

nº41  
autumn/08

TATANKA WIND FARM

## Our largest wind farm development in the US

interview

Jesús Trabada,  
Chief Executive  
of MINTRA

R+D

The main points  
to the CETICA  
project

							
7	10	14	16	20	22	24	28
corporation	energy	real estate	infrastructures		logistics and transport services	water	R&D
↓	↓	↓	↓		↓	↓	↓
<b>THIRD QUARTER RESULTS 2008</b> ACCIONA triples its EBITDA and increases sales by 89.4% to €9.4 bn.	<b>GOING INTERNATIONAL</b> The company's largest wind farm in the world opens.  <b>TECHNOLOGY</b> ACCIONA Windpower unveils the wind turbine with the largest swept area in its class.	<b>NEW INVESTMENTS</b> Our group has acquired 213,000 m² of land for new developments in Brazil	<b>ROADS</b> Work completed on Poland's north-south highway, one of the most important roads in the country.  <b>ENGINEERING</b> The world's first offshore gas terminal - a milestone in engineering construction.	<b>INTERVIEW</b> Jesús Trabada, chief executive of MINTRA, discusses the projects of the Madrid-based entity which reports to the Community of Madrid.	<b>MORE SERVICES</b> The night ferry between Palma de Mallorca and Barcelona resumes service.	<b>MANAGEMENT</b> ACCIONA Agua participates in managing the water supply, drainage and treatment for 14 coastal towns in Granada.  <b>PROJECTS</b> A new treatment plant opens in Bulgaria.	<b>RESEARCH</b> The "Eco-technology City" project to boost industrial research into systems of the future to support energy-efficient construction.

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## An Unsustainable Debate

**D**ear friends,

A dangerous combination of pessimism, economic crisis and depleted financial resources is casting doubts – from both a theoretical and practical point of view – on the very fundamentals of our society.

On the one hand there is a desire to redefine capitalism, the laws of the market are being challenged and calls are being made for increased state interventionism, which is presented as something “acceptable” or even “desirable”, depending on who is putting forward the proposal. This exercise is as coherent as it is necessary, and it will help to set the doctrinal/ideological pendulum at the halfway point between Neo-liberalism and Keynesianism.

But a more worrying trend is also taking shape, one which attempts to sway us into establishing an agenda of priorities in which environmental, social and energy issues take a back seat. I’m thinking of those short-term theories that claim that “the only important issue right now is to get over this crisis”, or that assure us that “this is no time to be worrying about sustainability”.

When you stop to think that this crisis has been caused precisely because of the unsustainable nature of the current model, it comes as something of a contradiction to challenge the need to make structural changes in the model’s three main pillars – energy, social and environmental – in order to solve the crisis. Quite apart from being a necessity, an obligation and a right, reviewing this model is one of the ways – in my view, the only way – to sort out the current situation.

The worst attitude to adopt would be to let ourselves be lulled by the soothing effects of cheap oil, in much the same way as we did during the crisis in 1973. I’m convinced that if we were to go down that particular road, then the next crisis that we’d have to face would be of unprecedented proportions, with unforeseeable consequences for society as a whole – and at that stage there might not even be a solution at all. And I’m afraid to say that this is something that will befall us in a not too distant future.

There are those who believe – and I don’t think that they’re entirely wide of the mark – that the current crisis is just a small taste of things to come if we don’t take steps right now to prevent it. Others go even further and claim that the current situation is a “warning” and part of a “small extension” on time that is rapidly running out. The idea stems from the view that the current social and economic

model, at the rate of growth of demand at which we were moving up until a few months ago, was unsustainable, even over the short term. It is also based on the view that the Western world’s frenetic consumption, along with that of the emerging nations, cannot go on rising insatiably and that any possible solution slips further and further away with each passing day.

From this point of view, it would be reasonable to say that this crisis is forcing society the world over to completely rethink its growth model and its patterns of consumption; this would lead necessarily to a slowdown in the constant rise in carbon emissions and would reduce the deterioration of the environment, two basic features of the situation prior to the crisis. I think we would do well to view the current difficult situation as a kind of warning, we should see in it a call to carry out structural changes so that when we eventually get back on the growth path it will be in a less frenzied way and more solidly based on social progress – particularly where education is concerned, because it is the only thing capable of attenuating the demographic explosion that is expected over the coming decades – and with a far more responsible attitude towards the environment. If we can achieve this, despite the severity of the required adjustments, we will be able to rest content in the knowledge that all our efforts will have been worthwhile.

But, unfortunately, the possibility exists, albeit a remote one, that we will prefer immediacy to transcendence, and that we will be unable to take advantage of the additional time and the favorable predisposition toward change that this situation implies. There is every chance that we will give in to our worst instincts and that we will refuse to give up our long-standing privileges, that we will be incapable of putting aside our ideological differences and that during this “extra time” we will continue to squander precious time on sterile dogmatic arguments.

I sincerely hope that our political leaders will make the very most of this opportunity. But we must not forget that change is something that depends on all of us, it’s a shared responsibility, and that whatever our walk of life, we can all make a very valuable contribution to bringing about this change. That’s why now, more than ever, it’s important that we remain true to our principles, and we must conduct business, politics or whatever it is that we do in life, in a responsible way, displaying solidarity at all times and always taking the long-term view.



***“ACCIONA basa sus expectativas de crecimiento en ser parte de la solución a desafíos como la creación de infraestructuras, el modelo energético y el acceso al agua”***

>>



***"Now it is more important than ever to remain faithful to our principles and conduct our business, or make policies, or whatever else our function in society might be, with responsibility, solidarity and with a long-term perspective."***

For many years now, at ACCIONA we have been betting firmly on sustainability as a fundamental part of each and every one of our actions and activities. It wasn't a change that took place overnight. We made constant efforts to rearrange and systematize the thinking and the everyday way of doing things of a company that was created at the turn of the 20th century. By doing things this way we were merely nurturing a heritage of vocation of development and innovation, displayed time and time again by our predecessors in the face of adversity. Nowadays, as much as or perhaps even more than ever, this will to succeed marks our way forward.

Consequently, at ACCIONA we have based our expectations of future growth on our being a central part of the solution to some of the most complex problems and challenges that society is facing today: the creation of infrastructure, the energy model and access to water.

Infrastructure, in the broadest sense of the term, makes up the backbone of progress in any society and has a direct influence on economic development, on a society's essential structure and on the distribution of wealth. Whether it is linked directly to productive activities, such as transport and trade; basic supplies such as energy, water or telecommunications; or social welfare, such as education or public health, infrastructure provides the indisputable base for a nation's economic planning.

Energy, for its part, is the force that moves industrial production and stands as the symbol of social welfare, and is constantly called upon for greater capacity and availability. This growing demand cannot be satisfied without previously making immediate structural changes not only in the supply sources, but in productive processes and in our own awareness, as a society, of the limits of the natural world. The transition towards a new energy model will define the success or failure of our attempts to "shift" the world and to enjoy comforts.

Last but not least, water is essential to life and to economic advancement. Supplying good quality water and in the right quantities is one of the major challenges that we face. For the less developed nations, water has always been, and will continue to be, a very serious problem. But now, when the developed world is waking up to the sheer scale of the problem because it now has it on its own doorstep, water has become a priority all over the globe.

Our ability to rise to these three great global challenges is our only guarantee of economic growth, social advancement and environmental balance. And that is why at ACCIONA we have placed our bet firmly on sustainable development.

