

Communication Network

News for the people of **fcc**



Supporting women who have been victims of gender violence



The brand, an asset for competing in international markets



FCC: 200 km of High Speed Railways in 20 years

Safety and health are our responsibility



Those at FCC who are responsible of safety and health at the workforce speak out



Visiting the Guzmán thermosolar field in Palma del Río, Córdoba





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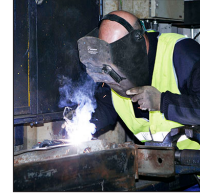
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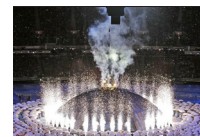


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Corporate

Campaign
FCC Prevention

“At my job
Prevention is
certainly
worthwhile
YES IT IS”

The protagonists of this campaign are each and every company employee. This initiative aims to encourage the preventive culture and to bolster the positive attitude of all workers regarding occupational hazard prevention and on promoting health at the workplace.

Vídeo de la
Campaña

FCC unveils its new safety and health campaign “At my job, Prevention is certainly worthwhile, YES IT IS”, the main objective of which is to encourage and bolster the attitude of all employees on the importance of occupational hazard prevention and promoting health at the workplace.

Strategic objective: “0 Accidents”

FCC's key objective is to achieve a “0 Accidents” rate, meaning the absence, in all respects, of injury or harm to employees' health. This campaign aims to reinforce the Company's commitment to occupational safety and health and also to build awareness among employees on the importance of their involvement and participation in





trying to reach this goal, making each employee feel responsible for properly using the safety elements that are put at his disposal and to follow instructions on how to perform the job in the appropriate manner.

“ Concern for the safety and health of FCC employees is everybody’s responsibility ”

Campaign FCC Prevention

Encouraging health at the workplace should be understood as doing more than just complying with legal requisites on occupational safety and health; it also implies that the company must actively help their employees to improve their general health and well being, based on a global vision, and making them feel better and healthier. Accordingly, FCC has the appropriate structure at each business area for safety and health management.

For the Company, promoting and integrating the preventive culture within our organization, in all work processes, and in our attitudes for facing new job challenges is an essential and clear objective.

“ One of the greatest strengths is the entire FCC staff ”

Promoting and integrating the preventive culture

This initiative is in keeping with the Strategic Safety and Health Plan launched in 2009 which resulted in an organizational reshuffling and re-focusing and the migration towards a more participative and proactive concept, leaving behind management based mainly on reactive management and formal compliance.

Moreover, the measure aims to give continuity to the recognition achieved to date as well as the efforts and excitement for facing the future based on the conviction that making the workplace safer in all respects on a day-to-day basis.

The protagonists of this campaign are all company employees since the company's main assets are intangible, and this includes the intellectual and emotional capital of each employee. Accordingly, we want to stress that the value of people is not limited to just people, but on their capacity for contributing their very best.





At the beginning of this year, FCC Employees at .A.S.A. Zisterdorf (Austria), Bratislava (Slovakia) and Znojmo (Czech Republic); ALPINE in London (United Kingdom); Vienna (Austria), Dimitrovgrad (Serbia) and Warsaw (Poland); FCC Environment in Northampton and Allington (United Kingdom) and FCC Construcción In Mexico D.F. (México), and, lastly SmVak in Ostrava (Czech Republic), participated selflessly and putting all their efforts in the filming of a video designed to promote the FCC Prevention of Occupational Hazards Campaign.

Third edition of the Eco-Efficiency Awards

“ This initiative has been a very enriching experience and those promoting it are confident that it will continue to be a great incentive for fulfilling the goal so that FCC will be perceived as a sustainable citizen services company

”

FCC has launched the third edition of the “Eco-Efficiency Awards” which aims to reward initiatives or actions by FCC employees that contribute to sustainable development, the implementation of appropriate measures for reusing our natural resources, and the implementation of new processes.

As in previous year, the contest will be organized around the following categories:

- Efficient idea/project that improves the lives of citizens.
- Efficient idea/project that improves the company's results.

For each category, a prize, consisting of a fully-paid trip for two (flight, hotel, travel bag and 1,000 Euros), will be awarded for each category. Honour diplomas will also be given out based on the assessment of the panel of judges.

FCC Employees who are interested in participating in the Eco-Efficiency Awards can obtain the rules and participation form at their corresponding workplaces or download from the Group's intranet.

This initiative has also been a very enriching experience and its sponsors are confident that it will continue to be a good incentive for striving to have FCC become a sustainable and citizen services group. The Group, therefore, invites all employees to contribute their ideas, tell others throughout the organization about this initiative, and encourage everybody at the FCC Group to become involved in this initiative.



En el siglo XVIII un ciudadano de Persia decidió tapar la luz que entraba por las ventanas y creó las persianas.

Su idea mejoró el mundo

Tus ideas para mejorar el mundo también pueden tener un gran destino.

Ideas que cambian el mundo



Servicios Ciudadanos

More united, closer

New corporate headquarters

at Las Tablas

With the clear objective of implementing a new operating model, organized, rationalised, and centralised, and much more operational, FCC has opened its new corporate headquarters at number 40, Avenida del Camino de Santiago at Madrid's Las Tablas district at a very short distance from the headquarters of technology companies such as Telefónica and Vodafone.

The project for bringing together a large part of the Madrid offices of FCC Servicios y Construccion obeys the ideas considered by FCC management over several years and is inspired by the experience acquired in the offices of the leading national and international companies.

This move implies the expression of a culture based on teamwork based on four principles: "doing things well, efficiency, integrity, and proximity", the most distinguishing features underpinning FCC's corporate culture.

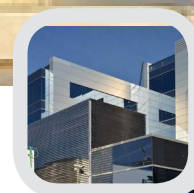


Wagering on innovation and in line with senior management's strong commitment to R+D+i and eco-efficiency (less consumption of natural resources), the Group is making strides towards being a leader in sustainability in the sectors where it operates. Besides FCC's social responsibility policies are driven by the criteria of proximity, starting with its own employees.



We are moving from a circumstantial, casual, decentralised and unplanned model, with the lack of synergies and overlapping that it implies, towards an organised, ra-

tionalised, centralised, and much more operational model, with the innovative optimisation of resources and spaces that will bolster FCC's image as a cutting-edge Citizen Services company, and contribute to realising synergies among the companies that will occupy the new headquarter offices.



genderviolence



Supporting women who have been victims of gender violence

María (fictitious name) has been divorced for a year and since she has the custody of a minor, must come in contact with her aggressor when he goes to see the minor, as stipulated in the divorce agreement. This remains a problem for her and she uses a family member as an intermediary since she still does not have a restraining order.

Despite this, she believes that her recovery is at an advanced stage and when she looks back and realises what she has been able to surmount, she feels rather proud of her achievement.

Currently, one of her biggest problem is that she has to pay the mortgage and other de-

bts herself since her ex-husband is no longer contributing to these payments. For her, having a job that allows her to pay for these expenses is essential.

“Fundamental strength is within yourself”

For her, her son is the support and main reason for escaping from a violent situation. Thanks to he, she became aware of the seriousness of what was happening and that she was under the obligation of taking steps and fighting against this situation. After three years, she faces life with this same philosophy: fundamental strength is within yourself, all you have to do is to bring it out. Once she took the decision, the support of her mother and other women who had experienced the same situation was essential. As in the case of many women who have



been victims of gender violence, for María, joining the workforce and having a stable job was one of the basic strategies to bolster her self-esteem and self-recognition, while at the same time becoming personally and financially independent.

Committed to equality

Aware of this reality and committed to equal opportunities as an element for social cohesion and for the improvement of corporate objectives, as stipulated in its Equality and Diversity Policy, FCC promotes a culture based on inclusion which seeks, respects, and appreciates diversity.

This commitment is reflected in several actions and measures:

- Training and awareness-building measures on equality and on preventing harassment (including taking part in the campaigns against Gender Violence organized by the Ministry of Health, Social Services and Equality).
- Preparing and implementing equality plans to promote equal opportunities in its workforce.
- Entering into a collaboration agreement with the Red Cross Employment Plan to encourage the incorporation in the workforce of women who have been victims of gender violence, a collaboration that is in keeping with the agreement also entered into with the Ministry

of Health, Social Services, and Equality to promote this issue among leading companies.

As part of this collaboration, we transferred the positive experience of one of FCC's business lines where four women, victims of gender violence, were incorporated in the workforce. The interview was with people who work at FCC; however, we cannot disclose their identity.

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“NOS
AMENAZABA
A MÍ Y A
NUESTRO HIJO.
LE DENUNCIÉ.”

**NO TE SALTES
LAS SEÑALES.
ELIGE VIVIR.**



016 ATENCIÓN A VÍCTIMAS
DE MALOS TRATOS POR
VIOLENCIA DE GÉNERO



What is gender violence? Some warning signs

It is any action or attitude between couples or an ex-couple imposed on a woman to subordinate or discriminate her. It includes gender or “machista” violence, sexual, physical, financial, and psychological abuse.

According to a United Nations report, gender violence affects one out of three women throughout their lives.

And remember a:

- Gender violence has nothing to do with personal situations: problems at work, family tensions, etc.
- The only party responsible for violence is the party that is violent: you cannot blame women and blame them of doing something that led to such a situation.

There are several indicators that are often ignored because they are considered nor-

mal or are tolerated in relationships between couples. These are devastating for women and often lead to more dramatic situations.

What can you do if you are a victim of gender violence?

Dial 016, a toll-free number, functioning 24 hours a day, 365 days a year. They offer free legal advice on resources and rights, and on the steps to take in case of abuse. Asking for help does not force you to take any action that you do not want to take, but it is necessary to be informed just in case.

Be ready to react in the event of aggression:

- Write down the aggressions that you suffered and try to remember the dates and the eruption of violence from the beginning to the end.

- Tell somebody about what is happening, ask for their help, and ask them to accompany you to obtain information if you do not want to do it alone.

Think on how to protect yourself and try to be prepared:

- Rely on people that you trust (at work, your neighbourhood, girlfriends...) who can help you in case of an emergency.
- Have the most essential items at hand (keys, important documents...).
- If you have children, create a signal to let them know that it is necessary to leave the house.
- Have your children memorise the number 112 as a reference in the event of an emergency.

In the event of aggression:

- If you are in danger, dial 112.
- Get away from rooms where there are dangerous objects (for example, the kitchen) and try to find a safe place (the safest place is the room closest to the street door from where it would be easier to flee).
- If you are not able to escape, protect the most vulnerable parts of your body (face, head, and chest).

Some examples “don’t ignore them”:

Esto son estrategias de control	<ul style="list-style-type: none">• ¿Te llama, te envía SMS y se pone permanentemente en contacto contigo cuando no estáis juntos?• ¿Te pide que les des explicaciones sobre dónde vas, con quién vas, qué haces?• ¿Te controla económicamente? ¿Te pregunta cuánto gastas y en qué?
Estas actitudes quieren provocar el aislamiento	<ul style="list-style-type: none">• ¿No le gusta que tengas amigas, no quiere que veas a tu familia y se molesta si estás con otra persona a solas?• ¿Alguna vez te ha despreciado delante de otras personas?
Son acciones intimidatorias	<ul style="list-style-type: none">• ¿Le tienes miedo?• ¿Te insulta o te humilla?• ¿Te amenaza con quitarse la vida o conseguir la custodia de los/as hijos/as?• ¿Tienes la impresión que tienes que adivinar sus deseos y complacerlos?



What is gender violence? Some warning signs

If you are no longer living with the aggressor:

- Do not agree to meet him alone, the separation period is high risk.
- Avoid giving your personal data (address of your new home, telephone number, etc.), give it only to people that you trust.
- Explain the situation in the school and tell them about the only people who are able to pick up the children.

What should you do if you notice that someone who is close is suffering from gender violence?

Gender violence is not a private affair; it is a social scourge and we must all fight against it, not tolerating any discriminatory or degrading attitudes against women, supporting those who are or who have been victims of gender violence.

If you notice that someone close to you is suffering from gender violence, talk to her, but do not judge her or force her to take any decision; respect her timing and her silence. It is important that she feels that she can talk to you, whatever she does and whatever she decides.

If you witness or suspect that an aggression is taking place (for example, in your neighbourhood), call 112.

If you have a colleague at work who has suffered from gender violence:

- Respect her decision on whether or not she wishes to disclose this situation at the workplace.
- Support her in her emotional recovery

Constant personal disqualifications, the constant repetition of “you are worthless” directly or indirectly, make her start to believe that this is the case. All of a person’s psychological structure, how she sees her body, the image that others have of her, the values and ideas, in short, everything that gives life coherence and a purpose are systematically invaded. It takes time to recover from this erosion of self-esteem and, for this recovery to take place, the support of people around her, also at the workplace, is essential.

If a woman who has been a victim of gender violence is part of the workforce where you are employed:

- Know and respect her rights in the work surroundings. Check the Guide on the Rights of Women who are Victims of Gender Violence:
Link: Guide prepared by the Ministry
- Post messages at the workplace against gender violence; a poster for raising awareness, a meeting or discussion with a local entity who works with these women...
- Do not tolerate at your workplace any sexist remarks or images and encourage equality-based attitudes (for



- Laughter, jokes....: she laughs openly with the rest of the group when someone tells a joke and or participates in the jokes.
- Contributes to conversations: becomes involved in conversations, talks about her experiences...
- She is involved and shows interests in the job: shows interest, is committed to doing a good job, shows a lot of interest in what she does or say...
- Able to get out of her shell: is active, collaborates with others, makes jokes to help others, talks and lets other talk.
- At the end of the work day, she bids farewell and talks to others.
- If you notice any regression based on these indicators, talk to her, tell her that she should ask for help, that she should seek the advice of a professional so that they can help her feel better and recover completely.

example, do not distribute tasks according to sex). Generate a zero-tolerance atmosphere to encourage women to talk about what is happening to her and ask for the support of those who work with her. Detecting this in time is crucial for putting an end to violence; this will also contribute to minimising the effects on her job performance.

- It is not necessary to take a different approach in the Human Resources De-

partment, one that is different in relation to other workers. Simply observe certain indicators so that you can help her on the road to recovery:

- Body language: she seems relaxed, her posture is relaxed, and she establishes eye contact.
- Verbal expression: talks confidently, addresses her colleagues and superiors without fear and directly, expresses herself clearly and coherently.
- Communication with other workers: she speaks openly.

Interview with the head of Human Resources at FCC

genderviolence



Question: What questions or doubts have been posed on the incorporation in the company of women who have been victims of gender violence?

Answer. Initially, I had some doubts about the confidentiality that I should keep in connection with their personal situation and the treatment given to these candidates. These doubts were resolved by those responsible for the project as well as by the job candidates.

Q. Tell us about the experience of incorporating women in the workforce who had been victims of gender violence? Should Human Resources have a new approach on hiring these women?

A. The experience has been positive. The profiles selected for the job vacancies are in line with the competency and professional profiles required by the business. The excitement

of these workers at all times in their jobs far exceeds the initial expectations when they were recruited.

Q. What difficulties did you encounter and how have you resolved them?

A. I did not encounter any type of difficulty.

Q. Would you recommend this experience to other colleagues in Human Resources Departments? What would you tell them?

A. I would recommend that candidates who have suffered gender violence should be offered the opportunity of joining the workforce. Their search for job and personal stability enables them at all times to develop their communication capabilities, teamwork, and their focus on specific objectives. There is no difference with respect to other workers, except their great appreciation for work and for the opportunity that they are offered.

ANONYMITY CLAUSE: In this interview, we have maintained the anonymity of the party interviewed, legally recognised as a victim of gender violence, due to their own express desire so as not to encroach on their right to privacy, honour, and their own image as well as to avoid any additional risk of aggressions. The identity of the head of the team was also kept secret to avoid any indirect identification of the victim of gender violence.

CERODIECISEIS

She had to leave the table after stumbling with the trash bin when she hung up the phone. On the other side of the line, the faltering voice of her colleague had made her nervous at first, and then she became exasperated as soon as she realised what was happening. It was like an electric shock, a kick in the stomach, and only then could she react, sitting up and reaching the door of her office without first tripping over the stupid trash bin.

The details were still confused but downstairs, at the personnel office, they were already hurrying up and processing all the papers fast and diligently, which made her feel uncomfortable without really knowing why. Perhaps she was upset by the efficacy with which she coldly handled the required processes, putting aside the tragic essence of the affair to treat it just like any other monotonous administrative task, or perhaps she felt that they were taking away the possibility of putting more on her part to contribute to solving any of the problems that could arise.

Whatever it was, she found nothing better to express her frustration than to shout, Damn it! Isn't there anyone who is going to give me the address? Everybody suddenly stopped looking at the screens and one of her older colleagues got close to her to offer to accompany her to the car, which she vigorously rejected and after asking again for the dam address, she wrote it down on paper with the conviction that she would get there without further instructions.

On her way, amidst a sea of traffic lights which seemed unending, she remembered how many years they had worked together,



Interview of a woman who has joined FCC

Q. Could you tell us what it has been like to join the company?

A. From the start, I felt that I was treated normally, just like the rest of the workers. I noticed that my superiors were somewhat careful and sensitive. This made me feel very comfortable and also the fact that they demanded as much of me as from any other worker, made me feel proud to be able to have a job. Even though I must defend my day-to-day performance with my efforts, I consider it essential that I was given this first opportunity to show my capabilities. I don't think that it would have been possible without the Company's collaboration with the Red Cross.

Q. What have been the positive aspects for you of finding a job?

A. It has raised my self-esteem; I feel more secure and also, I am now financially independent. The fact that I have to dress up each morning to go to work, take more care of myself, and make an effort to look good have been very important and has

helped me feel better. Also, when I'm at work, I forget my personal problems and focus on what I have to do.

