

# Communication Network

News for the people of

# FCC is already playing in the Eurocup 2012



FCC approves equality and diversity policy



Daniel Almirón awarded the Anonymous Heroes 2011 Prize by Castilla-La Mancha Television



FCC renews its presence in the honor roll of the Dow Jones Sustainability Index



The FCC Division, Ámbito, achieves its 0 accidents objective











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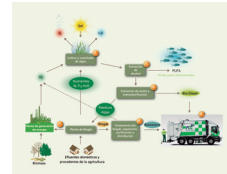
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# Corporate



## FCC contributes to the **integration** of

FCC continues to promote actions and projects that contribute to integrating people with disabilities in the workforce, to create jobs and to train these workers. This commitment is underscored by the collabora-

tion agreement with FSC Inserta, an entity that is part of the ONCE Foundation which aim is to create jobs and training for people with disabilities.

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Fundación ONCE offers advice to FCC on actions and programs launched as part of their social responsibility commitments that contribute to improve the lives of those with disabilities.

”

Promoted by Esther Koplowitz, the core shareholder of FCC, the agreement is in keeping with the measures being developed by the ONCE Foundation within the framework of the Talent Programme for training and creating jobs for people with disabilities and which is co-funded by the European Social Fund.

The Third Corporate Social Responsibility





Both Mercedes and Fernando were shown how to do their jobs, received training, and worked as interns. Today, they are very proud of the responsibilities that they must attend to on a day-to-day basis.

## people with **disabilities** in the job market

Master Plan 2012-2014 contemplates, within the framework of its “exemplary behaviour” policy, an action plan for the social inclusion of groups with special needs. The goal of the Inserta Programme is to detect professional opportunities in the Group and to create the necessary conditions to enable the integration of these groups in addition to providing support to encourage their social integration.

FCC detects and proposes jobs to be covered in the different business areas of the Group. To this end, it carries out a major in-house communication and awareness-building measures for all groups involved in the production, recruitment and hiring processes. In a subsequent phase, FCC Inserta preselects candidates and implements the necessary career training measures to adapt the profiles to the jobs available at FCC.

As part of the agreement, FCC is committed to the indirect hiring of people with disabilities by acquiring goods and contracting the services of the Special Job Centres of the organization ONCE and its Foundation.

People with disabilities not only have the right to the goods and services that companies put at the disposal of the public, but also represent a group of stakeholders which no leading company, such as FCC, should ignore.



Approved by Management Committee

# Equality and Diversity Policy

The Human Resources Department is committed to diversity management, which aims to promote the cultural change required to address the challenges we face as a result of FCC's increasing internationalisation as well as optimising the management of teams comprised of diverse profiles within the company.

At FCC, we aim to proactively implement actions and programmes which promote equality, diversity and integration so as to contribute to the well-being of our employees and to strengthen our ties with the communities that we serve.

The goal is for this policy to underpin FCC's philosophy and values. Under the management and coordination of the Human Resources Department, the policy will serve to leverage the development and implementation of new initiatives and projects to effectively implement diversity at FCC.



## Basis of the commitment

The underlying goals of this commitment are as follows:

- To create a positive work environment that favours more effective business processes through inclusiveness so as to achieve greater interaction between people and their different cultures, nationalities and skills, thus supporting innovation.
- To create a diverse work environment that is aligned with the company's diversity worldwide, which attracts, retains and promotes people with diverse profiles, who contribute new ideas and viewpoints, creative solutions, and knowledge of the cultural and economic diversity of the markets.
- To design a process required to transform the organisation so as to maintain a competitive, leading position.
- To promote a culture that helps align corporate values with employees' priorities and needs.
- To offer programmes that contribute to employee satisfaction and to the development of their careers and personal lives.
- To promote equal opportunities and eradicate all forms of discrimination.

“

FCC has approved a document that contemplates integrating diversity as a key element in all of the company's activities

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From left to right: Teodoro Escorial, Deputy General Secretary of the MCA-UGT Industry Federation; Avelino Acero, General Manager of FCC Construcción; Ambet Yuson, General Secretary of BWI; Francisco Martín Monteagudo, General Manager of Human Resources at FCC Group; and, Fernando Serrano, General Secretary of Comisiones Obreras Federation of Construction, Wood and Related Workers (FECOMA-CCOO)

## FCC Construcción executes a framework agreement with the Building and Wood Workers' International (BWI)

*First Spanish company in the industry to take this step*

FCC Construcción has signed a framework agreement with the Building and Wood Workers' International (BWI), which groups free and democratic unions with members in the Building, Building Materials, Wood, Forestry and Allied sectors, as well as with Spanish construction unions FECOMA-CCOO and MCA-UGT. FCC is the first Spanish construction company to adhere to this initiative, which has also been signed by other European construction giants such

as Hotchtief, Impregilo, Royal Bam, Skanska and Lafarge.

The agreement was signed by Ambet Yuson, General Secretary of BWI, and Francisco Martín Monteagudo, General Manager of Human Resources at FCC group, on behalf of FCC Construcción. Attendees included Fernando Serrano, General Secretary of Comisiones Obreras Federation of Construction, Wood and Related Workers (FECOMA-CCOO); Teodoro Escorial, Deputy General Secretary of the General Union of Workers National Federation of Metal, Construction and Related Workers (MCA-UGT); other representatives from the BWI and the company; and Avelino Acero, General Manager of FCC Construcción.

This agreement places the FCC Group among the limited number of Spanish companies which have entered into similar international agreements in other activities, such as Telefónica, Repsol, Inditex, and Endesa. This initiative reaffirms the company's commitment to social dialogue and responsibility with the communities where it provides services and with its own employees. At the behest of its core shareholder, Esther Ko-



plowitz, FCC Construcción was one of the first Spanish companies to sign the United Nations Global Compact and the first Spanish company in the sector to sign a gender equality plan with the main unions and to subscribe to the UN Women's Empowerment Principles.

### Objective of the framework agreement

The companies that are parties to this agreement recognise that the sustainable development of the construction industry is important for both the company and the workers and, at the same time, they highlight the importance of open, democra-

tic labour relations and of fair procedures for collective bargaining between union representatives and those of the company.

This agreement is based on the joint commitment signed by the parties to respect and promote the principles defined in the Universal Declaration of Human Rights, the Tripartite Declaration of the ILO, OECD Guidelines for Multinational Enterprises and the United Nations Global Compact.

FCC Construcción also undertakes to use all the necessary resources to oversee compliance with the provisions of the International Labour Organisation (ILO), particularly with regard to minors, and it undertakes to carry out its business and professional activities in accordance with current legislation in each of the places where it operates, in line with ethical conduct of the FCC Group based on complying with the Law in all of its activities.

## Terms and conditions of the Agreement

In this spirit of cooperation, FCC Construcción and the BWI will work together to verify the effective application of the following requirements at all of the company's activities and undertakings:

1. Freedom of association and the right to collective bargaining are respected.
2. Employment is freely chosen.
3. No discrimination in employment.
4. Protection of migrant workers.
5. Child labour is not used.
6. Living wages are paid.
7. Hours of work are not excessive.
8. Health and safety of workers.
9. Worker welfare.
10. Skills training.
11. Labour relations.

Those conditions must be applied at all times in accordance with the provisions of the benchmark national legislation in each specific case and without any detriment or contradiction whatsoever with its objectives.



## About ICM

The BWI is the Global Union Federation grouping free and democratic unions with members in the Building, Building Materials, Wood, Forestry and Allied sectors. The BWI groups together around 350 trade unions representing around 12 million members in 135 countries. The BWI's mission is to promote the development of trade unions in the building and wood industries throughout the world and to promote and enforce workers' rights.



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

LO ESTAMOS  
HACIENDO JUNTOS



Servicios Ciudadanos

Infraestructuras | Medioambiente  
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GESTIÓN DE SERVICIOS PÚBLICOS

PLANTAS DE TRATAMIENTO

SERVICIO

EFICIENCIA

PROYECTOS

CLIENTES

CALIDAD

INNOVACIÓN

NACIONAL

INTERNACIONAL



sd europe  
SOLAR DECATHLON

# Business

From left to right, Miguel Jurado, Aqualia's Deputy General Manager of Development and International; Fernando Moreno, Managing Director of Aqualia; Felix Stroe, Managing Director of RAJA; Jean Patrick Marquet, EBRD Director of Municipal and Environmental Infrastructure; and Dana Craciunescu, EBRD Director in Romania and Moldavia.



## Aqualia signs agreement

## with Romania's state water company RAJA to undertake projects in Eastern Europe

Aqualia, through Aqualia New Europe, a joint company created with the European Bank for Reconstruction and Development (EBRD), has signed a contract with RAJA, Aguas de Constanta, the Romanian public water management company.

The objective of this new company is to increase Aqualia's presence in the Eastern European water management industry, mainly Romania, Bulgaria and Moldavia, a market with a population of 32.5 million people and where RAJA, providing services to around 2.5 million people, is one of the leading players. Expected to generate around 8 billion Euros over the coming years, this market currently offers enormous upside and requires companies with expertise in management of water resources and European funds.