Today, more than ever, sustainability must stand at the top of the list of priorities of every company and every government. More so for those who have the greatest power to make decisions. Because in these troubled times, in which we have witnessed the fall of previously unchallenged principles and concepts, the moment has come to rethink the world, to make it different, better. More sustainable.

**José Manuel Entrecanales**  
Chairman of ACCIONA



New York stock exchange.

DOW JONES SUSTAINABILITY INDEXES

# ACCIONA, the leader in sustainability

ACCIONA has once again achieved the top rating in its sector on the Dow Jones Sustainability Indexes.

**This improved rating acknowledges ACCIONA's quest for excellence in its commitment to sustainable development**

**a**CCIONA's commitment to sustainability is firmly established, and confirmed outside the company by leading independent, international bodies. ACCIONA maintains a leading sector position on the Dow Jones Sustainability World Index (DJSI World) and the Dow Jones STOXX Sustainability Index (DJSI STOXX), the international benchmark indexes for sustainability and socially-responsible investment, which for 2008 judged among a total of 320 and 162 companies respectively. In the annual review published recently,

ACCIONA was awarded top marks in the environmental and social categories, and received the highest rating in its sector, further improving on the rating that gained it first place in its category last year. This improvement reflects ACCIONA's quest for excellence and commitment to sustainable development. The DJSI includes the most advanced companies in economic, social and environmental sustainability in the world (DJSI World) and in Europe (DJSI Stoxx). ■

**+ information: [www.acciona.com](http://www.acciona.com)**

RESULTS OF THE THIRD QUARTER OF 2008

# ACCIONA triples EBITDA

The Company saw an 89.4% increase in sales to €9.4 bn, while investments rose to €1.9 bn, up 75%.

**a**CCIONA closed the third quarter of 2008 with a gross operating profit (EBITDA) of €2.1 bn, 193.8% more than in the same period last year. This increase is essentially due to the proportional consolidation of 25% of Endesa over the first nine months of 2008, which translates to €1.35 bn, and the increased contribution from ACCIONA Energy. Specifically, the consolidation of Endesa represented 64.2% of the total EBITDA; ACCIONA Energy's contribution was 19.9%; and ACCIONA Infrastructures' was 7.5 %. Attributable net income/ profit was €413 m for the third quarter 2008, 2.8% more than at third quarter close 2007, while turnover increased by 89.4%, rising from €4.9 to €9.4 bn, an increase also mainly due to the proportional consolidation of Endesa in the first

nine months of the financial year and the positive growth of the Energy and Environmental & Urban Services divisions. ACCIONA Energy showed a notable increase in sales of 79.6%, mainly from the increase in the average price of wind energy, the 10% increase in the organic growth of energy production, and the strong business performance of the wind and solar industries. Endesa added €4.15 bn to turnover up to September. Investments came to €1.94 bn, 75% higher than those for the same period last year. This breaks down as 1.08 bn invested in the organic growth of ACCIONA Energy's business and €598 m on investments made by Endesa. Investments of €259 m went to other business areas. This investment strategy and Endesa's

INCOME STATEMENT			
In millions of euros	Jan-Sep 2007	Jan-Sep 2008	Change (%)
Sales	4,937	9,353	89.4
EBITDA	715	2,100	193.8
Operating Profit (EBIT)	457	1,429	212.5
Net Profit	401	413	2.8

BALANCE SHEET		
In millions of euros	31/12/2007	30/09/2008
Net assets	6,456	6,526
Net debt	-17,804	-17,543
Net debt of regulatory entries		
Pending payment	-16,957	-16,460
Financial leverage	276%	269%
Investments	1,105	1,937

TURNOVER BY DIVISIONS			
In millions of euros	Jan-Sep 2007	Jan-Sep 2008	Change (%)
Total	100	9,353	89.4
Endesa	44.3	4,145	
Infrastructures	28.1	2,624	-5.2
Energy	13.2	1,236	79.6
Logistics and Transport Services	7.9	735	2.3
Environmental and Urban Services	6.0	564	13.5
Real Estate	2.1	200	-42.1
Other businesses and finances	1.1	106	-7.5
Adjustments for consolidation	-2.7	-257	33.4

Net profits came to €413 m, 2.8% higher than in the same period last year

contribution meant that net financial debt as of September 30 2008 stood at €17.5 bn, 54.6% without recourse (16.5 bn excluding Endesa's regulatory payments pending ) and set the debt equity ratio at 269%. ACCIONA Energy's turnover grew by 79.6%, reaching €1.24 bn. EBITDA reached €418 m, an increase of 62.2%. ACCIONA Infrastructures recorded a drop in turnover of 5.2%, with a total of €2.6 bn, while the works portfolio rose in the third quarter of the year to €7.6bn, 40.8% more than the previous year. The concessions division showed strong growth over the period, with a rise of 78.2% in revenue and 156.6% in EBITDA. ACCIONA Agua's turnover totalled €229 m up to September, 23.6% more than the same period last year, with EBITDA of €18 m, a 22% increase. ■





Tatanka is the first wind farm facility ACCIONA has developed in the US with its own wind turbines.

## A FIRM COMMITMENT TO THE UNITED STATES

# ACCIONA Energy inaugurates its largest wind farm in the world

Straddling North and South Dakota, Tatanka is just the beginning of the group's major wind farm developments in the US.

**A**CCIONA Energy held the inaugural ceremony for the Tatanka wind farm between North and South Dakota (US) on September 24. With 180 MW of power, this is the company's largest facility in the world and the first that ACCIONA has built in the US using its own wind turbines. The inaugural ceremony was attended by North Dakota Governor John Hoeven, the vice-chairman of ACCIONA, Juan Ignacio Entrecanales, and the CEO of ACCIONA Energy North America, Peter Duprey. John Hoeven said that "the Tatanka wind farm is a foresighted example of leadership in renewable energies that the United States needs to develop in order to cut our dependence on foreign oil. I'm very proud to welcome

ACCIONA and I hope we'll see many more projects like this in our state". Meanwhile, Juan Ignacio Entrecanales said "the US is one of ACCIONA's main investment priorities in the world. Our commitment will undoubtedly increase in the next few years because the United States has an important role to play in the development of renewable energy sources".

### A €259 m investment

The Tatanka wind farm project required a €259 m investment covering its 120 AW-1500 wind turbines with 1.5 MW of power, 59 of which are in South Dakota and the other 61 in North Dakota. The facility generates clean energy equivalent to the consumption

*Peter Duprey, CEO of ACCIONA Energy North America; John Hoeven, governor of North Dakota; and Juan Ignacio Entrecanales, vice-chairman of ACCIONA, at the dedication ceremony of the Tatanka wind farm.*



of some 60,000 American households. The Tatanka facility brings the wind farms installed by ACCIONA in the US to three, with a total installed power of 266 MW. The company is currently building two more farms at Red Hills (123 MW) in Oklahoma and EcoGrove I (100.5 MW) in Illinois, both 100% owned by the company, and also has several thousand additional megawatts under development.