Getting to know my colleagues and deepening these personal relationships has been, besides finding support, a learning experience since I have been able to understand that everybody has their own problems, everybody has to struggle to a greater or lesser degree to get ahead. It has enabled me to remove the label of "victim" and to be able to have a better relative perspective on my own problems.

Q. What can companies do to support women who have been victims of gender violence?

A. They should try to treat us normally, just like other workers, but also with greater awareness on the part of the company since not all women recover in the same way or as fast. When we continue to have anxiety problems or are under psychological treatment, it is also important that the company does not put any impediments so that we can follow the treatment (medical appointments, etc.).

On the other hand, one of the greatest difficulties that woman who have gone through this is the issue of non-shared family responsibilities. This is another impediment when looking for or finding work since we

cannot assume any work schedule. In a work environment when more flexibility is required of workers, it is a real barrier to find and to maintain a job which is also essential for us so that we can pay for our expenses and those of our minors and also to bolster our self-esteem which is also very affected.

Q. What would you tell other women who are now suffering from gender violence?

A. Firstly, to open their eyes, to understand what is going on, to recognise that they are playing that role. I would then recommend that they talk about what is happening to them, to be careful but never afraid. And, lastly, I would tell them that the key is not looking back and just go ahead. I would tell them that violence is not just being hit; it is also contempt and other forms of abuse. We must live our own lives, not the one that they want to force us to live.

I would also impress on them that perhaps it is cloudy today, but that for sure the sun will rise tomorrow.

almost eleven, more than eight hours a day. She had spent more time on her side than with most of her loved ones in recent years; she had gone to her wedding seven years back, had held her children, had never felt a bit of envy for what had been always denied to her, she had celebrated when she had bought the apartment in the outskirts of the city,...

It had also been eleven years of difficulties, not just the long working days when it was necessary to finish a project with a deadline,

or solve an emergency. She had also been at her side when she herself had gotten a divorce four years ago, nothing traumatic, just a conversation to wrap things up and a few papers to put in order in a civilised manner and legalise the new situation.

That's why, when a couple of years before she had come to tell her that her marriage was hell, she hardly lifted her eyes from the screen. She was working on one of those urgent matters. She merely said, "well, you know, look at my example; I have been living in heaven for the past two years. Well, you will be better since you have two kids to keep you company, and you'll be too busy to think of anything at all.

She never mentioned anything again; she was like that, always preferred not to bother anybody. Sometimes when she made a mistake, she always apologised saying "it's just that I'm dumb, just like Luis said, and he was right. She preferred not to answer, didn't have the time with all the work she had.

Even though some days she did notice that her friend was absent, she didn't want to seem pushy asking her, she understood that it was probably to take care of the kids, go to the lawyers office because her sepa-

genderviolence



Don't let it happen, everybody against gender violence

FCC is committed to the fight against gender violence and this is why we want to remind everyone who works with us that they should be on the lookout for any sign of violence against women, regardless of where we work.

The Human Resources Department, through the Equality and Diversity Management team, continues to promote and encourage measures aimed at greater equal-

ty and against the social scourge of gender violence.

We are convinced that equality is not just a right; it is the best antidote against gender violence. We do not want to merely denounce it; we want to contribute to raising society's awareness on this issue and to have everyone at FCC become involved in achieving the goal of incorporating women who have been victims of gender violence in the workforce.

We would like to echo the words of the Ministry of Health, Social Policy and Equality campaign: Don't Allow. We are certain that thanks to the efforts and solidarity of all who make up FCC, we will improve the wellbeing of our society and reaffirm our commitment to the communities that we serve.

CERODIECISEIS

ration was getting complicated and for her a divorce was something that you really had to think about.

Now she remembered when she had been on sick leave the year before, her sad expression, the fact that she limped for more than one week and that she just assumed that this really nothing serious, just the normal signs of ageing. Everything had happened sort of on the side, after all, these were personal matters and the company and she, for that matter, had no reason to become involved in this situation.

The fact was that she knew; you could learn about it in the corridors, hear the veiled remarks of female colleagues that after the hellish situation of a broken couple, she was going through the purgatory of a difficult separation. But, wasn't this the same case as hers? It wasn't that difficult, and she had told her many times: "it wasn't that difficult for me, I really don't understand how you make it so complicated. Leave him and live your life".

Sometimes, with some colleagues from the sales department, she herself had been ironic: "you know, there are some who just like to be treated badly", "as I said, the worse, the better", "he must be giving her something for her not to get away..:". When she had not assented with a smile, she would add another ironic remark: "we're not all like that. Look at me, nobody can break me".

As if breaking somebody was something somebody would expect to experience.

When she arrived at the hospital, she suddenly found the answer to the question that she had used to exorcise so many thoughts: she was not the company, that's true, but she was her colleague and, as such, she could have done more than just try to avoid an uncomfortable conversation or a difficult situation.

At the desk in the emergency room, they asked her to wait and this exasperated her even more, although in her mind she thought: "you're in a hurry now, after waiting for so many years, what for?"



Collaboration

FCC has been collaborating for the past two years with the Ministry of Health, Social Services, and Equality with which we entered into a collaboration agreement to raise awareness and towards integration in the workforce. This was subsequently supplemented by several other agreements with entities specialised in the incorporation of disadvantaged groups in the workforce, entities such as Fundación Integra and the Spanish Red Cross, to implement measures aimed at raising awareness and promoting integration in the workforce.

Complicity; that was the word. While everything was going well, there had been complicity between the two friends, not just work colleagues; but when things started going wrong, she chose to look the other way, cover her ears, be an accomplice with her silence.

When the nurse finally talked to her to tell her that her friend was not longer in that ward, that she had been transferred, she was hardly able to ask if they had taken her to another floor; the nurse's look left her no

doubt. She pressed her nails to the palm of her hand until she almost bled.

Her mind just turned and turned when she was in the elevator thinking about the years of betrayed friendship, disappointment, which had just ended with a coup de grace. What irony! Even for an end like this one there was still something to add more salt to the wound.

When she left the building, she noticed two policemen escorting a somewhat dishevelled man, with shoulders too heavy for somebody his age. Even though she had just seen him from behind and only for a few seconds while he was forced to enter the police car, she had no doubt in her mind: it was him.

The police car ran off with the siren crying her pain and she was left alone, staring

at the back of the bus shelter, her eyes clouded by her tears, fixed and full of rage, until bit by bit, she saw what she had before her eyes, a poster with four words that were engraved in her mind forever: 016, don't let it happen.



Luis Suárez
Director of Labour Relations
at the FCC Group

Energy efficiency GUIDE for lighting

FCC has prepared a Technical Energy Efficiency Guide for lighting with the collaboration of the FCC SIE and FCC Energy Corporate Expenses and General Services. The objective of this guide is the optimisation of energy in the current park of lighting fixtures and to promote an energy culture among people who, although not technicians in this activity, are responsible for the maintenance of these fixtures.

The use of light in the activities carried out in corporate spaces is based on two fun-

damental principles: ensuring the optimal conditions for carrying out activities, providing a workplace as comfortable as possible and, secondly, achieving maximum energy efficiency and the maximum energy savings in order to cut costs and reduce the energy expenses.

From the energy and environmental standpoint, we should point out that even though energy consumption for lighting purposes is not the main item in total energy consumption in buildings; we could achieve potential cost savings of approximately 30% as well as the reduction of millions of tons of CO₂ emissions to air.

Therefore, it is essential to use efficient lighting by using high-performance lighting fixtures incorporating low-consumption ancillary equipment and bulbs with a high light/watt profile, plus the use of systems for regulating and controlling light according to the needs of the specific space. This will enable us to achieve good comfort levels without sacrificing energy efficiency.

Data on energy consumption of lighting fixtures

- Accounts for 20% of total energy consumed in households.
- Represents 70% of total electricity consumed in city streets.
- Accounts for 19% of total energy consumed in the world.



Targets contemplated in the guide

Improve the environment

- Minimising breach of law.
- Identifying the processes that generate an environmental impact.
- Encouraging the use of high-efficiency energy.
- Raising awareness among the staff.

Better service quality and levels of satisfaction

- Improving the internal and external image of the work centres and, consequently, of the Group.

Optimising resources and reducing costs

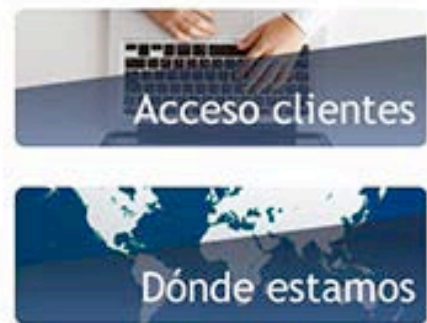
- Energy efficiency.
- Reducing energy costs.
- Improving energy rating.



Somos lo que esperas. Sin artificios. Sin promesas. Sin límites. Sin fronteras.

25/07/2012
FCC Logística renueva sus páginas en internet con más información y servicios...
 En esta nueva Web, concebida con un diseño sencillo, más ágil, moderno y muy visual, FCC Logística ofrece a sus clientes una amplia gama de servicios a través de la red, con lo que facilitar el desarrollo de distintas actividades y proporcionar un mayor valor añadido al conjunto de los procesos. A través de sus páginas en Internet, el cliente puede no solo seguir el control de

25/04/2012
FCC Logística abre nuevas instalaciones en Valencia
 Desde esta plataforma, que cuenta con una superficie de 6.500 metros cuadrados de superficie, una altura libre de 9 metros y 12 muelles de atraque cubiertos, FCC Logística se encargará de la distribución a las provincias de Valencia, Castellón, Albacete y Teruel. El motivo del cambio de instalaciones es consecuencia de la modernización de las Infraestructuras de la compañía, así como a una mejor...



FCC Logística, more information and services

FCC Logística has recently updated its web page (www.fcclogistica.com), where it has increased the online services that it offers to its customers as well as information on the activities that the company carries out throughout the Iberian peninsula.

In this new web page, conceived as a simple, more modern and agile design with a very visual appearance, FCC Logística offers its customers a wide range of online

services to simplify the development of different activities and provide greater added value to all its processes.

Through its web pages, the customer can not only monitor route control, check on door opening outside established destinations or the temperatures in different compartments, but can also control inventories, the arrival of merchandise, service quality analysis, daily monitoring of services as well as comprehensive management of incidents.

Making an appointment

It is also possible to request a prior appointment for customs management, both on the Customs Area and in the PIF of the Port of Valencia and to have a tool available that connects to FCC Logística's warehouse management system, which allows publicity or marketing products to be managed at the point of sale.

In its new website, the company has also increased the amount of information available on the company, its specialised logistics solutions by areas of activity, its infrastructures in the peninsula, quality management or its strategic positioning in which some of the company's main data are shown.

In its "People" section, the company describes its corporate policy towards employees, customers, suppliers, shareholders and collaborators. This section includes information on the Company's occupational hazards prevention policies to protect the health and safety of people at their workplace. The website also includes a "News" section where the relevant news items are periodically updated.

Link: www.fcclogistica.com



Gestión Integral

Líder del mercado en residuos industriales

Tramitación administrativa, caracterización, recogida, reciclaje, tratamiento y gestión final

Líder en residuos industriales con la gama más completa de servicios

La extensa implantación de FCC Ámbito y la integralidad de sus servicios asegura la respuesta más rápida y competitiva a las necesidades medioambientales de nuestros clientes

Reciclaje de aceites en EEUU

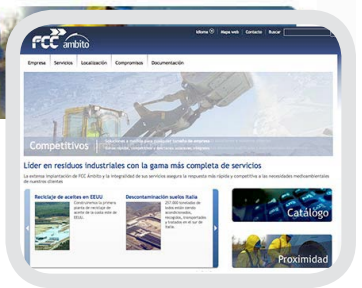


Construiremos la primera planta de reciclaje de aceite de la costa este de EEUU.

Descontaminación suelos Italia



257.000 toneladas de lodos están siendo acondicionados, recogidos, transportados y tratados en el sur de Italia.



FCC Logística and FCC Ámbito renew their websites

FCC Ámbito, simple and modern

FCC Ámbito is committed to quality services and the greatest respect for the environment and the safety and health of its employees using the most modern technologies.

Its new website (www.fccambito.es) has been revamped and the amount of information on the activities that it conducts throughout the world in countries where it operates has been increased.

The widespread presence of FCC Ámbito and the comprehensiveness of its services ensure the fastest and most competitive response to its client's environmental requirements.

With this new letter of introduction, FCC Ámbito covers information on its website on the services that it provides and on its occupational hazard prevention policy.

Link: www.fccambito.es



FCC to build new Gerald Desmond Bridge in Los Angeles

“ Work on the project, which will employ more than 3000 workers, will take five years ”

FCC wins a contract for the construction of the new Gerald Desmond Bridge in Los Angeles (United States) which will replace the current one. Worth 650 million dollars (around 540 million Euros), the contract contemplates the design and construction of the new Long Beach also in Los Angeles.

The full project will take five years to complete and was awarded to a joint venture in which FCC will be working alongside local group Shimmick Construction Company Inc (40%) and the Italian company Impregilo S.p.A. (30%). The Port of Long Beach

authorities have described the winning bid as “world class”.

“The United States is a target market for FCC.” These words, pronounced by the Citizen Services Group’s chairman and CEO in late March during a visit to New York, are starting to take the form of contracts in hand. The California Department of Transportation chose to give FCC the design/



Experience building bridges

Over the last 15 years, FCC has built more than a million square metres of bridges. That includes bridges of every kind, employing every construction system currently in use. FCC's cable-stayed bridges include El Alamillo Bridge in Seville, a bridge in Saxony, Otopeni Bridge in Bucharest, Azud del Oro Bridge in Valencia and Basarab Viaduct in Romania.

Right now FCC is involved in the construction of other major bridges, such as Vidin-Calafat Bridge between Bulgaria and Romania, San Marcos Viaduct (the second-tallest viaduct in the world) in Mexico, the bridge over the Lauterbach Valley in Germany, the new access bridge to the Centennial Bridge in Panama and Kafjord Bridge in Norway.

build contract for the replacement of the obsolete Gerald Desmond Bridge in the Port of Long Beach, Los Angeles.

The historic Gerald Desmond Bridge was built in the 1960s. Proof of its importance is the fact that it currently carries more than 15% of the waterborne cargo traffic of the United States. The bridge connects the

heart of the Terminal Island port complex with the Port of Long Beach, and it provides the way to get from the port to the centre of the city and other nearby California locations.

The road across the bridge is designed as a connecting road within the National Highway System and forms part of the Federal Strategic Highway Network. The new bridge will improve traffic flow, increase safety, provide jobs for more than 3,000 people a year and have a highly positive impact on the economy of southern California, and therefore on the economy of the United States.

The project awarded to FCC involves the design and construction of a new bridge that will ease traffic conditions and improve safety. The new bridge will be cable stayed, 305 metres long, with 61 metres of vertical clearance above the Back Channel of the Port of Long Beach. The bridge will have three motor vehicle lanes in each direction, emergency lanes on both sides for additional safety, a bike lane and a pedestrian lane.



“ The contracting authorities describe the winning bid as “world class” ”

West of the bridge, the horseshoe-shaped Terminal Island East interchange connects Ocean Boulevard with the port's Pier T. To the east, the interchange linking Ocean Boulevard with Route 710, Pico Avenue and piers E and D will be remodelled. Construction of the new bridge is scheduled to be completed in 2016, one year before the conclusion of the project as a whole.

FCC in the United States

The Citizen Services Group is currently participating in 9 billion dollars' (about 6.82 billion Euros) worth of government tenders all over the United States. And it is doing this through its different business areas, infrastructure, services and energy.

FCC Construcción handled the I-95 Miami Express project, which had a budget of 121.5 million dollars and involved increasing the number of lanes over a 17.7-kilometre stretch of I-95 in northern Miami. The project won two awards, Best in Construction 2010 in the Design and Construction cate-

gory from the Florida Transportation Builders' Association (FTBA) and the one of the America's Transportation Awards 2009 from AASHTO in the Innovative Management category.

The group's environment subsidiary, FCC Environmental, holds second place on the list of the biggest companies in its sector in the US. It is the leading provider of hydrocarbon services on the east coast and the Gulf coast and has over 30 facilities in 22 states. It recently launched a new initiative, a novel mobile treatment service for oil and gas prospecting operations. Among other important jobs, FCC Environmental participated in the work to clean up the Gulf of Mexico after last year's oil spill.

FCC's options in the US market are not just limited to infrastructure and concessions, Cemusa, the FCC subsidiary that specializes in urban furniture, provides coverage for over 12 million people in the cities of Boston

and New York. In September 2010 it installed the world's first digital newsstands in New York City's Times Square, under a 20-year contract clinched with the City of New York in 2006.

Buckinghamshire awards FCC Environment a 350 million Euro contract

“The project includes the construction of Energy from Waste plant at Greatmoor”



Buckinghamshire County Council awarded FCC Environment (the Citizen Services Group's subsidiary in Great Britain) a 30-year residual waste treatment contract for this county, about 70 kilometres northeast of London.

The project approved by this British county also contemplates the construction and commissioning of energy from waste recycling plant (EfW) in Greatmoor in the outskirts of Buckinghamshire. The British Environment Agency also awarded the corresponding permits for commencing work on these facilities.

After being awarded the Contract, Dan Murphy, project director for FCC Environ-

ment said that the company "has the opportunity of offering an integrated waste management solution for Buckinghamshire County". "This vital project will ensure that Buckinghamshire can put an end to its reliance on landfill and sustainably treat residual waste", he added. For the executive of the environmental services company, "the project will bring real economic and environmental benefits for the County".

The new Greatmoor EfW will convert urban industrial waste (impossible to recycle up to now) into renewable energy which would help reduce the United Kingdom's dependence on fossil fuel for electricity. It will treat more than 300,000 tons of waste per year and the facilities will generate 22 MW of electricity, equivalent to the energy required by up to 36,000 homes, nearly all of the homes in the South Bucks district.

