neumático con presión inadecuada, gastado excesivamente o de forma irregular, incide sobre la seguridad, el consumo de carburante y el comportamiento del vehículo.



Es una campaña de:



En colaboración con:



6th Health and Work Seminar

The challenges of promoting health



The Faculty of Medicine of the University of Valladolid and Fundación Mapfre, through its Health and Prevention Department, organize the Health and Work Seminar every two years the main objective of which to promote a forum for dialogue and to discuss the main novelties and issues of interest in our country regarding health in the socio-work environment.

This sixth edition focused on promoting health and on the function of the individual in self-care, as well as the role of companies as health-promoting agents at work and in society.

Juan Carlos Sáez de Rus, the FCC Director of Safety, Health, and Welfare at Work participated in the debate on “The company as an agent for promoting health” along with other colleagues from national and international companies. The topic was the importance of the implementation by companies of healthy work surroundings and the benefit that this implies for the companies.

The investment in these types of programs, according to numerous studies, has a mini-

imum return of 2 to 5 times the sum invested, excluding the level of satisfaction of the company's workforce and the impact on attracting and retaining talent.

The representatives in the round table discussion talked about their experiences in good practices and mentioned, as an example, the work that FCC has been carrying out for some time. Juan Carlos described the healthy food and lifestyle programs being developed by Andalucía II, a regional branch of the Environment division.

The topics discussed in other round table discussions included:

- “The individual in charge of their health” with the presentation of demographic and epidemiological data on the Spanish population. Among the items discussed were dreams, health, and neuro-happiness, and one of the participants was Ignacio Ara Royo, from the High Board of Sports, who we had the pleasure of meeting previously in our Las Tablas headquarters at the presentation of the FCC Healthy Company project during the Safety and Health Week.
- “Strategies and Initiatives in the promotion of health”, with proposals of the International Labour Organization (ILO); the presentation of the strategy for promoting health and prevention of the National Health System which proposes the gradual development of initiatives to improve health and prevent disease, injury, and disability; and the presentation by the National Institute of Safety and Health at Work (INSHT, Spanish acronym) on the Spanish Network of Healthy Companies within the

framework of the European Safety and Health Strategy 2014-2020 of which FCC is part which focused on the Declaration of Luxembourg which FCC endorsed this year.

- “E-HEALTH: the technological evolution in health improvement” dealt with the development of new technologies which has given rise to a new paradigm in health and the patient, with the population connected to internet increasingly more frequent. The applications of new information and communication technologies related to health were discussed all of which are part of the term “e-health”.

You can watch some of the interesting presentations in the Fundación Mapfre website.





Sponsored by the Madrid Autonomous Community

FCC participates in workshops on women's leadership in the business world

For the second consecutive year, the Madrid Community launched its project to promote women's leadership in the corporate world in companies located in this autonomous community.

FCC participated in the "Be the leader of your future" workshop aimed at promoting women, preferably those with a technical profile, who hold middle management positions by organizing group sessions on motivation, leadership and career development.

It also participated in the "Support talent" workshop sponsored by the General Directorate for Women of the Department of Social Affairs of the Madrid Autonomous Community" and aimed at Human Resources departments with the objective of working on the opportunities offered by organizational flexibility policies and the incorporation of diverse human groups in managerial jobs.



Certification of FCC Construcción's systems in the international area

Protecting the safety of people is a vital part of our company's global strategy and, therefore, securing the international OHSAS 18001 certification represents a milestone in the FCC Group's quest for excellence in people management.

In a year in which FCC Construcción has consolidated a large part of its international business in Latin American and in the Middle East, the company's Safety and Health at Work Management System was certified under the international OHSAS 18001 standards in countries such as Mexico, Panama, Colombia, Chile, and Abu Dhabi.

The scope of this certification includes the development of construction projects, construction civil works, and energy and industrial activities.

The OHSAS 18001 certification ensures the ongoing improvement of the safety and health management system in four aspects: contributing to reduce accidents at work, increasing productivity, strictly complying with occupational hazard prevention laws, and encouraging a preventive culture by means of the across-the-board integration of prevention in the corporate management system.



The commitment and talent of the human team at FCC has made it possible to advance rapidly in the consolidation of the business internationally, being fully involved in the implementation of these regulatory standards required for cementing our international presence, such as the OHSAS 18001 standard.



Fibromyalgia

**By Dr. Román Rodríguez Barrigüete
FCC Medical Services**

A disease characterised by overall skeletal muscle pain, with a painful sensation when pressure is put on specific points (painful points) and chronic fatigue.

Fibromyalgia is frequent. Approximately 2 to 6% of the population suffers from it and it affects mainly women.

What are the symptoms?

Fibromyalgia is a disorder that causes muscle pain and fatigue (tiredness). Sometimes, the pain starts in a general way and in others, in specific parts of the body, such as the spinal column, shoulder, back, and spreads from there. It is often referred to as discomfort or a burning sensation. Sometimes, the symptom could be muscle

spasms. The frequency varies depending on the time of day, the level of activity, climate changes, and lack of sleep or stress.

Besides pain, fibromyalgia can cause other symptoms, such as overall rigidity, especially when getting up in the morning, or a tingling sensation, especially in the hands. Up to 90% of people suffering from fibromyalgia are tired during the entire day.

70-80% of patients experience sleeping disorders and the quality of sleep is not good (I wake up more tired than when I go to bed"), and the pain gets worse when you don't have a good night's sleep. They can sleep without a problem, but the deep sleep is interrupted.

Other symptoms could include anxiety or depression, lack of memory, difficulty in concentration, painful menstruation, irritable colon, dry mouth and eyes.

What are the causes of fibromyalgia?

The causes of fibromyalgia are not known. The threshold of pain is different in each one of us. Fibromyalgia is an anomaly in the perception of pain and stimuli, which are not painful, are perceived as such. Some scientists believe that the origin of fibromyalgia could be genetic. Some people develop the disease after identifiable processes, such as a bacterial or viral infection, a car accident, a marital separation, problems with children, etc. In other cases, it appears after another known disease hampers the quality of life (rheumatoid arthritis, lupus erythematosus, etc.).

These triggering agents do not seem to be the cause of the disease but rather, that they trigger them in an individual who



already has hidden anomaly in the cancellation of their ability to respond to certain stimuli. Most likely, an abnormal response to factors that produce stress can play an important role in this process.

In some studies, it was found that the nervous system of people with fibromyalgia have a low level of some important pain-regulating substances (particularly serotonin). The increase of a pain-producing substance in the nervous system has also been detected (substance P). Although there are many promising data, these are still under investigation.

How is it diagnosed?

The fibromyalgia diagnosis is made based on the symptoms of the patient and the

information that the physician finds when making an exploration, which are basically the following:

- Painful spots in several parts of the body.
- Analysis and x-rays of this disease serve mainly to rule out other diseases that could be associated fibromyalgia which is characterised by normal diagnosis tests, both x-rays as well as laboratory tests.