ACCIONA produces wind turbines using its own technology at an assembly plant in West Branch (Iowa). ACCIONA also owns and operates the largest solar thermal energy plant built in the US in the last 17 years, Nevada Solar One located in the Nevada desert. ■

➕ information: [www.acciona-energia.es](http://www.acciona-energia.es)

## More than 340 employees in the US

ACCIONA Energy has some 342 employees in the US, easily double the number at the end of last year. The jobs are distributed as follows:

- ➔ 104 at ACCIONA Energy North America, the Chicago-based company that oversees the development of renewable energy projects.
- ➔ 187 at ACCIONA Windpower North America, mostly in the company's wind turbine manufacturing plant in West Branch (Iowa).
- ➔ 44 at ACCIONA Solar Power, the company based in Henderson (Nevada) specialising in thermoelectric solar projects and managing operations and maintenance of the "Nevada Solar One" plant
- ➔ ACCIONA Canada Services also has an office in Rochester (New York) with a team of seven people.



## LEADING TECHNOLOGY

# ACCIONA Windpower unveils its 3 MW wind turbine

The new wind turbine, equipped with cutting-edge technology, has the largest swept area in its class.

**ACCIONA Windpower** revealed its new 3 MW wind turbine with the largest turbine rotor diameter in its class. It complements the successful track record of the 1.5 MW turbine, which in just four years powered the company to seventh place on the world ranking of wind turbine manufacturers. It will be available for purchase in 2009 and deliveries of the first units are expected for the second half of 2010.

The new AW turbine was designed for different types of winds and will be manufactured in three rotor diameters, depending on the characteristics of a location (100, 109 and 116 metres, representing a swept area of up to 10,568 m<sup>2</sup>). The turbine blades for these three models will measure 48.8, 53.2 and 56.7 metres in length, respectively.

## With concrete towers

The wind turbines are supplied with concrete towers of hub heights of 100 or 120 metres. Increasing requirements in terms of loads and heights for wind turbines, as well as the difficulties



## Inauguration ceremony of the first AW-3000 (3MW) turbine

A few days before the opening of Power Expo trade fair in Zaragoza, where ACCIONA Windpower presented its 3 MW prototype, the launch ceremony was held in Barásoain (Navarre) for the first wind turbine assembled at that company plant. The event was attended

involved in transporting and installing them, are obliging manufacturers to look at materials to replace steel for very large wind turbines. ACCIONA already has several 1.5 MW wind turbines installed on 80-metre concrete towers on a wind farm in Albacete.

The AW-3000 wind turbine incorporates technological solutions tested on the AW-1500, giving excellent results in terms of reliability, efficiency, strength, operational performance and simplicity of maintenance. ACCIONA Windpower is now one of the leading wind turbine manufacturers in the world. ■

+ information: [www.acciona-energia.es](http://www.acciona-energia.es)

by ACCIONA's chairman, José Manuel Entrecanales, and his daughter Clotilde, who acted as patron of the wind turbine that is named after her. Pedro Ruiz, the managing director of ACCIONA Windpower, coordinated the event, which was attended by several hundred people. José Manuel Entrecanales emphasized the importance of the plant employees' work. "Wind turbines like this one are the finest example of ACCIONA's work in support of a sustainable energy system" he said.



## THE LARGEST CONGLOMERATE OF OWNERS OF PHOTOVOLTAIC INSTALLATIONS IN THE WORLD

# Two solar farms in Navarre handed over to 1,200 owners

In September, **ACCIONA Solar** held the hand-over ceremony for its two solar farms in Navarre - Corella and Bardenas, the largest developed by the company in Spain - to more than 1,200 owners. Their combined outputs reach 21 MWp, which required an investment of €152 m. They were both connected to the grid at the end of July. The ceremony was the greatest gathering of owners of photovoltaic installations anywhere in the world. The concept of the 'huerta solar' ('solar farm') was devised and registered by ACCIONA with the aim of bringing investment in renewable energies to every strata of

society. It is based on grouping together individually-owned photovoltaic installations that share infrastructures and services in common premises.

The owners enjoyed demonstrations of some of the installations features and operations, and were required to sign the documentation corresponding to their investments. This was followed by speeches from the mayor of Corella, José Javier Navarro; the president of the Council of Bardenas, José Antonio Gayarre, and the general manager of ACCIONA Energy, Fermín Gembero. ■

+ information: [www.acciona-energia.es](http://www.acciona-energia.es)

## 18 solar farms in Spain with almost 7,000 tracking systems

ACCIONA Solar has so far installed 18 solar farms, adding to a combined total of 61.5 MWp and representing an investment of €456 m, in Navarre (9), Castile-La Mancha (6), Extremadura (2) and Aragon (1). The company has developed its own solar tracking technology under the trademark of Buskil in collaboration with companies such as Ingeteam, Taco and STI Norland. Almost 10,000 trackers have been installed: 6,966 in solar farms and the rest in the installations at Amareleja and Tudela.



## BRAZIL BRINGS GREAT POTENTIAL

# ACCIONA Real Estate enters the Brazilian market

The company has bought 315,560 m<sup>2</sup> of land to build 2,000 new homes.



In "Penedo Mata Atlântica Residencial", ACCIONA Real Estate developments will total 384 apartments and 112 houses.



**a**CCIONA Real Estate is strengthening its international ventures with new land purchases in Brazil. After an initial acquisition in February of 213,000 m<sup>2</sup> in Resende, a city in the state of Rio de Janeiro, the company bought more land in Guarujá and Betim, in the states of Sao Paulo and Minas Gerais respectively. Over the next few years ACCIONA Real Estate expects to develop some 2,000 homes in Brazil. "Our intention is to concentrate on the local market, building first homes and occasionally tourist properties for Brazilian customers", said Antonio González, the international director of ACCIONA Real Estate. In Guarujá, a coastal city in the state of Sao Paulo, the company purchased land in two areas: one is 235 metres from Asturias beach, the other 311 metres from Tombo beach. The two plots total 2,561 m<sup>2</sup> and the plan is to build 73 and 44 homes on them respectively. Guarujá lies just seven kilometres from Santos, a town of

around 450,000 residents, 65 kilometres from Sao Paulo and the largest cargo port in Latin America. Guarujá is the nearest tourist beach destination to the city of Sao Paulo where there is a wide variety of beaches.

The company's most recent investment in Brazil is in Betim, 30 kilometres from the state capital of Minas Gerais, Belo Horizonte, where ACCIONA Real Estate bought 100,000 m<sup>2</sup> of land to develop a total of 1,253 homes in five phases. This new residential development will stand atop a hill with views over the city of Betim and the city's green spaces. From this vantage point the 10-block development promises magnificent views. Only 15% of the total land area will be built on, leaving 87,000 m<sup>2</sup> of green space for residents' private use. A jogging circuit and a cycling path are also planned.

Betim and Belo Horizonte are linked by three main thoroughfares: the A 40 rodovia that connects Rio de Janeiro



"Our aim is to focus on the local market with first-home developments"

and Brasilia; the Rua Fernao Dias, transformed into a dual carriageway in 2007; and the expressway that is currently being completed. Brazil represents the opening-up of a new market, which, González points out, offers the opportunity of finding legally-endorsed land with development potential. "This is a huge market that has become more stable, both politically and economically, and in the medium-term we estimate significant improvements in accessibility to housing for most of the population," says González, "making this an excellent time to invest in Brazil".