In terms of the economy, the construction and start up of the new energy from waste generation plant would create about 300 jobs through the three-year construction phase.

“The new plant will create 300 jobs per year over the three-year construction period”

Baldomero Falcones,

chairman of Alpine Holding's Supervisory Board

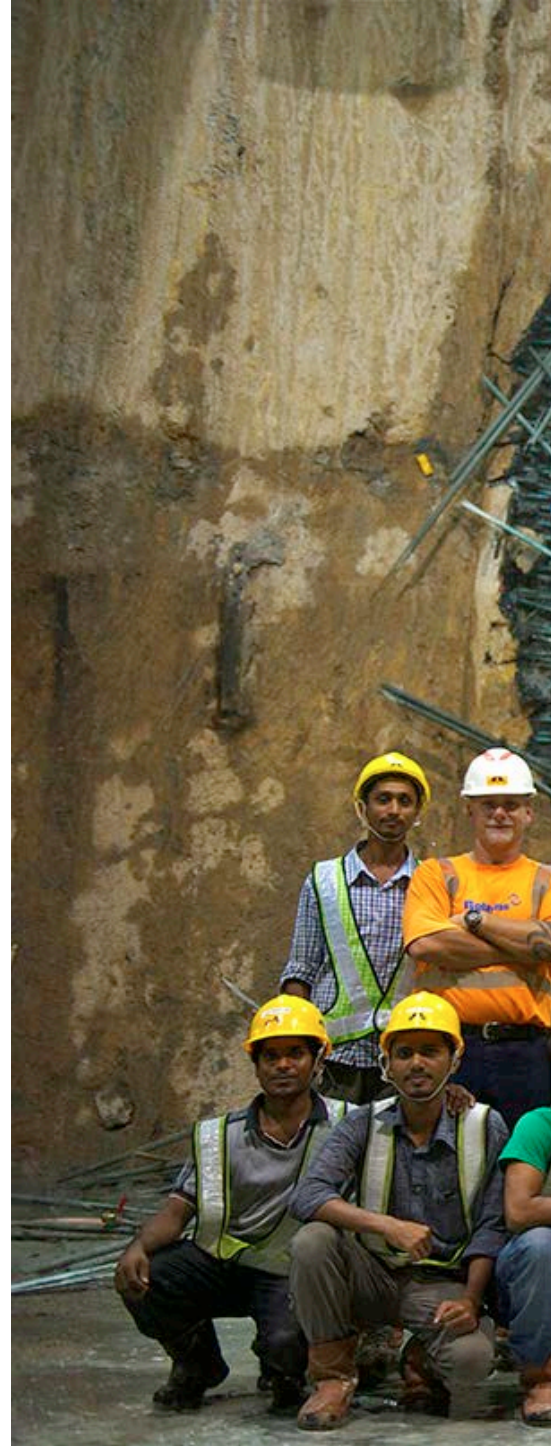


Chairman and CEO of FCC Baldomero Falcones Jaquotot has added to his responsibilities in the FCC Group today by agreeing to chair the Alpine Supervisory Board. With this appointment, FCC seeks to become more closely integrated with its Austrian subsidiary for Central and Eastern Europe.

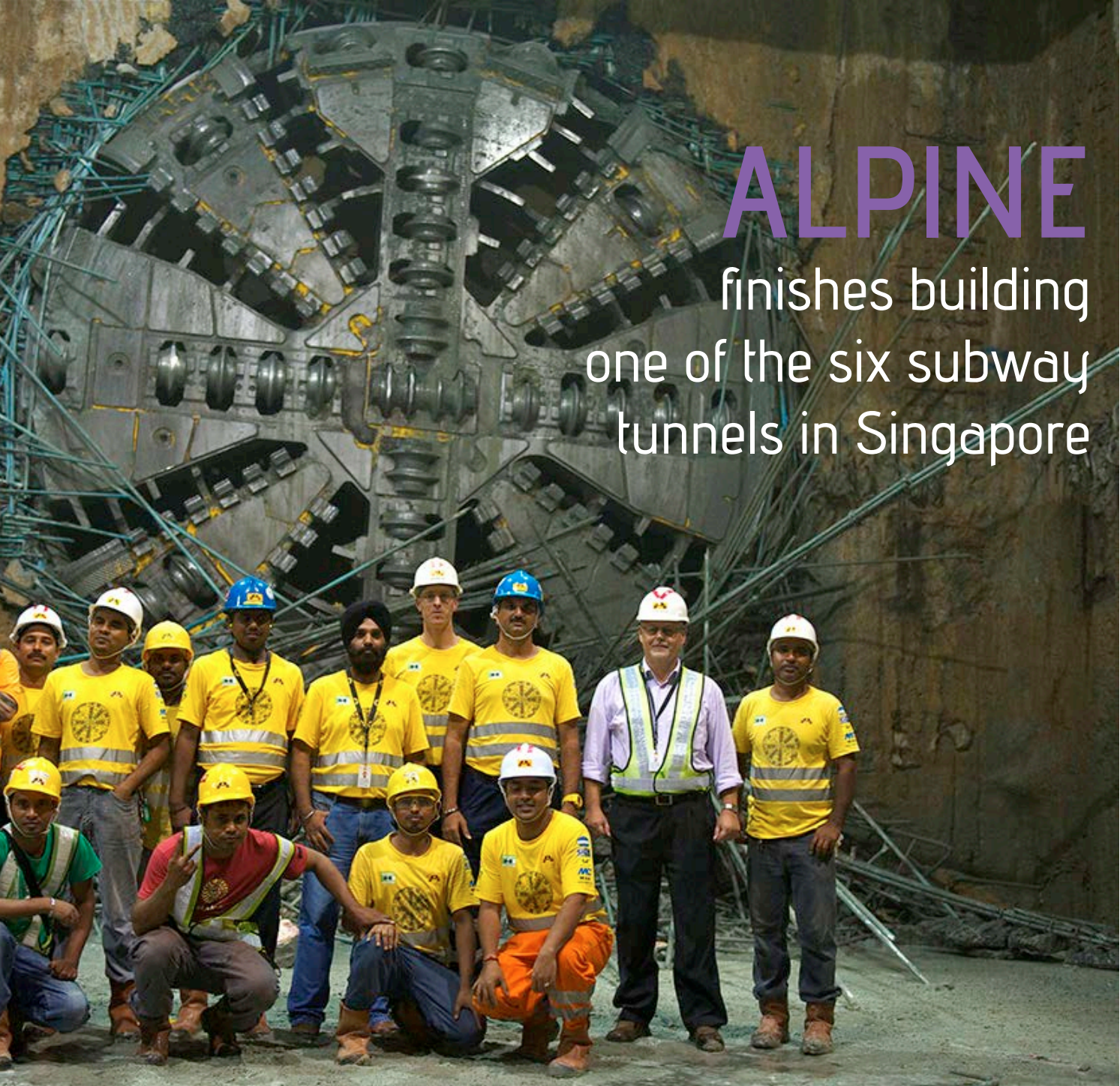
Baldomero Falcones is relieving Dietmar Aluta, whom FCC kept at the tiller of the company after it bought into Alpine in mid-2006. This appointment is yet another step toward strengthening Alpine's management just months after Johannes Dotter was appointed as the new CEO.

The new chairman of the Alpine Supervisory Board has an extensive career at home and abroad. Mr Falcones was chairman of Santander Central Hispano Seguros, Banco Urquijo Hispano Americano Ltd. London UK, Hispano Americano Sociedade do Investimento Lisboa and Banco Urquijo Chile, and he was a member of the board at BHA, BCH and Santander Central Hispano for 15 years.

He was also world chairman of MasterCard until the company's flotation in New York. Furthermore, he was chairman of RWE España and, before joining FCC in 2008, he started up Magnum Capital Partners, Spain's largest private equity concern.



**The ALPINE team
sets a record drilling
93 metres per week.**



ALPINE

finishes building
one of the six subway
tunnels in Singapore

ALPINE Singapore completed the first of six subway tunnels for the C917 and C918 underground systems which the company is building as the sole contractor for Phase 2 of the Downtown subway line of the MRT Singapore rail transport network.

This tunnel is one of the two structures connecting the Tan Kah Kee and Sixth Avenue subway stations and was drilled using a Herrenknecht boring machine with an EPB shield with a 6.6 metre diameter.

Dieter Meyer, ALPINE's manager for the project contemplating these two structures, expressed his satisfaction for the work carried out: "After some initial problems,

the team headed by Frank Brodbeck and his assistant Andreas Mindt, were able to reach a record speed of 93 metres per week. We are proud of having finished it so rapidly while, at the same time, maintaining the highest levels of safety, without any interruptions and without any ground-sinking problems".

The representatives of the entity which awarded the project also praised the results and congratulated the company for the lack of any incidents.

"We still have to face some challenges but are perfectly prepared for the future after having accomplished this major milestone", said Peter Gfrerer, head of the department and managing director.

ALPINE Singapore has been operating in this country since 2003 and is currently building about six kilometres of tunnels and three underground stations for the C917 and C918 networks included in Phase 2 of the Downtown line of the MRT railway system. These infrastructures can also be used to protect the population in case of emergencies.

Aqualia's laboratory in Oviedo will collaborate with the Ministry of the Environment

The title of collaborator granted by the Ministry of Agriculture, Food, and the Environment, is an acknowledgement of the excellence achieved by the Aqualia team and its facilities in controlling and monitoring water quality and waste water management.

Inmaculada González, councilwoman for Water and Sanitation and Alfonso Tomás, manager of the Department and Jorge Suárez, head of the laboratory were present at the ceremony held at the laboratory.

Thanks to this recognition, Aqualia's laboratory in Oviedo will become a national reference by being registered at the special Registry of entities collaborating with the Ministry of Agriculture, since the company meets the legal-administrative requisites

for being considered a collaborating entity. This will enable the company to perform a wide range of analyses of continental and residual waters based on 59 parameters and will also make it possible for it to work at the waste water treatment plants that are operated by the Confederación Hidrográfica del Cantábrico.

The laboratory will also be able to check emergency measures, verify compliance with environmental objectives and quality, carry out programs to monitor the conditions of the water, and other functions that could be entrusted by the hydraulic administration.

Aqualia's laboratory in Oviedo has also been awarded in the past several certificates for various quality processes regulated by Asociación Española de Normalización y Certificación (AENOR) and is recognised by the Department of Health and Medical Services of Asturias as a private, independent laboratory for the health analysis and control of food, water, and beverages with LAB 12-O reference for water analyses.



Inmaculada González, councilwoman for Water; Alfonso Tomás, Department manager, and Jorge Suárez, head of the laboratory, meeting with the press.

Aqualia, wins award for its growth in the Middle East and North Africa

Aqualia, FCC's water management subsidiary, has received the "MENA Market Leadership Award", granted by Frost & Sullivan consulting firm, in Dubai. This distinction recognises the company's growth in recent years in the Middle East and North Africa.

Frost & Sullivan highlighted Aqualia as a pioneer, since it is the first foreign company to obtain a sewage and water treatment contract in Abu Dhabi. In the previous year, Aqualia entered Saudi Arabia to implement and execute an innovative project to search for and repair leaks in the water network in Riyadh, home to 6 million people. In this case, it was the first Spanish company to obtain a water management contract in the Middle East.

Saudi Arabia

During this year of work in Saudi Arabia, Aqualia has already digitized more than 5,000 kilometres of the water distribution network, using geographical information system (GIS) technology. Additionally, and together with the National Water Company (NWC), it designed 65 district metered areas (DMA) and pressure gauges, boundary valves and flow metres were installed.

Abu Dhabi

In Abu Dhabi, Aqualia heads a consortium with local company MACE to manage the sewage and water treatment network in the eastern part of the emirate. This 7-year contract with State company Abu Dhabi Sewerage Services Company is valued at 76.3 million Euros. The company will operate and optimise more than 2,400 kilometres of sewers, 68 waste water pumping stations and 19 waste water treatment plants in the city of Al Ain and its surrounding areas, serving over 400,000 people.

Global leader

Frost & Sullivan described Aqualia as "one of the global leaders in water management thanks to the technology applied it applies", and highlighted its pioneering status in opening up new markets, such as the Middle East.



Fernando Moreno, managing director of Aqualia.

International milestones

Aqualia's international milestones include the first public-private partnership in Egypt, in 2009, to build and operate the waste water treatment plant in New Cairo in consortium with local company Orascom Construction Industries (OCI). Moreover, the company operates two of the largest desalination plants in the world in Algeria.

Aqualia also received the "Best of European Business" award, from Roland Berger, which recognises "Aqualia's rapid international expansion", and it was named "Water Company of the Year" by Global Water Intelligence magazine, the industry's leading publication.



Aqualia

describes its vision of smart services

At university campuses and business schools

Aqualia was one of the companies that participated in the second edition of the seminar entitled "Smart Cities and Innovation in Services" held at the La Magdalena Palace in Santander as part of the summer courses organized by Universidad Internacional Menéndez Pelayo (UIMP).

Specific cases were discussed at the seminar on the implementation by local authorities, nationally and internationally, involved in the Smart Cities initiative.

Enrique Hernández, manager of Services Management, represented Aqualia and gave a speech of "Smart Water Management".

Aqualia also participated in the summer courses at the La Laguna University in Tenerife with two presentations that went beyond the Smart Cities concept and dwelt on the Smart Services concept of FCC which emphasizes the information and communications technologies applied by companies in the industry in order to improve the quality of life of citizens and contribute to greater environmental sustainability.

David Diez, manager of Entemanser and Aqualia's representative in Tenerife, gave a speech on "Smart Water: an intelligent service in end-to-end water management". José Arce, head of Aqualia's Marketing and Communications Department made a presentation on his vision on "Communication aimed at citizens, a key factor for the development of Smart Cities".

The course ended with a visit by all participants to the Water Desalination Plant in Adeje (Tenerife) an environmental reference in the archipelago thanks to its construction characteristics and energy efficiency.

In July, the Extremadura ITAE Business School hosted the First Iberian Expoconference on Smart Urban Spaces in small and medium-sized municipalities. Ángel García, from the Marketing and Communications department, described FCC's vision on this sustainable cities model and on Aqualia's capabilities and experience, particularly in respect of the autonomous community of Extremadura and, specifically, in the capital city of Badajoz.

European Investment Bank (EIB) representatives visit Aqualia's projects in Montenegro

European Investment Bank (EIB) representatives Marco Beros, the engineer in charge of water treatment, and Wolfgang Spieles, Senior Loan Office for the Western Balkans, paid a visit to the projects currently being carried out by Aqualia through its subsidiary Aqualia Infrastructures, in Niksic (Montenegro).

They were joined by several local authorities including Nebojsa Radojicic, the mayor of Niksic, and Olivera Bozovic, the chief executive of the Public Water Company, who, during their visit to the facilities, were received by Juan Bofill, manager of Aqualia Infrastructures' manager for the European Region as well as by Fernando Ruiz, managing director of Tecnomia, a Spanish company engaging in technical assistance, and Jadranka Vojinovic, manager of the Project Implementation Unit.

The Niksic Waste Water Treatment Plant, to be completed by December 2013, will be the most important facility of its kind in this country. It will be able to treat 15,500 m³ of waste water per day and will provide services to a population of more than 100,000 people. Thanks to this project, funded by the European Investment Bank, Aqualia gains a foothold in the Balkans, a region offering great business opportunities in the water treatment segment in the short and medium term through the European pre-adhesion funds.



In the photo above, the group observes the progress accomplished in the project. Below, Juan Bofill, manager of Aqualia's Europe Zone department, describes the main characteristics of the project and its progress.



FCC Delivers Phase One of Nuevo Tres Cantos

A housing
development for
25,000 people



The Tres Cantos local authorities inaugurated the initial phases of the Nuevo Tres Cantos housing development, including practically all of its residential areas developed by FCC Construcción. It is one of the biggest urban building developments currently under construction in Madrid which will house more than 25,000 people when work has been completed.

The opening ceremony was attended by Ana Isabel Mariño Ortega, city councilwoman for the Environment and Land Planning; Jesús Moreno García, mayor of Tres

Cantos; José Mayor Oreja, chairman of FCC Construcción, and other company representatives.

Over 200 million Euros are being invested in developing what is known as “the Nuevo Tres Cantos Sector”. This 329-hectare zone is located north of Tres Cantos. Plans are to build about 7,000 homes, 60% of which will be developed by FCC, plus areas for industrial, tertiary and public use.

FCC has completed work on the first six housing projects, which cover a total of 1,122 units. A thousand of these units are set aside for young people to rent with the option to buy. These units (two-bedroom flats with a maximum area of 70 square metres per flat) are part of the Community of Madrid’s Young Housing Plan.

Another ten lots are currently under construction, containing a total of 1,236 units. They are scheduled to be completed sometime in 2013. Permits to build another eight

lots, nearly 500 units, have been secured already, so pre-building arrangements there are nearing conclusion. The last leg of the plan will end with another four lots (312 units), still in the permit application process, and the final 16 lots (a total of 745 units), which are still being marketed.

The Tres Cantos City Council granted FCC Construcción the administrative concession to manage and develop the land in 2005. Construction, which began in 2007, has become thoroughly consolidated, with more than 4,000 housing units already under way.



FCC's experience in urban planning and housing developments

In 2011 FCC Construcción was involved in developing and building infrastructure for a total of 1,203,715 m² of land and more than 16,300 homes, in addition to 975,205 m² of retail and parking space.

In Madrid FCC Construcción has participated in the Moscatelares development project in San Sebastián de los Reyes; Las Tablas Development Action Programme II, 3; the development work in phases 1 and 2 of Montecarmelo Development Action Programme II and the northern Parque de Valdebebas development.

The company was also involved in the redevelopment work in the Montmar sector of Castelldefels for the Barcelona City Council, and it built and developed Gran Vía and Plaza Europa in L'Hospitalet (which won the 2009 Construmat award).