The company is one of the first ones to be created that includes a leading multinational in the sector, such as Aqualia, the EBRD plus one of the leading regional public water management companies. This alliance will improve the supply and sewage systems and the water distribution

network, enabling the achievement of the environmental targets contemplated in the European Water Framework Directive where the experience of both companies will be essential. In addition, the new company contemplates the participation in water management concessions through direct investments in infrastructures or by having shareholdings in companies involved in managing these services.

### Contract in Abu Dhabi

A new contract obtained in the Middle East evidences FCC's commitment to internationalisation. The contract is to manage the sewage and water treatment system in eastern Abu Dhabi. A consortium led by Aqualia (FCC's water management subsidiary) and local company Mace has been chosen as the top bidder by the State-run Abu Dhabi Sewerage Services Company. The seven-year contract is worth 76.3 million Euros.

This is the first water management contract to go to a Spanish company in the United Arab Emirates, and it includes the operation and maintenance of more than 2,400 km of sewers, 68 wastewater pumping stations and 19 wastewater treatment plants in the city of Al Ain (in eastern Abu Dhabi, on the border with Oman) and the surrounding areas.



# Spanish prime minister visits London's Crossrail project, on which FCC is working

Baldomero Falcones, chairman and CEO of FCC, accompanied Mariano Rajoy, Spain's prime minister, on his visit in London to the Crossrail underground railway project, a section of which is being built by FCC.

FCC is participating in this project via its subsidiary ALPINE. The contract, worth 250 million pounds (300 million euro), includes construction of the Whitechapel and Liverpool Street accesses and stations.

Crossrail is the largest infrastructure project currently underway in Europe. The commuter railway will span 119 kilometres and connect 37 stations, from Maidenhead and Heathrow Airport in the west, to Shenfield and Abbey Wood in the east.



Crossrail will be able to carry 1.5 million people into London's central business districts in at most 45 minutes and will increase the capacity of the city's railway system by 10%.

Crossrail is the most significant tunnel-building project in the United Kingdom since the enlargement of the Jubilee underground lines and the Channel Tunnel Rail Link

## ALPINE to Build the A6 Autobahn's New Bridge in Kaiserslautern, Germany

LBM, the national mobility company for the region of Rheinland-Pfalz, Germany, has chosen the consortium partnering ALPINE with the German firm Plauen Stahl Technologie GmbH to demolish and then rebuild the bridge over the Lauterbach Valley, between the Kaiserslautern-West junction and the Kaiserslautern motorway intersection, in Germany.

Worth 32 million Euros, this is the second contract awarded to the consortium of ALPINE and its German partner in the region



who are currently busy at work building the Waschmühlental bridge for the same autobahn, just 500 metres away.

During the work to widen the A6 autobahn to six lanes between the Kaiserslautern-West junction and the Kaiserslautern motorway intersection, the old bridge in the Lauterbach Valley will be demolished, and in its place a new bridge will be built with

separate metal structural sections for each carriageway. The 275-metre-long sections will cross the valley at maximum height of 25 metres above ground level.







# Torrejón de Ardoz renews its trust in CEMUSA for another 15 years

Cemusa won the project put out to tender by the Torrejón de Ardoz city council calling for the renovation and upgrade of its street furniture for an initial period of 15 years.

Cemusa, which has been operating in the city since 2001, will be installing, pursuant to this contract, over 160 different types of advertising structures including information panels, receptacles for battery recycling, clocks, thermometers, and other items.

Torrejón de Ardoz is one of the cities boasting the greatest economic and business activity in the Madrid Autonomous Community. Its location along the Henares Corridor and its good communications network make it an attractive site for industrial technological and service sector businesses.

With a population of more than 118,000 inhabitants and more than 30% of this population between the ages of 20 and 35, the city has been transformed thanks to the development of new residential and commercial areas and greater green areas such as Parque Europa.

Thanks to this new contract, Cemusa shores up its offering of street furniture in the Madrid Autonomous Community where, besides managing the city furniture in the capital city, it rounds up its offering with advertising supports in the main townships in the metropolitan area.





# Juan Béjar, appointed executive chairman of Cementos Portland Valderrivas

The Board of Directors of Cementos Portland Valderrivas approved the appointment of Juan Béjar Ochoa as executive chairman of the group.

Juan Béjar holds a degree in law and business from Comillas Pontifical University (ICADE) in Madrid. Mr Béjar will continue as executive chairman of Globalvia, a 50-50 joint venture between Bankia and FCC. Previously, he was chairman of Citigroup Infrastructure Management, Citigroup's sub-

sidary responsible for infrastructure asset management, where he raised 3.4 billion dollars for investment in the sector and the subsequent management of those assets.

Prior to working for Citigroup in London, he was managing director of Ferrovial Infraestructuras, and executive vice-chairman and managing director of Cintra (a Ferrovial subsidiary), overseeing the latter company's expansion and IPO, as well as the acquisition of the world's largest toll road, the 407 ETR, in Toronto. Ferrovial's acquisition of BAA also took place during his tenure.

The new executive chairman has extensive experience in the cement industry. He was head of planning and controller at Hisalba, the world's leading cement company in the 1980s, and later held the post of general



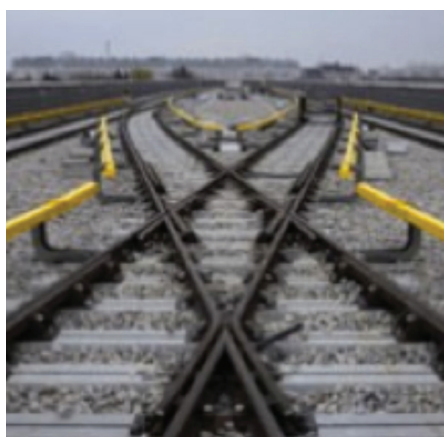
manager of UMAR, the international division of Holderbank, currently Holcim.

Juan Béjar (54) will replace the current chairman of the group, Dieter Kiefer, who has held that post since December 2008.

## FCC awarded 246 million euro railway contract in Romania

FCC's is making great strides in its internationalisation strategy. Romania's National Railway Company (RFC) has awarded FCC a 246 million Euro contract to refurbish and upgrade the Sighișoara-Atel section of the Simeria-Brașov railway line, in Transylvania, north of Bucharest. FCC leads a consortium comprising its construction division together with subsidiary Alpine, and construction company Azvi.

The project consists of the refurbishment and revamping of 28 kilometres of double-tracked electrified line. As a result of this project, passenger trains will be able to travel at up to 160 kilometres per hour, and freight trains at up to 120 kilometres per hour.



This section of railway is part of Pan-European Transport Corridor IV and the contract is financed by the European Union. Execution of the project is expected to take up to 36 months.

The project contemplates the execution of four bypasses measuring a total of almost 9 kilometres and remodelling of two passenger stations and two unstaffed stations. The partners will also build an arched viaduct with a 125 metre-span and two tunnels measuring 1,370 metres in total.

# ALPINE holds its Management Convention



ALPINE hosted its Management Convention in Vienna with the participation of all the executives of the FCC subsidiary in Central Europe.

At the inaugural session and following the speeches of José Mayor and Alejandro

Tuya, Chairman and Deputy General Manager of FCC Construcción, the new CEO of Alpine, Johannes Dotter, presented the plan for the next few years. The key target is to increase the company's profitability twofold and to create a more agile structure.

Dotter has wagered on "honest, sincere, and transparent information" for reporting and sharing the strategic objectives.

All participants worked during the seminar in round tables answering questions sub-

mitted by the moderators. This format encourages the integration of teams and increases involvement in the development plans.

## Johannes Dotter new Managing Director

Since the beginning of this year, 50-year old Johannes Dotter, with a PHD in engineering from the University of Vienna, is the new managing director of ALPINE, as announced by the Chairman of the Austrian company Dietmar Aluta-Oltyan.

Johannes Dotter in a Civil Engineer began his career in 1987 and has held various executive positions in several Austrian companies. He is very acquainted with the Austrian market, where more than half of ALPINE's revenues are generated, and considered a domestic market of FCC and its subsidiary ALPINE.

With more than 25 years' experience in the construction industry, Dotter is the ideal CEO not merely for having spent this quar-

ter of a century at the helm of the construction industry in Austria, but also because of his broad experience in international markets where ALPINE already has had a stable presence in 30 countries.

The new ALPINE management team will have to face the challenge of promoting the new Energy subsidiary and the renewable energies business in addition to promoting ALPINE's presence abroad.





# The Madrid Association of Engineers and several companies participate in the second edition of internationalisation internships

The thirteenth of February last was the opening day of the international construction manager course organized by the Madrid Division of the Spanish Association of Civil Engineers in cooperation with FCC and several other builders. The course is part of an agreement seeking job placement abroad for recently graduated, unemployed members of the association.

The academic portion of the course was inaugurated by Division President Miguel Ángel Carrillo Suárez, Vice President Carlos Gasca, and Alfonso Iglesias, on behalf of the law firm Cuatrecasas.