**Penedo Mata Atlântica Residencial** ACCIONA Real Estate recently began marketing its first project in Brazil, Penedo Mata Atlântica Residencial. Unique in this area, the residential complex will have 98,000 m<sup>2</sup> of green space within an enclosed estate with 24-hour security. The project comprises 384 apartments and 112 houses with a social club, swimming pool, tennis and basketball courts and a small lake. Penedo Mata Atlântica Residencial is located in Penedo, a mountain tourist resort on the outskirts of the

city of Resende in the State of Río de Janeiro. "We will be offering a unique residential product in this area that aims to address the significant demand for housing in this region", says González. "The population is growing rapidly in this region, mainly because some major logistics platforms are being established here as this is a strategic location 150 km from Rio de Janeiro and 250 km from Sao Paulo, which means it has a catchment area of more than 35 million people". ■

+ information: [www.acciona-inmobiliaria.es](http://www.acciona-inmobiliaria.es)

## Rental housing sale

ACCIONA Real Estate is a stakeholder in Urbanizadora El Coto, which has put two of its rental property developments on the market, Parque América and CotoLandia, both located in Conde de Orgaz. This is a unique investment opportunity

for employees: studios and apartments are selling from €111,645 and offer a guaranteed monthly return. Parque América is a complex of four buildings with 97 studios and one-bedroom apartments, parking spaces and a communal area

including extensive gardens, swimming pool, sauna and paddle tennis court. CotoLandia consists of 42 apartments within an enclosed estate with 7,200 m<sup>2</sup> of communal grounds, including a swimming pool, gym, paddle tennis court, etc.







The project involved building new structures, bridges and viaducts at the junctions, pedestrian underpasses, etc.

## NEW INFRASTRUCTURE – KEY TO POLAND’S PROGRESS

### Major upgrade for the N7 road

The Białobrzegi-Jedlińsk project improved an important Polish road, the country’s north-south backbone

**a**CCIONA is committed to improving infrastructures in the countries in which it operates. It does this by adhering to a model based on sustainability and respect for the environment. The company has recently been working on this key project in Poland, adapting the national N-7 main road to the status of an S-7 GP-class highway, with the construction of a new lane.

The project, some 100 km to the south of Warsaw, is on national highway 7, one of the most important thoroughfares in Poland. It links the port of Gdansk with Warsaw and continues on to the Czech border. The reconstructed section of the road runs between the town of Białobrzegi and the link to the new bypass around the town of Jedlińsk. The highway has two lanes in each direction

The new highway, 100 kilometres from Warsaw, has two lanes in each direction and is 15.7 kilometres long

and the section runs from km 443+895 to km 459+594, and has a length of 15.7 km. The project involved the construction of new structures, bridges and viaducts at junctions as well as pedestrian walkways, underpasses, traffic safety systems, environmental protection, etc. Environmental regulations were fastidiously adhered to during the design and construction phases of the project, as were existing architectural features. Any impact on the environment has been minimized, as demonstrated by the various crossings for animals that have been created, a particular feature of which is the environmentally-friendly viaduct. The project forms part of the general renovation of national highway 7, which forms the north-south backbone of the

country. It is a heavily-trafficked highway and has already been renovated in the past. ACCIONA -Mostostal has been involved in various sections, such as the two stretches in Gdansk (Kieźmark A and B), which included some significant bridges across the Vistula River (957-metres of metal bridge)). ■



### Thinking of our children

The Sociedad Concesionaria Hospital del Norte has been making the children’s areas in the Infanta Sofía Hospital more child-friendly. More than 2,000 m<sup>2</sup> of the facility has been transformed into a welcoming children’s play area with illustrations and artworks dreamt up exclusively for this project. It was made possible thanks to the sponsorship of Segur Ibérica, part of the SEGUR Group.



## POLYTECHNIC UNIVERSITY OF SAN LUIS POTOSÍ (MEXICO)

### A new university campus bears the ACCIONA hallmark



One of the pledges of the Mexican Federal Government is to strengthen its higher education system. A result of this is the inauguration of the new campus at the Polytechnic University of San Luis de Potosí and ACCIONA participated in its construction. The new university campus comprises 12 buildings and covers an area of 16 hectares, and required an investment of 2 billion pesos, which was financed with both public and private funds.

The inaugural ceremony was attended by President Calderón, who declared that his government has increased resources for higher education, with the aim of improving the availability of university education by at least 30% over the next four years. The president reminded of the work that is currently un building 42 new universities across Mexico with the aim of improving the professional qualifications of new generations. Meanwhile, the secretary for public education, Josefina Vázquez Mota, confirmed that firm progress is being made in transforming and improving the quality of the country’s education — the key to its future. ■

THE PLATFORM WEIGHS 280,000 TONNES

# A master feat of engineering

ACCIONA Infrastructures builds the world's first offshore gas terminal.



“

Early in 2000 the Ras Laffan Liquefied Natural Gas Company (whose stakeholders include Exxon Mobil, the Italian company Edison and the Government of Qatar), proposed the construction of a massive terminal for depositing and storing liquefied natural gas (LNG) from the gas fields in Qatar, and subsequently distributing it (once regasified by the plant installed above it) to the network in northern Italy”, says Félix Ambrosio Racić, the project manager for the Cajón Adriatic LNG Terminal Algeciras Project. This concrete platform, built by ACCIONA Infrastructures, represents a tremendous feat of engineering.

### Singularity

A unique feature of this platform terminal—aside from the complicated construction process—was that once the installation was completed it was floated and towed to its final destination several kilometres off the coast of Venice. “The quality standard requirements for an offshore project like

this far exceed the usual ones for other kinds of civil works”, says Ambrosio. This was the first offshore gas terminal to be installed in the world, and construction of the platform, the budget for which was €200 m, involved approximately 800 people over the last three years. ACCIONA Infrastructures’ work involved building the base structure in pre-stressed concrete, the industrial works, the secondary insulation and container structures of the natural liquefied gas tanks and all the operational logistics on the project that began at the beginning of 2005 and was completed by the end of 2007. “The launch and towing by tug boats with special dimensions and specifications took place between August 30 and September 15, 2008 with no problems at all”, adds Ambrosio. The structure of the terminal, made from heavily-reinforced and pre-stressed concrete with special added characteristics to improve durability in the aggressive marine environment, measures 180



## The structure in figures

Weight: 280,000 tonnes  
Capacity: 250,000 m<sup>3</sup>  
Regasification potential: 1.1 million m<sup>3</sup>/hour  
Dimensions: 180 m length: 88 m width: 47 m height:  
Budget: €200 m  
Staff employed: 800  
Project duration: 3 years

metres in length, 88 m in width and 47 m in height. The design involved more than three years of work and the collaboration of prestigious engineering companies such as Iberinsa, Aker Kvaerner and Skanska, and the laboratories of the Madrid School of Civil Engineering, INTEMAC and SINTEF, the acclaimed Norwegian laboratory associated with the University of Trondheim. The sliding falsework construction method used, which was a record of simultaneous sliding surface area in Europe, also involved many conditioning factors for the mix. Ambrosio cited its “workability, pumping capacity at great heights and distances, maximum on-site working temperature, and stringent controls of setting times so as not to compromise performance and allow variations in the sliding speed”.