What is the treatment for fibromyalgia?

There is no definitive cure and it could be difficult to treat, often requiring a work team including, besides a physician, a physiotherapist, psychologist, etc.

It is necessary to avoid factors that aggravate the symptoms: Don't adopt force and unnatural postures (be careful about seats at work and at home), avoid lifting or holding

weights for which the person's muscles are not prepared and avoid being overweight since this puts pressure on muscle-tendon structures.

Anxiety and depression are not the cause of fibromyalgia but when these are associated with this disease, treatment is more difficult. Therefore, it is necessary to detect these problems and, if such is the case, seek the help of a psychiatrist.

Analgesics, muscle relaxants, antidepressant drugs, anxiolytics, under strict medical control and in different circumstances surrounding this disease are usually necessary and are part of the medical arsenal for its treatment.

What can I do to try to feel better?

There are many things that you can do to improve, including:

- Take the prescribed medication.
- Sleep enough.
- Exercise
- Eat well
- As far as possible, try to live an organized and relaxed life and avoid stressing situations.

Knowledge



Corporate willingness to anticipate a change of model and to fulfil new expectations

The added value of efficient environmental management

The first steps to set up the environmental accounting of an urban service

By: Catherine Milhau

Manager of the Coordination and Development Department of the Environment Division

The strategic lines defined by the EU in accordance with the objectives set out in Horizon 2020 and 2050 are focused on the responsible use of resources, waste recycling and the reduction of greenhouse gas (GEI) emissions. These comprise a constantly evolving framework that is reflected in the drafting of strategies for the fight against climate change at the national and regional levels.

This makes it necessary for all social and economic actors to integrate in their management model the efficient use of goods and processes in order to promote a low-carbon economy. To achieve this, it is necessary to

count on the promotion and efforts of public-private collaboration so as to prepare the city of the future thereby ensuring a healthy environment and the welfare of citizens.

In this respect, FCC, always mindful of the expectations and demands of its stakeholders, aims to contribute to the green growth model by designing and proposing solutions based on the increasingly large offering of



efficient technological services, user-friendly, at competitive prices, and potential generators of new job profiles.

Accordingly, FCC's Environment Division has been working for years on defining and monitoring tangible indicators to confirm the technical solvency of the organization in the responsible use of resources (water and energy) and in the transformation of waste into new material and energy resources all of which will contribute to minimising GEI emissions.

In this way, we can have the appropriate management tools to face the risks and opportunities that will affect the evolution of our business as we move towards Horizon 2020.

Offering our clients the added value of efficient environmental management

- Identifying and monitoring the environmental externalities associated with urban services.

FCC's determination to be recognised as a leader in the design and exploitation of the most appropriate environmental solutions for the transformation of cities into sustainable communities is based on the definition and quantification of several relevant indicators that measure and translate the environmental performance of the services rendered. This makes it possible to define the envi-



Environmental externalities and the carbon footprint

The chapter on Smart Services in the following link shows the evolution of each indicator from 2011 to 2013:

<http://fccma.es/sostenibilidad/huella-ambiental/>

ronmental balance of our negative and positive externalities in terms of environmental impacts.

Hence, we can study how to improve the economic-environmental efficiency of the services offered and to wager on technology and good practices adjusted to the medium and long-term demands of our clients.

Since 2007, FCC has been calculating the overall balance of the externalities of the services provided by means of the ce2d@ technology which is based on GRI indicators. On the basis of this environmental audit, subject to annual verification, the Environment Division has been able to identify the environmental repercussions of its activities and assess the level of compliance of the

commitments acquired, all aimed at improving relevant aspects, such as: The energy efficiency of the services rendered, reduction of GEI emissions, recycling of the potential waste material and energy, and the preservation of water resources.

So as to be able to access the ongoing improvement of the sustainable environmental management that we offer and to monitor



Acquiring knowledge

FCC, the first company in the urban sanitation industry to record the calculation of the organizations carbon footprint

Thanks to all the work being carried out at FCC's Environment Division, FCC is the first company in the industry to record its carbon footprint, offsetting, and CO₂ absorption projects in the register of the Ministry of Agriculture, Food and the Environment, section a) of the carbon footprint and commitments to reduce greenhouse gas emissions.

The commitment acquired by the organization with the MAGRAMA is to reduce its carbon footprint over the coming years and, therefore, in order to mark and to maintain our competitive edge, it is necessary to:

1. Offer new services that wager on efficient environmental management.

2. Promote the latest in technology supported with efficient management tools.
3. Identify the good practices that can serve as an in-house reference, replicable, and one which enables us to highlight the most effective initiatives in the responsible use of resources and the reduction of GEI.



the effectiveness of the initiatives undertaken, we have implemented an annual traceability and evolution system of key indicators, particularly of those related to the efficient use of resources.

- **Innovative tools: software for calculating and monitoring indicators of environmental intensity or efficiency.**

Since 2011, FCC's Environment Division has been working on defining and validating management tools more specifically focused on the fight against climate such as the carbon footprint or the efficient management of water and energy resources and GEI emissions.

Hence, in 2011 we were able to calculate and verify the organization's carbon footprint in order to arrive at a starting point and a global image of its contribution to climate change. This year, we continued to maintain this system and last May we verified again the carbon footprint for 2013 and the trend in the first calculation period (2011-2013).

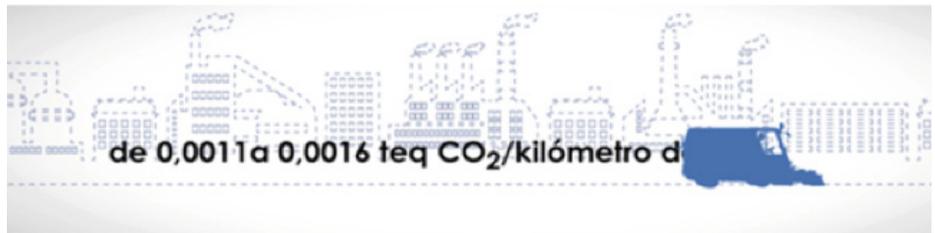
As a logical consequence and in order to maintain the coherence among the systems implemented, we decided to take advantage of the information and knowledge acquired globally in connection with the organization's carbon footprint so that we could focus on its various production processes so as to be able to assess the incidence of each of the services that we offer in relation to the efficient use of energy and water and the trend in GEI emissions.





With this objective in mind, we developed systems for monitoring the environmental management of our urban services based on tools designed and developed with scientific collaboration and based on internationally accepted standards.

Thanks to this initiative, FCC is the first company in the Spanish industry to have calculated the intensity or efficiency of its urban services activities and is a step ahead of the future EU standards for controlling the efficiency of these services.



Bringing sustainable urban development and the progress made in this respect to the attention of our stakeholders.