The Citizen Services Group also built Á Laracha Business Park in La Coruña and Bobes Business Park in Asturias.



Construction has also begun on some of the area's tertiary facilities. There is a vehicle inspection centre, which will be managed by Atisae and is scheduled to open in November 2012, and a major food distribution chain is laying plans for a supermarket. In addition, the final arrangements are being made for a permit to start soon on the construction of TV City.

Sometime in 2013, when the work now under way on the two new connections with road M-607 is finished, the entire estate will be considered open.



Official visit of representatives of the Madrid Autonomous Community to the El Alto cement factory

The councilman of the Economy of the Madrid Autonomous Community visited the El Alto cement factory in Morata de Tajuña (Madrid). He was received by José María Aracama, assistant to the president of Production and Sales of Cementos Portland Valderrivas; Luis Ángel Herreras, manager of the facility; and Manuel Oreja, marketing director.

Percival Manglano, former councilman, replaced at the end of September, was accompanied by José María Rotellar, vice-councilman of the Treasury of the Madrid Autonomous Community, and Carlos López Jimeno, general manager of Industry, Energy and Mines. The former councilman of the Madrid Autonomous Community participated in several presentations by Aracama and Herreras on the Group and on the El Alto factory.

Waste soil remediation

Besides visiting the facilities and learning about the cement-manufacturing process, they also witnessed the controlled explosion of a 157 metre wall, and highlighted the “waste soil remediation work” performed by the company in accordance with mining and environmental regulations which involves planting pine and olive trees in various phases.

In his speech, Aracama stressed the environmental commitment of Cementos Portland Valderrivas and mentioned, as examples, the recovery of quarries and the use of energy from non-hazardous waste.

The plant’s manager, Luis Herreras, explained reforestation of the quarries and also pointed out that the company is wagering on the sale of technology by marketing patents so as to increase profitability despite the drop in the demand for cement.

FCC Construcción awarded two new high-speed railway contracts worth 123 million Euro

Spain’s Administrator of Railway Infrastructures (Adif), which is part of the Infrastructure Ministry, has awarded FCC two new contracts worth a total of more than 123 million euro.

FCC, the Citizen Services group, will build the Vilariño-Camobeceros section of the Madrid-Galicia high-speed railway (North-Northwest corridor) for 97.8 million euro. The construction period is 38 months.

The group will also build the first phase of the new high-speed railway station in Girona, for 25 million euro. The construction period is 10 months.

Vilariño-Campobeceros section

This section, which was awarded to a joint venture comprising FCC Construcción, Contratas y Ventas, and Construcciones y Obras Llorente, measures 7.9 km and passes through Castrelo do Val, A Gudiña and Vilariño de Conso, in Ourense province.

It includes the construction of Bolaños tunnel (6,780 m) and a viaduct over the Val de Parada River (41 m).



The new Gerona station

The contract to build the first phase of the Girona station was awarded to a joint venture comprising FCC Construcción, Dragados, Copisa Constructora Pirenaica and Tecsma Empresa Constructora.

The project includes a creative solution to house all of the station's functions in a single building. Specifically, the plan calls for the execution of a building providing access to the high-speed platforms, together with all the related facilities and equipment.

From the conventional gauge station vestibule at ground level, the existing walkway will be enclosed and adapted to create a direct access to the new building.

The building will connect with the underground high-speed railway platforms via two intermediate vestibule levels, which will be built around a large vertical shaft to illuminate the platforms with natural light.

The future high-speed railway station, measuring 640 m long and 55 m wide, will be located 22 m below grade. Four sidings and two high-speed platforms, measuring 450 m, will be located on the lower level.

This contract will provide the city of Girona with facilities that guarantee accessibility, safety, comfort and customer service.

Inauguration of the lignite-fuelled power plant in Neurath, Germany

ALPINE was in charge of building the two cooling towers and several service buildings.

As part of the “Open Door Day” organized on 15 August, RWE celebrated not just the 40th anniversary of the power plant but also the start of power production at the lignite-fuelled power plant (BoA) which features optimised technology systems. Attending this event were Hannelore Kraft, the president of the North Rhine-Westphalia region; Peter Altmeier, ministry of Germany's Department of the Environment, Nature Conservation, and Nuclear Safety; and Peter Terium, managing director of RWE, who also acted as the master of ceremonies and launched the power generation system at the new power plant.

Worth a total investment of 2.6 billion Euros, the project is the greatest investment ever made by RWE, Germany's leading electric utility, in its history.

The most advanced lignite-fuelled power plant in the world

With a level of efficiency of 43% and a high degree of flexibility, this two-group plant has a total generation capacity of 2,200 megawatts (MW) and is the most advanced lignite-fuelled power plant in the world. In comparison with older plants and with the same amount of electricity production, these facilities reduce CO₂ emissions by six million tons per year. It can also generate 16 billion kilowatts-hour, equivalent to the



energy requirements of 3.4 million households.

ALPINE's innovation in the construction of cooling towers

ALPINE built two 172-metre tall cooling towers and several service buildings for the new optimised F & G groups with lignite combustion at the current Neurath power plant.

Two major innovations developed by ALPINE were used in the construction of the cooling towers: a hydraulic climbing scaffolding and high-performance, acid-resistant concrete. The use of the climbing scaffolding, which does not have to be disassembled between the different phases, made it possible to reduce construction time by about 20%. At the same time, it also enhanced significantly workers' safety.

Thanks to the use of a special high-performance concrete in the construction, it was not necessary to apply a protective layer on the surface which also contributed to reduce construction time and costs.

Materials used in construction

- 380,000 cubic meters of concrete.
- 91,000 tons of steel
- The length of the cables installed is the same as the distance from Neurath to Moscow, 2,500 km.



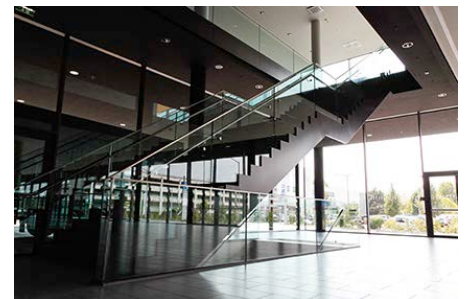
Construction of the new pavilion of the Salzburg Exhibition Centre completed

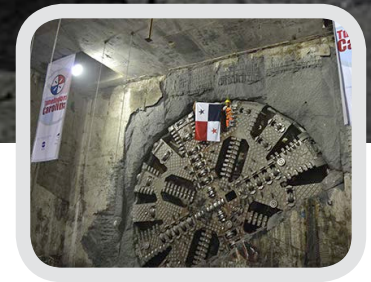
Built according to the blueprints of the Kada-Wittfield architecture firm, the 10-metre high pavilion is divided into nine different areas. The adjacent 4,600 m² building housing the conference halls and an auditorium with modern acoustic ceilings and mobile separation panels was also completed. The new pavilion and its conference areas provides the exhibitors at the Salzburg Exhibition Centre 39,170m² of floor space .

The new centre, with capacity for up to 6,000 people, will bolster Salzburg's posi-

tioning in the conference and convention industry. "We wanted to create a modern infrastructure so that Salzburg could remain a competitive exhibition venue", Daniel Brenner, the vice-governor of the province of Salzburg said. He also highlighted that this new infrastructure would be a major boost for the local economy.

The steel structure that covers the pavilion weighs 1,200 tons. More than 350 km of cables were installed and about 200 one-family homes could fit just in the exhibition area. Worth 34 million Euros, Salzburg's "Pavilion 10" is one of the largest investments ever made by the entity since its founding. The completed steel and glass building was presented to the public at a press conference on 10 August of this year.





The “Carolina” tunnel boring machine reaches the Fernández de Córdoba metro station in Panama

The tunnel-boring machine, baptised with the name “Carolina” by Ricardo Martinelli, President of Panama, arrived at the Fernández de Córdoba subway station after drilling 1,068 metres from the Trinchera Norte at Simon Bolívar Street (Transístmica) and after installing 663 pre-cast rings at a depth of 25-30 metres.

Last August, the secretary of Panama’s metro system, Roberto Roy, accompanied by representatives of Odebrecht and FCC, members of the Line I consortium, witnessed the arrival of the tunnel-boring machine at the station. During this event, the secretary of the metro took advantage of the opportunity to congratulate the nearly 3,000 workers who are involved in the construction of this major project.

The tunnel-boring machine, Carolina, will now have to drill about 3 km and to do this, will have to travel 842.5 km until reaching Vía Argentina, the next underground station and, from there, to the Iglesia del Carmen station after which it will be brought up to the surface.

After completing its work at this station, the platform will be ready to become the base for the Line I subway system, a sign of the country’s progress and modernity.

As in the case of the tunnel-boring machine Marta, Carolina operates 24 hours a day, seven days a week, with workers from 129 different countries of whom 80% are Panamanian.

Work on the Fernández de Córdoba subway station, which started to be built in May 2011 and will be providing services to a large part of the city’s population, is 65% completed.

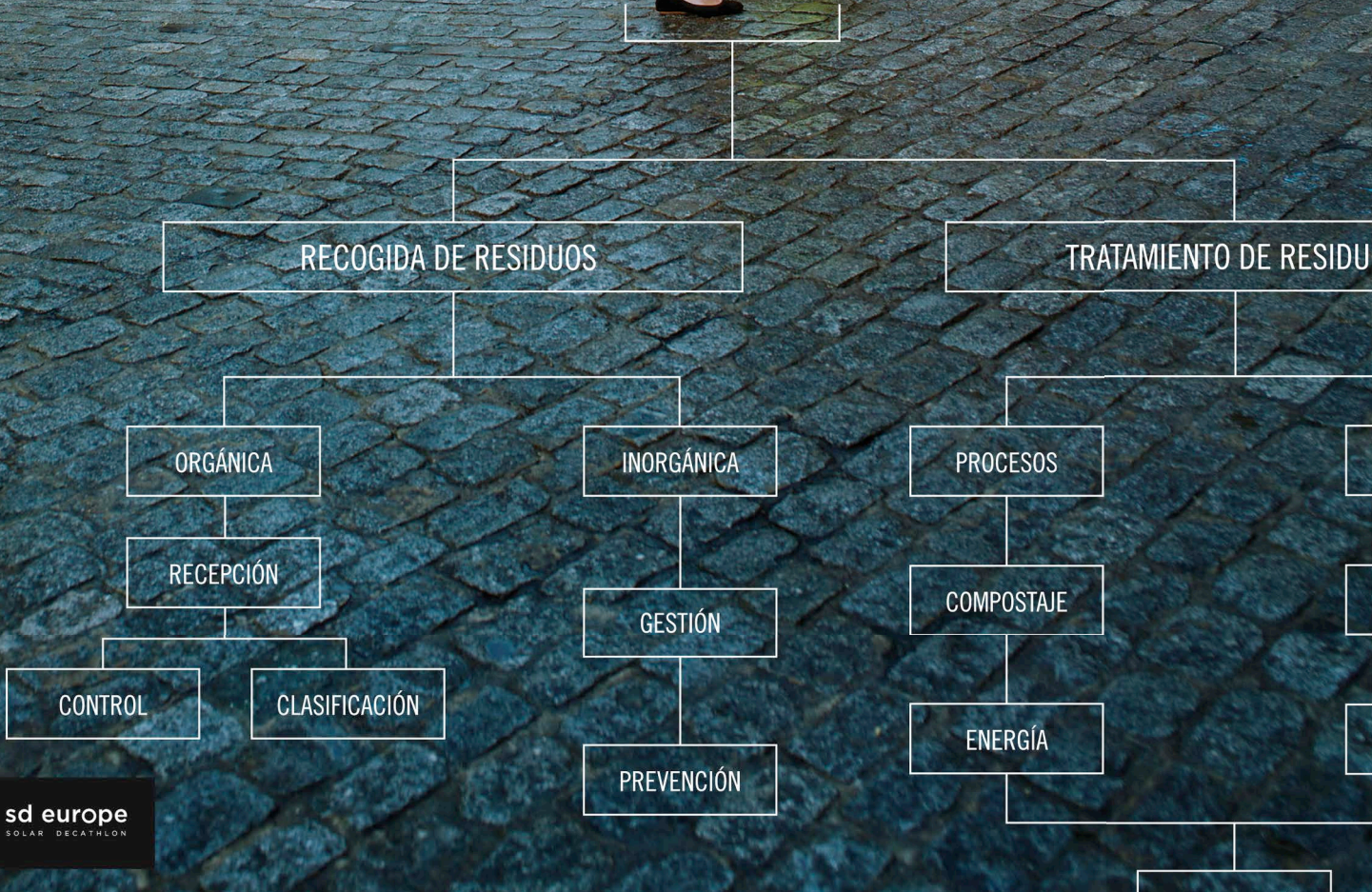
When the Panama Metro starts operation, it is expected to benefit more than one million people by enabling them to go to and from various destinations faster and more safely.

NOSOTROS
RECOGEMOS Y
TRATAMOS LOS
RESIDUOS.
TÚ LOS SEPARAS.

LO ESTAMOS
HACIENDO JUNTOS



Infraestructuras | Medioambiente
Gestión del agua | Energías renovables



Cemusa renews its agreement with the city of Bilbao

CEMUSA, the FCC subsidiary, has been awarded the public tender organised by the Bilbao City Council for the management of the public service for fitting out the city's public transport bus stops, under a concession scheme.

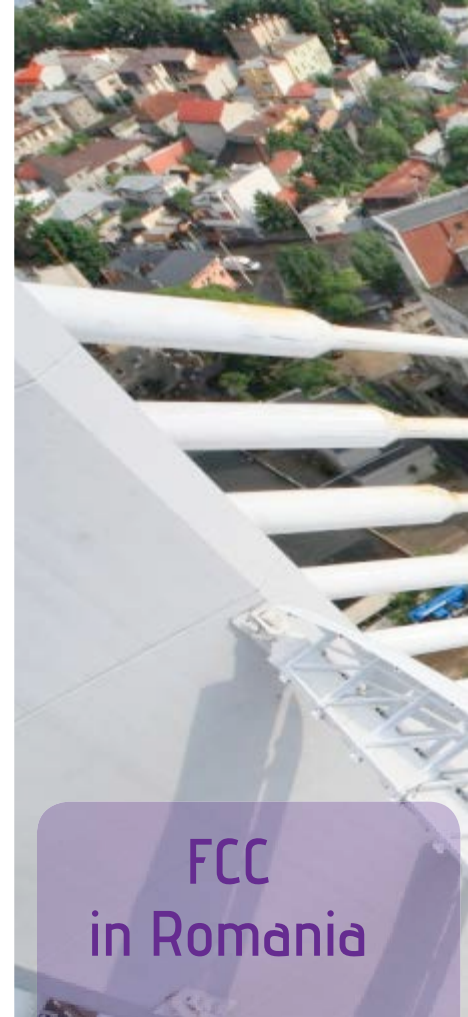
With this concession CEMUSA consolidates its commercial offering in street furniture in the Basque Country, since it is the only company in this sector that complements its offering in the city of Bilbao with its presence in the other two Basque capitals, Victoria-Gasteiz and Donostia-San Sebastián.

Thanks to this contract, Bilbao City Council is in a position to expand and improve the existing bus stop fittings. CEMUSA, in turn, shall operate a total of 233 advertising panels, allowing it to continue operating the most wide-ranging and comprehensive outdoor advertising offering in the city.

The initial term of the contract is four years and could be extended for another two years. In practice this represents the extension for CEMUSA of an agreement that it

has been successfully managing since the year 1988.

Cemusa specialises in the design, manufacturing, installation, and maintenance of street furniture and has been engaging in this activity for more than 25 years. It is one of the leading outdoor advertising Groups in the world. It operates in more than 170 cities and towns in 13 countries in Europe, North America, and Latin America where it provides quality services to these cities thanks to its wide range of fixtures.



FCC in Romania

FCC, through its subsidiary FCC Constructii Romania, has been a steady presence in this country since 2003. Over the past few years, FCC has been involved in the upgrading of 150 km of national roads, 50 km of highways, and other singular projects such as the Otopeni cable-stayed bridge. It currently has a backlog in Romania worth more than 1 billion Euros.

In 2012, FCC was awarded three major railway projects: Sihisoara-Atel, Atel-Micasasa, Vintu de Jos and Simeria, and more than 100 km of new railway lines in Transylvania worth 830 million Euros.

The three projects are part of the Paneuropean Corridor and of the Trans European Infrastructures Network, specifically, the IV Paneuropean Corridor from Nuremberg and Dresden to Prague, Bratislava, and from Budapest to Bucharest and Constanta.

The company is also participating in the construction of the new V metro line in Bucharest, the Constanza Bypass, and the Brasov ring road.





FCC Construcción receives ARACO's 2012 Award for Basarab Viaduct, Bucharest

FCC Construcción has received the 2012 ARACO Quality Trophy for the construction of Basarab Viaduct in Bucharest, one of the biggest projects undertaken in Romania in the last 20 years and now one of the country's foremost examples of pacesetter architecture.

ARACO is the Romanian Association of Construction Entrepreneurs, and its award is a token of the association's recognition of the fine work done on the viaduct, including the introduction of innovating pretensioning and cable-stayed techniques developed by BBR.

This project has beaten two European records, one because it is the widest cable-stayed bridge in Europe (44 metres wide), and the other because it contains a tram

station with ground-level entrances, where travellers can transfer to the metro system and the train system.

Awarded in 2006 with a budget of over 150 million Euros, Basarab Viaduct stands northwest of the capital in one of the areas of heaviest traffic, thronging with retail and residential buildings. The elevated structure is 1,950 metres long and helps relieve the pressing vehicle traffic. It also carries one of the capital's main tram routes, and there is a station on the viaduct's cable-stayed section providing access to the metro system and the Gara de Nord platforms.