### Special design

The concrete structure can be seen as a kind of artificial island or a double-

hulled vessel, given that during the final phases of the project it had to sail to its final location. “It has been designed to withstand considerable structural loads, including those involved in the construction process itself, the need to support various industrial modules and essentially the capacity to float its own weight of more than 280,000 tonnes. We considered meteorological phenomena and adverse weather conditions, wind loads, waves and seismic impact, as this is quite a sensitive part of the northern Adriatic, as well as the impact of maritime operations around it (the potential actions or impacts of vessels during mooring operations to unload LNG), and those of the towing vessels from the Bay of Algeciras as far as the Venetian coast”, explains Ambrosio. All these factors made this structure—a prototype—the heaviest ever floated from a dry dock. ■

+ information: [www.acciona-infraestructuras.es](http://www.acciona-infraestructuras.es)



**Félix Ambrosio Racić**  
Project Manager  
Cajón Adriatic LNG

“

*The quality standard requirements for an offshore project like this far exceeded the usual ones for civil works”*



## → JESÚS TRABADA GUIJARRO

Chief Executive of MINTRA  
(Madrid Transport Infrastructure)

“We have built the largest subway extension in history; not just in Madrid but in the world”



### PROFILE

Doctor of Civil Engineering from the Higher Engineering School of Madrid. Between 1980 and 1986, he was site management engineer for Empresarios Agrupados on the nuclear power station at Trillo and since 1986 has held various positions in the Community of Madrid relating to Transport. Since 2003 his role has been as chief executive of MINTRA (Madrid Transport Infrastructures) and director-general of Transport Infrastructures at the Department of Transport and Infrastructures of the Community of Madrid.

ACCIONA was involved in the extension of Madrid's suburban railway network, one of MINTRA's star projects. The MetroBus and roads are two other priority areas for the organization. Jesús Trabada Guijarro reveals the company's future plans, many of which include ACCIONA's active involvement.

**Q. What is the current situation of the Madrid Metro?**

A. We've gone from 120 to 318 kilometres in the last 12 years, a figure that means we have constructed the longest Metro extension in history, not just in Madrid but in the world.

**Q. What other expansion projects is MINTRA looking at for the Metro network?**

A. At the moment we have two extension works underway on line 11 as far as Barrio de la Fortuna, in Leganés, which will be finished by the end of 2009. We've also just contracted ACCIONA, as part of a UTE with FCC, to extend Line 2 as far as Barrio de Las Rosas. This project, which will start before the end of 2008, entails the

construction of 4.5 kilometres of suburban railway to connect La Elipa station with the neighbourhood of Las Rosas, thus giving this district four new Metro stations which will benefit more than 65,000 people.

**Q. Another of the projects that MINTRA is working on is the MetroBus. What's this new system all about?**

A. This form of transport, which is already operating in various European and American countries, consists of installing modern platforms reserved for buses and using state-of-the-art vehicles that are environmentally friendly. We're going to use a system of dedicated platforms with a slope of 7% and crossroads at different levels so the MetroBus won't have to stop at traffic lights. The four lines that we're putting into operation for now are: Algete-San Sebastián de los Reyes, Torrejón de Ardoz-Barajas-Madrid, Arroyomolinos-Xanadú and Alcorcón- Villaviciosa de Odón.

**Q. What are the advantages of the MetroBus?**

A. One of the main advantages is that if passenger transport increases, the MetroBus

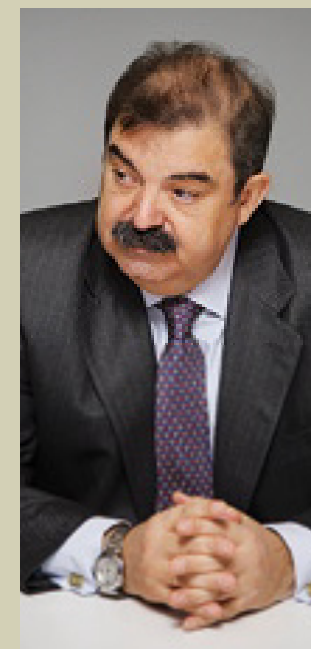
can turn into a light metro which offers great potential. This innovative idea for the Community of Madrid means we can adapt investments to actual passenger transport needs, so it won't be so expensive, whereas it would be if we were to embark directly on normal or light metro projects.

**Q. What plans does the company have with regard to roads?**

A. We're going to build new roads, such as the completion of the M-50, the biggest civil works project of this legislature. We're also looking at widening certain roads, such as the M-61, which links the A-6 and the A-1. This is a project involving 33 kilometres of road, with 10.5 kilometres of wide tunnels with three lanes in each direction, which will go under Mount Pardo. The final plan with regard to roads is to sort out the roundabouts and crossroads on Avenida de las Dos Castillas.

**Q. What's your budget for all these projects and how is it being split?**

A. The overall budget is forecast at around



“Altogether, the planned investment is around €6.5 bn: €3 bn for roads; €2.8 bn for the suburban railway and the rest for the MetroBus lines”

€6.5 bn. The road infrastructures are the most expensive, as they are going to cost around €3 bn; the suburban railway projects will cost €2.8 bn, and the rest, around €700 m, will be used for the MetroBus lines.

**Q. When will all the work you've mentioned be finished?**

A. As you can see, this is an ambitious plan which will be tackled in phases, but our deadline is 2011.

**Q. What can you tell us about the entity's longer-term plans?**

A. Looking towards 2017, we're planning to extend various lines in the outskirts and close up Line 11 so it forms a circle. The idea of this latter project will be to prolong it to form a circle that runs parallel to line 6, but outside the M-30, in addition to the construction of stations in this radius. We're also thinking about building more light metros in the towns bordering the urban centre. ■



## NEW SERVICES

### The Palma-Barcelona night ferry is back in action

The new line is better-suited to the needs of Majorca's residents and improves distribution of goods around the whole island.

↑ The company presented the new service on board the ferry dubbed Sorolla.

**ACCIONA Trasmediterranea** has run its new ferry connection between Palma de Mallorca and Barcelona since August allowing Mallorcans to spend a whole day in Barcelona. With night departures from the island, the service doubles cargo capacity and improves the distribution of goods around the whole island. Two ferries operated by the company cross paths each day between Palma de Mallorca and Barcelona; there are two departures per day in both directions from each port. This service resumes a crossing that was popular in the 1990s and addresses the real needs of passengers. ■

## Keel laid down on the second Ro-Ro vessel

In October, Navantia laid the keel of the second Roll-On-Roll-Off ship being built for ACCIONA Trasmediterranea at its shipyard in San Fernando-Puerto Real. These ships are designed to speed up road transportation as part of the Sea Motorways concept. They can reach a speed of 26 knots,

equivalent to around 48 km/h. These are the largest high speed vehicle cargo vessels currently being built and have excellent manoeuvrability thanks to their side propellers and articulated rudders. They are 209 metres long, 26.5 metres wide and have a draft of 7 metres. ■



### New vessels enter service

The Aegean Heaven, a new addition to the fleet, sails a weekly cargo route from Barcelona to Alicante, Las Palmas de Gran Canaria and Santa Cruz de Tenerife. The same ship returns to Barcelona with a stop-over in Agadir to pick up a large cargo load of fruit and vegetables destined for Europe. It has a cargo capacity of 160 containers and 40 vans.

The fleet has also been joined by the ferry Audacia with a capacity of 500 passengers and 2,600 linear metres of cargo to cover the daily Valencia-Palma-Valencia route.

## Tánger Med starts operating

Since November, ACCIONA Trasmediterranea has been operating out of the new port of Tánger Med in Morocco. The super-fast-ferry Galicia, with a capacity of 1,760 linear metres of cargo, does a weekly roundtrip between Cadiz and the Canary Islands and another weekly roundtrip between Cadiz, Tánger Med and Barcelona. ■

## 6,500 M³ AND A MILLION KILOS CARRIED

### The largest air export contract

**ACCIONA Forwarding** was selected by Indra to transport material for the parliamentary elections in Angola with a contract worth €4 m. The company's experience and professionalism resulted in the successful operation of 11 direct flights from Madrid to Luanda involving three different air cargo companies.