Under the agreement, thirty young engineers selected from the cream of the academic crop will be joining the major Spanish builders that do business abroad.

FCC has participated closely, in an academic management capacity, in the prepara-



tion of the 40-hour academic programme. Different company officers from the areas of occupational risk prevention, planning, and FCC quality and training have taken part. The officers in charge of a number of public organizations, such as ICEX and AECID, have also contributed to the effort.

The course is structured as a two-part experience, focusing first on the functions of a construction manager and then on international project management. These sessions give an overall view of the requirements involved in executing contracts abroad, and the young participants are equipped with the legal, financial and technical tools they will need to manage international projects in the construction sector.

## FCC heads the international working group on sustainability in civil works

At the recent meeting of the European CEN/TC 350 "Sustainability in Building Construction" Committee held in Stockholm, it was agreed to create a new working group on "Sustainability in Civil Engineering Works", headed by Antonio Burgueño, the Quality and Training Director of FCC Construcción, with the favourable vote of all of the member countries and one single abstention, the United Kingdom. This group was born out of the purpose of standardizing sustainability in civil engineering works and thus incorporating it into the work schedule of the European Committee which had been

focusing its work exclusively on building construction until that time.

FCC Construcción is currently heading some of the main working groups in which the foundations are being laid regarding the definition and evaluation of Sustainability and the Environment in the Construction of Infrastructures. In particular, FCC has held the Chairmanship since 2007 of the International Working Group "ISO/TC59/SC17/WG5 - Sustainability in Buildings and Civil Engineering Works", as well as the Chairmanship since 2008 of the Spanish subcommittee "AEN/CTN198/SC2 - Sustainability in Construction Civil Works."

the European standard (European Committee for Standardization), on the part of the European Union member States since its publication by CEN implies the immediate implementation by all European Union Member States. The creation of the "Working group on civil works" under the leadership of FCC Construcción is yet further recognition of the work and commitment to Sustainability on the part of this firm and its professionals.

This new line of work enriches the universal nature of the new standard in ISO development with the immediate applicability of

# Aqualia contact and Aqualia online obtain their first certificate for information security

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The SI-0065/2011 certificate represents yet another step in the information security strategy and includes an estimate of risks and the protection of information assets

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Members of the Information Security work team, from left to right: Miguel Perea, Sergio García, Víctor Llansó, Enrique Hernández, Paula Armentia, Carolina Serrano, Noemí Pastor, and Carmen Rodríguez.

Aqualia obtained its first AENOR information security certificate which bolsters its strategy to achieve excellence in client management. This achievement underscores that in the field of direct communication with its clients, Aqualia has an information management system in place that complies with the requisites of the UNE\_ISO-27001 standard, that is, the highest security standards for all its assets.

The job of identifying and evaluating the assets, determining the threats and vulnerabilities, risk levels and handling such risks were reflected in the procedures that were drafted to comply with Information Security standards.

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The objective was achieved thanks to the coordinated work of several FCC and Aqualia departments.

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The certificate crowns the work of all the FCC and Aqualia departments involved which joined their efforts to reach a common objective. The Aqualia work team was made up of members of the Information Technologies, National Client Management, Aqualia Contact and the Service Management departments. The FCC departments involved were Information Security and Information Technologies.



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

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

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

**LO ESTAMOS HACIENDO JUNTOS**



**Servicios Ciudadanos**



# People



From left to right, Janusch Ewert, Technical Director of ALPINE Construction Poland and head of the National Stadium project in Warsaw; Marcin Borecki, Construction engineer; Konrad Kurta, manager of Finishes; Janusch Ewert, Technical director of ALPINE Construction Poland and head of the National Stadium project in Warsaw; Ernest Kucharski, deputy manager of Electrical Works; and, Karolina Szydłowska, head of Public Relations.



## The best Eurocup team

The countdown has begun for the start of the big soccer fiesta. FCC, through ALPINE, built the National Stadium in Warsaw. Janush Ewert, Technical Director of ALPINE Construction Poland was at the helm as the project manager; Marcin Borecki was the construction engineer; Konrad Kurta, was in charge of Finishes; and Ernest Kucharski was deputy manager of Electrical Works.

Poland and the soccer Eurocup 2012 event which will be held this summer are two of the big scenarios for the Group chaired by Baldomero Falcones. FCC, through its Austrian subsidiary ALPINE, was involved in the construction of four of the stadiums that will be hosting the Eurocup soccer games; the one in Warsaw; the Baltic Arena in Gdansk; the Poznan Stadium in Posen; and the refurbishment and enlargement of the stadium in Cracow.





The star project for this competition is the National Stadium in Warsaw which was officially inaugurated on 29 January of this year and hosted, on 29 February, the first Euro match between Poland and Portugal.

Built next to the banks of the River Vistula, the new soccer field stands out because of its impressive exterior, decorated with the colours of the Polish flag. Janusch, Technical Director of ALPINE Construction Poland was at the helm of this major project since December 2009, working together with Marcin Borecki, Construction Engineer, Ernest Kucharski, Deputy Director of Electrical Works, and Konrad Kurta, in charge of Finishes. After three years of work, they succeeded in giving back a soccer stadium to the city of Warsaw and its inhabitants.

The impressive stadium in the Polish capital, where Poland and Greece will play the inaugural match, features a PVC retractable roof which opens up from a kind of needle suspended over the centre of the field.

## Eight stadiums

The Eurocup 2012 games, organized jointly by Poland and the Ukraine will be played in eight stadiums. The National Stadium in Warsaw is one of the five that were specially built for this summer event, together with Baltic Arena (Gdansk); the Municipal Wroclaw Stadium; the Lviv Area, and the Olympic Stadium in Kiev. The Municipal Stadium in Poznan and the Metalist Stadium, both of which were refurbished, and the Donbass Arena, built in 2009, are the other stadiums that will be hosting the Eurocup competition.



## Other Polish stadiums built by ALPINE

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Next to the banks of the River Vistula, the new field stands out for its impressive exterior decorated with the colours of the Polish flag.

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Designed by the world known J.S.K. architecture firm, the stadium was built on the same location as the former one which was partially demolished to make room for the new one.

It has 55,000 seats distributed in two grandstands with ten levels and more than 60 exclusive VIP boxes which seat 900 people, and also accommodates 800 members of the press and features a two-floor 1,700-space underground car park. There are also plans to build a shopping area, fitness centre, restaurants, and conference rooms.

The reinforced concrete structure is 70 meters high. The stands were built using prefabricated reinforced concrete elements.



**Baltic Arena Stadium Gdansk.** Built on a 39-hectare plot near the city's midtown district, the stadium, seats 44,000 people and has a 6500 space car park. The 15,891 m<sup>2</sup> structure is inspired by the design of the traditional ships in Gdansk.



**Krakow Stadium.** Home of the oldest soccer team in Poland, founded in 1906, the stadium is in the centre of the city. It was totally refurbished and rebuilt and can accommodate 15,000 people.



**Poznan Stadium in Posen.** The former stadium was refurbished and enlarged. It can seat 47,000 people and features a 1,600 space car park.

Thanks to the construction of these stadiums, FCC consolidates its presence and becomes a reference multinational in the construction of large sports complexes.





Very valuable training

## Daniel Almirón awarded the Anonymous Heroes 2011 Prize

Castilla-La Mancha Television honoured Daniel Almirón, a worker at FCC Industrial the “exemplary neighbour” prize for his heroic actions to save the life of a young man last 1 October while he was training.

The local TV station gives out these prizes every year to recognise the work of anonymous citizens who, with their small gestures, contribute to social, economic, scientific, and cultural development in the region.

### First Aid courses

Daniel has been working at FCC industrial for more than nine years, performing work on the high voltage grid at one of the subsidiary of FCC's facilities in Toledo. Since he joined the company, Daniel, as well as other colleagues, has taken several courses to complete training in high voltage work. Many of these courses are not merely focused on professional aspects, offering FCC employees very valuable tools for their day-to-day lives. This was the case in relation to the First Aid course that is given to all FCC Industrial personnel working at a project. The 10-hour course is given every year to all employees who work at the sites of this FCC subsidiary.

The first aid course saved the life of a 12 year old boy at the Toledo Sports Club Soccer School who fainted last 1 October 2011 when he suffered cardiac-respiratory arrest.



The reanimation procedures carried out by Daniel before the medical services arrived were essential and permitted the minor to arrive alive at the Hospital Virgen de la Salud in Toledo where defibrillation was performed. The physicians who cared for the youngster underscored the importance of the first aid procedures performed by Daniel thanks to which, the young boy did not suffer any consequences or brain damage.

The training provided by FCC in all of its companies and business areas is necessary not merely for professional reasons but also, as in this case, becomes a very valuable tool.

See:  
<http://escuelacdtoledo.blogspot.com/2012/02/premio-heroes-anonimos.html>

# Citizen Conduct Manual

## *Second e-book awarded*

On 1 March at the FCC offices in the Torre Picasso building, Juan García Pérez was given the second e-book raffled among FCC workers who collaborated in the Citizen Conduct Manual.