There are four parts to the viaduct: the Grozavesti Viaduct, the 120-metre-long arch bridge over the Dâmbovița River, the Orhidea Viaduct and the cable-stayed bridge across the rail yard, which houses the metro station.

The Romanian stamp authorities regard the viaduct as "a symbol of the capital, an arch over time and history." Accordingly, they have released an issue of postage stamps devoted entirely to the Basarab Viaduct project.

The ARACO Quality Trophy is a distinction established in 1995 for and by professional builders. The Romanian Association of Construction Entrepreneurs holds competitions to select the award's recipients from among building firms that have engaged in highly complex, high-quality special projects in Romania or abroad using innovative technologies. The ARACO Quality Trophy is a trademark registered with OSIM, the Romanian State Office for Inventions and Trademarks.



ALPINE wins Prevention of Occupational Hazards award



The German subsidiary and its consortium partner, Hamon, chosen as the “best contractors in the month of August 2012”.

ALPINE Bau Deutschland AG, and its consortium partner, Hamon Thermal Germany GmbH, ranked first place in the “moor.safety” prevention study conducted by Vattenfall Europe Generation AG.

Vattenfall Europe Generation AG launched the “moor.safety” program in 2011 in order to ensure safety at the construction project for the Moorburg power plant. It is a safety and occupational hazard prevention program that defines the regulations and standard practices to protect the life and

health of all of its workers in this important construction site.

These measures firstly relate to order and cleanliness, risk assessments, instructions, analysis of residual risks, the supervision of work teams, and the identification of dangerous situations. It also involves inspections of all contractors and subcontractors at the work site.

ALPINE’s award underscores the company’s commitment to occupational safety and health protection. A few months before, in June 2012, Norbert Grothe, ALPINE’s project manager, was chosen by RWE as the “prevention partner of the month” at the construction site of the new D/E groups of the Westphalia power plant. Every month, RWE Technology rewards outstanding services in terms of occupational safety and the protection of health.

The project

One of the most environmentally-friendly coal-fuelled power plants is currently being built in southern Hamburg. Jointly with its consortium partner, Hamon Thermal Germany GmbH, ALPINE is in charge of planning and building the new hybrid cooling tower at the plant. The new Moorburg power plant will produce 11 billion kilowatts/hour of electricity each year, a volume that will practically meet the city’s electricity demand.

Responsible reporting

Publication of the first Corporate Social Responsibility (CSR) report covering the entire FCC Environment UK Group.

2011 was a challenging year in many respects. Nevertheless, FCC Environment was able to make major strides. Health and safety have improved and the rate of incidences (RIR) dropped 37% while personnel turnover, sick leave, and absenteeism were below the average in the United Kingdom.

From its contributions to community projects for conservation and for protecting cultural heritage to its re-certification by the Carbon Trust, there are many reasons for feeling proud at FCC Environment.

The company remains committed to the long-term protection of the environment and sustainable development. The Energy from Waste facilities as well as energy crops and wind power, will play a key role in the quest for new improvements in environmental performance that will benefit clients and local communities over the coming years.



FCC Environment, a company committed to solidarity

FCC Environment adds another charity shop to its network, focusing on providing modern and efficient facilities for easy recycling.

The Judkins household waste recycling centre (HWRC) in Tuttle Hill, Nuneaton, is now open for the donations of unused household articles – in good state – as part of the 1 and 2 chapters of the used furniture project.

The objective of this charity is to provide those in need with affordable furniture and white-brand products that they will be able to make good use of.



This is part of similar agreements that FCC Environment has entered into with national and regional charities. In July, two re-use shops were opened in Buckinghamshire at the High Heavens and Aston Clinton household waste recycling centres managed by the South Bucks Hospice.

FCC Environment collects articles from the 10 recycling household waste recycling si-

tes that it manages in the county and distributes them between the two second-hand shops.

People

Those in charge of occupational safety and health at FCC speak out

Protecting safety and health is a commitment beyond any regulations at FCC

This presentation is the first of a series of reports to introduce all who are responsible for safety and health at all the activities and countries where the FCC Group operates.

On this first occasion, we meet with those in charge of occupational safety and health management at Cementos Portland Valderrivas, Carlos Alonso Rodríguez; FCC Ámbito, M^ª Guadalupe Bobadilla Crespo; FCC Versia, Begoña Menager Calvo; Aqualia, Pascual Capmany Corchón; FCC Medio Ambiente, Delfina García Martínez; FCC Construcción, Cristina García Herguedas; and Juan Carlos Sáez de Rus, who is responsible for the safety and health of FCC employees. Esther Rodríguez Legazpi, a technician of General Services Prevention also joins the group.

At FCC Citizen Services, a policy has been implemented aimed at the protection of the safety and health of all employees and the ongoing improvement of work conditions. The Group's evolution has been considerable and evident in recent years, as ex-

pressed by those in charge at the various business areas.

Carlos Alonso is proud of this: "I believe that we have evolved from prevention based on ensuring compliance with regulations, to one that is based on the conviction of respecting these regulations either for our own

From left to right: Carlos Alonso, Cementos Portland Valderrivas. Juan Carlos Sáez, FCC. Delfina García, FCC Medio Ambiente. Pascual Capmany, Aqualia. Begoña Menager, FCC Versia. M^ª Guadalupe Bobadilla, FCC Ámbito and Cristina García, FCC Construcción.



interests so as not to suffer any injury as well as to avoid undesired consequences for the company, such as the erosion of our reputation”.

The head of occupational safety at Cementos Portland believes that we are not yet fully convinced on the integration of Prevention of Occupational Hazards at all our activities and underscores, in this respect “we do notice, however, an evident improvement in the accident rate in line with the policy set out by the FCC Group ”.

“The FCC Group has always tried to ensure safety”

María Guadalupe Bobadilla, from FCC Ámbito also shares this opinion: “at the FCC Group, we have always tried to ensure workers’ safety even though the progress made in this respect has been more significant since the Act on the Prevention of Occupational Hazards was enacted. This is no longer just restricted to the Prevention department, but is part of the company’s operations, the lynchpin when designing new activities as well as when performing ordinary tasks”.

Begoña Menager of FCC Versia, Begoña Menager believes that the trend has been



very positive over the past few years: “we have acted with optimism and with the desire of implementing a project with a highly qualified team, our Prevention specialists. The project kicked off with the implementation of a global Occupational Hazard Prevention system with all personnel having specific tasks assigned and thanks to the strong commitment, the system has been throughout the years, achieving a high level or awareness”.

The head of Occupational Safety Management at FCC Versia also stated that “the result of this involvement are the positive results in the accident rate which, in our company, has been declining over the years, also achieving improvement in work conditions where employees, out of their own personal conviction, have generated the dynamics of doing things well, also one of the four renewed principles of the FCC Group”.

Pascual Capmany, of Aqualia, highlights “the enhanced quality of services rendered by the various safety and health departments of each division has been evident. The resources have increased in numbers and in qualifications. We have performed services with our own resources and this has led to specialisation which is difficult to find when we resort to third-party prevention services”.

Commitment to constant improvement

Delfina García, of FCC Construcción, stresses the great progress achieved in this field: “in 1998, we implemented an Occupational

Information: efficient method

Those who are part of FCC are fully aware of the need for accepting and using all the resources that the company puts at our disposal in order to prevent accidents. Information and training on Occupational Hazard Prevention are very important and are also efficient methods for increasing awareness. This is why at

FCC we have a strong prevention culture, identified and transmitted through all of its dissemination media: websites, intranet, magazines, in-house advertising campaigns, posters, etc. for employees. This has enabled us to achieve a high level of awareness on the Prevention of Occupational Hazards at all levels.

The purpose of these communication measures is to awaken the interest and awareness on occupational safety and health in all workers who are part of FCC and to stress the importance of the value of their lives and that of everybody else.



Hazards Prevention System in each and every business area, and performed periodical in-house and external audits, both OHSAS as well as mandatory types, collaborating with the different company departments to ensure compliance with legal obligations”.

She also mentioned that “in May 2011, the Board of Directors approved the FCC Group Occupational Hazard Prevention Policy, reflecting the organization’s commitment to constant improvement and to the integration of the prevention concept at all organizational levels”.

Delfina mentioned the Shared Prevention Services had been created for each of the

business areas, that the number of prevention technicians and workers assigned to prevention tasks had increased, as well as the number of hours of training in the Prevention of Occupational Hazards, and that measures such as the Strategic Road Safety Plan had been implemented, particularly important in an activity in which the use of vehicles was very widespread.

Cristina García believes that “over the past few years, the culture of prevention is increasingly more evident at our workplace. This has been an ongoing improvement process as reflected in the Group’s Prevention Policy for all its companies which define the responsibilities in the Prevention area at all hierarchical levels”.

Risk assessments

The systematic implementation of risk assessments at all work sites and jobs and the safety plans at projects have contributed to making progress.

The Group develops several preventive measures in line with the decisions taken by the European Union which has expressed its goal of gradually improving working conditions and achieve progress. As an international citizen services Group, we must carry out preventive actions that go beyond legal requirements.

It is of vital importance to define standard management criteria to achieve similar safety and health standards in all business areas and countries in accordance with the requirements in each of them.

The heads of safety and health at the FCC group are in agreement on the need for the Company to continue encouraging the preventive culture by means of campaigns that stress that prevention should be an integral part of the organization’s work without it being necessary for anyone to monitor this. Workers as a whole should be truly convinced that risks actually exist and that preventing accidents would only be possible with their help and involvement. The main task of the Prevention of Occupational Hazard (POH) technicians is to advice, rather than monitoring and controlling compliance with the regulations.

Prevention of occupational hazards should be mainly aimed at managers so that they understand their role as the parties respon-

sible for the safety of their workers; bosses are the ones who are the most aware of the risks affecting their workers.

It is very important to encourage prevention at all educational levels and among those who are about to join the job market, at home and at all levels in the community. Transferring the knowledge acquired at our jobs and in our day-to-day lives is essential. Another alternative is to participate in forums and in seminars, at universities and schools to explain the current problems and to increase awareness among future professionals.

“ The criteria that should be contemplated in occupational hazard prevention throughout the entire FCC Group are outlined in the Corporate Manual ”

The culture of prevention is encouraged throughout the FCC Group thanks to courses at all hierarchical levels in terms of mandatory training as well as specific training for a particular job.

“0 Accidents”

The “0 Accidents” objective reflects the concept of excellence in our work, of not



An exciting future full of challenges and objectives to be fulfilled

By: **Juan Carlos Saez de Rus**

Corporate Director of the FCC Group Occupational Safety and Health Department

Consolidating the corporate occupational hazard prevention policy, disseminated at all levels throughout the world as a cornerstone and distinctive trait of FCC and the need to unify management criteria are the two main challenges that we face from the standpoint of internationalisation.

Guaranteeing workers' safety and health at their jobs has been a constant concern as result of which, in recent years efficient Occupational Hazard Prevention Management Systems have been implemented in all business areas; systems that address the needs arising within the organization and complying with legal requisites in order to achieve management that is more commit-

ted to achieving these objectives and which is also more dynamic and open, promoting information, participation, and decision-making at all organizational levels through joint working groups, creating information portals, diverse campaigns, prizes and in-house recognition as well as other measures aimed at the improvement and innovation in this area based on the participation of all parties involved.

Consolidating the corporate hazard prevention policy, disseminated at all levels worldwide is one of the priorities, as well as that of standardising management criteria for monitoring and improving results by adap-



assuming that accidents will not occur. We should bear in mind this goal in our actions and in the responsibility of each of us, as a commitment and as a conviction.

A good work environment is also necessary as well as the involvement of senior management, managers, middle management, and workers; commitment and trust between the company and its employees; and, of course, ongoing improvement of working conditions.

Trust and safety in the future of prevention It is very promising to see that those responsible for safety and health are confident that they will be able to continue to improve their performance at FCC and that they are very optimistic in this respect. They believe that it is necessary now to take a further step in raising awareness on risks and on generating a real culture of prevention.

Carlos Alonso assures us that “steps are being taken towards comprehensive management, essential for a company of these characteristics with a highly diverse and widespread geographical presence. We will be able to reap the rewards of these efforts over the medium term”.

“Senior Management is totally involved in this effort, as shown by our Occupational Hazard Prevention Policy as well as in the Corporate Manual on Occupational Safety and Health. I am convinced that FCC’s work on Prevention will soon receive external recognition”, Guadalupe Bobadilla of FCC Ámbito said.

Begoña Menager believes that “we should continue to encourage worker’s profes-

ting internationally recognized standards, both of which are the two main challenges from an internationalisation perspective.

Promote education and awareness-building

FCC is aware of its commitment to people in all their aspects; from the social perspective, to their jobs, as members of or indirectly associated with the organization. It is essential, from this perspective, to promote education and awareness-building, including dissemination and participation measures that go beyond the work-related areas, some of which are already being implemented.

The trend in the results obtained in recent years have led to an ongoing reduction in the accident rate and the new boost given in recent years by defining a new organization and the lines of action adapted to the new requirements, all of which augur an exciting future, facing challenges and achieving objectives.

Multiple actions and initiatives aimed at building awareness, commitment, and recognition of a job well done have been carried out in recent years. For many years, tools have been used such as internal and external audits to assess the levels of implementation of management systems as an indicator, among others, of the level of awareness and integration in our day-to-day actions of working safely and using the available resources. We have gone a long way and very satisfactorily but we must also be aware that there is room for improvement and this should be a driving force in our jobs every day.

“ Encouraging education at all levels is considered fundamental ”

nalism so that they can become more involved and in this way we will secure their commitment and we will achieve the results that we expect. The motto is "without involvement, there is no commitment".

"The future of safety and health is no other than the future of our company", Pascual Capmany said, adding that "it is a one way trip without a return ticket".

Conviction and awareness

For Delfina García, the key objective is to achieve a greater level of safety in our working conditions so as to reduce the rate of accidents and occupational diseases, thereby increasing productivity, competitiveness, and physical as well as intellectual performance which will redound in the Company's greater efficiency and intrinsic value.

Cristina García envisages FCC's future in this respect as one "with totally implemented prevention management systems, with all personnel aware and convinced that they must comply with their prevention-related obligations". Conviction and awareness should also be part of all the organizations that share activities with the FCC Group".

More people at FCC are realising that it is necessary to accept and use all the resour-

ces that the company puts at their disposal to prevent accidents. Nevertheless, there are still some workers who find it difficult to use individual protection equipment and POH technicians must explain to them the reasons and the advantages of using the resources provided by the Company.

Message to employees

Juan Carlos Sáez de Rus

Corporate Director of Occupational Safety and Health at the FCC Group



The involvement of each worker is essential since it is necessary that we work safely and that this becomes a commitment in our day-to-day lives. It is strengthened and guaranteed with the support of the organization and the means that it puts at our disposal and materialises in our daily work. We can all participate and all of us can help to achieve improvements.

Carlos Alonso Rodríguez

Head of Safety and Health Management at Cementos Portland Valderrivas



Nothing in our work justifies being exposed to risks and, much less, injuries. We must be clearly aware that there are real risks that affect us and not just other people. The company puts the human and material resources at our disposal so that no incidents have taken place by the end of our working day. It is in our hands to achieve this and, of course, if we have not done something right, we would be very pleased to receive suggestions and recommendations so that we achieve an increasingly safer environment.

M^a Guadalupe Bobadilla Crespo

Head of Safety and Health Management at FCC Ámbito



Without your help and collaboration, it will not be possible to achieve our "0 Accidents" objective. This is not an objective aimed at the audience, administration, or other stakeholders, but rather, in accordance with our principles, we want to do things in the right way and our concern is that workers are safe and safeguarded from possible accidents.

Begoña Menager Calvo

Head of Safety and Health Management at FCC Versia



Our message should be clear and concise: In safety and health, we need involvement and commitment to take care for our work environment, increase knowledge, and improve safety and health at our jobs".

Pascual Capmany Corchón

Head of Safety and Health Management at Aqualia



Working safely is a work condition wherever FCC operates.

Delfina García Martínez

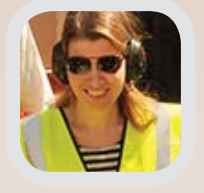
Head of Safety and Health Management at FCC Medio Ambiente



All employees have the responsibility of taking care of our own safety, health, and well being, as well as that of others who are affected by our activities. Our message could be: "The best prevention is your attitude when facing occupational hazards: avoid them".

Cristina García Herguedas

Head of Safety and Health Management at FCC Construcción



As our European campaign states: "working together for risk prevention", safety implies the involvement of all agents.



Interview



Kristian Dales,
Head of Marketing and
Communications,
FCC Environment

Kristian Dales has worked in marketing for 15 years, having joined FCC Environment in November 2011 from within the recycling and waste management industry. He has previously held senior business-to-business marketing roles with ATS Euromaster part of the Michelin Group and Wolseley plc, the world's largest specialist distributor of plumbing and heating products.

The brand, an asset for competing in international markets

FCC Environment may not be a name you have heard before: it is a new name within the FCC Group portfolio and comes from the rebranding of our British Waste Recycling Group (WRG) and Focsa Services businesses. FCC Environment's head of marketing and communications Kristian Dales talks to us about the rebranding process, the company's strategy and about synergies between different parts of the group.

Kristian, can you just briefly introduce FCC Environment to us? What are the services you offer, the area you operate and your strengths?

Bringing together Focsa Services and Waste Recycling Group (WRG) to form FCC Environment is about far more than a new logo. It is a major step in the development of the business as we further align ourselves to meet the targets of FCC Group. A huge challenge of the rebrand was to ensure that everybody knows what FCC En-



vironment does! The name was not known in the UK so we introduced the strap line 'from waste to resource' and made the look of our rebrand very visual to explain the different services we offer to our customers.