In this complex and delicate logistics operation, ACCIONA Forwarding was responsible for every stage of the process, from collecting the material through to the final delivery. In July, nine Boeing 747 cargo aircraft were used, with a capacity of 600 cubic metres and 100 tonnes of weight each, to transport the voting boxes, booths and computer systems. In August the last two flights were operated to transport the ballot slips. In total, 6,500 cubic metres of cargo was carried, weighing one million kilos, our largest air cargo export contract yet. ■



## New line reduces CO2 emissions

Since October, **ACCIONA Rail Services** has been operating the Huelva-Valdetorres (Badajoz) route dedicated to transporting oil and biodiesel. The forecast is for this route to transport 50,000 tonnes between now and the end of the year, and another 150,000 tonnes in 2009. The company started operating in 2007 between the Port of Gijón and the La Robla Power Station (Leon) where it transports more than 600,000 tonnes of carbon a year. Both these lines substantially reduce CO2 emissions from the transport sector. ■



## WATER MANAGEMENT

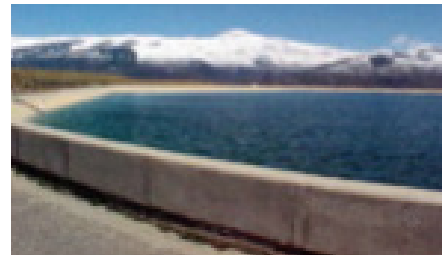
## Granada's coastal water

ACCIONA Agua has been managing the complete water cycle since 1996 in 14 coastal towns of Granada.

**a**CCIONA Agua became a partner of the municipal entity Aguas y Servicios de la Costa Tropical de Granada AIE in 1996 “to manage the complete water cycle concession from the group of municipalities on the Tropical Coast of Granada, which was put out to tender by the Andalusian Regional Council’s Department of Public Works and Transport”, explains Ferran Martrus, the administrator of the municipal company on behalf of ACCIONA Agua. These fourteen towns (Almuñécar, Jete, Otivar, Lentejé, Itrabo, Salobreña, Motril, Castell de Ferro, Polopos, Lújar, Sorvilán, Rubite, Albuñol and Albondón) with a combined population of 113,944, (that triples in summer according to Martrus), are the beneficiaries of this 25-year concession.

The company provides the full range of water cycle services: supply, sewage systems and treatment/purification. The consortium of Aguas y Servicios de la Costa Tropical de Granada has subdivided the area into three zones: Motril, Salobreña, and Almuñécar and Albuñol, and has set up a customer service office in each zone. At present,

**Aguas y Servicios de la Costa Tropical de Granada manages 80,000 domestic water supply contracts**



the company handles 80,000 domestic water supply contracts.

### The projects

At the start of the concession, complementary work was undertaken to the tune of €18 m, 40% of which was financed by Aguas y Servicios de la Costa Tropical de Granada. This consisted of three sewage treatment plants at La Herradura, Carchuna-Calahonda and Castell de Ferro with their corresponding drainage systems, plus the enlargement of the water treatment plant at Palmares and its corresponding pipeline to Motril-Torrenueva. In subsequent years, with the help of European aid programmes, two tertiary treatment systems have



*The company has various plants for managing water supply, sewage systems and purification.*

been built in Almuñécar and Castell de Ferro; a sewage treatment plant in Albondón and a low-temperature thermal desorption system in Motril. In total, the works executed and completed between 1996 and 2003 came to €40 m.

Today, the company has a workforce of 170 and manages the sewage treatment plant mentioned above as well as the drinking water supply and drainage network pipelines (approximately 700 kilometres long) and three water treatment plants in Motril, Molvizar and Contraviesa, a 500,000 m<sup>3</sup> reservoir in Contraviesa, 67 tanks, 23 potable water pumping systems and 24 water uptake points. ■

➕ information: [www.aguasyservicios.es](http://www.aguasyservicios.es)

→  
ACCIONA Agua is consolidating its leadership with an integral water management service system.



THE PLANT HAS A CAPACITY OF 52,000 M<sup>3</sup> PER DAY

# New water treatment plant inaugurated in Bulgaria

The Pazardjik Wastewater Collection and Treatment plant features the latest technological advances.

**a**CCIONA Agua has opened a wastewater treatment plant with the capacity to treat 52,000 cubic metres of water per day from the city of Pazardjik, 100 kilometres from Sofia. The contract, worth €11 m, was signed in 2004 between the Ministry of the Environment and Water of the Republic of Bulgaria and a consortium involving BDH (Building Development Holding) and ACCIONA Agua. The project is known as Pazardjik Wastewater Collection and Treatment and in addition to a sewage treatment plant includes the operation of

urban water collectors, industrial water collectors, including those at the crossing of the River Maritza, and a pumping station. The plant carries out the work of grinding, de-sanding and de-greasing. It has two primary decanters with a diameter of 40 metres, two biological reactors equipped with fine bubble diffusers, three secondary clarifiers with diameters of 42 metres, and two anaerobic digesters of 9,000 m<sup>3</sup> each. Once digested, the sludge is dehydrated by centrifugal force for its final evacuation. The purified water is then disinfected by chlorine gas before being discharged into the river. ■

➕ information: [www.acciona-agua.es](http://www.acciona-agua.es)

The new wastewater treatment plant required an investment of €11 m

A PROJECT FOCUSING ON SUSTAINABILITY AND CARE FOR THE ENVIRONMENT

# Preserving the banks of the Thames

Construction work on the Beckton desalination plant is moving forward as scheduled. The complex project demonstrates total commitment to the environment.

**C**onstruction of the Beckton desalination plant in London, whose operations go online in December 2009, involves implementing serious environmental measures to increase sustainability in both the construction and operational phases. At the point where water is taken up from the river, grilles with 3 mm openings are to be installed to prevent fish from being sucked in and 15 minutes before each extraction acoustic alarms are activated to frighten them off. This is then followed by a blast of air against the current in the pipes to expel any larvae that might have become lodged there, and extractions will be avoided during high tides when there is more activity in the ecosystem.

So far in the construction phase some 33,000 m<sup>3</sup> of the former structure has been ground down and recycled as filler material for the plant. Some 145,000 m<sup>3</sup> of sludge has also been cleared, dehydrated and recycled in agricultural operations. To minimize the consumption of electricity, the switchboards are chilled with water and the residual heat will be used to heat the buildings. Noise pollution will also be minimized with soundproofed cabins for the main machinery.



Finally, a power generation plant is planned that will supply the equivalent of half the desalination plant's average consumption.

Designed to produce 150,000 m<sup>3</sup> of desalinated water from the Thames daily, the plant will supply an area of east London with a population of more than 600,000.

So far, 60% of the civil works have been completed; electrical and mechanical equipment worth €40 m has been completed, and work has now started on assembling the pipes in situ. Water uptake from the Thames is now well advanced; the support structure has already been fitted on the river and the new dyke is 50% complete. This landmark project is moving steadily forward. ■

➕ information: [www.acciona-agua.es](http://www.acciona-agua.es)

## Opportunities in Australia

The Adelaide-Aqua Consortium, made up of ACCIONA Agua, United Utilities, McConnell Dowell and Abigroup Contractors, has been pre-classified along with another two consortiums by the Australian government to design, build and operate the Port Stanvac desalination plant in the city of Adelaide. The estimated cost of the project will be around €650 m. The government is expected to adjudicate the contract in March 2009.