Juan José is in charge of the FCC Medio Ambiente de Barcelona Exterior department with a team of 110 workers. His collaboration in drafting the manual is precisely on people and comradeship.

“Comradeship at the workplace seems so easy, so abstract, we all say we are everyone’s colleagues, but, are we really, or are we just colleagues of our own interests? What are we willing to do for our colleagues? Who are our colleagues? We believe that our colleagues are our equals, in category, in ideas, almost always our superiors. That too, since we want to get along well.

The truth is that we are everybody’s colleagues, from the last operator to the managing director since we all share a common goal, or at least, we should. As colleagues, we all need and support each other, ever-



From left to right: Ana de Juan, from the FCC Communications Department; Juan José Pérez, head of FCC Medio Ambiente de Barcelona, and Juana Crespo, head of the Group’s internal communications area.

none in their functions; none is better, just different. The blue-collar worker should feel a colleague of the entire organization. It is the responsibility of managers to make each and every worker feel that they are colleagues who are working on the same job and for the same goal. All should feel that they have the backing of a Group such as ours and it is better to be part of the group than to be excluded.

### **Let all of us make an effort to be true colleagues**

Last February 2011, FCC launched an initiative to create a manual on manners, good conduct and citizen practices. Since then, 150 employees have contributed more than 250 ideas which will serve as the basis for developing the FCC Citizen Conduct Manual.

The aim of this program is to generate changes in many of our attitudes inside and

outside the company. We are certain that all your contributions will be of help in creating a valuable document on citizens’ conducts that will contribute to have a better city, feel more comfortable at work, be more pleasant and polite with those around us, be more respectful, in short, contribute to building a healthier and more sustainable social and environmental atmosphere.



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

LO ESTAMOS  
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ENERGÍA ELÉCTRICA

ENERGÍA EÓLICA

EN



# Social Responsibility

## FCC continues to be part of the Dow Jones Sustainability Index



FCC, the Citizen Services Group, was distinguished by Sustainable Asset Management as Bronze Class, and is the top Spanish companies in the Heavy Construction category



**Dow Jones  
Sustainability Indexes**

FCC has been recognised once again for its environmental and social responsibility initiatives. Sustainable Asset Management -SAM-, which draws up the Dow Jones Sustainability World Indices, has distinguished FCC as a Bronze Class company in the Heavy Construction section.

This is the third consecutive year that FCC has been distinguished in its sector by SAM, and is one of the top Spanish companies in the Heavy Construction category. The Gold Class distinction went to Hyundai Engineering & Construction Co., Ltd and the Silver to GS Engineering & Construction Corp., both from South Korea.

This index, comprising over 300 companies from 27 countries, selects companies which are committed to sustainable growth and to creating shareholder value; the businesses in the index are rated in accordance with more than 90 strict economic, social and environmental criteria.

SAM recently published its Sustainability Yearbook 2012, which includes the awards granted to companies for their commitment and performance in sustainability and social responsibility, among them FCC's Bronze Class distinction in the Heavy Construction sector.

The results of the 2011 edition, reported in the SAM Sustainability Yearbook 2012, reflect the positive evaluation by SAM experts of FCC in the categories of Non-Financial Project Evaluation, Risk Management, and Transport & Logistics. FCC's supplier management also received high scores.



The international index recognises FCC's commitment to social responsibility and sustainability







# The Cementos Portland Valderrivas Group's Euro Solidarity Campaign

Thanks to this initiative, the **Cementos Portland Valderrivas Group** has a volunteer donation fund for various social projects

Through this campaign, any Cementos Portland Valderrivas Group employee in Spain can donate one Euro each month which is then matched by the company and earmarked for various solidarity projects voted by the participants.

Six projects were selected as beneficiaries of the "Euro Solidarity" campaign. Among the projects presented and selected, the one which received the most votes, 28% of the total, was the Clínica Josefina Arregui proposal.

Since November 2008 until September 2011, more than 39,000 Euros were collected and distributed among the following projects: Clínica Geriátrica Josefina Arregui de Alsasua (Navarre); Alcalareña de Educación Especial de Alcalá de Guadaíra (Seville); Centro Social Tío Antonio for its pro-

ject "Café de las Sonrisas" that is carried out in Nicaragua; Escuela de Educación Especial L'Espiga de la Comarca del Alto Penedés (Barcelona) which provides services to people with disabilities and promotes their social integration; Asociación DISMA de El Masnou (Barcelona) and the NGO Amigos de África for developing the "Drinking Water for Everyone" project in Cameroon which will shortly receive the money that was collected.

# FCC and PLAN carry out the

# “I cannot vote but I have a voice” program

FCC and PLAN have entered into an agreement the objective of which is to instil in Spanish children the values enshrined in the United Nations Convention on the Rights of the Child and on citizen's participation and responsibility. The agreement will be implemented through the PLAN Education for Development Program, “I cannot vote but I have a voice”. The Citizen Services group will collaborate by providing funding over the next three years to implement carry out the project in seven cities in Spain.

“I cannot vote but I have a Voice” is a program developed by PLAN to build awareness on solidarity and create make Spanish girls and boys aware of their global citizenship and have their voices heard in all areas that require that their rights are upheld such as in public entities, among politicians and the media, and other groups.

This education program for development has been implemented by PLAN in 50 developing countries. The program has been in place in Spain since 2011 and is carried out in schools in Madrid and Valencia. It is developed through projects such as “Government by Children” and “Child Journalists”. Within the framework of this collaboration agreement, signed by Luis Rivera, chairman of the PLAN Spain Board of Trustees, and Baldomero Falcones, CEO and Chair-



man of FCC, PLAN also becomes one of the NGOs of choice as a recipient of aid in the event of an emergency and will also benefit from the actions taken by the Citizen Services Group within its social actions and in the exercise of its Corporate Social Responsibility policies.

The PLAN and FCC collaboration is based on their mutual commitment to the protection of children, education, and social progress. After collaborating in 2001 in building a school in Haiti, both organizations join forces again to instil in Spanish children values relating to solidarity and citizens' commitment and responsibility.

PLAN's Education for Development projects will be included in the programs already being carried out by FCC in its “Environmental Classroom” project, which will be enhanced by PLAN's contents on rights and development, and will be underpinned by FCC's Manual for Citizens' Conduct.

## Protecting childhood

- Collaboration agreement between the Citizen Services Group and the international organization for the protection of children's rights.
- The objective is to instil in Spanish children the values enshrined in the UN Convention of the Rights of the Child and citizens' participation and responsibility.

## Training on citizenship for 700 girls and boys

The PLAN and FCC joint program aims to benefit 700 Spanish boys and girls, their educational communities, and their families each year. FCC volunteers will be participating as well as PLAN experts on education for development.



Concha López, the general director of PLAN, said that the framework agreement between both organizations stands out for its inclusive and educational character: “our objective is to achieve the full development of all girls and boys in their societies and, to achieve this, education and the direct involvement of minors is essential for safeguarding rights. These are values that we share with FCC’s Corporate Social Responsibility policy”.

For José Manuel Velasco, general manager of FCC’s Communication and Corporate Responsibility, “the agreement with PLAN Spain, the entity with which we rebuilt a school in Haiti, is in keeping with our social responsibility vision of being close to and collaborating with reference non-governmental organizations”.



PLAN is a non-political or religious international organization focused on the protection of the rights of children. Born in Santander in 1937, the organization is present in 68 countries through 6900 projects and has sponsored over 1.5 million boys and girls.

PLAN is a consulting member of the UN ECODSOC and a member of Global Movement for Children (GMC) the platform that groups together the most important international organizations devoted children. Its accounts are audited by Price Waterhouse Coopers.

## FCC employees collaborate in solidarity recycling

Operarios de la limpieza viaria de Street cleaners in Melilla and other colleagues from the offices at Federico Salmón in Madrid are collaborating in two solidarity recycling campaigns which objective is to help two girls, Aitana and Sara, who are both suffering from serious health problems.

The goal of these two solidarity campaigns is to collect as many plastic caps as possible and then send them to the families of these girls who are obtaining, thanks to this initiative, the funding necessary for medical treatment and research.

So far, our colleagues in Melilla and Madrid have collected 155,000 caps which they sent to Aitana through the Enrique Soler School in Melilla and to Sara through the Giner de los Ríos School in Torrejón de Ardoz (Madrid).

For more information on these campaigns:

Sara aid campaign:  
<http://www.aefat.es/?sc=17>

Aitana aid campaign:  
<http://unasonrisaparaaitana.blogspot.com/>



Ana Jiménez, of the Corporate Expenses and General Services Department of FCC and Cristina Salcedo, of the Finance Department, on the left, collect the caps collected at the offices located in Federico Salmón, 12 (Madrid).

# Well-being

## Lower back pain and how to prevent it at the work place

According to the Spanish Rheumatology Society, 70-80% of individuals could have at least one episode of lower back pain during their lives and this is one of the most frequent reasons for going to the doctor and the second cause of sick leave. In most cases, the source of back pain is mechanical-functional and is due to bad posture, over exertion, and psychological factors. Back pain is treated with drugs, and the best treatment is prevention before it takes place and learning the right posture to prevent relapse in the future.