Already FCC Environment has made great progress in transforming the business from two separate companies to one that is reducing landfill, recognising material value and producing renewable energy. As part of the change, we have broken the business down into five distinct service areas which include municipal services, business waste solutions, green energy, recycling, and waste processing such as hazardous waste treatment.

What is the current position of FCC Environment in the market and what are the major challenges you face?

FCC Environment is the fifth biggest recycling and waste management company in the UK, but we have ambitious plans in place. Moving away from our reliance on

landfill has been the biggest change for the business in recent years and we are making real progress, which is exciting for us all. For example on many of our existing landfill sites waste volumes are decreasing so we are building recycling and energy recovery facilities alongside them. We are also rapidly developing our network of energy from waste (EfW) plants so that we can make the most of the value and energy embedded in waste which has traditionally gone to landfill.

Where do you see other possibilities for cooperation between A.S.A. and FCC Environment?

Many of A.S.A and FCC Environment's aspirations are the same so there are lots of opportunities to work together and to learn from each other. For example, both businesses are focussed on providing the right recycling and waste solutions for commercial, industrial and household customers. And both businesses want to make sure that we extract as much value as possible from our waste – either through recycling or energy recovery.

For FCC Environment, this means developing our collection and processing infras-



structure and our approach to winning new commercial contracts. I would encourage everyone at A.S.A who is working in these areas to get in touch with us to see how we can learn from each other.

You are new to the company joining late 2011, but is there a connection between a new head of marketing and the new brand?

One of my first tasks when I joined the company was to develop FCC Environment's vision, values and brand and ensure they align with the FCC Group as we prepared for the change. We spoke to our staff and asked them what the company's values mean to them and we were really pleased with the results because it showed that our staff understand and believe in our business. That meant that the time was right to change the company name to FCC Environment.

Tell me something about the rebranding process. Can you describe all the activities which were necessary to implement the rebrand successfully?

We started by asking people at all levels in the business what values they saw in the business. This helped us to develop our vision and values in line with the rest of the group. It was a thorough process which gave us the information we needed to develop the FCC Environment brand and the elements associated with each different area of the business.

Once this was established, the challenge was to communicate it internally and externally– to show that we are serious about



changing 'waste' into 'resource'. Internally we generated a build up to the new brand through regular email and intranet announcements. We mailed a leaflet outlining the new brand to every employee which arrived at their home the weekend before the launch. We also had a screensaver '10 day countdown' to tease out some of the new brand elements. The weekend before the name change, we updated the signs and receptions at our regional offices ready for the Monday morning relaunch.

On launch day, we sent every site a branded box containing information about how and why the change has been made along with branded mugs mapping out the different business divisions and our new values. We held 'Rebrand Surgeries' in the first few weeks of the name change to answer any queries about the rebrand and FCC Environment chief executive Paul Taylor commenced the annual 'roadshows' with a

series of presentations across the country. Externally, we contacted all of our suppliers and customers explaining that the name change was taking place and giving reassurance that our services would not change. The process is on-going. By the end of 2012, we aim to have all company branding updated – from buildings, vehicles, bins to uniforms. We have launched a new internal staff newsletter as part of the international Communication Network system as well as weekly business updates by email. This means that every area of the business has a way of communicating consistently and regularly.

We also have a comprehensive media relations plan in place which is ensuring people in our sector understand the new name and our business focus. This will move on to communicating more with our target customers as our marketing plan develops.

How have your colleagues reacted to the changes?

So far, I have been really pleased with the feedback that I have had from my colleagues at FCC Environment and across the group. Everyone has embraced the new brand which has demonstrated that it was the right time and that it is welcome.

What is really pleasing to see is that our vision is turning into reality: we have new facilities being built and planning applications going in for more too. It shows that we are really committed to transforming our business.

Of course there is still a lot of work to do, and we are always looking to improve, so if you have any ideas or feedback, let us know.

The screenshot shows the FCC Environment website with the following content:

- Navigation:** HOME | ABOUT US | WHERE WE OPERATE | SERVICES | PLANNING | NEWS | HEALTH & SAFETY | CAREERS | WREN | LEGAL STATEMENT | CONTACT US
- Header:** FCC Environment logo, slogan 'from waste to resource', and contact info: 'For Business Waste Solutions call our sales team on 0844 736 9992'.
- Main Content:**
 - Group Photo:** A group of diverse staff members with their arms raised in celebration.
 - Trade Sales:** A graphic showing a map of the UK with regional sales data.
 - Where Are We?:** A graphic showing a map of the UK with regional office locations.
 - Our Brochure:** A graphic showing a brochure cover.
 - News:**
 - FCC Environment takes on new business waste contract:** Leading recycling and renewable energy business, FCC Environment has been awarded a waste collection contract with recycling company DS Smith Recycling, which includes collecting and treating residual waste from 150 businesses of all sizes across Nottinghamshire and Derbyshire. The contract will see 2,000 tonnes of non-recyclable waste per annum being collected and treated at FCC Environment's energy from waste (EFW) facility at Eastcroft, in Nottingham, which is in addition to current services provided by DS Smith Recycling.
 - C&I director at FCC Environment, Paul Burnell, said:** "This contract recognises FCC Environment's commitment to supporting businesses of all sizes to recycle more and generate energy from what cannot be recycled. It shows the progress we've already made in developing appropriate collection and treatment capabilities."
 - FCC Environment has an ambitious programme of securing waste streams** through the development and expansion of a commercial and industrial collection service, and we are also introducing appropriate waste treatment infrastructure across our business to support our customers' production and recovery needs."
 - FCC Environment at work:**
 - Arden Leasill
 - Bealix Leasill Site
 - Bucklandhampton EFW Facility
 - Commercial Waste Collection
 - Remeth
 - Deritree Quarries
 - Eastcroft Energy from Waste Facility
 - Epsom
 - Hatfield East Baking
 - Kettering Laboratory



FCC

Environment

Social Responsibility

FCC Volunteers and the Esther Koplowitz Foundation inaugurate the “Summers at the Home” cycle



Last July, FCC Volunteers, in collaboration with the Esther Koplowitz Foundation, organized three cultural events under the slogan “Summers at the Home” which took place at the day-care centre at “Nuestra Casa” de Collado Villalba, Madrid.

The cycle was inaugurated last 11 July by the actress Soledad Martínez and guitarist and singer José Luis Pardo, who had previously participated with FCC Volunteers on the Volunteers Day celebration.

Under the slogan, “All-time songs”, he interpreted famous melodies such as “Angelitos negros”, “Perfidia”, “Rodar and rodar”, “Cielito lindo” and “Te vas porque yo quiero que te vayas”.

The second part of this cultural event was dedicated to poetry. Actress Soledad Martínez recited poems by Federico García Lor-

ca and Rafael de León and later joined José Luis Pardo and recited poems by Enrique Revuelta and by José Luis Pardo.

On 19 July, the second day of this event, actor Tony Isbert, son of actress María Isbert and grandson of the great Pepe Isbert, collaborated with FCC Volunteers in a seminar entitled “Caminante no hay camino, se hace camino al andar” (the title of an Antonio Machado poem).

In his music-backed recital, Tony Isbert selected the poems: “Cantares”, by Antonio Machado; “La cogida and la muerte”, by Federico García Lorca; “Elegía a Ramón Sije” and “Las Nanas de la cebolla”, by Miguel Hernández; “Palabras para Julia”, by José Agustín Goytisolo; “Coplas a la muerte de su padre”, by Jorge Manrique; “Platero”, by Juan Ramón Jiménez; “La canción del Pirata”, by Espronceda; “Amor constante más allá de la muerte”, by Quevedo, ending his recital with “Gracias a la vida” by Violeta Parra.

The duo, Manuel Egaña, singer, and Rubén Lobato, at the guitar, performed at the third day of this event, paying homage to flamenco and their idol, the singer from Sanlúcar de Barrameda, Camarón de la Isla.

On the left, Manuel Egaña, head of AVE-Segovia security, and on the right, Rubén Lobato, maintenance technician at the Nuestra Casa de Collado Villalba retirement home. On the photo on the right, the actor Tony Isbert with some of the residents.



Manuel Egaña is the head of security at the Segovia high-speed railway and Rubén Lobato works as a maintenance technician of the Adavir group at "Nuestra Casa" in Collado Villalba.

At the closing event and, at the request of the audience, Basilio Rodríguez, CEO of the publishing firm Pigmalión, and Enrique Revuelta, director of the Esther Koplowitz Foundation, recited some poems and were accompanied by Rubén Lobato at the guitar.





Voluntario



FCC Volunteers and the Esther Koplowitz Foundation organize a gardening workshop

At the Nostra Casa de Fort Pienc retirement home in Barcelona

One of the new initiatives at the La Nostra Casa de Fort Pienc was the gardening workshop organized over the past few months under the supervision of Humberto Blanco Mata, our colleague and Agriculture Technical Engineer who works at the Gardens Department in Catalonia.

Due to its length, the workshop was carried out in four different days during which Humberto supervised its development and adapted it so that it would be of interest to the residents who took part in this event.

Each session focused on one objective and one product so as to teach the basics so that participants could learn and practice gardening as a new activity to motivate the residents at the home, employees and volunteers.

The workshop opened with an introduction to gardening and micro-vegetable patches. The presentation included a slide show and drawings. The audience learned about the world of gardening and how it relates to his-



Humberto Blanco Mata teaching the basics on planting radishes and lettuce.

tory, society, and health. The basics on the life cycle of plants were also discussed and taught.

A brief history of gardening, the need for gardens, the different types of gardens, basic notions on how plants function, were also some of the topics taught at the workshop.

In the practical part of the workshop, residents were shown how to plant seedlings of seasonal vegetables and different types of flowers, using potting soil, pots, seedlings and seeds. They planted radishes and lettuces.

The second day of the workshop focused on indoor and outdoor plants, providing more in-depth information on plants and explaining why some survive indoors (the limited lifespan of plants was explained) and some of the basic conditions required by plants in order for them to survive (water, light, and temperature).

On the third day, the main topic was vegetable gardens and their adaptation to urban surroundings. Humberto, in order to explain how this was possible, prepared and distributed among the audience a basic guide for vegetable growers.

On the last day, outdoor gardens, particularly micro gardens were discussed.

Residents at the home, family members, and volunteers enjoyed the presentations (accompanied by a slide show of simple gardens – in a balcony, the mythical and enticing garden of Eden, and spectacular gardens in different parts of the world (Japan, France, the United States, Spain, etc.)). Thanks to this workshop, they were able to enter the world of gardening and learn about its relationship to history, society, and health (growing medicinal plants)).

The practical lessons enabled residents to learn how to grow tomatoes, lettuce, and basil at the home, to see how the garden patch evolved, as well as enjoy eating the produce which was sufficient for the preparation of various salads.

Residents were thus able to create a special garden in their surroundings and with their own resources.



6th Edition of Aqualia's CSR Report

“There's always a new way”



Aqualia presented its sixth Corporate Social Responsibility Report (CSR). This publication, prepared in accordance with the FCC's criteria as defined in its Master Plan, has a digital version that can be accessed using Ipad and other devices as well as the corporate (www.aqualia.es) and the company's Intranet (<http://fccnet2/aqualia/principal/index.asp>).

The document, entitled “There's always a new way”, starts with a message from Fernando Moreno, Aqualia's managing director. It summarises the key economic, social and environmental milestones achieved by the company over the course of 2011 in a very visual manner. It creates a new bond between the company and its stakeholders: employees, users, organizations, consumer organizations, the media, and public administrations.

The new edition of the report, which obtained the maximum rating (A+) based on Global Reporting Initiative (GRI) parameters, was prepared according to the recently implemented methodology in Guide G3.1. One of the novelties is its publication in Portuguese since the Company has a significant presence in this country, as well as in Spanish and English.

Printed on recycled paper, the publication underscores the company's environmental commitment. It comes with a bookmarker which can be planted, thereby contributing to Aqualia's commitment to the Earth's sustainable development.

Q Sustainable Certificate



FCC Construcción receives new distinction for the sustainability measures implemented through the Zone I Andalusia office, which was recently awarded the Q Sustainable Certificate by the Andalusian Sustainable Accreditation Agency which aims to classify and rate buildings and urban housing de-

velopments as sustainable, ensuring that they minimise the impact on the environment and apply sustainability criteria.

This accreditation implies the standardisation and certification of sustainability at FCC Construction projects, guaranteed by the Management and Sustainability System implemented at all the Company's projects. It also implies a competitive advantage since it generates greater satisfaction among our stakeholders, both clients who can demand or assess this certification in their

developments, as well as the end user of the homes who can appreciate the quality of the product. In short, this is just another step that sets us apart and also confirms our expertise in the field of sustainable construction.



FCC Construcción:

progress achieved in research on recycled materials

The seminar “Recycle to Build” was held on 15 June at the headquarters of Colegio de Ingenieros de Caminos, Canales and Puertos de Cataluña (the Association of Civil Engineers of Cataluña) at an event chaired by Carles Conill, chairman of the commission of the association and by Josep María Tost,

director of l’Agència de Residus de Catalunya (Waste Agency of Catalonia).

At this event, FCC Construcción made a presentation, with Javier Palo Ainchil Lavin, Technical Manager of Cataluña, on “Granular Materials: Possible uses for now and for the future”. The most relevant steps that Group companies have taken in relation to the use of waste in construction were discussed during the presentation.

These projects include the Stabilisation of Waste in Construction and Demolition, Pavement Concrete made with Recycled Aggregates, and Sustainable Concrete. Another project was concluded recently, the Ecorasa project, which aims to recycle the fine fraction of recycled aggregates obtained from construction and demolition waste, which is being financed by the Ca-

talan Waste Agency of the Generalitat de Cataluña (the regional government).

Newcrete is another ongoing project. The objective is to study high-performance concrete elements against the ground (screens, pilings) using recycled aggregates. The project is being funded by the Centre for Technological and Industrial Development (Spanish acronym, CDTI).



Carlos Pujol, CEO of CEMUSA US with New York City mayor Michael Bloomberg.

New York City acknowledges social work carried out by **CEMUSA**



In a recent event to present the new “Every Student, Every Day” campaign against school truancy, New York City Mayor Michael Bloomberg publicly recognized Cemusa’s social efforts.

Cemusa was invited to this event, held on 10 May at Queens’ public school P.S. 91

Richard Arkwright, to acknowledge the donation of spaces for charities through the Ad Council and owing to its commitment to social causes.

During the event Mayor Michael Bloomberg thanked all the participants for the progress achieved with this project, and expressed his particular gratitude to Cemusa for providing free-of-charge ad spaces for disseminating the campaign.

Carlos Pujol, CEO of Cemusa US, had the chance to greet Michael Bloomberg personally and to thank him for his words of praise for the work carried out by Cemusa.



NOSOTROS RECOGEMOS
Y TRATAMOS LOS
RESIDUOS.
TÚ LOS SEPARAS.

LO ESTAMOS
HACIENDO JUNTOS



Servicios Ciudadanos

Infraestructuras | Medioambiente
Gestión del agua | Energías renovables

GLUGLÚ



Es importante comenzar el ciclo del agua para que todos disfrutemos mejor calidad de vida. Cuando el agua llega por el retén o al depósito, llega que es de nuestra propia fuente.

¡Qué gran año! Algunos amigos no regresan al trabajo ni por el día ni por la noche. ¡Qué bonito es poder estar en familia y disfrutar de un día tranquilo.

Para poder ir al trabajo o al colegio, el agua debe ser tratada. En este momento se comienza el ciclo de tratamiento. El agua que se usa en casa, en el trabajo, en el colegio, etc., debe ser tratada para poder ser usada de nuevo.

Los malos olores se pueden eliminar con el uso de bacterias. Estas bacterias se agregan al agua para que se descompongan los malos olores.

En este punto se empieza a tratar el agua. El agua que se usa en casa, en el trabajo, en el colegio, etc., debe ser tratada para poder ser usada de nuevo.

El agua que se usa en casa, en el trabajo, en el colegio, etc., debe ser tratada para poder ser usada de nuevo.

Ver video

Aqualia renews its teaching tools

End-to-end water cycle brought closer to youngsters

With the start of the new school year, Aqualia prepared three teaching tools in order to teach children, in a fun way and formats adapted to the young set, in order to teach them about the end-to-end water cycle. The protagonists are Glu-glu and Hidrokid, fun fiction characters created especially for the educational activities conducted by Aqualia in the countries where it operates.

Hidrokid, the water guardian, is the protagonist of a fun comic – in Spanish, Portuguese, and Catalan – on the end-to-end water cycle and the main processes involved, from collecting water to returning it to the environment in optimal conditions. The child-hero guides Lidia and Guille in an entertaining trip where different characters explain the importance of using water responsibly as the best way to preserve the planet.

Glu-glu is a vivacious drop of water who is a friend of Hidrokid, and who will be in charge of teaching children everything there is to know on water treatment in the twelve pages of the comic. This charming drop of water also has a video of nearly six minutes where it describes desalination and explains concepts such as reverse osmosis, pressure pumps, and sustainability. Coming from Glu-glu, these lessons are much easier to understand.

The development of these new tools, designed especially for this purpose, and to be used by Aqualia professionals when they visit schools, underscores the company's commitment to teaching and education for

the new generations to ensure that they also receive the proper education on taking care of the environment.



Well-being

Monitoring workers' health: a challenge in prevention

Monitoring work-related diseases and injuries requires the systematic and ongoing control of health-related episodes in the active population in order to prevent and control occupational hazards as well as associated diseases and injuries.

Although health monitoring is an activity that falls within the scope of Occupational Medicine, it implies multidisciplinary interaction and complementarities with other parties in the Prevention Department.

It requires the input of information from other specialist and contributes, in turn, to

the results of a specific activity in the interdisciplinary area of hazard assessment and prevention planning. The second paragraph of Section 15.2 of the Regulations of the Prevention Services in relation to interdisciplinary coordination applies to this activity.

