

**MARKETS**

# Recovering the urban landscape

**MARKETS**

Smart water grid technologies

**CLOSE-UP**

Rodoanel:  
A sustainability paradigm



# *A legacy for years to come*

If we show respect for the past we will be able to gain a foothold in the present and get a firm grip on our future. By recovering our most iconic buildings to give them a new lease of life and by deploying cutting-edge technology in water services management in Cáceres (a city in southwestern Spain declared Human Heritage Site) we are helping to make our towns and cities all the more comfortable and functional.

Living in harmony with the singularities of each place helps us to become acquainted with and engage with the society that surrounds each and every one of our projects, as well as helping us to manage the impact that our activities have on daily life. A prime example of this is the Rodoanel Project, in Brazil.

The past is often very recent, and yet no less decisive. ACCIONA first bet on renewable energy only twenty years ago; today we are reaping its benefits in the shape of home-grown technology and a worldwide presence that is managed by a single, sophisticated control center, christened CECOER. ACCIONA Energy's International Projects Manager, Santiago Galbete, has built on this accumulated knowledge and experience and made a name for himself in academia for his highly-acclaimed vision of the role that renewables is set to take on in the future in a new energy model.

Traveling is also about steeping yourself in the history of the places you visit. ACCIONA Service has its sights set on handling and delivering the needs of the tourist industry and aims at providing support with our management capabilities. And one very special journey, the pilgrimage to Mecca, is the theme for one of APD's most recent exhibition projects, currently running at the Museum of Islamic Art, in Qatar.

Principles and commitments also undertake journeys. For example they make their way to Africa, under the auspices of the United Nations, to provide inspiration for a coherent, well-assembled and worldwide development program. And they come into the workplace at ACCIONA to cement ten fundamental rules for occupational safety and prevention.

Our experience and expertise and our global outlook have led to: our listing on the Dow Jones Sustainability Index, adopting and believing firmly in a home-grown people-management model and opening up new engagement channels with investors based on social networking.

We pay heed to our past and draw inspiration from it to continue to write it and to drive our corporate sustainability principles towards the future.

# Contents



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### Editorial

3

*A legacy for  
years to come*

MORE INFO



Follow us on



### Markets

New life for  
restored  
buildings

06-11

All over the world, ACCIONA Infrastructure restores disused buildings, converts them and adapts them for modern living.

### Sustainability Social Impact

12-13

Social Impact Assessment and Management enables ACCIONA to help the communities where it operates and to be more competitive.

### Close-up

ACCIONA in  
Rodoanel

14-17

The Company is building two major sections of the Rodoanel Mário Covas beltway in São Paulo (Brazil).

### Get to know Journey to the heart of Islam

18-19

ACCIONA strengthens its foothold in Doha (Qatar) thanks to a unique exhibition: *Hajj, The Journey Through Art*.



**Solutions**  
**Traveling companions**  
**20-23**  
 ACCIONA Service takes care of travelers' needs at every stage of their journey and always delivers the highest standards.

**People**  
**Renewables cum laude**  
**24-25**  
 ACCIONA Energy's International Project Manager Santiago Galbete discusses his acclaimed doctoral thesis.

**Solutions**  
**CECOER**  
**26-29**  
 The CECOER is responsible for ensuring that 360 power generation facilities in 17 countries are supervised and work properly at all times.

**Innovation**  
**Efficiency in every process**  
**30-35**  
 ACCIONA Agua is working at home and abroad on two pioneering water management projects.

**Con\_science**  
**The "Rules 10" safety campaign**  
**36-37**  
 A new information campaign designed to optimize occupational safety companywide.

**Con\_science**  
**A commitment to Africa**  
**38-39**  
 ACCIONA Chairman José Manuel Entrecanales attended the recent UN Private Sector Forum. Strategic issues in Africa such as economic and social development topped the agenda.

**People**  
**A winning team**  
**40-41**  
 ACCIONA is permanently on the lookout for its best professionals to acknowledge and reward their efforts.

**News round-up...**  
**42-43**  
 ACCIONA was among the winners of the latest CINCO DIAS Awards for Corporate Innovation in New Technologies.

# New life for restored buildings

New ways of life, and the speed we live at, are transforming the urban landscape. Some buildings from previous eras run the risk of falling into disuse, the victims of neglect or indifference. The restoration of these properties, and their rehabilitation and adaptation for other uses, links past and future, and makes cities that much more habitable.