### Definition

Lumbalgia or lumbago is the term used to define lower back pain in the lumbar area,

caused by a muscle-bone syndrome, that is, disorders related to the lumbar vertebrae and the structure of soft tissue such as muscle, ligaments, nerves, and intervertebrae discs all of which could be due to multiple factors such as over exertion,

or bad posture, according to the Spanish Rheumatology Society. Getting a good diagnosis before starting treatment for non-specific back pain is very important in order to rule out infection, cancer, osteoporosis, or injuries requiring surgery

The lower lumbar spine is the final segment of the backbone and the zone that su-

### Pharmacological treatment

Most of the time, pain goes away without having to resort to any medical treatment. Nevertheless, many patients are subjected, more often than desired, to excessive tests to diagnose the illness; they receive different therapies which are not always the most effective and in the worst case scenario, the damages it can cause outweighs the benefits.

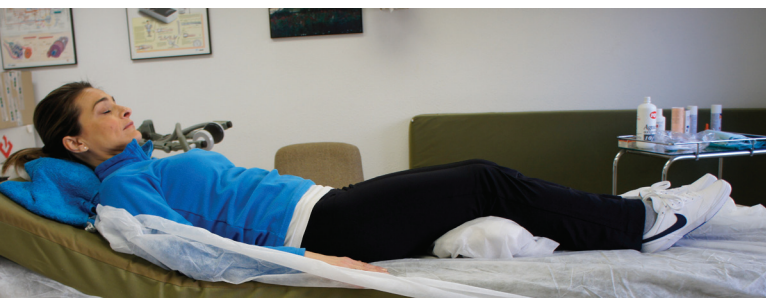
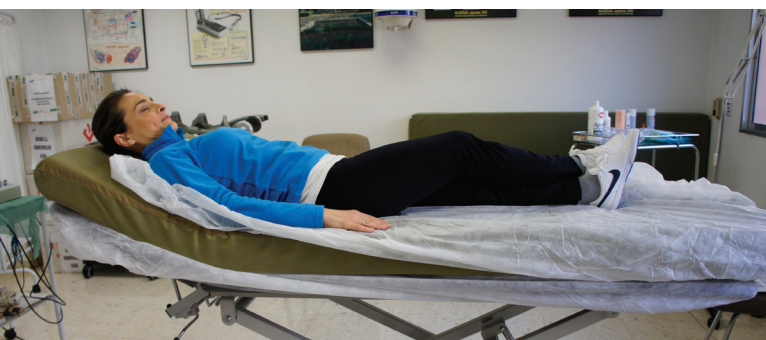
Treatment of lower back pain involves analgesics, muscle relaxants, and the application of heat in the painful area.

Analgesics: taken to relieve pain, for example, paracetamol (alone or in combination with weak opiates such as codeine.), metamizol.

Anti-inflammatory medication: used to control inflammation and pain. The ones most frequently used are AINES such as, for example: ibuprofen, diclofenac, dexketoprofen, etc.

Muscle relaxants: these are used to relax muscles, relieve pain caused by muscle spasms; the most used are from the benzaliadezepin group, such as tetrazepam, diazepam, cyclobenzaprine during a period not exceeding 3 months.





ports the most weight. This is why injuries are more frequent in this part of the spine.

- 70-80% of individuals may suffer at least one episode of lumbar pain in their lives. It is one of the most frequent reasons for going to the doctor and the second cause of sick leave.

- 90% of cases of lower back pain are due to mechanical alterations of the vertebrae structures, most of unspecific nature (mechanical or unspecific back pain).

### Causes

Lower back pain is due to several causes.

It could be due to bad posture, the physical activity of an individual, or psychological factors. In any case, there are two main reasons for lower back pain: mechanical or inflammatory origins.

- Mechanical origin: These are the most frequent and it is due to the alteration of the structure forming the lumbar spine. Hence, degeneration of the vertebral column, which prevents direct contact between the vertebrae and the column, the appearance of arthritis in the lumbar vertebrae, osteoporosis, or normal changes in the spine are the most frequent causes of lower back pain. Bad posture can also cause lower back pain. In addition, practicing sports without the proper training can cause lower back pain. Certain psychological factors causing back pain have also been observed in clinical practice.

- Inflammatory origin: The source could be certain diseases which lead to infla-

## Prevention

The best prevention is to avoid brusque movements, adopt good posture, do warm-up exercises, and avoid overweight and obesity. It is important to take the following into account:

- Posture recommendations and ergonomic.
- Exercise and physical activity (swimming, walking, bicycling, pilates, yoga, etc.). An exercise program should generally include stretching, strength-building, and low-impact aerobics.
- Have a positive and brave mental attitude to pain.
- Lead a healthy live, remaining active (Mediterranean diet, avoiding toxic habits, hobbies, stress-free, etc.)

In this section, we offer advice on how to carry out daily activities (sleeping, leaning, carrying weight, sitting up, standing up, sitting down, etc.) in the less harmful way for the back.



inflammation of the vertebrae, the tendons, or the nearby joints. Other non-inflammatory pathologies could cause lower back pain, such as infections and malignant tumours, although the latter is not a frequent cause.

### Clinical and Prognosis

- Non-specific or mechanical lumbar pain is generally in the lower part of the spi-

ne. There could also be some pain on the side or in the gluteus, even pain and a tingling sensation in the lower limbs.

- Pain intensifies with movement and improves with rest. The cause could be posture; pain aggravates when sitting or standing up for a long time and can improve when walking.
- Certain stiffness in the morning is frequent and it improves a while after getting out of bed. 70-80% of lumbar pain improves within the first month regardless of the treatment.
- Only 10% evolves into chronic pain. Chronic lumbar pain is defined as the condition when symptoms remain after the 7th or 12th week.
- Incapacity is not related to the severity or duration of the initial pain.
- Functional prognosis is worse the lon-

ger it takes the patient to get back to normal life.

Diagnosis is based on data collected in the clinical history and physical exploration of the patient.



# FCC Ámbito achieves its objective of zero accidents

FCC Ámbito achieved its 0 accidents objective last December in all the countries where it operates Spain, United States, Italy, and Portugal. Moreover, no accidents were recorded in the activities of this division in Portugal.

Thanks to the meticulous preventive measures, great strides have been achieved, such as reducing accidents at the work place by 42% in the past three years. These measures include the creation of the Prevention Department in Spain and the OHSAS 18001 safety and occupational health certificate in FCC Ámbito's industrial waste department in Spain and Portugal. As one of the achievements of this division, is the Preventive Management prize awarded in the first edition of the prevention prizes or-



ganized by FCC to the Cataluña and Balearic Islands delegation for safety and occupational health



## Interview

### Mª Guadalupe Bobadilla Crespo

Manager of FCC Ámbitos Department of Prevention, Quality, and the Environment

The accident rate in 2011 was down by 23.7% (29.5% in Spain). Furthermore no accidents were recorded in December at any of the installations in Spain, the United States, Italy, and Portugal. The collaboration and involvement of all workers is necessary for achieving these objectives, including bosses, supervisors, and workers at our facilities up to regional managers, business managers and managing directors. The work carried out by the coordinators and prevention technicians at FCC Ámbito should also be mentioned.

#### ¿What is FCC Ámbito's policy on the prevention of occupational hazards?

Our objective is to reduce the accident rate until reaching the final goal, aligned to FCC's policies and the Corporate Social Responsibility Master Plan; that is, 0 accidents. To achieve this goal, we believe that the most

effective way is the integration of prevention in management, training, workers' involvement, and monitoring and complying with inspection and maintenance plans.

#### How has this preventive policy been implemented?

Firstly, and most importantly, this has been implemented thanks to the high level of involvement of all FCC Ámbito personnel. The accident rate in Spain as well as in all our international activities is monitored on a monthly basis. We encourage prevention training among workers, with courses given mostly by prevention technicians, and comply with current law. Specifically, we have mandatory inspections due to the nature of our installations. The instructions given by FCC Ámbito management fit in perfectly with the structure of our organization and the entire chain of command has fulfilled their functions according to their responsibilities.

#### Have workers become involved in accident prevention?

Our workers, as great professionals, are perfectly aware of the risks to which they are exposed and, in situations where it has

been difficult to find a solution to the problem, we have counted with their support and their solutions which, after a technical analysis, were able to be implemented thanks to which we obtained great results.

#### What is most important to prevent accidents at the work place?

The collaboration of the entire chain of command, from senior management to all members of the organization, particularly the supervisors at installations and, of course, workers who comply with the regulations and who, when in doubt, seek the advice of the prevention technicians or their superiors.

# FCC renews its OHSAS 18001 certification

Audelco, an ENAC-accredited auditor, has renewed various FCC business areas' OHSAS 18001 certification. This internationally-recognised standard certifies that the workplace occupational hazard prevention systems comply with this international standard.

The certifications were collected by the workplace health and safety managers from the Construction, Environment, Versia, and Ámbito areas, by the head of Aqualia, and by the General Manager of Human Resources, on behalf of the department.