PROMOTING INDUSTRIAL RESEARCH  
IN SUPPORT OF ENERGY-EFFICIENT CONSTRUCTION

# Creating a new building model for a more sustainable world

ACCIONA's Infrastructures and Energy divisions are involved in the Eco-Technology City (CETICA) project.

The purpose of the four-year project is to promote industrial research into future systems supporting energy-efficient construction

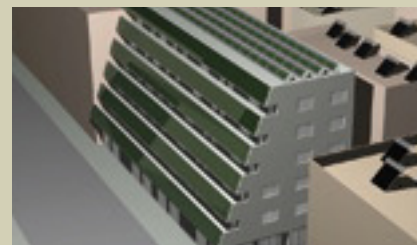
Experts agree that buildings are responsible for 40% of energy consumed in most developed countries. Thus, ACCIONA is driving responsible construction with a new building model designed to contribute to slowing climate change and reducing mass consumption of energy resources. To achieve this, it is crucial that the company devote resources to research and develop the knowledge and technology necessary to improve construction methods and systems, and increase the use of recyclable materials to achieve more

energy-efficient, comfortable cities. It was in this context that the CETICA La Ciudad Eco-Tecnológica project emerged in 2007 as part of the CENIT programme in which ACCIONA Infrastructures and ACCIONA Solar, in collaboration with another 14 partners, are working closely together. The purpose of the four-year project is to promote strategic industrial research into future systems supporting energy-efficient construction, resulting in the development of communities that are highly energy efficient and clearly

## Recubrimientos reciclables

ACCIONA Infraestructuras is concentrating its efforts on developing advanced construction components with new, high added-value functions, such as self-cleaning surface coatings. These brand new floor and wall coverings reduce construction time by 70%, increasing productivity as well as offering environmental benefits such as reduced

production waste. This new model includes building systems that can be recycled and reused in at least 50% of cases. In order to combine compound materials with steel we are working on new adhesives and other binding technologies to allow the final components to meet structural and acoustic standards and current and future regulatory requirements.



Once the project is completed in 2010, a catalogue of building solutions will be made available.

By 2010, ACCIONA will have the tools required to design more efficient cities.



geared towards the end user. CETICA seeks to generate an urban ecosystem by working with various technologies, such as focusing on the design of new materials based on steel and their subsequent industrialization, and the generation and supply of energy geared towards the end user. ■

+ Information: [www.accionna.com](http://www.accionna.com)

It is crucial that we channel resources into research to gain the knowledge and technology necessary to build better, more energy-efficient and comfortable cities

## Photovoltaic research

Meanwhile, ACCIONA Solar is working on the development of steel-mounted photovoltaic sensors to generate energy, and mid-temperature heat energy sensors for domestic-use hot water, refrigeration and central heating. This is an ambitious goal for photovoltaic systems that signifies a significant technological advance that puts the first product capable of directly incorporating photovoltaic elements in building materials on the market. Existing products are based on the juxtaposition of photovoltaic units on the roof or façade of a building. Another facet of the project is a survey of urban microclimates. ACCIONA is developing methods for assessing microclimates and solutions to ameliorate their affects: urban microclimates are responsible for increased energy consumption in buildings and poorly-designed exterior spaces produce conditions that are unsuitable for public use. A further area of interest to ACCIONA is the design of software that identifies the energy consumption of a particular neighbourhood and provides specific solutions. Understanding the level of sustainability of a city requires knowledge of the energy consumption of its buildings. The goal is that by 2010 we will have the capacity to design more efficient cities.



AN ELEGANT CHANGE IN LINE WITH MARKET TASTES

## Viña Mayor gets a makeover and expands its range of wines

Hijos de Antonio Barceló showcases the international character and high-end positioning of its wines.

After almost a year of research, the end result is clear and apparent. Viña Mayor, the brand name of Bodegas Hijos de Antonio Barceló, has taken a huge leap forward modernizing its image. As Víctor J. Cerro, marketing manager, explains: “the aim is to communicate a

**Hijos de Antonio Barceló has already begun marketing its new product lines in Spain and the response could not be better**

change in the range of Viña Mayor wines, motivated by a significant enlargement of the product range”. Though the original Viña Mayor is closely associated with the Ribera del Duero DO, the brand’s incursion into other designations of origin, namely Rueda and Toro, required redefining its image. “We’ve managed to give all our products greater consistency, ensuring that each one has its own distinct personality so consumers are able to

distinguish three different designations of origin under the same Viña Mayor umbrella”, says Cerro. The traditional Ribera del Duero wines are shortly to be joined by a Tempranillo rosé, two white wines from Rueda and a red wine from Toro. But that’s not the only novelty. The company has upgraded its products in line with a more international focus and has raised its brand positioning “because in most cases the enlargement of the range is at the top end”, says Cerro. The agency tasked with this modernization played with the visual elements that have defined the brand for more than 20 years. The deer icon, very characteristic of the brand, has been redrawn with a more defined silhouette, and specific colours have been used to define the personality and essence of each label. The outcome is harmonious, elegant and commensurate with the new tastes and demands of the market. ■

➤ information: [www.habarcelo.es](http://www.habarcelo.es)



*Spectacular sets successfully recreate the underwater world.*



ARQUA, THE NATIONAL MUSEUM OF UNDERWATER ARCHAEOLOGY OF CARTAGENA

## Avant-garde design

A permanent exhibition showcases the wealth and value of Spain’s underwater discoveries.



The new headquarters of the National Museum of Underwater Archaeology in Cartagena houses an exhibition designed to showcase and protect our underwater discoveries and resulting cultural heritage. Three presentation areas structure the museum’s artefacts and installations: first, a demonstration and explanation of an underwater excavation is given; then on to the laboratories where the pieces discovered are examined

to assess their chronology, and classify their type; and finally an exhibit featuring 700 pieces that are complemented with historical context and insights. The museum succeeds in its purpose to showcase and protect the work carried out by archaeologists in this highly-specialised area. Architect Guillermo Vázquez Consuegra designed the new museum and General de Producciones y Diseño (GPD) designed the interiors of the recently-

opened museum, the latter basing the interiors around two worlds: the boating universe and the underwater world through two spectacular installations: the 45-metre naval architecture wall that recreates a cross-section of four ships from different eras on a life-size scale, and an audiovisual show on a 103-metre LED screen, which surrounds an entire block of the museum, immerses visitors in the underwater world. ■

➤ information: [www.habarcelo.es](http://www.habarcelo.es)





## 1ST SEMINAR ON OCCUPATIONAL HEALTH & SAFETY

# A safe workplace, a priority

Last October, ACCIONA held its first Occupational Health & Safety Seminar, a meeting that brought together sector experts to analyse the challenges of the future.