With these management tools we aim to promote the necessary public-private collaboration so as to make the right decisions that make it possible to adapt public services and make the most environmentally efficient to enable us to fulfil the targets outlined in Horizon 2020 in terms of efficiency in the use of resources and the reduction of GEI.

These tools will also contribute to the improved dissemination of the results of the measures implemented so that citizens will be able to associate them and make a positive contribution to improving the environmental efficiency of urban services and considers them part of their quality of life.



Footnotes:

- 1 Climate change strategy up to 2020 and beyond. Communication from the Commission, 10 January 2007, «Limiting Global Climate Change to 2 degrees Celsius – The way ahead for 2020 and beyond» [COM (2007) 2 final].
- 2 Communication from the Commission "Roadmap for moving to a low-carbon economy in 2050". [COM (2011) 112 final].
- 3 Communication from the Commission "Roadmap to a Resource Efficient Europe". [COM (2011)571 final].
- 4 European Decision n° 406/2009/CE. To meet the European commitment to reduce their GEI emissions by 20%
- 5 The organization's environmental footprint or metabolism (based on the principles of capturing, emitting, avoiding, and returning from the exo-endogenous cycle of all our activities) reflects all the GRI environmental indicators adapted to each activity. This methodology was validated and verified by several external entities. Registered Brand at the Patent and Brand Office: © "CE2D", FCC Medio Ambiente, S.A/ M2931259/ Spain/2010.
- 6 FCC Medio Ambiente was the first company in the industry to verify the corporate inventory of GEI (Carbon Footprint) in 2011 as well as the indicators of intensity or environmental performance of urban services in 2014.



The WWTS Control program, tested in the IISIS project, reduces electricity consumption by 15%

One of the strategic lines of the INNPRONTA IISIS project is to optimise urban wastewater treatment plants and to reduce the consumption of energy and reagents, in addition to related costs with great economic impact, such as the processing and removal of sludge generated in the process.

Along these lines, one of the first activities carried out in IISIS was the implementation and validation of a control program for optimising aeration and eliminating the nutrients, projects developed by two of the entities sub-contracted by FCC Aqualia in IISIS: The Polytechnic University of Valencia and the University of Valencia.

With the support of Zone I with Cándido Martínez as the Technical Commercial Director, and Marta Casao, as the head of the Wastewater Treatment Department and in charge of the participation of Zone I in this R+D project, the first implementation was at the Medina del Campo wastewater treatment plant. After several months of work, the first results available indicate 15% of average energy cost savings.

The next IISIS implementations will be at the Reinosa (currently being executed) and the Benquerencia (in the planning stage) waste water treatment facilities all of which will help to determine the returns more precisely.

As part of the control validation process in IISIS and given the interest in the control solution, the Corporate Department of Innovation and Technology has managed the conditions for the subsequent deployment of this system at other wastewater treatment plants of the

company by executing a licensing agreement with the above-mentioned universities, making or company the first to be able to offer this technology in other tender bid processes.

The application of the solution in new treatment plants and its inclusion in commercial offers will be managed by Pedro Ruiz, technical manager and by Fernando del Amo, head of Wastewater Treatment and the Environment, with the support of Frank Rogalla, manager of the Innovation and Technology Department, and Elena Maneiro, head of the project.



The participants at the seminar on wastewater treatment plant modelling organized by the Corporate Department of Innovation and Technology with the collaboration of the Technical Department and other branch offices.

“ The result is fruit of the research conducted by the INNPRONTA IISIS project at the Medina del Campo (Valladolid) wastewater treatment plant. ”

“ Subsequently, FCC Aqualia will be able to offer this technology exclusively to other plants in new commercial offerings in the market ”



Patricio Hermosilla, plant manager and Julián Martínez, and electro-mechanic, at the Medina del Campo WWTP, the first to have implemented the control system.

Guest Column

By: Antonio Escudero Pérez

Manager of the Corporate Security Department
Corporate Organization Department of FCC

Protection of FCC employees and property

The psychologist Abraham Maslow states: "...we all need support and to have an orderly and just environment, lacking physical and psychological danger. If we feel insecure, we cannot think about anything else..."

Acting in accordance with this quote, FCC, through its Corporate Security Department (DSC) has as its main objective the protection of FCC workers and property. To this purpose, it must provide the organization with tolerable security levels that enable the normal conduct of the Group's activity without hampering its functioning and, at the same time, neutralising all the possible risks that it be subjected to, being the main underpinnings of this protection, identification, anticipation and prevention.

DSC has established as the basic pillars for fulfilling these objectives:

1. SECURITY AND STRATEGY POLICY

- A comprehensive approach, with the coordination of the various dimensions of the Group's security: Corporate Security (people and installations), In-

formation Security, Work and Medical Security.

- Defining a Global Corporate Strategy, with Internationalisation, Simplification, and Process Optimisation models that support the Business Areas in the implementation and creation of a new structure in the country.
- Coordination with Public Administrations to achieve the highest level of integration and to ensure the collaboration with Authorities.



Abraham Maslow: "...we all need support and to have an orderly and just environment, lacking physical and psychological danger. If we feel insecure, we cannot think about anything else..."

2. CRISIS MANAGEMENT SYSTEM

- Identification, anticipation, and prevention of threats and risks to facilitate the incorporation of workers in their jobs and the social integration of their families.

3. ENCOURAGING SELF-PROTECTION

- Try to have all FCC employees assume the self-protection concept. We believe that it is very important to align the security concept in a practical way, disseminating recommendations to help our employees travel more safely.
- Recommendations on security and protection for personnel travelling abroad:

3.1. Preparing the trip

- Find information about your destination before travelling: check the government sites such as the Ministry of Social Affairs or in the International SOS website.



- Check that you have all the details on your trip: information on flights, hotels, transport, and contacts, etc.
- Check your documents: visas, insurance, authorization letters or invitation, necessary permits and other. Copy, scan or photograph all your important documents and have them available at your email mailbox.
- Check the medical aspects on your destination with the Medical Department.

3.2. Personal and cultural alertness

It is important to be alert and assume intellectually that we are in surroundings different from ours to avoid being involved in embarrassing situations or even danger: how to greet someone, the meaning of signs and body language, courtesy (we should know at least a couple of words in the local lan-

guage), the customs, being careful of what we say, ensure that it is a safe place, the right time to be at that place, etc.

3.3. Low profile

Don't call attention to yourself. What could be considered normal in one country could be a sign of wealth in another and could attract attention.

- **Don't attract attention:** do not show money, jewellery, credit cards, cell phones or cameras.
- **Avoid eye contact with strangers;** nevertheless, maintain eye contact with policemen or security guards. Avoiding eye contact might raise suspicions.
- **Avoid talking too much with strangers:** if you have any questions, ask somebody wearing a uniform.
- **Dress appropriately depending on the circumstances.** Try not to look like a tourist.
- Don't leave your valuables on display.
- Be discreet when talking on the phone, don't talk loud.