**S**ustainability is once again the watch word for ACCIONA Infrastructure on its mission to recover scores of flagship historic buildings and adapt them to the modern age.

The company has made its mark on the heritage industry by polishing such jewels in our architectural crown and making them useful again, as part of its overall commitment to the philosophy of sustainability.

By maximizing the potential of what are, in effect, existing resources, ACCIONA Infrastructure has come up with an array of solutions to prevent these much-loved buildings falling into further disrepair - rehabilitating, converting and refitting them for new social needs.

This rehabilitation of historic buildings goes hand in hand with the idea of coexistence between modernity and heritage, conserving sites of great cultural value, while adding much-needed personality to our cities.

Thanks to its Restoration and Rehabilitation department, ACCIONA Infrastructure is converting spaces in disuse into modern installations, adapted to all sustainability, safety, comfort and energy efficiency standards.

## *ACCIONA Infrastructure converted the Julio Prestes railway station in São Paulo (Brazil) into a spectacular concert hall*

The company can now call on many examples to testify to its experience in this area. In São Paulo, Brazil, for instance, it performed one of its most momentous rehabilitations, converting the Julio Prestes railway station into a concert hall with 1,600 seats. The station has thus been able, since 1999, to provide a home for the São Paulo Symphony Orchestra, as well as the State Cultural Department.

This emblematic structure also now houses nine other performance and rehearsal rooms, and a library. Even some of its platforms are still in use, making the station an example of a multifunctional building fully ▶

### **JULIO PRESTES (SÃO PAULO, BRAZIL)**

The aim was to convert the central square of the old Julio Prestes station into a concert hall for 1,600 spectators and the rest of the sections in the building into rehearsal and dressing rooms, restaurants, a public space and admin offices. Six hundred parking spaces and technical areas were added in two basements with a surface area of 28,000m<sup>2</sup> covered by a recreational patio. The total surface area of the building is 25,273m<sup>2</sup>.

## Markets

- ▶ integrated into the urban environment and ready to satisfy the city's different needs.

Another of ACCIONA Infrastructure's great milestones in the field of rehabilitation was the conversion of the Roger de Llúria barracks in Barcelona (northeast Spain) for use by the Pompeu Fabra University. This project, finalized in 2002, received the 2001 Barcelona City Architecture and Town Planning Prize.

Also for university use, this time in Toledo (central Spain), the company converted the Sabatini Building (which used to house the Royal Sword Factory) and the Madre de Dios Convent to be used as the Technological Campus and extensions of the Legal and Social Sciences Faculty of the University of Castile-La Mancha.

Other common redesigns include the conversion of properties into cultural spaces such as libraries and museums. ACCIONA Infrastructure has carried out many, but several stand

out for their special and spectacular features. One of the most celebrated is the reformation of Conde Luna Palace, a 14th century gothic jewel and well-known heritage site in the Spanish city of Leon (central Spain). This has become a space for visiting exhibitions and is currently home to the Washington University in Spain.

Another example is the restoration of San Juan de la Peña monastery in Huesca (northeastern Spain), which now houses two visitor centers and a guesthouse.

Another museum created out of an ACCIONA Infrastructure restoration project is the Almadén Mining Museum in Ciudad Real province, Castile-La Mancha (central Spain). ▶

### **SAN MIGUEL MONASTERY (VALENCIA, SPAIN)**

A historic building of the highest architectural value was recovered in this project, converting it into the main Valencia library, preserving simultaneously the community's bibliographic wealth. The surrounding esplanade was expanded for the south cloister to become a research and reading room, and the north patio a bibliographic warehouse.



### **SAN RAFAEL MINERS' HOSPITAL (CIUDAD REAL, SPAIN)**

The old San Rafael miners' hospital was reformed into a mining archive and museum. The L-shaped edifice gives onto an inside patio to which other buildings were added later.