## Since 2005

FCC initially obtained this certification in Spain in 2005 and has maintained it in all of its businesses by means of annual audits, with certification renewals every three years.

# FCC and FESVIAL sign a cooperation agreement on road safety

Francisco Martín Monteagudo, FCC Group's General Director of Human Resources, and Luis Montoro González, Chairman of the Spanish Foundation for Road Safety (FESVIAL) have signed an agreement to work together on road safety which outlines the relations for undertaking joint ac-

tions. This initiative is part of the 2010-2015 Strategic Plan for Road Safety that FCC is currently developing.

The document lays the foundation for cooperation and reflects both parties' concerns

and interest in developing, promoting and coordinating awareness-raising activities which help prevent traffic accidents and promote road safety education.

As part of its commitment to continuous improvement and in line with its focus on citizen services and its employee services policy, FCC views traffic accidents as a social and labour problem and is implementing a group-wide corporate culture of road safety.



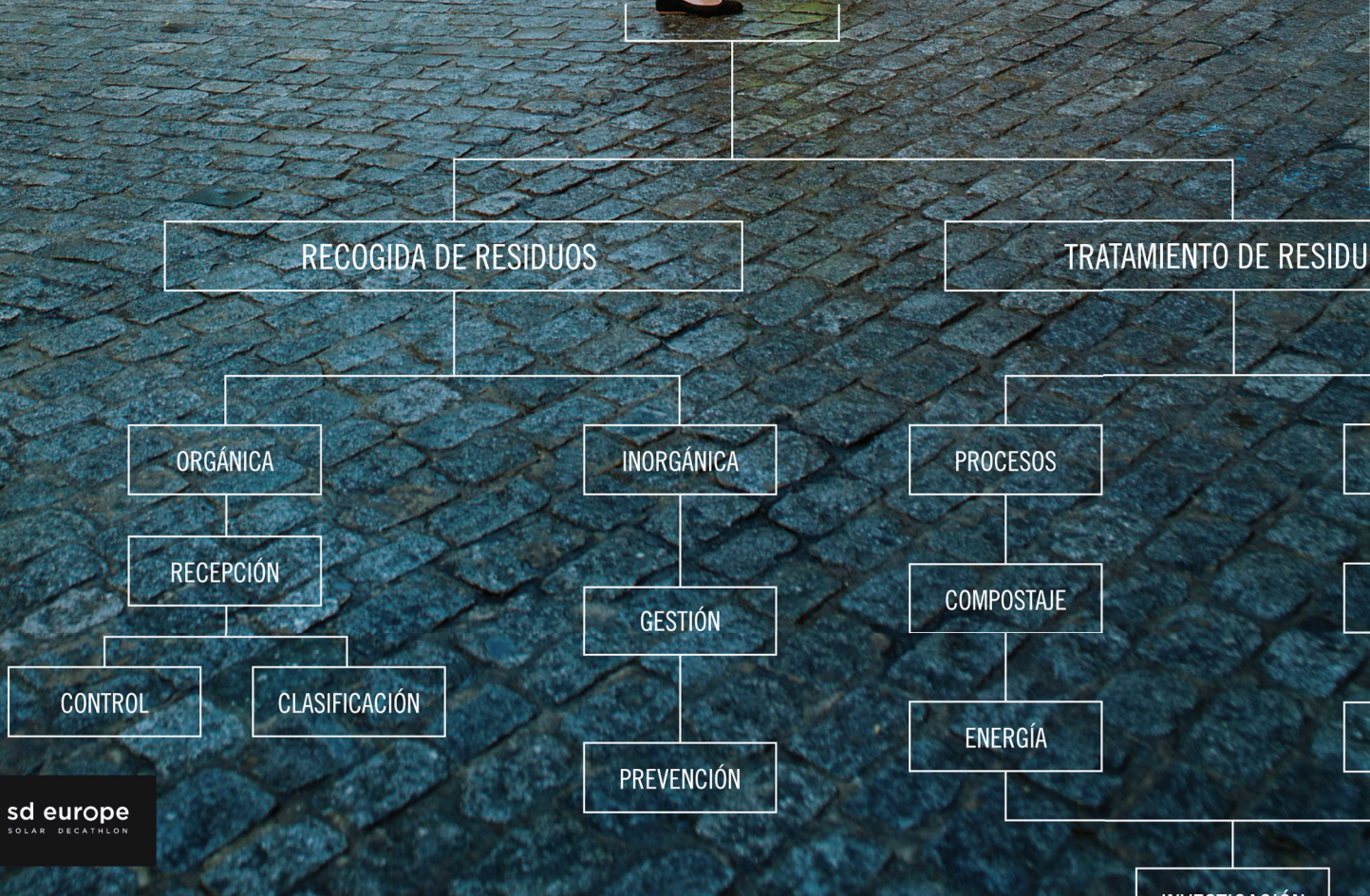


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# Knowledge

## Aqualia leads a European project to obtain biofuel from residual waters

Aqualia, the FCC subsidiary specialising in end-to-end water management, unveiled the All-gas project in London that will make it possible to obtain biofuel from waste water treatment. The project's budget is 12 million Euros.

The program is part of the EU R+D+i initiatives. Another six research companies from Germany, the United Kingdom, Holland, Austria, and Turkey participate in the project led by Aqualia. The All-gas project is in keeping with the EU's commitment to research aimed at securing new sources of clean energy. The EU budget will contribute funds totalling more than 7 million Euros, underscoring Europe's efforts to reduce de-

pendency on fossil fuels. By 2020, the goal is to obtain 20% of the energy produced in Europe from renewable sources.

In practice, the project is based on using waste water to cultivate microalgae and its subsequent conversion into energy products such as biodiesel. Development of this project is expected to last five years, broken down into two phases; the first 2-year phase mainly focusing on research; and a second 3-year phase will involve production per se.

The essential installations for the first phase will be housed at the El Torno Waste Water Treatment Plant in Chiclana (Cádiz). Two ponds, an algae collection system and ancillary installations will be situated in the municipal salt mines next to the treatment plant. The second phase involves the cultivation of algae in a 10-hectare industrial plant.

Among the advantages of innovation of the All-gas project is improved efficiency since it involves the cultivation of rapid-growth microalgae and the simultaneous elimination of the nutrients contained in residual waters, followed by the recollection and

processing of biomass for oil and other chemical products. This is the first time that a project of this type has been developed in large scale (10 hectares of crops). The biofuels produced in this algae-farm is expected to meet the annual demand of a fleet of 400 vehicles.

This technology also makes it possible to obtain biofuels, such as biodiesel, biogas, and biomass efficiently without the need for large plantations of other food products as raw materials, thereby preventing the increase in the price of food products.

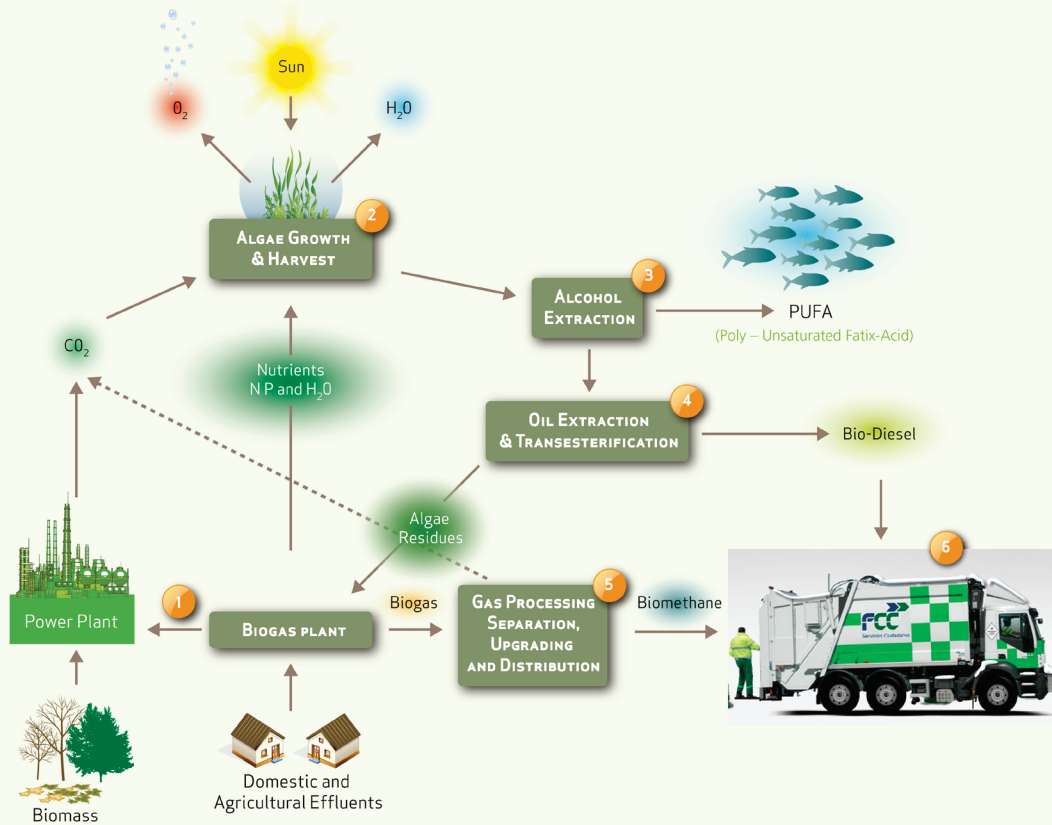


Part of the EU's R+D+i initiatives





# OUTLINE CHART OF THE ALL-GAS PROJECT



## Management and R+D+i experience

Aqualia was chosen to lead the All-gas project because of its broad experience in managing and operating Waste Water Treatment Plants since it is currently managing more than 300 facilities of this type around the world. "We are converting what was formerly considered mere waste into a sustainable source of bioenergy", Frank Rogalla, head of the Innovation and Technology division of Aqualia at the London presentation of the project.