Health Monitoring should be:

Guaranteed by the employer, restricting its scope work-related hazards.

Specific, depending on the hazards identified and their assessment.

Voluntary for the worker, except under any of the following circumstances:





- In the event that there are legal provisions on the protection against specific hazards and activities that are particularly dangerous.
- If the medical check-ups are indispensable to assess the impact of work conditions on workers' health.
- If the worker's health could imply a threat for himself or for third parties.

Confidential since access to information resulting from medical monitoring of the patient's health will be restricted to the worker, to the medical departments involved, and to the health authorities.

Ethics, in order to ensure professional practice aligned to the principles of respect for the privacy of the individual and non-discrimination at the workplace for health-related reasons.

Prolonged over time, when necessary, even after the labour relation has ended, with the National Health System being responsible for post-occupational medical check-ups.

Content adjusted to the specifications defined in applicable regulations. For risks that are not subject to specific regulations, the



Act on the Prevention of Occupational Hazards (Spanish acronym, LPRL) does not specify or define the measures or instruments for monitoring health. It does, however, establish a preference for those that cause the least discomforts to the worker, entrusting the Health Administration with the task of defining guidelines and protocols in this respect.

This is specified in the Regulations of the Prevention Services that entrusts the Ministry of Health and Consumer Affairs and the Autonomous Communities with the task of defining the periodicity and content of the specific health monitoring. These check-ups will include at least a clinical-occupational history in which, in addition to data on anamnesis, physical exploration, biological control, and supplementary tests,

a detailed description on the job, the time spent on the job, the risks detected, and the prevention measures adopted should be reflected.

Performed by medical staff with technical competency, training, and proven capabilities, that is, by physicians specialising in Occupational Medicine or with a diploma in Company Medicine, or company nursing.

Health Monitoring Activities

Planned, because health monitoring activities should comply with clearly defined and justified objectives on the exposure to hazards that could not be eliminated or due to the health condition of the working population.

It should include:

- An initial assessment of workers' health after joining the workforce or after being assigned to specific tasks that imply new health hazards.
- A specific periodical health assessment when working with certain products or under certain conditions that are governed by specific regulations that require it, or according to the risk/s as determined by the health assessment, or at the worker's request when he/she believes that the changes in his health are the result of the job. The periodicity does not have to be on a regular basis; each case is established in the specific protocols and will also depend on the natural history of the disease or on the conditions related to the exposure.
- A health assessment after a prolonged absence due to health related reasons.

Including the protection of:

- Workers who are particularly sensitive; therefore, the employer should guarantee the protection of all workers who could be uniquely affected by any identified hazard related to the job, due to their personal characteristics, biological state, or who have any type of disability.
- Workers who are under age because they are not fully developed and also due to their lack of experience for identifying occupational hazards.
- Workers who are pregnant, breastfeeding and postpartum.

Systematic because health monitoring activities should be dynamic and permanently up-to-date; collecting data and analysing them beyond the punctuality implied by "periodical".

Documented, reflecting the controls carried out in respect of workers' health as well as the resulting conclusions. In respect of cer-

tain exposures (carcinogenic, biological, or chemical agents) the employer must keep individual medical records and keep these for at least 10 years after the exposure occurred, unless more restrictive regulations require otherwise.

Providing information to the workers individually on the objectives and methods of medical monitoring. This, as well as the results, should be explained sufficiently and in a comprehensible manner.

Free, since the financial cost of any occupational safety and health measure, and therefore, stemming from health monitoring activities, should not be the worker's responsibility (paragraph 5 of section 14 of the LPRL). This implies that the medical checkups should be performed during working hours or discounting the time spent in the checkups from the work schedule.

Participative, respecting the principles of workers, or their representatives pursuant

to the Act on the Prevention of Occupational Hazards (LPRL) being able to make queries and participate.

With the material resources adapted to their respective functions.



Take part in the European Mobility Week

FCC, in line with its commitment to the sustainability and quality of cities, as well as with the Strategic Road Safety Plan, is participating in the activities taking place during the European Mobility Week which is held this year under the slogan “Moving in the Right Direction”.

The objective of this European Union initiative is to raise awareness on the consequences on health and the environment of the irrational use of cars within the city and to promote the benefits of other, more sustainable, modes of transport such as public transport, bicycling, and walking.

This year, the Sustainable Urban Mobility Plans (SUMP) was chosen as the theme. It involves several measures to encourage the mobility that people and companies require to reach a balance on environmental quality, economic development, and social equality.

The work carried out in recent years has resulted in the European Mobility Week projects which are now widespread throughout Europe as underscored by the large num-

ber of local governments that participate voluntarily in developing these projects, also implementing permanent measures.

In Spain, the Ministry of Agriculture, Food, and the Environment is the national coordinator with the slogan “Participate in your city’s mobility plans: Move in the right direction!”

Spain is the country with the largest number of cities participating in the campaign, 614, followed by Austria in second place with 548 cities taking part.



Somos agua
desde el principio hasta el fin.

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

Lo estamos haciendo juntos.



Knowledge

FCC: 200 km of high-speed railways in 20 years

It was 20 years ago, coinciding with the inauguration of the Seville Expo '92, that the high-speed train (AVE, Spanish acronym), made its first trip from Madrid to Seville. The two cities were then connected by the high-speed train in less than three hours and a new era of communications began in Spain. Two decades later, the AVE not only goes to the Andalusian capital city, but also to more than a dozen other Spanish cities, including Barcelona, Valencia, Valladolid, Toledo and, very soon, to Galicia.

The Spanish high-speed railway celebrates its 20th anniversary this year. In 1992, Spain was immersed in an unprecedented process of changes and celebrations. It was not just the World Soccer Cup and the Seville Expo '92 that were being held that year in Spain; it was also the year that witnessed the birth of the high-speed railway.

For Spain, the 20th of April of 1992 marked a milestone in the modernisation and revo-

lution of the Spanish railway network. The new train made a strong debut and offered a rapid, comfortable, safe, and efficient mode of transport.

According to data compiled by Administrador de Infraestructuras Ferroviarias (ADIF, Spanish acronym), two decades later, Spain ranks first in Europe in terms of kilometres of high-speed railways and is the second country in the world, just behind China, with a network of more than 3,300 km and nearly 23 million users. The AVE train service is also a leader in speed, the fastest in the world, with an average commercial speed of 222 km/hour, faster than

Japan's high-speed train (218 km/h) and France (216 km/h). It is also famous for its punctuality of almost 99%. The goal for the next decade, 2020, is for the network to grow to 10,000 kilometres.

FCC at the forefront

The first high-speed railway in Spain, which connected Madrid and Seville, gave rise to one of the greatest challenges in civil works. FCC Construcción contributed



Stations

- Atocha (Madrid)
- Santa Justa (Seville)
- Delicias (Zaragoza)
- La Sagrera (Barcelona)
- Girona
- Vigo



“ In 1992, our country became the fourth in the world to have a high-speed railway system. Today, two decades later, the Spanish AVE network is a world reference ”

by building two sections of the railway. In 1982, the company began work on the Alcodea-Alamuz and Guadajoz-Majarique section, and in 1982 started building the Ciudad Real-Puertollano and Almodóvar-Lora del Río sections.

Thanks to the success of this line, the Ministry of Public Works decided to embark on an ambitious program aimed at creating a railway network to connect Spanish cities and, in turn, these cities with Madrid, as the centre of the radial map, thereby developing a modern, high-speed railway system.

High-speed railway milestones

- 1964 the Tokyo-Osaka line, the first high-speed railway in Japan, starts operations.
- 1981 First TGV line in France: Paris-Lyon.
- 1991. First high-speed lines in Germany.
- 1992. The AVE is born in Spain. Connects Madrid and Seville.
- 1994. The Euro Tunnel under the English Channel opens for traffic.
- 2008. China has more than 8,300 of high-speed lines in operations.
- 2012. Spain, with more than 3,300 km of high-speed railway lines becomes the third ranking country in the world to have this type of service.

Lines, sections, and stations executed by FCC Construcción

Madrid-Barcelona-Gerona and French border line

- Sub-section II. Mejorada del Campo: 11.10 km.
- Sub-sections IX y X. Santa María de Huerta-Alhama de Aragón: 26.10 km.
- 1st Sub-section. Calatayud-Ricla: 8.80 km.
- Sub-section 1B. Calatayud-Ricla: 6.80 km.
- Sub-section XIV. Zaragoza: 22.20 km.
- Sub-section IVB. Montblanc: 5.30 km.
- Sub-section IXA. El Vendrell: 5.85 km.
- Hospitalet – Cantunis section: 2.10 km.
- Vilademuls-Pontós section: Girona: 5.66 km.

Malaga-Cordoba line

- Álora-Cártama section: 3.02 km.

Seville-Cadiz line

- Sub-section El Puerto de Santa María, Cadiz: 11 km.
- Airport-Jerez North section.

Madrid-Valladolid line

- Sub-section III. Navas de la Asunción - Coca: 9.06 km.
- Sub-section Segovia-Garcillán: 11.82 km.

Soto del Real-Segovia section

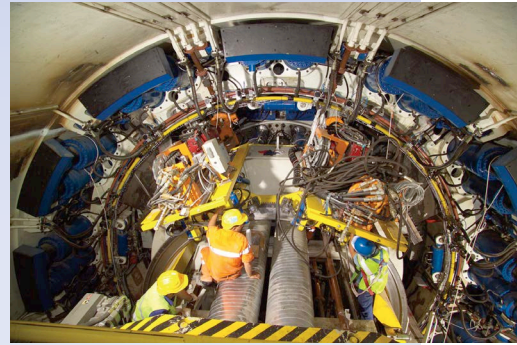
- Guadarrama Tunnel, lots 3 and 4: 28.20 km. The most important project in the north-south railway, connecting the central plateau with the northern part of the Peninsula, under the Guadarrama mountain range. It involves two parallel tubes each measuring 28.40 kilometres in length, which cross the Guadarrama mountain range. Two of the most technically developed tunnel boring machines were used to drill the tunnels under the mountains.

Valladolid-Asturias line



Pajares tunnel

The Pajares tunnel is the most complex and difficult project executed in Spain to date. Thanks to this project, the Principality of Asturias, which had been demanding this railway since the 80s, no longer lacks railway connection with the rest of the country.



- New gateway to Asturias. Lot 1 of the Pajares Tunnel, Pola de Gordón-Folledo (Leon). Executed the first 10.7 km.
- Pajares-Sotiello (Asturias) tunnels. The next section in Asturias of the Pajares tunnels stretching over a total of 6.2 km. These two-lane base tunnels, under the Cantábrica mountain range, cut down travel distance from 83 to 50 km.

Zaragoza-Huesca line

- Zaragoza-Zuera section: 31.20 km.

Madrid-Valencia-Murcia line

- Execution of the Siete Aguas-Buñol, 11.2 km section. Includes La Cabrera tunnel, the longest one along this line. Over the nearly 6 km length, the world tunnel-boring record was beaten five times, setting the record at 83.2 m drilled and 52 concrete rings placed in just one day.
- Villena-Sax (Alicante) section measuring 11.4 km, and Almazora-Castellon, spanning over 1.8 km.

Murcia-Almería line

- Sub-section Alhama-Totana. Alcantarilla-Lorca line.

- Sorbas-Barranco de los Gafarillos line: 7,630 m.

Orense-Santiago de Compostela line

- Amoeiro-Carballiño section: 12.1 km.
- Section of the Atlantic corridor.
- Vigo and Das Maceiras sections: 7.1 km.
- A Vacariza-Rialiño section.

Madrid-Extremadura-Portuguese border

- Embalse de Alcántara and Garrovillas section: 6.26 km.
- Connection of the Atocha and Chamartín railway stations in Madrid. The project involves a two-lane, 7.3 km long tunnel, 6.9 km of which are underground, connecting the Atocha and Chamartín stations, mostly running under Serrano street, crossing several subway lines along the way. The project makes it possible to connect trains arriving to and from the south of Spain with those from the northern half of the country.

THE BOSS AND HIS PROJECT

Juan Margareto



Experience:

He began his professional career in coal mining and joined FCC in 2001 in the Transport Branch Office where he has worked at different projects. He is currently the Project Manager of the Pajares Tunnel section.

The personal/professional challenges that you must deal with:

The current challenge is the execution of the waterproofing and drainage systems of the Pajares tunnels.

How have the lives of citizens improved?

This high-speed railway network has not only changed medium and long distance travelling in Spain; it has also changed significantly the demographic distribution around the country's capital.

Thanks to the speed and punctuality in travelling, we noticed how cities and towns have recorded significant demographic growth.

In your opinion, which has been the most significant project and why?

There have been two projects that have marked the history of the high-speed railway in Spain. The first one is the Guadarrama Tunnel where its length and the hardness and abrasiveness of the rock that had to be drilled marked a turning point in the development of the high-speed line.

The second project is the Pajares tunnel due to the geological and hydro-geological complexity, combined with the presence of methane gas along the route. This implied that we had to develop water pumping and

ventilation systems for the tunnel, the first of their kind in Europe and we could also say also in the world.

What can FCC Construcción offer for the execution of projects of these characteristics?

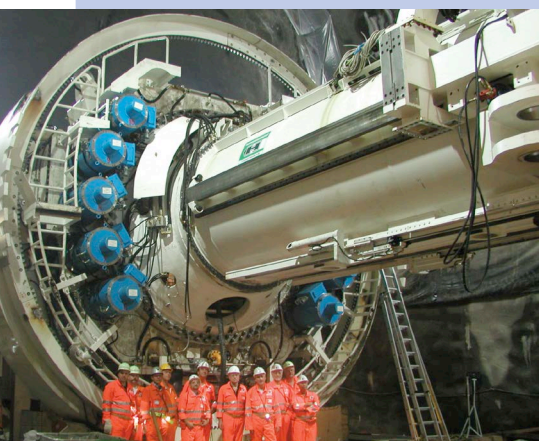
The experience and qualification of FCC personnel are, in my opinion, the two most important aspects to highlight for future projects.

The experience and capabilities of FCC personnel has increased considerably thanks to the expectations generated at the beginning of each project and has often been the driving force when we participated in a joint venture with other companies in the industry.

The experience acquired during the execution of projects over these past years has given us a great curriculum for our expansion abroad where there are still many countries with enormous failings in this transport system.

I would like to take the opportunity to highlight the great work carried out by FCC's technical services, providing their constant support to the projects. Personally, I have received their support, especially from Diego García Aldaya in machinery and from José Manuel Gutiérrez Manjón in geotechnical work.

Exporting know-how to other countries



Thanks to the accumulated experience, FCC has great capabilities in designing railway lines, during execution and during the operations phase.

Saint Gotthard Tunnel (Switzerland)

This 57km long tunnel the new infrastructure executed by a consortium headed by FCC's subsidiary ALPINE, will connect Erstfeld and Bodio, two cities in Switzerland.

The TAT consortium, of which ALPINE is a partner, was awarded the 15 km-long Bodio section, the 14 km long Faido section, plus two of the five sections comprising the project.

The 1.258 billion Euros contract also contemplates the execution of the railway infrastructure of the two one-lane tunnels and the installations as well as the construction of 11 km of above-ground railway lines connecting to the existing railroad network.

Once the tunnel is completed, the capacity for merchandise transport in the north-south corridor in Switzerland will increase twofold to 40 million tons. Travel time between Zurich and Milan will be 2 hours and 40 minutes, about one hour less than now. The future passenger trains will be able to cross the Alps at a maximum speed of 250 km/hour.



Lorenz Koell's Director of ALPINE's Road and Railway Construction division of ALPINE



Personal and professional challenges

I believe that there is a very important challenge with regards to high-speed railways; that our teams receive highly specialised training. One of the permanent challenges in this type of work is the precision of the rails. To give you an idea, in Tyrol (Austria) we are responsible for the execution of Lot A1 where the placement of the rail requires a precision of ± 0.5 mm.

Tell us about ALPINE's experience in high-speed railways?

Our experience is mainly in two countries: Switzerland and Austria.

In which projects of this type is ALPINE currently working on?

We are working on the Tauern and the Lainzer tunnels; on section Kundl of the Brenner corridor; in Lot A1, Radfeld-Baumkirchen, and on one of the most important projects in the world, the Saint Gotthard base tunnel.

From your perspective, which is the most important high-speed railway project currently being executed in the world?

Without any doubt, the Chino project. China, the country with the most kilometres of high-speed railway, 8,358 km in operations

since 2008, is the world's leader. The saturation of lines and the need to reduce travel time due to the long distances separating the economic hubs and major cities of its 23 provinces have prompted China to plan a macro project that aims to connect all the country's cities with a 16,000 km network by 2020.

What is the outlook for the development of high-speed railways throughout the world?

The European high-speed lines stretch over more than 6,000 km and it is expected that by 2020 the figure will be more than 9,000 km.

One of the most complicated projects is ALP Transit, approved in 1992, to improve travellers and merchandise transport. It is expected that Spain and Portugal will be connected by the Madrid-Lisbon high-speed line. Over the coming years, Denmark and Poland will also have high-speed railway lines.

In Russia, work is currently ongoing in the Moscow-Saint Petersburg project, parallel to the current one.

Turkey has planned an extensive 4,000 km high-speed railway network that will cover the entire country.

We can and we want; we have excellent professionals and the know-how that we will put at the service of any high-speed project in the world for which we are chosen as contractors.

Guest-Column

By: Gianluca D'Antonio

FCC Director of Information
Security and Technological Risks
Member of the ENISA Experts' Committee

October: European Cyber Security Month

Point 32 of the European Commission Digital Agenda, "Strengthen the fight against cybercrime at the international level" specifically identifies the creation of the European Cyber Security Month.