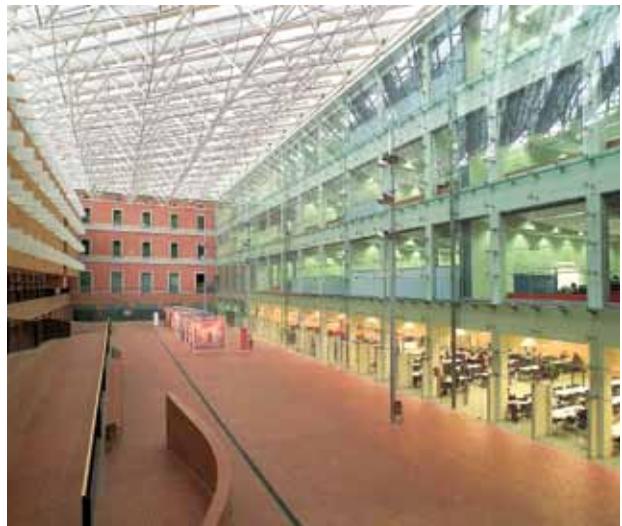
The latter constructions were demolished to return the hospital to its original shape and the façades restored and roofs repaired.





**POMPEU FABRA (BARCELONA, SPAIN)**

Part of the old Roger de Llúria barracks has been restored and new classrooms built for the Pompeu Fabra University.



**MADRE DE DIOS CONVENT (TOLEDO, SPAIN)**

The Madre de Dios convent was rehabilitated as part of the extension for Castile-La Mancha University's Faculty of Legal and Social Sciences, also based in a convent, that of St Peter Martyr. The existing building was rehabilitated by demolishing some of its divisions and building others to accommodate offices, classrooms, washrooms, etc.



**CONDE LUNA PALACE (LEON, SPAIN)**

This 15th century building was a royal residence and for many years the seat of a tribunal of the Inquisition. It was declared a historic monument in 1931 following its restoration. Now it is home to the second of Washington University's bases in Spain, as well as the Fundación León Real, the royal foundation studying the global history of the Leon kingdom.

### ZARAGOZA SEMINARY (ZARAGOZA, SPAIN)

Completed in 2007, the old seminary building from the 1940s has been converted into an administrative center with new infrastructure and installations. The project extends over 18,000m<sup>2</sup> and preserves the structure and façade of the old building, while another 8,000m<sup>2</sup> of parking and annexes have been constructed.



- Located in the old San Rafael miners' hospital, this 18th century baroque gem was the world's first hospital to give exclusive treatment to miners suffering from mercury sickness.

Similarly, the conversion of the former San Miguel monastery in Valencia (eastern Spain) into the coastal city's main library is another ACCIONA Infrastructure landmark in the field. These days the old renaissance monastery and one-time prison is home only to books and avid readers, but its heritage remains.

Conversion of disused buildings into administrative offices is another recurring theme. A perfect example is the former Seminary in Zaragoza (northeastern Spain), now a municipal government office housing 1,000 civil servants performing a large chunk of the city council's functions. Its special features include a 400-seat auditorium, library and it also holds the Zaragoza municipal archive.

On the same lines, in the city of Gijón in Spain's northern region of Asturias, ACCIONA Infrastructure transformed an old convent, next to the city's Laboral University and formerly used by nuns of the Order of St Clare, into a corporate

headquarters for the new regional radio and television station entity - complete with recording studios, film sets and production and editing suites.

These and many other activities demonstrate how the firm commitment of ACCIONA Infrastructures to rehabilitation and sustainability has resulted in a successful business line within the company.

Rehabilitation is an attractive, modern, sustainable and efficient option. It restores the usefulness, and rescues from abandon, some true jewels of our cultural and architectural heritage – liberating them from disuse for the enjoyment of citizens and institutions alike.

#### ONLINE INFO

■ [www.accionainfraestructura.com](http://www.accionainfraestructura.com)





**SABATINI BUILDING,  
ROYAL SWORD FACTORY  
(TOLEDO, SPAIN)**

The building completed in 1780, based on a rectangular, two-storey plan, of 400x225 sq ft, consists of two large patios flanked by porticos. The rehabilitation of the Sabatini-designed complex aimed to restore the original industrial structure, adapting the building to new departmental uses for Castile-La Mancha University.



**SAN JUAN DE LA PEÑA MONASTERY (HUESCA, SPAIN)**

The rehabilitation of the new San Juan de la Peña monastery was not just about conserving the historic edifice, but also maximizing its potential as a touristic and cultural attraction. The south wing was converted into a 25-bedroom hotel, the north wing into a visitor center for the High Monastery of San Juan de la Peña. The cloister has become a monastic gallery dedicated to the Kings and Queens of Aragon and houses an archaeological garden. The church was also rehabilitated and its square paved.