Denise Green of Hart Energy, representing the Algae Cluster of the European Union; Charles Banks, a researcher at the Southampton University; and Miguel Jurado, deputy general manager of Aqualia and chairman of the project's scientific committee.



The project is in keeping with the commitment of FCC's water management subsidiary to R+D+i as a key element of its strategy. The Research and Development project is currently focused on sustainable technologies. Also part of this program is the "Cenit Vida" Project within the CDTI Program of Strategic National Consortiums in Technical Research which seeks the total use

of microalgae by applying advanced cultivation, harvesting, and transformation technologies.

Aqualia is involved in nearly 20 active research projects totalling 65 million Euros. The Company is also working with national and international associations that promote innovation and participates in water and biomass technological platforms (for example, Bioplat) with the support of the Ministry of Economy and Competitiveness.

Aqualia is part of FCC, one of the leading European Citizen Services Groups, specialising in management of all activities related to end-to-end water management. It is also one of the few companies in the world capable of offering solution for each type of water use, domestic, agricultural, or industrial.

As the third water company in the world, it manages contracts with more than 1100 cities and towns and operates nearly 200 potable water treatment facilities and more than 300 waste water treatment plants in the 17 countries where it operates, providing services to more than 28 million people.

# Guest-Column

By: Miguel Martínez-Cava

Community Manager  
Corporate Department of Communication and CR

## How to manage **privacy** in your Facebook

If Facebook were a country, it would rank as the third most populated country in the Earth. A country where all its inhabitants can be interconnected, where the personal data of its citizens are often shared with other neighbours without considering the risks involved.

Facebook has become the social network with the greatest number of users around the world. According to estimates, there are more than 845 million users in 2012; 16 million from Spain, that is, more than 30% of the Spanish population.

This means that our personal information, images and contacts are exposed to millions of people. This is why it is essential to configure the privacy of our profile well and to define who can gain access to our information.

The Facebook conditions for use and for privacy are constantly evolving and, accordingly, it is advisable to “waste some time” once in a while to go over it in depth. To

“

Configuring  
our privacy of our  
profile and defining  
with whom we want  
to share information is  
essential

”

manage the privacy of our profile, we currently have to go to the menu on the top right side, next to the Start menu (Image 01). When we click on the arrow, a drop-down menu opens up and we should then click Privacy Settings.

Facebook offers three types of configurations: Public, Friends, and Personalised. The predetermined configuration is the public one, although this setting is the least advisable. The safest setting is the personalised one. When we select this setting, a window opens up (Image 02) where we could then go and select our contact lists





that are allowed to see our content and in the case of images, if we want to allow the friends of these contacts to watch these images. We can even select specific people from our contact lists from whom we want to hide this information.

### How do you connect?

The following section for defining our settings is How to connect and this is where we can personalise the actions that other users who are not yet our contacts are allowed to do (Image 03), such as search for us, send us messages, or publish in our message board.

### How do labels work?

How do labels work (Image 04) is the section where we can figure how other users can label us and who can see these labels. The Check Profile and Check Labels points in this section are very important. When we activate these two options, whenever anyone labels us, we receive a message before this is published in our profile. We can accept or eliminate this label, but only in our profile. To remove a label completely, we should go to the image and click on Report/Eliminate Label (Image 05). After this, other menus will appear where we should indicate the reasons for eliminating the labels (Image 06), eliminating the label but not the photo, ask for the photo to be removed, or



block the person who published the photo (Image 07).

### Applications, games, and websites

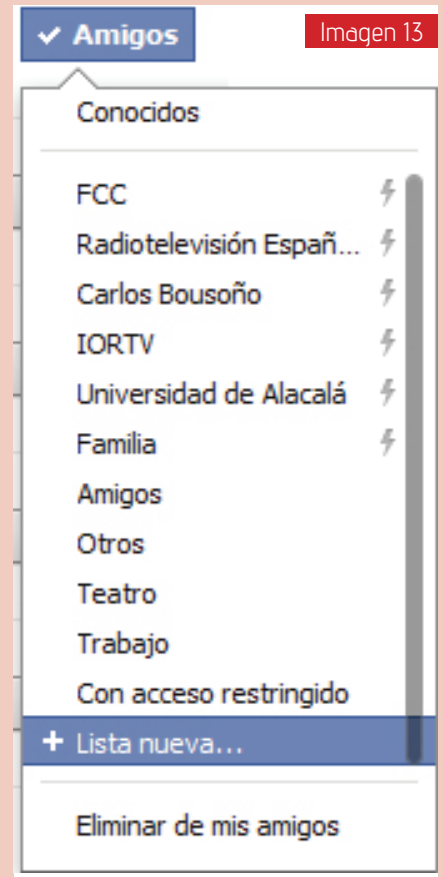
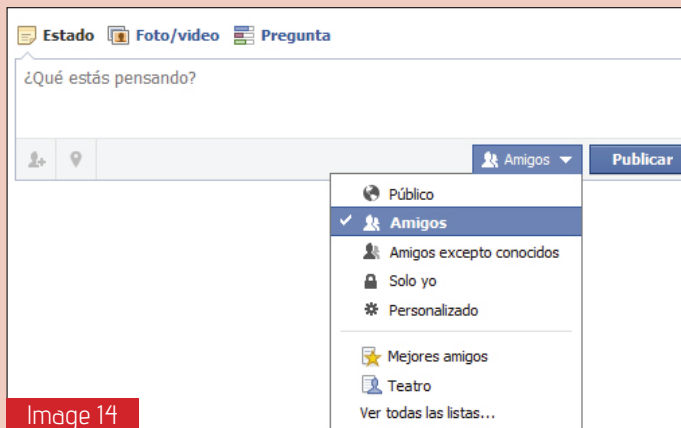
The configuration, Applications, games and websites is a very important section. In Facebook, “by default, applications have access to your list of friends and any other information that you decide to make public” (Image 08). This is where we can configure the applications, games and websites for which we are giving permission, and the

information to which we allow access. Within each application, we can see and eliminate the permits (some fields are mandatory and for eliminating these it is necessary to eliminate the application), configure who is allowed to see the activity

# Organize your contacts

Managing our contacts efficiently is a good way to improve the security of our profile. Facebook allows us to organize our contacts by groups and assign a level of privacy for each group. To configure these lists, we have to go to our profile and click on Friends. Automatically, Facebook offers us several lists based on our data, place of work, or where we studied. To edit these lists, we have to click on the icon on the right of our contact and select the list where we want to include that contact, erase the contact as a friend, or create a new list (Image 13).

Whenever we want to publish any type of content, we will be able to select the lists that we allow to see the content (Image 14).



of this application, or receive notices whenever the application sends you a request (Image 09).

## Limit public access to previous publications

Facebook also offers another option, Limit public access to previous publications, which allows us to limit access to the publications that we made prior to having defined our privacy settings (Images 10 and 11).

## Blocked people and applications

Lastly, we can manage Blocked people and applications (Image 12). This is where we

can block a user; both the user's name as well as the e-mail, or block invitations to applications or events of any user in our contact list.

If we go over our configuration once in a while, we will be able to manage our privacy in an optimal manner and ensure that our personal data, publications, or images are visible only to those who we want to allow.