3.4. AVOID ROUTINES

- Vary your schedule when you go out or return.
- Use different routes and different places for getting in or out of a car.
- Use different vehicles and means of transport.
- Change your look, don't wear or carry things that call attention, such as hats, eyeglasses, etc.
- Don't socialise always in the same places.

3.5. INFORMATION

Our contacts, company and family should be kept informed of our travel plans.

3.6. SELF-PROTECTION

3.6.1. Take care of your health. Do some research on your destination. Plan ahead for medical attention.

Choosing food and water. Inform yourself on the risk of diseases. Get vaccinations. Malaria is a serious disease which could become fatal very quickly. It is transmitted by mosquito bites. Rabies is present in most countries. It could come from dogs, monkeys and bats. It can be prevented by being vaccinated urgently after being bitten, licked, or scratched.

3.6.2. Medical advice

Go to the doctor's office before travelling to check your health, receive information on medical requisites and information on the risks of contagion and how to prevent it. Keep up to date with the normal vaccinations. If you have not had a dental check-up in the last few months, go before you travel.

Check if it is advisable to take more than enough prescription drugs with you.

3.6.3. Handling risks

- **At the airport:** take all your valuable or important items in your hand luggage. Keep a low profile so as not to call attention. Exposure is greater when getting out of a taxi and entering the airport. Check your luggage as soon as possible and go to the boarding area to increase the level of protection. Don't lose sight of your personal belongings when you pass the security control. Pay attention to the safety recommendations of the cabin crew. Don't take it for granted that the items that you leave on the overhead compartment will be safe, especially in flights during the night when theft also occurs. When you arrive at your destination, you should know



where to go, firstly to passport control and customs, don't stand in the first queue that you find. Be patient when you meet an unpleasant civil servant; be educated and respectful since any discussion will make you waste time unnecessarily. Be sure to have all your documents in order and have them ready when they ask for them. Avoid using the services of a luggage carrier and keep your suitcases with you at all times.

- **At your destination:** always have the batteries of your cell phone charged and with the emergency telephone numbers recorded. Keep alert and

careful with attempts at distraction if someone asks you how to go someplace and they come too close to you or if somebody gives you the shoulder while his accomplice is at the other side. Plan your itinerary and be sure you know where you're going and walk with self-assurance since opportunistic delinquents select people who seem to be lost. When on the road, walk at the opposite direction of traffic. If you have to take a laptop, carry it in a discreet bag hanging from your shoulder as far away as possible from the road.

- **Armed robbery or aggression:**

YES.- keep calm and do what they say. Don't look threatening and lean back a bit, lowering your eyes and showing the palms of your hands. Give them what they want. Tell them what you are going to do before you do it. Always keep in mind that the other person may not be able to reason.

DON'T.- ask for mercy or try to start a conversation. The robber wants your money, not to have a chat with you. Don't try to be a hero; you can always recover your money. Don't put up resistance or try to fight. Don't challenge the sensation that he is in control. Don't make any sudden movements.

- **Legal arrests:** in some countries where salaries are low and corruption is widespread, some government public servants, such as the police, could try to extort bribes and make it difficult for you to enter until you pay commissions or bribes for an invented reason.

You will have to consider the situation in each case depending on your knowledge of the country before knowing how to proceed.

If the fine is high or if the public servants go overboard and could jeopardise your trip, insist on finding advice and call the embassy or International SOS.

- **Violent car robbery:** frequent in some parts of the world. It is advisable that you don't drive and opt for renting a discreet car with an experienced driver. Robbers usually act at traffic lights or street crossings where you have to make a stop or reduce speed. Keep a safety distance so that you are able to manoeuvre; at office or hotel entries; at garages and crowded parking lots. One of the most used techniques is to try to bump into your car or to make signs to make you believe that there is something wrong so that you stop and open the door. They can even make believe



- Terrorism:** inform yourself beforehand of potential terrorist targets. Terrorists choose different targets, such as governments, the army, transport infrastructures, embassies, etc. and in other occasions, they can try to cause as much harm as possible in highly populated areas. Keep alert always and report bags that are left abandoned or suspicious questions. If you hear a loud noise, be distrustful, especially if you are in a hostile environment. React rapidly and protect yourself behind something solid. If a bomb explodes or there is shooting nearby, the first thing is to find protection, for example, in a building. Be careful with shrapnel and rubble and if have no place to hide, lie on the ground. Look to see where people are fleeing and this will give you an idea of where the attack took place. Try to go quickly to a safe place. Try to stay low or even crawl so that you don't become a target. One of the methods used by terrorists to cause as much harm as possible is to launch a second attack after the first one, usually with emergency services as their objective. Don't go near the place where the attack took place or near the peace-keeping forces that arrive at the site. If you are with other people, try to stay close to them and leave the danger area and seek a safe place.

that there is a car accident and ask for help. If there are people inside the car who cannot get out quickly, such as children or old people, you should tell your aggressors.

- Illegal detentions, kidnappings:** people who are just passing through a country are not usually subject of kidnappings. All kidnappings where a ransom is demanded are planned carefully. Avoid routine. Keep alert in case someone is watching you. If you think that someone is watching you, try to find refuge in a safe place and call the police and the FCC Security Department to ask for advice. The best opportunity to escape from being kidnapped if the kidnappers are not armed is when it occurs. Make as much noise as possible and try to escape. If they are armed or threa-

ten you, don't resist and collaborate. If they put you inside a car, they will probably cover your eyes and maybe even your ears. Try to calculate the distance and the route to have an idea where they might be taking you. Focus on your surroundings and on the kidnappers and on what you can feel, see, listen, and smell. This will allow you to concentrate on something constructive.

- Social tensions, uprisings:** avoid any demonstrations, avoid them and plan different itineraries. If tension increases, stay in your hotel and don't go out in the street. If you have to go someplace, such as the airport, select the safest route. Avoid places where disturbances could occur, such as government buildings, embassies, etc. It is important that you are aware of special dates, such as election periods or Friday evenings after prayers in some Muslim countries. Sports events can lead to violence and give rise to disturbances.

The Place

FCC Construcción celebr

ROOM



celebrates its **10th** anniversary in

ANNIA

FCC Construcción has been operating in Romania since 2004. During this time, the Company has been behind unique projects in the country and has created more than 1,500 direct and indirect jobs.

During these 10 years, FCC has been involved in several road construction and refurbishment projects. With an important infrastructure network, Romania has more than 85,000 kilometres of roads that offer great potential.





The Constanta By-pass.



The Arad Nadlac access road.

Projects **built**

The Constanta by-pass. This is the section that completes Highway A” “the Sun highway”, the ring-road of the city of Constanta, stretching over 22 kilometres to the east of the city.

Vicente Ramón, the manager of the Constanta-Bypass project describes it as follows: “The project involves 22 km of main highway and another 27 km of access routes distributed in five intersections which give access to the cities of Obidiu, Poyana, Constanza, Kumpana and Ayeya”.