**ORDER OF ST CLARE CONVENT (GIJON, SPAIN)**

The old convent of the nuns of the Order of St Clare was converted into the headquarters of the new radio and television station body in the Principality of Asturias. The project is part of the first phase of a strategic plan for the city of Gijón's Laboral University, affecting 80,000 out of a total of 130,000m<sup>2</sup>, to transform the imposing architectural complex.

# Managing our social impact

The Social Impact Assessment and Management (SIA) of every project is ACCIONA's way of contributing to the development and well-being of the communities in which it operates. ACCIONA's SIA process demonstrates the Company's plus points compared to its rivals and as a result helps the Company become more competitive.

**W**hat effect does the construction of infrastructure, or the installation of a power station or water treatment plant, have on the life of a community? What do local leaders, future employees, associations, and so on, think about such projects? And how can ACCIONA contribute to the development of the places in which it sets up? Social Impact Assessment and Management, SIA for short, respond to these questions and allow an efficient operational plan to be designed.

Little is known about the concept of Social Impact Assessment and Management, although the UN, European Commission and World Bank have already given their backing to this method as a way of bringing about responsible internationalization. ACCIONA, in its Sustainability Master Plan (SMP), is committed to the goal of all its international projects being subject to Social Impact Assessment and Management in 2015. This will make it one of the first Spanish companies to offer such added value to international projects.

The Company started using the SIA and Management methodology in

2012 on pilot projects in Chile, Brazil, Costa Rica and South Africa. Today, the challenge is to generalize its use to comply with a deadline ACCIONA set itself: that by the end of 2013 half of all the Company's new international Water and Energy projects, and 30% of those concerning Infrastructure, will be subject to SIAs.

ACCIONA starts each SIA and Management by performing a study of the social risks involved. Later, it examines the region, the stakeholders involved and the project itself. Finally, the Company meets up regularly with stakeholders to get to know their opinions, proposals and needs at first hand.

Armed with this information, it designs a plan containing initiatives to improve conditions in the community - minimize eventual disturbances produced by the activity while maximizing its social benefits. ■

#### ONLINE INFO

■ [www.accionacom/sustainability/sustainability-master-plan/society](http://www.accionacom/sustainability/sustainability-master-plan/society)





*Social Impact Assessment and Management are added value for the Company, its clients and society as a whole*

## *Our first steps in Chiripa and Copiapó*

The first pilot projects where ACCIONA put into practice its Social Impact Assessment and Management methodology were the wind farm at Chiripa in Costa Rica and the desalination plant at Copiapó, Chile.

### **COPIAPÓ**

ACCIONA Agua and ACCIONA Infraestructura are carrying out a joint project to construct and operate a desalination plant at Copiapó, in Chile's Atacama desert. This pilot project was the first in which ACCIONA implemented all phases of the Social Impact Assessment and Management. Over 250 telephone and face-to-face interviews were carried out from which conclusions were drawn about the special socioeconomic features where action should be taken. A platform was set up to inform the communities about the project's activities and all this served to develop a series of measures to support education (by distributing new technologies and educational tools in the community), improve leisure facilities, promote the business of handicraft activities, help the emergency services, and so on. The Company also discovered that the collectives most affected by the activities would be fishermen, and shellfish divers and gatherers, since the desalination plant was modifying their traditional lifestyles. Thus, a specific plan was drawn up to help these groups.

### **CHIRIPA**

Meetings were held as part of the Social Impact Assessment and Management process to talk to the local communities most affected by the wind farm, which will have an installed capacity of 50MW. The importance of tackling climate change was also emphasized and comments, complaints, suggestions and questions were heard. Several social priorities were established as a result of this process to improve water supply, local access roads and sports infrastructure, and create jobs. Some of these initiatives have already been carried out, such as the equipping of sports facilities for the Monseñor Morera settlement, an athletics track at Tilarán and the development of a sports area in the Tejona district. Efforts to improve the water supply (including the drilling of a well) are also being made for the Monseñor Morera settlement, where sewers and roads are also being improved, as they are in Quebrada Grande. Meetings with local communities continue to be held during each stage of the construction phase to get to know people's needs and expectations. Indeed, such meetings will be held throughout the 20 years ACCIONA will operate the wind farm.