As a result, this initiative, the European Cyber Security Month will be held in October with the principal objective of raising awareness among European Union citizens on the importance of security network and information security. It is being led by the European Network and Information Security Agency (ENISA) to modify people's per-

ception of cyber threats related to the use of new technologies.

Six countries, to date, have confirmed their participation: Luxemburg, Portugal, Spain, the United Kingdom, Slovenia, and Norway (ECSM (the English acronym) includes several types of activities: TV and radio advertisements, campaigns in social networks, and also by distributing educational material in schools and news conferences.

The use of new technologies has revolutionised the lifestyles of all citizens. The benefits are innumerable, such as teleassistance, new medical frontiers, and smart cities. Nevertheless, these new IT-enabled means of communication can imply new risks due to the inappropriate use of ever-increasing amount of information.

Citizens are increasingly placing their trust in Internet in their day-to-day lives for activities such as banking, purchasing, education, and communication. Therefore, it is important that they are able to use Internet in a secure and reliable manner.

In order to avoid unnecessary risks, common sense, good practices, and prudence are essential elements.

We detail below several recommendations and suggestions for acquiring good habits. This section was developed in coordination

Get Safe Online (United Kingdom) and the Department of Homeland Security of the United States

To access the entire list of Tips and Advice, visit ENISA's website:

<http://www.enisa.europa.eu/activities/cert/security-month/ecsm-material/tips-and-advice>

For additional information on the European Cyber Security Month, go to:

<http://www.enisa.europa.eu/activities/cert/security-month>





“ These new IT-enabled forms of communication can imply new risks due to the inappropriate use of increasing amounts of information ”

Tips for acquiring good habits

Point 1: Protect your personal computer (PC) and portable devices.

- Install the latest security, antivirus, and firewall updates to protect against viruses and hackers.
- Analyse on a regular basis, with the antivirus program your equipment and USB devices and make security backups to protect against the possible loss and harm of data.
- Avoid connection to non-reliable websites and deactivate wireless connections to prevent possible intrusion in the devices.

Point 2: Protect your identity and personal information.

- Don't disclose your personal data unless it strictly necessary.
- To control your information on the network, be careful about the data you include in social networks, not just yours, but also those of third parties.
- Manage your passwords in a secure manner (use strong passwords, change them regularly, and use a different password for your various accounts).

Point 3: protect business information also when outside your organization.

- Safeguard at all times mobile devices (laptop, cell phone, and table) when out of the office or away from home, particularly in public places to prevent theft or loss.

- Avoid disclosing confidential information in public places: protect the screen of the device from being seen by other parties, avoid telephone conversations when there are people around, etc.

Point 4: Connect carefully.

- Be very careful when using public PC and Wi-Fi access points: ensure that communications are encrypted (URLs in the browser begin with https) and restrict forwarding of private, confidential or job-related information.
- Do not open or forward unsolicited mail or from unknown parties: if you have any doubts about the source or content of the electronic mail, directly delete it.

Point 5: Surf the web carefully.

- Be prudent and think before acting when surfing the web.
- Be careful with information or messages that ask you to perform an action immediately: do not download or share applications with people you don't trust.
- Don't trust actions that offer something that seems too good to be true or when personal information that is not necessary is requested.

The world of .A.S.A.

A company that knows no borders

By: Lucie Zumrová
.A.S.A. Communications Manager

Let us start by telling a story by Frans Predl, head of .A.S.A. business development at “Tagung”, the managers’ convention held in Budapest. It is about four characters: Everybody, Somebody, Anybody, and Nobody.



“An important job had to be done and Everybody was convinced that Somebody would do it. Anybody could have done it, but Nobody did it. Somebody was upset because it was Everybody’s job. Everybody thought that Anybody could do it, but Nobody realised that Everybody would not do it. At the end, Everybody blamed Somebody when Nobody did what Anybody could have done”.

Although it may seem funny, this situation is commonplace among all groups at all companies. This could be attributed to a com-

bination of several factors; in-house communication principles that are not too clear, misunderstood, or because there could be different nationalities, genders, or expectations, or a lack of clear definition of processes, competencies, and responsibilities.

Perhaps you know the message behind this story in the day-to-day routine at .A.S.A. We all have problems and we need to resolve them together. Sometimes we have to stop and look at ourselves in the mirror; we should improve communication, share information, cooperate, and transfer knowledge and the best practices to ensure that the correct information is on the right table at the right time.

We don’t take advantage of all available opportunities because of the lack of international cooperation and transfer of knowledge. Perhaps this is because we don’t believe or trust that somebody could do something better or faster than us; we continue to lack a group mentality and of them the reason is that we don’t understand or don’t want to understand or respect other countries as we should.

Being more efficient

We could achieve cost savings by being more efficient rather than by paying twice for the cost of a development that somebody else developed. We don’t have to reinvent the wheel, pay twice, or repeat the same mistakes made by others. We don’t have to discover America over and over again because we know that this has already been done!

All this could improve. We must break away from our own schemes, knock down the barriers that restrict us, and begin to take advantage of available synergies, learn from others, and not be afraid to try something new.



“ Let us open our minds and do good things together because we are all in the same boat!

”



And, if the conditions are not right for “stepping out”, we must consider it an opportunity to optimise our organizational structure, align our processes to our needs, prepare a unified IT system to support our business, take advantage of synergies and learn more, be prepared for any challenge posed by the market.

These and many other new ideas came up from the form filled out by the more than 100 people who participated this year at .A.S.A.0s “Tagung”, the meeting of all managers from all countries where .A.S.A. operates and FCC colleagues. We know the right road for .A.S.A.’s future development. This was evident in the professional presentations made by national managers who objectively assessed the situation in their respective countries and realistically defined the potential for future growth.

We must become aware that we are a Group, a world, and that we are all interconnected. Let us open our minds and do good things together because we are all in the same boat!

We are still not thinking at an international scale as a group and this could be because we don’t or don’t want to understand and respect other countries as we should.

Seizing opportunities

The current economic situation makes it necessary to abide by strict rules in investment projects. We should, however, be prepared and willing to invest when FCC allows us to, as mentioned by José Manuel Velasco, managing director of FCC Communication and Corporate Responsibility. We must persevere with our projects and avoid making excuses. As experience has shown, we must be ready on time to launch a new product or service which, in some cases, could take years.

We must seize market opportunities; look for new clients, services, and technologies to improve our market positioning. A “Business Refocusing” is necessary to change the “in-house mentality”; from Waste Management to Urban Services (diversification) and from Waste Management to Resource Management (re-orientation).

In Palma del Río, Cordoba

Visiting the Guzmán thermosolar field

Spain is one of the European countries with the greatest number of hours of sunshine and one of the first in the world in researching, developing, and using solar energy.



“ The new plant benefits from its privileged location in Palma del Río ”

The Guzmán thermosolar field, in Palma del Río (Cordoba) near the border of the province of Seville, is located in an area of 200.19 km². A new 50 MW thermosolar plant has just been built in this location.

This 100 hectare municipal area, one of the places in Europe receiving the greatest amount of solar radiation, also has readily available water sources, gas supply, and the appropriate electrical evacuation structures.

The inauguration of this thermal plant is the result of a partnership with the Japanese multinational Mitsui & Co. Ltd. for the development of thermosolar energy in Spain. The plant is being built by a consortium led by FCC Industrial.

Sufficient electricity will be produced at this plant to meet the needs of 26,000 households. It will also reduce CO₂ emissions by approximately 30,000 tons per year.

Pablo Ovejas, the project manager, David García, head of the FCC Energy Project, and Raúl Hortal, head of the project, gave

Thermosolar plant

Thermosolar plants operate through a thermodynamic cycle comprising a set of mirrors (heliostats) located on a field and properly focused to be able to reflect solar radiation which is sent to a receptor so that all energy can be transported at the same time.



us a tour of the installations of which they have been in charge of its execution from the groundbreaking ceremony on 5 November 2010.

The Palma del Río plant has more than 340,000 square metres of parabolic mirrors which, automatically and imitating the movement of sunflowers, function during daytime, focusing from sunrise to sunset on reflecting the maximum amount of so-

lar energy which is then sent to a collector tube full of oil which, thanks to this radiation, reaches a temperature of more than 400 degrees centigrade.

The figures reflect the importance of this thermosolar plant which spans over 100 hectares, equivalent to 100 soccer fields. The mirror surface of this field is 315,000 m², equal to 31 soccer fields covered with mirrors.

“ 50 MW
installed capacity ”

About one million cubic metres of earth had to be removed, 4,800 pilings spanning almost 30 km in length had to be built, and approximately 60 km of roads.

The water tank of the thermosolar plant, with a total volume of 750,000 m³, covers an area of 12 hectares. It was built to store the water required for the plant's operations during one and a half years.

The solar field

The solar field, comprising 96 bonds each of which is 600 metres long, contains nearly 60 kilometres of parabolic-cylinder collectors. In each of the collectors, solar radiation is concentrated 70 times so that the thermal fluid which circulates through the central tubes reaches a temperature of 393 degrees.

Each row of collectors is 300 metres long and 5.7 metres high and thanks to the hydraulic engines of each collector, follow the movements of the sun to concentrate solar radiation during all hours of sunshine.



FCC Servicios Industriales y Energéticos

From its inception, FCC Servicios Industriales y Energéticos, as a group of subsidiaries engaging in the renewable energies sector, has been a leader in the process of designing, building, and operating thermosolar plants in Spain and around the world. These projects represent a firm commitment to boost its activities in the renewables sector where it aims to consolidate its positioning as a leader in comprehensive project management under the Engineering, Procurement, Construction (EPC) contracting arrangement.

In addition to the Guzmán Project, FCC Servicios Industriales y Energéticos leads other Thermosolar Plant projects in Spain and studies various offers through the world, thereby contributing to the realisation of the Group's commitment to clean energy and eco-efficiency.



The heart of the plant, called the power block, is found beyond the mirror surface. Adjacent to this structure are the steam generation systems, the turbine building, the oil systems and the cooling systems, which convert energy from the sun into electricity for households.

Amidst this labyrinth of tubes and buildings, we find the plant's head of safety, José Castillo Castillo, and the manager of the water treatment installations, built by Aqualia Industrial, Pablo de las Alas Pumariño-Selas. This is where water is processed for the thermosolar plant. He explains that there are four different types of water; filtered, osmosis water, demineralised water, and drinking water for the workers at the plant. About 220 m³/hour of potable water are treated; 160 m³/hour of filtered water;

37m³/hour of osmosis water; and 22 m³/hour of demineralised water.

In short, many people have made this thermosolar plant, which is now a reality, possible and which will see the light very shortly.



History of Thermosolar Energy

- In China and ancient Greece, people used solar rays with mirrors or glass to light fires.
- In wartime, this same technique was used to set enemy ships on fire.
- In the beginning of the 20th century, simple machines had been invented which were able to function thanks to the concentration of solar heat.
- In 1913, the American Franck Shuman developed the first thermosolar pump station Meadi, Egypt. This system functioned with 5 large reflectors, each measuring about 62 metres in length, with glass mirrors forming a parabolic-shaped cylinder. Each reflector concentrated sunlight through a tube along its length, heating the water inside. The steam that was generated fed an engine connected to a pump. This system was able to distribute 6,000 gallons of water per minute from the Nile River to nearby sites.
- The modern history of thermosolar energy began in the seventies coinciding with the oil crisis. Former U.S. President Jimmy Carter promoted the use of Solar Energy Generating Systems (SEGS) and decided to install thermal solar collectors on the rooftop to heat water at the White House.
- The first SEGS was built in California in 1984. This type of plants functions with a parabolic-cylinder collector system. SEGS consist of a solar field of parallel parabolic cylinder collectors connected in series in order to convert solar energy into thermal energy, thereby heating the oil flowing through the absorbent tubes of the solar collectors. The hot oil is sent to a heat exchanger which generates overheated steam that turns on the turbo alternator thereby producing electricity.

NOSOTROS
GENERAMOS
ENERGÍA
RENOVABLE.
TÚ LA UTILIZAS
DE MANERA
INTELIGENTE.

LO ESTAMOS
HACIENDO JUNTOS



Infraestructuras | Medioambiente
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ENERGÍA ELÉCTRICA

ENERGÍA EÓLICA



Communities





The Olympic Games showcase the city of London

The British took advantage of this occasion. The inauguration ceremony of the London Olympic Games showed its history, heritage, sense of humour, extravagance, and the best of its literature, cinema, and music. Red de Comunicación interviewed María Ramos, FCC's ambassador to the city, so that, as a Londoner, she could tell us how the Olympic Games were viewed in the British capital.



By María Ramos

External collaborator of FCC

There is no other place like London in the world; different many, but the same as the capital of England and of Great Britain, and the largest city in the European Union, none. London is a bustling and multicultural city 24 hours a day. An exciting combination of the old and the new. The excitement of the city and the relaxing atmosphere in its many parks make London a unique place for tourists and for its inhabitants. More than 300 languages are spoken in the city, contributing to the fascinating cultural richness of the city and a great place to visit to enjoy the cultures from all corners of the world.

A volunteer in the opening ceremony

The vision in the early months of 2012 was that of an “Olympic Armageddon”. The media spoke about the collapse of our Victorian and weak subway system, of the chaos



Beach volley at the Horse Guards Palace Olympic facilities.

at the immigration lines at Heathrow. The Olympic event was considered a barbarity in times of austerity and, most importantly, thousands of Britons were not able to get tickets for the greatest sports event in the planet.

We just had to wait until 7:30 p.m. on 27 July to silence the critics. The two hours of the inauguration ceremony hosted by Danny Boyle enabled London to pass from “zero to a hero”. Cynicism turned into pride; criticism to optimism, and all of the sudden, there was a wave of national passion and pride in the modern and vibrant country that Boyle showcased that evening. The Queen landing from a helicopter in a scene reminiscent of a James Bond film and Mr.

Bean playing the piano are just some of the images that will remain engraved forever in the subconscious of the population, a testimony of British humour.

I must confess that I was excited about the celebration of the London Olympic Games from the very beginning. Since I love sports



María Ramos, second from the left, with members of the Spanish Paralympics team.

and London, I decided to become a volunteer at the games so as to escape from the media negativity prior to the commencement of the event. After hundreds of people were interviewed, I was informed that I had been chosen to participate in the opening of the Paralympics.

From criticism to national fervour

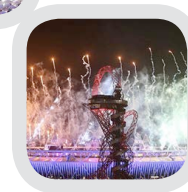
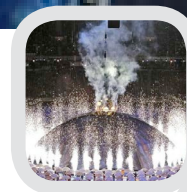
The entire country was tense during the first days of the games until the GB Team won their first gold medal. The country and the media were obsessed with the first gold medal which placed the United Kingdom right behind the United States and China. At the end, the country won 29 gold medals in the Olympic Games and 34 in the Paralympics.

Personally, and as a volunteer, the most spectacular aspect was the excitement surrounding the Paralympics. The first of this sports event was organized in 1948 in the United Kingdom, in the city of Stoke Mandeville following the suggestion of a German in 1939. To show his appreciation, he decided to organize a sports event for the veterans of the Second World War who suffered from spinal cord injuries.

Preparations for a planetary event

The great sports event cost 9 billion pounds sterling (approximately 12 billion Euros). The Olympic park was built in Stratford, East London, one of the city's most disadvantage districts. The regeneration of this area was of particular importance for Londoners. Boris Johnson, our mayor, described the refurbishment of this area as "the greatest regeneration of the eastern part of the city since the Middle Ages".

Not all events, however, were held at the Olympic Park. My favourite was the Horse Guards Parade (the street leading up to





The new Westfield commercial centre in East London.



The slogan of the Olympic Games: "Inspire a generation".

Buckingham Palace) were one could enjoy the view of London Eye and of St. James behind the beach volleyball field.

The Westfield Stratford City commercial centre (the largest urban shopping mall in Europe) was built next to the Olympic Park. Legacy and future of the Olympic Park

The most important legacy of the Games in London are national pride in a city that a year before was chaotic and great respect towards people with mental or physical disabilities, in addition to the desire of starting to live a healthier life. In fact, we are already

seeing how people are signing up at gyms and sports clubs and the Government has announced that it would be increasing sports training at schools.

The legacy, however, goes beyond "mens sana in corpore sano". The "feel good factor" is the key legacy of the games. Londoners have already forgotten the Post-Olympic Depression (POD), and we are not that concerned about the constant rain in our city or about the economic crisis. The "feel good factor" has convinced us that we will be able to surmount the most difficult times.

A good example of this new karma is the Olympic slogan "Inspire a generation". This theme, which seemed a bit corny to me and to many other Londoners, has now become the national zeitgeist. Personally, I am happy to see that for the media and the younger generation, athletes are now considered new the new heroes instead of celebrities and tabloid personalities.

As to the infrastructures, the Olympic Park will become the Queen Elizabeth Olympic Park, the largest urban park in London after the investment of 300 million pounds (more than 360 million Euros). Only two structures are still awaiting their final destination: the Communications Centre, built by FCC, and the Olympic Stadium, which has many suitors, from the West Ham United soccer club to Bernie Ecclestone, the head of For-

mula One who has made an offer for installing a racing circuit at these facilities.

Londoners now just have to wait for our Ambassador of the Olympic Legacy, Sebastian Coe, the Government of David Cameron, and our charismatic mayor, Boris Johnson, to help us all become members of the "GB Team" forever and not just in this magic summer of 2012.

FCC,
the only
Spanish
company



at the London Olympic Games

The FCC Group was responsible for the design, outfitting, maintenance, and dismantling all the interior architecture and the electrical and mechanical installations at the International Broadcasting Centre from which the London 2012 Olympic Games and Paralympics were broadcast.

Thanks to this project, FCC was the only Spanish company involved in building infrastructures for the Olympics celebration in the British capital.

The media centre occupied 56,000 m² which hosted more than 21,000 accredited

professionals from all over the world. More than 900 million people from all parts of the planet watched the inauguration ceremony