The Arad Nadlac road. Highway A1 links Bucharest with the Banat region in the western part of the country. The road measures approximately 581 kilometres and follows the Pitesti-Sibiu-Oraştie, Deva-Timisoara-Arad route that connects with the Hungarian road network near Nadlac. It forms part of the IV Pan-European Corridor.

Stretching over 32.25 km, the road crosses the cities of Timisoara and Arad in Romania’s western region.

Cluj-Livada road: FCC Construcción revamped the 30 kilometres of the DNIC, Cluj-Livada road in the northern part of Romania.

Timisoara-Arad road: The company also built a 32 km section of the European Co-

Bucarest Metro.



Projects **in progress**

Bucharest Metro. FCC is building the 6.1 km-long section 1 of Line 5 of the Bucharest metro system between the Raul Doamnei and Eroilor stations.

The layout of the route will include two parallel 3.8 and 5.7 km-long tunnels with a diameter of 5.7 metres and a third tunnel, 260 metres long connecting Lines 1 and Line 5 at the Eroilor station.

Carlos Reis, the manager of Metro Structures, considers that “FCC has contributed quality technicians and the latest generation technology”.



Basarab Viaduct..

ridor, connecting Timisoara and Arad in the western part of the company.

Basarab Viaduct: The Basarab Viaduct is north-east of Bucharest. It measures 1,950 metres and facilitates traffic and access to the capital's main tram network. There is a station on the suspended section of the viaduct with access to the metro system and the train platforms at Gare du Nord.

In 2012, FCC Construcción was awarded the ARACO Quality Trophy for the execution of the viaduct. This infrastructure is one of the most important projects undertaken in Romania in the last 20 years and has become an architectural point of reference for the residents of Bucharest.

Claudia Mierlita, the head of Contracts and Insurance, pointed out that: "The Basarab Bridge improves the flow of traffic in the North Station (Gare du Nord) area and provides access to the area between the station and the Drumul Taberei district which is now more easy thanks to the construction of the Basarab Bridge."

Cristina Parvu, sales manager confirms: "Romanian philately considers the Basarab Viaduct a landmark of the capital city, an arch over time and history-, the reason for which postal stamps dedicated to this work were issued in 2012".



The team of Line 5 of the Bucharest Metro.

Railway sections

FCC is building two sections as part of the refurbishment plan of the Brasov-Simeria railway line, part of the IV Pan-European Corridor to enable train traffic with a maximum speed of 160 km per hour.

Sighisoara-Atel section. The route goes through the Mures and Sibiu provinces. The total length of the project is 94.75 kilometres, of which, 28.22 correspond to the above-mentioned section.

The revamping is being carried out in a double electrified rail. The types of work contemplated in the project are: movement of earth, consolidation, superstructure, bridges, overpasses, underpasses with prefabricated parts, the electrification of the line, electricity supply, lighting, railway communication, civil works, roads, and environmental protection.

Atel-Micasasa Section. Involves the refurbishment and revamping of 28.6 kilometres



Atel-Micasasa section.



Sighisoara-Atel section.

of railway infrastructure, double electrified rails, which guarantees the speed of 160 kilometres per hour for passenger trains and 120 km/hour for merchandise trains.

The contract calls for the execution of 10.5 new kilometres and the refurbishment of two stations and three train stops. Of the exis-

ting detours, 51 will also be replaced in the stations.

The project also includes work in 14 bridges and four metal latticework archways.



The railway work team.

Interview

Liliana Navrapescu,

Head of the CRF (Romanian National Railway Company) refurbishment project



“The corridor improves the quality of life and increases the tourism potential of the region”

What is the reason behind this project?

Our project was conceived to improve the quality of life of the residents of this region, an area with great tourism potential and a population with very good work potential. That is why we thought that through this 160 km/hour corridor, the possibility of having tourists visit this region and the possibility of the residents travelling to other areas would be increased.

How many jobs were created thanks to this project?

During the evaluation phase of the viability

study and approximately 1,000 people are working in the project.

What does the project entail?

FCC is building two sections as part of the European Railway Pancorridor: Sighisoara-Atel and Atel-Micasasa. For us, Romanians, this is an innovative project. Firstly, because we had not refurbished the railway in the same line. We improved the layout and

are building two railway tunnels, something that had not been done in Romania in many years.

What does FCC contribute to the project?

Great experience in the construction of tunnels being built in each of its projects.

How many people will benefit from the refurbishment of this line?

Considering the length of the line currently under construction, from Simeria to Sighisoara, the population that will benefit from the new line being built will be from two to three million inhabitants.



Interview

Sébastien Picaut,

Country Manager in Rumania

“The need for infrastructure investments

in Romania amount to more than 50 billion euros”



What has been your experience in these 10 years of the Company's evolution?

FCC landed in Romania in 2004 with its first road refurbishment project and we have lived this adventure from zero. We have grown bit by bit, project by project, and have become one of the leading players in the country's infrastructure construction sector. We have developed road and railway projects and are also executing projects in the railway sector.

Tell us about the sector in Romania.

The sector has been constantly evolving over the past few years. When we arrived in 2004, the sector was highly segmented and there were hardly any major local companies; there were a few Italian and Greek companies. The market has grown rapidly and construction companies from all parts of the world have a presence in the country. The construction model at that time was very traditional, with its own small-sized machines and equipment.

What we were able to observe in these 10

years is that the sector has been consolidating. Many foreign companies have come to work in the country and, therefore, the market now is very competitive with not only Spanish companies operating and, in order to be competitive in this country, you have to contribute a lot of added value.

What is the infrastructure plan foreseen in Romania?

There is very important infrastructure network in the country. It has more than 85,000 kilometres of roads and more than 20,000 kilometres of railways, which were not maintained after the revolution and now offer great potential so that we can develop our activity. Multilateral organizations talk about the need for investments totalling 50 billion euros to bring these infrastructures up to European standards.

What does FCC contribute in Romania, how do we create value?

FCC creates value in particularly complex projects, sharing with its local and expatriate employees the satisfaction of meeting challenges that others see as impossible. Thanks to its technical expertise, FCC can anticipate the problems it faces, we are a local company.

What has been your experience living in Romania?

Romania is a safe place to live with your family, but at the same time complicated since its historical inheritance still has a bearing on the country.

How many people are currently working in FCC Romania?

FCC has an average of 500 to 600 direct jobs that we have created on an annual basis, of which 95 are local employees and, as to indirect jobs, we can reach more than 1,000 jobs.

At FCC, we always try to build loyalty from the beginning and it makes us proud to say that we have many employees working from project to project and this is one of the



I n t e r v i e w

Ramiro Fernández Bachiller,

Spanish ambassador in Romania:

“Developing intense bonds between FCC and Romanian authorities is very important”

keys to our success in this country.