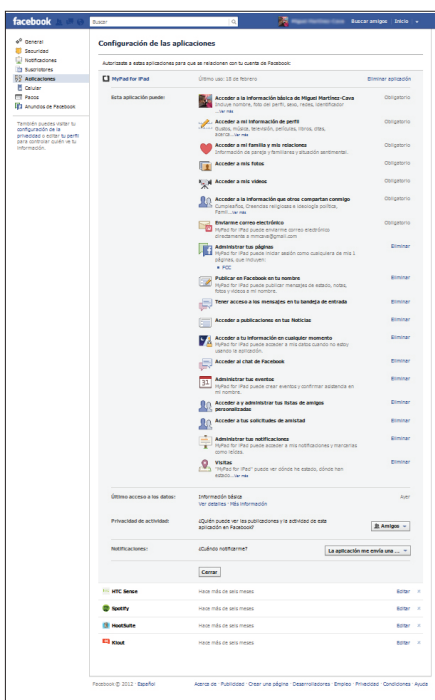


Image 09



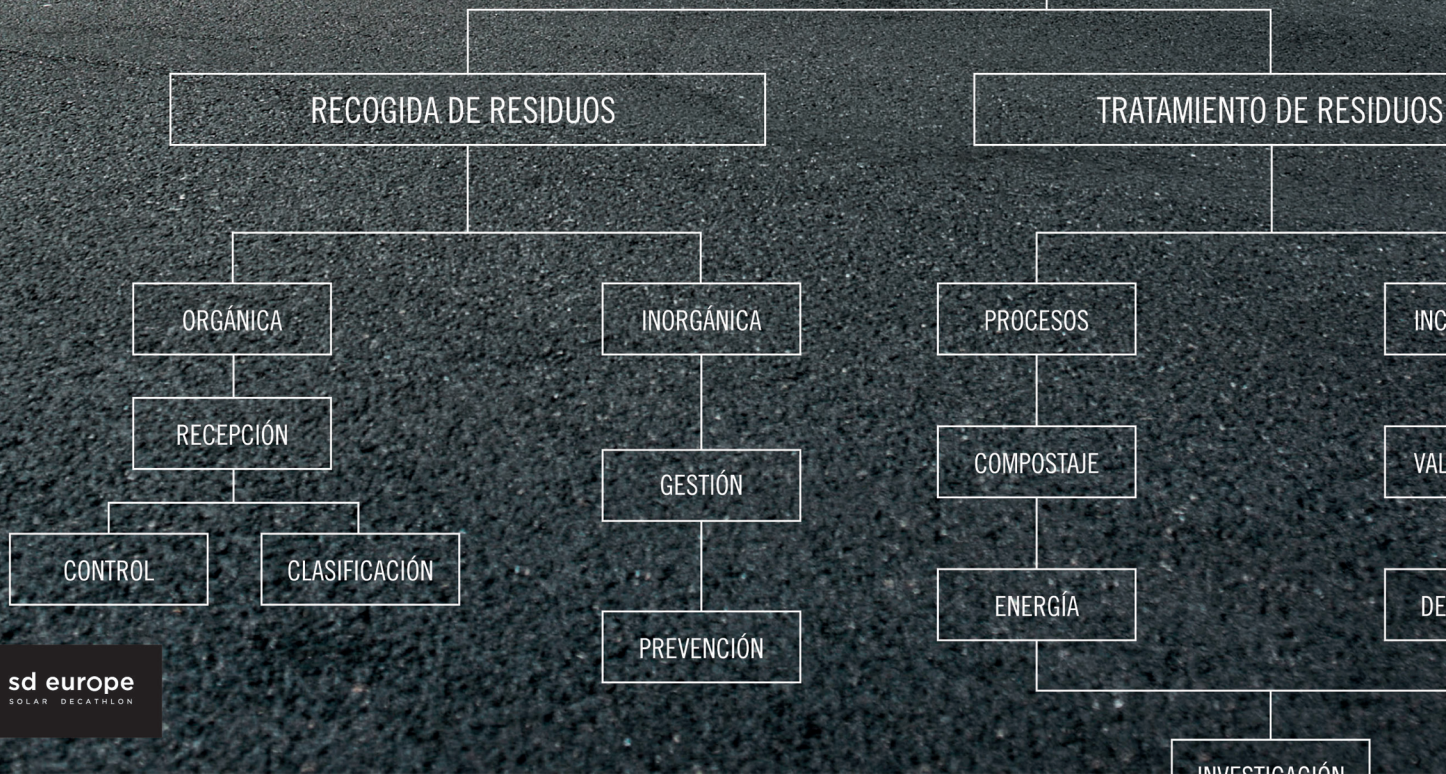
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# Communities

# Singapore, full speed ahead

Southeast Asia, a growing market

Singapore is a 700 km<sup>2</sup> city-state which is south of the Malaysian peninsula, to which it is connected by means of two large bridges. It is known for its strict domestic laws and regulations. A former British colony, Singapore currently represents a strategic international growth opportunity for the FCC subsidiary thanks to its situation between emerging countries where demand for infrastructures is growing.

Since the Government of Singapore launched its Mass Transport System (MRT) program in 1982, several railways, viaducts, and underground projects have been built, many by foreign companies. Thirty years la-

ter, ALPINE is involved in the planning and construction of one of the main Singapore underground lines, the Downtown Line which provides services to two million users each day and which is expected to be completed by 2017.

## Nine years in Southeast Asia

ALPINE first landed in the island in 2003 to develop, as a partner in a joint-venture, the C852 and C855 of Singapore's circular underground line. Several other projects have come after this, including new sections of the line and stations in a project that has been growing and which now employs 136 workers from 17 countries, led by Dieter Meyer, the manager of Phase 2 of the Singapore's new Downtown Line. Aged 59, Dieter's experience in front of several international projects, such as the New Delhi underground or the Pinglu tunnel in China is brilliant.

Since the project was first awarded in 2009, Dieter Meyer has been in charge of the planning and construction of the C917 and



## Dieter Meyer, project manager

Dieter Meyer is 59 years old and has a long career as project manager. He arrived in Singapore two years ago thanks to his experience at Alpine in tunnel construction. Since then, he heads team of 136 employees of different nationalities in FCC's largest project in Asia through its subsidiary ALPINE.

Having a team of workers from 17 different nationalities that he had to coordinate and motivate, despite the cultural and religious differences, was one of his personal challenges. Creating a work team in Singapore is not always easy since qualified labour is scarce in Sin-





gapore due to the large number of ongoing projects in the island, including this project. Dieter hired former ALPINE employees in Singapore which included local workers, Germans, Filipinos, Burmese, Australians, and Malaysians.

Safety and health were top priorities since the start of the project and ALPINE has

organized constantly occupational hazard campaigns and training courses. This, without overlooking the old Austrian custom of having a picture of Saint Barbara, the patron saint of miners, at the entrance of the tunnel to protect the workers.

For Dieter Meyer, this is a stimulating project, not only because of the technical complexi-

ties but also because of the challenge of instilling the European work methods to such a mixed group of employees. Communication problems were easy to solve by speaking in English. Dieter was mainly concerned with the different types of contracts, various forms of payment, the difference in vacations of European and Asian workers, in short, just some of the problems that he had to face every day.

As to how the company is perceived in Singapore, Dieter told us that in recent times ALPINE has created some expectation among the local media since the projects are being carried out in the high-end district in Singapore.



# At good pace

- **Singapore Underground, figures:**

**Budget:** approximately 334 million Euros for the C917 and C918 sections.

**Workforce:** 136 workers from 17 different nationalities.

**ALPINE's experience in Singapore:** Several projects since 2003.

**Expected completion date:** 2015.

**Kilometres of dug tunnel:** Approximately 4 km in sections C917 and C918 of the Downtown Line.

**Estimated number of user of the Downtown Line:** 2 million users.

- **Singapore in figures:**

**Population:** 4.8 million inhabitants.

**Area:** 707.1 km<sup>2</sup>.

**Type of Government:** Parliamentary Republic.

**Currency:** Singapore Dollar (SGD).

**Languages:** English, Malaysian, Mandarin, and Tamil.

**Religions:** Buddhism, Islam, Christian, Taoism, and Confucianism.

**Ethnic diversity:** 76.8% Chinese, 13.6% Malaysian, 7.9% Indians, and 1.4% Westerners from several countries.

ALPINE workers celebrated the arrival of the tunnel boring machine.



C918 sections, the central part of Phase 2 of the Downtown Line which goes across the city's central district. Alpine has built 4 km of the tunnel, one fourth of the total (16 km) which also 3 subway stations.

## A maximum safety project

The scope of the work carried out by ALPINE includes the construction of three underground stations: King Albert Park Station; Six Avenue Station in section C917; and the Tan Kah Kee Station in section C918. The three stations were designed to meet the safety requirements of the project.

This is the reason why the length of the station is longer than the average of any other one because of the armour-plating, and the platform of the Tan Kah Kee Station is 230 metres-long and 25 metres deep.

The technical complexity of the safety requirements, applicable to all projects in the island, was the great challenge that Dieter's team had to face on a day-to-day basis.

The project also entailed the difficulty of detouring traffic in the city's midtown district by means of temporary bridges spanning up to 420 metres in length as well as the affected services.

We asked Dieter Meyer to tell us about the progress achieved in relation to the project and he told us that it was going at a spectacular pace despite the technical and initial difficulties and that the work should be completed by 2013 even though the line will not be in operations until 2015 when all the minor adjustments are completed.





## Multicultural celebration at the Singapore Underground

In January 2012, the ALPINE team, headed by Dieter Meyer, celebrated a great multicultural party in the city's downtown district with the arrival of the first TBM tunnel boring machine, the Maria Theresia, named after the Austrian Archduchess. It is the first of the four tunnel boring machines that will be arriving at the centre of Singapore throughout 2012. Several Buddhist and Hindu religious leaders, and priests, plus people from 17 different countries celebrated the event. This marked the start of the drilling operations for Phase II of the Singapore commuter train line.