*The seminars held at ACCIONA's head office were attended by some of the senior experts on this subject.*



**a**CCIONA first Occupational Health & Safety Seminar, organized by the Madrid Training Institute (IMF) and sponsored by the mutual insurance companies that work with ACCIONA, brought together distinguished experts from the public administration, social entities, insurance companies and business and legal professionals. Juan Ignacio Entrecanales, the vice-chairman of ACCIONA, highlighted the company's commitment to sustainability and the importance of occupational risk prevention policies. The event provided a platform for ACCIONA's occupational health and safety personnel and a means of

strengthening the synergies between the group's different divisions. The event provided a platform for ACCIONA's occupational health and safety professionals. The vice-chairman of ACCIONA highlighted the fact that the company has upheld its leading position in its sector on the Dow Jones Sustainability World Index (DJSI World) and the Dow Jones STOXX Sustainability Index (DJSI STOXX), the two benchmark international indices for sustainability and socially-responsible investment, at their most recent reviews. ACCIONA achieved the top rating in the environmental and social areas and the top score in its sector. Since 2007, ACCIONA has been certified in line with OHSAS standards (Occupational Health and Safety Management Systems) for around 50% of the company's activities and by 2009

its goal is to achieve this certification for virtually every business division.

### The safety priority

Jesús Trabada, the chief executive of MINTRA, the company assigned with developing transport infrastructure by the Community of Madrid, highlighted safety as "an absolute priority in every project we undertake" and said that he was in favour of "choosing the most appropriate building systems" to minimize risks on all the company's sites. The 1st seminar also involved Pilar Iglesias Valcarce, the director of Social Security and Prevention of Occupational Risks at CEOE; Carmelo Gómez and Marisa Rufino, the secretaries responsible for Health and Safety at the CO and UGT trade unions, respectively, in Madrid; Ángel Luis Sánchez Iglesias, head of the Regional Work Inspection team in Madrid; Antonio Sánchez Cervera,

Employment and Social Security inspector; Pedro C. Fernández Alen, secretary-general of CNC; and José Yanes, head of the Permanent Secretariat of the National Occupational Health and Safety Commission at the National Institute of Occupational Health and Safety.

The seminar was also attended by representatives of Asepeyo, Fremap, MC, Mutua Navarra, Audelco; Cuatrecasas and Muñoz Arribas; trade union head offices, and various business divisions of ACCIONA, headed up by Pilar Alfranca, the manager of Occupational Health & Safety, and Pablo Yáñez, the manager of Risk Prevention at ACCIONA Infrastructures. The closing address was given by Carmen Becerril, the director-general of Corporate Resources and Institutional Relations at ACCIONA. ■

➤ information: [www.acciona.com](http://www.acciona.com)

## ACCIONA's goal: Zero accidents

In terms of risk prevention, the priority is to integrate prevention systems in all the group's companies so that every member of staff is aware of the importance of safe working procedures, and their own responsibility in this respect, and the use of every preventative measure necessary. The company has an occupational health & safety strategy for the 2007-2009 period with the objective of "zero accidents" and the promotion of a risk prevention culture in all its activities. The landmarks achieved in 2007 were: a reduction of accident rates compared to previous years; regulatory audits of ACCIONA, ACCIONA Energy, Bestinver, ACCIONA Concessions, ACCIONA Agua and ACCIONA Infrastructures; the dissemination of an awareness-raising campaign, 'Fragile'; participation in various forums and external joint ventures; and the eighth edition of the awards for the best health and safety projects in the company. In 2008, the Occupational Health & Safety Institute at ACCIONA's Corporate University was set up and the 2008-2011 Health & Safety Training Plan was launched, among other initiatives. The International ORP Awards 2008, the highest distinction for occupational risk prevention, was granted to ACCIONA last May, reflecting the company's commitment to this area. For the last eight years, ACCIONA has been organizing the Site Management Awards that distinguish best practices in risk prevention, quality, the environment and site management.

## WHAT'S NEW AT INTERACCIONA

## Building on our brand

Our goal is to convey to our clients an image of a united company with a single voice and a single brand.



Interacciona is launching a new section, Image and Brand, where you can view and download the corporate identity and brand manuals, the logos of ACCIONA and its divisions, and the corporate font. It also features a new section for ordering corporate promotional material where you can consult a catalogue and complete a simple order form. In this section you can also download the electronic signature format so everyone working at ACCIONA can convey a unified brand image outside the company. An email

address is also provided for sending any queries on these issues. Consistency and rigour in abiding by the regulations for using our image has positioned us as one of the most easily identifiable brands. In fact, ACCIONA currently holds tenth place in the ranking of the hundred companies with the best corporate reputation in Spain, according to the latest report from the Spanish Corporate Reputation Monitor (MERCOR), one of the most prestigious business observatories in the world. ■

+ information: [interacciona.acciona.es](mailto:interacciona.acciona.es)

## ACCIONA Real Estate launches a new website

The real estate division has launched a new website based on three concepts: usability, customer focus, and design innovation. One of the aims of the new website is to make browsing easy, with fast access to visually appealing information. The site features a powerful search engine for high-speed property-type searches that are visually appealing and that include the Google Maps feature. The site's impact on business operations is important as it highlights the main areas of business and the latest offers

available to browsers. A slide feature has been added to the home page to showcase the most outstanding projects, featuring photos and essential and practical information. The website is available in Spanish and English and provides corporate information on the company, with a particular emphasis on our commitment to the environment and innovations made in the Corporate Responsibility section.

+ information: [www.acciona-inmobiliaria.es](http://www.acciona-inmobiliaria.es)

## THE ETHICS CHANNEL UPHOLDS ACCIONA'S PRINCIPLES AND VALUES

## First anniversary of the Ethics Channel

Since it went into effect, a total of 48 notifications have been received, and 22 investigations carried out.

In May 2007, ACCIONA's board of directors approved the new Code of Conduct and at the same time set up an Ethics Channel. This is an extremely important initiative that provides every employee with an effective tool for notifying the company in complete confidence of any irregularities that might have an adverse effect on ACCIONA's principles and values.

### The Ethics Channel is designed to be a practical tool for reporting infractions to the Code of Conduct

To ensure that the Ethics Channel became a genuinely efficient tool, an intensive awareness-raising campaign was run with announcements of the Channel's initiation on the Intranet and the corporate websites and all the Human Resources departments were notified so that they could inform every member of

staff about the channel and about new information in the Code of Conduct. Also, 40,000 copies of the code were published in both Spanish and English and the adaptations were published in French, Polish and Portuguese.

### Operation

At the same time, a Code of Conduct Committee was set up as the entity to which staff should address any possible infractions of the code, whether it affects them personally or third parties. A logical, centralized and protected archive has been set up to contain the following required information for each incident and at all times guaranteeing confidentiality: the complaint, confirmation of receipt; opening of an Incident file and, if necessary, an Investigation File; documents generated by the case; the report; proposed solution; and communications. At the same time, a protocol for action has been developed for complaints as well as a protocol for action in cases of sexual harassment or sexual discrimination. ■

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TU CANAL

Con el nuevo Código de Conducta, ACCIONA avanza en su compromiso con la gestión responsable.  
Escuchar es el primer paso para lograr soluciones conjuntas



## Open cases

One year after the Code went into effect, as at October 18 2008, a total of 48 notifications had been received via the Ethics Channel, of which 22 were passed for independent investigation. Of these, eight were concerned with possible discrimination or occupational harassment; four were concerning occupational health and safety; one was a query about applicable environmental legislation; another concerned the company's recruitment system; two were about financial matters; another three were about employment issues; two concerned environmental matters, and finally one referred to sexual harassment. Of these, 13 of the investigations have been concluded and the measures proposed were approved by the Audit Committee.





A butterfly flaps its wings in Beijing and unleashes a raging storm in New York - this is the butterfly effect.