What has been your experience in the integration of the Spanish-Romanian culture?

Romania is a “Latin” island within Eastern Europe. I was surprised when I started to discover this culture. People come to this country with preconceived ideas and, when they arrive, they are surprised. Of the employees who have worked here, I cannot remember anyone who left with a bad image of the country and many of them want to stay here.

What do you like the most about Romania?

It is a country that has yet to be discovered, with virgin nature, an authentic country a very few hours away from Spain. It is worth discovering.

How has been the support to local communities?

At the corporate social responsibility level, we try to collaborate with local universities in the provinces where we work to share our knowledge with students.

The country has a high academic level and it is easy to find people fluent in foreign languages and also with technical and business capabilities.

Romania is a country that offers many attractions for Spanish companies, because of its population, geographical location, its qualified workforce, and its natural resources; it is a country that will be experiencing significant growth in the coming years. Moreover, its infrastructures have to be developed and modified and, in order to accomplish this, it will count with an important aid package from the EU in the next few years.

All of this, plus the difference in income in comparison with other EU countries imply

many possibilities and opportunities for our companies.

What can FCC contribute to the future of Romania?

FCC can contribute, most importantly, its experience, knowledge, professionalism the quality of the work that it carries out, and it can contribute to Romanian authorities and to its counterparties experience and the absorption of European funds.

Romania will be receiving enormous aid which could reach 40 billion euros in the next six years. In Spain, we have been able to execute major infrastructure projects thanks to this aid, and they can and should also be able to this and, therefore, it is important to develop intense bonds between FCC and Romanian authorities and other companies to be able to carry out these projects.



Romania

Romania is situated in the intersection of Central Europe and the south-east, at the border of the Black. It borders with Hungary and Serbia on the West, the Ukraine and Moldavia in the northeast and east, and with Bulgaria on the south. With an area of 238,400 square kilometres, it is the ninth largest country in the European Union and has the seventh largest population, with more than 19 million inhabitants. Its capital and most populated city is Bucharest.

Because of the cultural affinity between both countries, there is a large community of Spaniards residing in the country. The Romanian language and Spanish have Latin roots which makes them quite similar.

Language: Romanian.

Capital: Bucharest.

Currency: The Romanian Leu.

Population: 19.96 million.



The team at FCC's Romanian headquarters.

Living in Romania is “like being at home”

Ramiro Fernández, ambassador in Romania: Living in Romania is living in a European country. A country close to us due to its Latin origins and, at the same time a very beautiful country. Romanians appreciate the Spaniards and we should not forget that the largest foreign community in Spain is Romania. Therefore, there are many affinities shared by both countries.

Food is not that different, the landscape is not that different and, what's most important, people are not that very different and, therefore, life, on the personal side, is very pleasant and on the professional side, there are many interesting challenges to promote growth in bilateral relations in all fields, in the political and economic and in helping the country develop, in cooperation in interior matters

Carlos Reis, in charge of the Metro Structures. Life in Romania is easy, like in Spain or Portugal. Integration is easy because the Romanians are very agreeable people.

Antonio García, head of Studies: I feel very well here. The Romanian people are very

open, you get to like them from the start, and the country offers many opportunities for everybody.

Rogelio Sabate, Project Manager: Romanians are like Spaniards, they are a Latin country. Their language is Latin, similar to Italian, a little bit like Catalan, and this makes the integration of expatriates from Spain and from other countries easier.

Iván López, Head of Machinery at FCC Construcción in Romania: Integration of Spanish and Romanian culture has passed



FCC's 10 years in Romania

Ramiro Fernández, ambassador in Romania: I would also like to take this opportunity to congratulate FCC Construcción in Romania for its 10 years in this country. Throughout these 10 years, the company has carried out important work, infrastructure projects the quality of which is recognised by local administrations and users. It is a good example of the Spain brand and I wish them all the success in the future.

Sébastien Picaut, Country Manager in Romania: We have created a recognised brand over these 10 years; we are a symbol of quality.

Cristina Parvu, Sales manager: Romania is a country offering great potential in infrastructure development and, considering the fact that FCC has made a name for itself in this market, I personally believe that there will be another 20 years of major projects in Romania.

Amadeo García, Financial Manager: This anniversary describes very well the importance of our company's presence in the country. The recognition by our clients of a job well done is what justifies FCC Construcción's long presence in Romania.

through different stages: at first, there was somewhat of an impact at our arrival. Many things are not the same as we have established in our day-to-day work lives: We had to adapt, but bit by bit, the collaboration of Spanish personnel and Romania employees has developed and today, collaboration is perfect.

Cristian Robert, engineer: Romanians and Spaniards are very similar in many aspects. We have the same mentality, the languages are similar, Spanish colleagues have integrated very quickly in our country.

Claudia Mierlita, manager of Contracts and Insurance: Collaboration between local personnel and Spanish personnel is very good and, from my point of view, highly enriching.



In the eastern part of England



Communities

Lincolnshire, a land with character

Lincolnshire, a region in England's East Midlands, reflects the splendour of the characteristic British character with its gardens, forests, mansions and medieval sights. Its landscape is the dream of any cyclist, varied terrain where one can enjoy tracks where horses ride as well as towpaths. The icing on the cake is Lincoln Cathedral, a masterpiece of Gothic architecture situated on top of a hill within the city limits.

Lincolnshire is in the eastern part of England, bordering the counties Norfolk, Cambridgeshire, Rutland, Leicestershire, Nottinghamshire, North Lincolnshire, North East Lincolnshire, South Yorkshire, East Yorkshire, Northamptonshire and, lastly, with the North Sea.

A lively landscape in the different areas of Lincolnshire, immense clear skies and fer-

tile farmland; the characteristics that make it a rich region. These characteristics that make it a rich region also surround the impressive mountain ranges in the Wolds and Vales regions; highlight a chromatic mosaic of dams and a nature reserve in Fens, enrich the small villages in the plains of the interior and the coastal cities and, of course, the tranquil and award-winning beaches that with each step in the sand create a unique attraction for tourists who visit the area every season of the year.

The diversity of the region makes one understand that a vital part of the economics of Lincolnshire is its rural nature. Surroundings that evoke a magnificent cultural and historical heritage such as the cities and hamlets of Lincolnshire where the past of the county is part of a fascinating heritage.

Its manor houses, castles, and the towers of its churches evoke an undeniable literary and historical heritage.

The capital

A good example of all of these traits is the city of Lincoln. The capital of Lincolnshire county, it is the best place to start the visit to this county and the Lincoln castle and cathedral, the third largest in England.

Lincoln was of great importance in Roman times thanks to its vitality and rich history and was the capital of Britain at one point and one of the most important cities of the country divided into seven kingdoms. The city is currently the most important one in the region being an administrative centre and a commercial city. It is the ancient Roman city of Lindum Colonia situated on the banks of the River Witham.

With more than 2,500 km of public walks, the city is a perfect rural tourism destination. The plains, the marshes and the hills surrounding Wolds are spectacular. From there, one can appreciate the sand swept to the shore, the beautiful mosaic formed by the farms, and the well-trodden paths.



The incinerator that generates electricity from residual waste has a treatment capacity of 150,000 tons.

The Lincolnshire incinerator built and managed by **FCC Environment**



In Lincolnshire, FCC Environment energy from waste (EfW) facility is the first plant built by FCC Environment in the United Kingdom with the “Energy to Waste” system that generates electricity through the incineration of residual waste from households, commercial enterprises and industry and from the combustion gases that are generated.

The incineration of this waste generates steam which through a steam turbine is transformed into electricity that provides light to around 50,000 households.

The plant has a capacity for treating 150,000 tons per year of household, commercial and industrial non-hazardous waste produced by the residents of Lincolns-

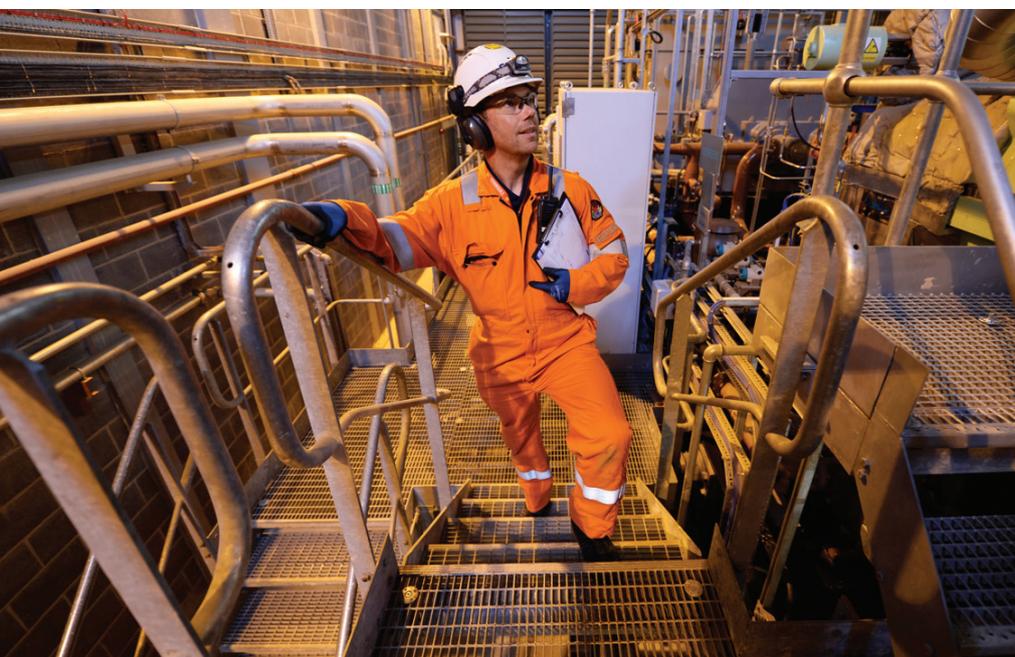
hire County, one of the largest regions in England.

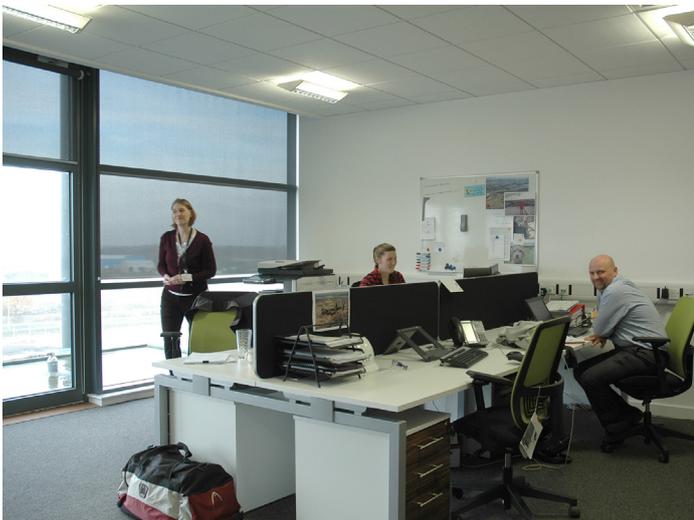
650,000 inhabitants

The waste transported to the plant is processed to generate electricity which is then exported to the grid and provides services to a population of approximately 650,000 inhabitants.



“ The electricity is used to provide light to around 50,000 homes ”





Some of the 31 workers in charge of maintaining and managing the incinerator plant.

The energy generated is 13.5 megawatts per hour, about 92,000 megawatts each year that is equivalent to the annual consumption of more than 50,000 homes or commercial enterprises.

Mark James, general manager of FCC Environment and the head of the Lincolnshire incinerator describes the process as follows: “at this plant, we incinerate all the waste that arrives, collected and delivered the County Government. Although the license that we have only enables us to treat Municipal Solid Waste and Commercial and Industrial Waste (MSW & C&I), that is, urban solid waste, commercial and industrial) , for the city this provides a solution for proces-

sing waste and for saving money preventing it from ending up in landfill sites”.

Not all waste, however, is recyclable: “There is waste that we cannot process and with that non-recyclable waste we produce residual ash as a result of the incineration process which is then sent to be recycled”, he pointed out.

Thirty-one people are currently working at the plant although, during the construction phase, there were 350 employees at the peak of activity.

Progress in the renewable energy segment

Mark James believes that this type of plant represents a step forward in the renewable energy segment sine it is confirming that this technology provides solutions for handling waste produced by the citizens of Lincolnshire. The plant is also designed for being optimised under the current parameters, that is, there is the possibility of





“ It has the capacity for treating 150,000 tons of waste each year ”

installing photovoltaic plates on the rooftop to improve the efficiency of the incinerator.

This facility makes it possible to avoid the great expenses involved in sending residual waste to landfill sites which implies savings for the local government of millions of pounds a year in tax hikes and fines imposed by the European Union.

FCC Environment also manages the Allington Energy from Waste plant in Kent which handles 500,000 tons of waste every year; and the Eastcroft (Nottingham) plant which produces thermal energy from steam which then provides heating for thousands of homes, offices, commercial enterprises and public buildings in the city.

Interview

Mark James,



General Manager of FCC Environment and the head of the Lincolnshire incinerator plant

“We take regulations and policies to protect workers very seriously”

Q. What type of waste arrives at the plant?

A. We usually receive solid urban waste from the population in general.

Q. What is the impact of this facility on the environment?

A. A minimum impact. In terms of conversion, during the incineration process, by controlling the machines and after having

secured all the environmental permits to operate the plant, there are limits that we cannot exceed in terms of emissions. We treat the fluid gas produced during the incineration process thereby generating a very low level of emissions to the atmosphere.

Q. What type of safety measures have been implemented at the plant?

A. We have an annual safety plan for complying not only with the mandatory safety standards in the United Kingdom, but also those of the FCC division as well as specific plan for the plant. We have a policy that we must comply with, mandatory safety standards which we must respect in order to be able to control all the activities conducted at the plant. Whenever we perform maintenance tasks to safeguard the systems, we also have a specific safety policy. We take

these standards very seriously and have all types of policies to protect the employees working at this facility.

Q. Are the residents happy with the waste treatment?

A. Yes, indeed. There were very few objections regarding this project. There is a citizens' organization in the region which frequently talks to us and are very proactive and enthusiastic about the project.



Mark James at the entrance of the incineration plant.

Q. How does the community benefit from this plant?

A. One of the most important environmental benefits is that the plant eliminates the landfill sites from the region's landscapes. We are also producing renewable energy through the incineration of waste, generating electricity. Although we are not currently able to do it, we could distribute heat, such as what we are doing at the Nottingham plant where we recycle the heat generated in the waste incineration process for heating the plant, making it more ecological and environmentally friendly.

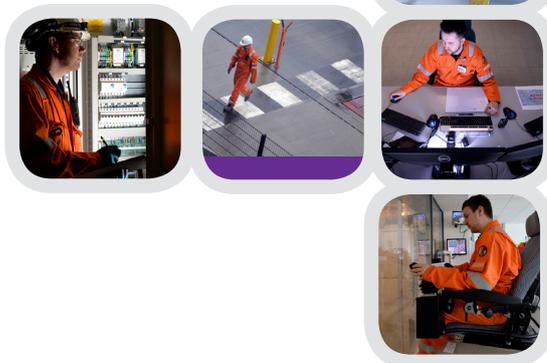
Q. What is the amount of energy generated by the plant?

A. We usually generate 13.5 megawatts of electricity per hour and export between

11.2 and 11.8 megawatts to the national grid. The remaining megawatts are used for the operation of the plant.

Q. Then, does this mean that the plant is self-sufficient energy-wise?

A. Yes, we consume about 1.5 megawatts per hour in order for the plant to function.



POLAND

Taste of .A.S.A.



Białowieża Forest Białowieża National Park

This amazing complex is located in the north-east of Poland, in Podlaskie Voivodeship. The national park covers an area of 3,000 sq.m.

Białowieża National Park protects Białowieża Forest the last natural forest of its kind in Europe, which centuries ago stretched across deciduous and mixed forests zone. One of the characteristic features of the park is its rich biological diversity. The area of the Park is divided into two protected areas. Part of which is the reserve area - which is under strict protection, including the European bison Breeding Center. The whole area of this area is closed and is under strict landscape protection. It is comprised of a closed breeding reserve, two breeding reserves and the European bison show reserve, along with backup facilities and a free breeding area. The Park's symbol is, of course, the European bison - the largest land mammal in Europe. Currently, Białowieża Forest comprises the most numerous free-living population of European bison in the world. There are around 500 living in the Polish portion of Białowieża Forest.

Białowieża National Park is also listed on the UNESCO World Heritage List. Since 2010, Białowieża Forest has been included in the Important Bird Areas List (IBA), which is led by BirdLife International. The area of the Park is also interesting with regard to its history and culture. One famous structure within the park is the Park Palace, with grounds covering an area of 50 hectares. The Palace was founded at

“ The symbol of the park is, of course, the European bison

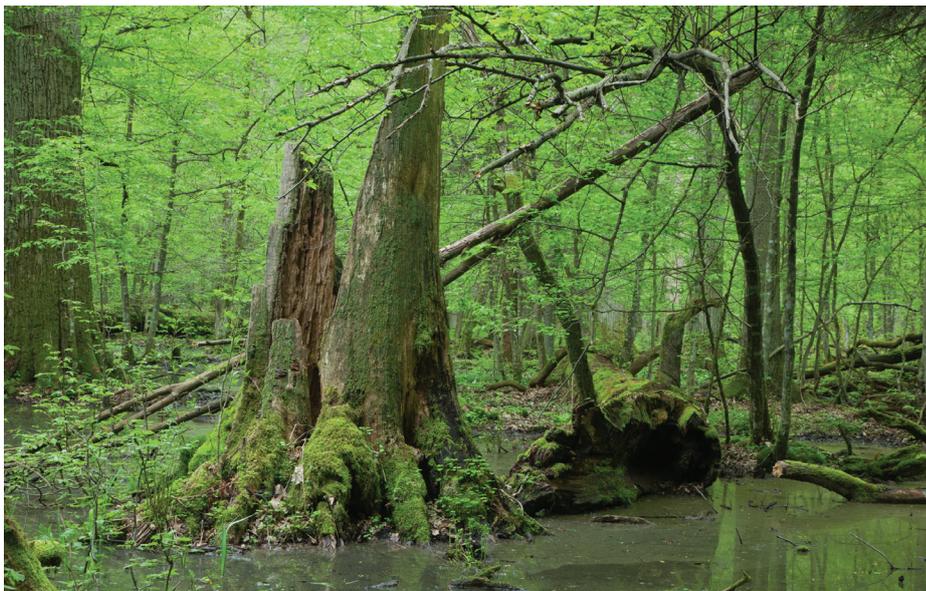
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the turn of the 19th and 20th century in the close vicinity of the Tsar's palace and was erected between 1889-1894 There is also a complex of other noteworthy historical buildings situated within the Park Palace.



“ The only natural forest of its kind left in Europe ”



Żurek, traditional Polish sour soup

It is a very popular soup in Polish cuisine, with a slightly sour taste and prepared with rye flour.

Ingredients

- 6 - heaped tablespoons of whole meal rye flour,
- 6 - 8 cloves of garlic; crust of wholemeal bread; vegetable broth or instant soup condiment;
- About 300 g of smoked bacon or smoked ribs; grained pepper salt, bay leaves,
- 4 grins of allspice; heaped tablespoon of dried marjoram; hard-cooked eggs - one for each plate, white Polish sausage - a half piece for each plate.



Preparation

1. Pour flour, 3 - 4 chopped cloves of garlic and a crust of bread into a stoneware pot or jar, pour boiled and cooled water onto it. The mixture should be liquid-like thin pancake dough. Mix everything thoroughly so that there are no lumps left. Cover the pot with a linen cloth and leave it in a warm place for a few days
2. Put smoked bacon into the pot with cold water, boil for a few minutes. Add vegetables and spices, cook for about one or one and a half hours. Strain the vegetable broth. Cut smoked bacon into large cubes and pop them into the broth. Add chopped garlic, marjoram, bay leaves. Cook for a while and add well-sieved rye meal flour. Stir until there are no lumps left. Simmer for about 15 minutes. Add the white sausages to the soup and cook for about 10 minutes
3. Serve with hard-cooked eggs and diced white sausage. You can add boiled potatoes or serve zurek with bread.