## “Collaboration with local entities is mutually beneficial”

ACCIONA Infrastructure is tackling one of its most complex projects yet from a social viewpoint in building part of the Rodoanel Mário Covas, otherwise known as the greater São Paulo beltway, in Brazil. Human Resources Coordinator María Aranzazu Losada and Recruitment Manager Sergio Rodrigues Da Silva tell us about the unique sustainability model the Rodoanel has come to represent.



**What social benefits will completing the Rodoanel project bring?**

**SERGIO:** This work will help improve the life of São Paulo residents considerably. It is a city with huge traffic bottlenecks. It will reduce transit time for vehicles and pollution in the city center, improving quality of life. It will also stimulate employment in neighboring, disadvantaged communities, providing work and training for their people. The social worth of the project is incalculable.

**What does Rodoanel have that other projects don't?**

**M. ARANZAZU:** The efforts in the areas of environmental protection and CSR are unprecedented. Although sustainability is present in all ACCIONA's projects, the special social characteristics of the surroundings, and the fact that we find ourselves in a biosphere reserve, require additional

measures. To quote an example: before the works began, our vets and biologists had to carry out a strict cataloging of the animals and plants in the area, and they ended up creating a nursery, where various prisoners now work as part of their programs of reintegration into the community.

**What is ACCIONA's added value in the Rodoanel project?**

**MA:** Rodoanel is the right place at the right time. The exceptional CSR needs of this project form a context in which the Company is, frankly, in its element. All the initiatives we are carrying out here only go to strengthen ACCIONA's commitment to sustainability and the social development of the communities in which it operates. ►

Sergio Rodrigues:  
*“The social worth of the Rodoanel project is incalculable”*

María Aranzazu Losada:  
*“Experiences such as this teach you to understand other realities and integrate into new environments”*

*ACCIONA  
is working  
alongside the  
São Paulo  
Government  
to reintegrate  
prisoners*

► **How do you recruit personnel in such a socially delicate context?**

**S:** Although it hasn't been a barrier to the project, working where there are favelas always entrains certain complications. Though, we haven't had any problems related to safety, workplace conflict, or anything of that kind. At the beginning, expropriations were one of the main headaches, since many people subject to expropriation didn't have deeds and sometimes didn't even figure in the census. Another big challenge lay in the search for qualified personnel. Government requirements for contracting people from the neighboring communities made ACCIONA in-house training essential.

**MA:** ACCIONA is working side-by-side with São Paulo State Government in the project through the Via Libre program which

seeks to provide members of the local communities with training that will be useful later in their strategic development. ACCIONA facilities include classrooms for this, where teachers provided by the Government give lessons.

**How do you reach candidates in the adjoining communities?**

**MA:** For direct recruitment, we can count upon the help of local authorities, NGOs, surrounding parishes, foundations, etc. These help by putting us in contact with people who are ready to work with us. It is important to know that we are not only offering jobs, but

also the training to perform them. Collaboration with local entities is mutually beneficial, since this is a great opportunity for the communities around the site as well as for ACCIONA.

**How do you adapt to the sometimes complicated social conditions?**

**MA:** We engage continuously with community leaders, always taking into account their needs, from asphaltting a road to providing a detour so that children can go to school safely. Through our teams of social communicators and assistants, we maintain constant contact with the population.





## ACCIONA in the Rodoanel

Lots

**4 and 6**

Out of a total of 177

**25 km**

Employees

**3,000**

### What role do these social communicators and assistants perform?

**MA:** We have two teams of social assistants and communicators. Their work is that of mediation and linking, both with the communities and official organizations. For instance, their task of explaining to people the conditions under which they were going to be expropriated was of great importance. These teams were also essential in the process of attracting job candidates, by mediating with local administrations. Finally, they are vital in everything to do with safety and accident prevention and disseminating information about the project.

### What initiatives is ACCIONA taking to improve quality of life in the adjacent communities?

**MA:** There are monthly meetings with community representatives who transmit to us their needs and all kinds of questions related to the project. We also organize activities and programs. A good example is the Citizenship Days, where all kinds of workshops take place, from hairdressing to children's games. Vaccination, teaching of basic literacy and sexually transmitted disease prevention programs are also carried out. There is also the general work we do alongside the Government, participating in some of its programs such as *Vía Libre* or the *Pró-Egresso* program reintegrating prisoners.

### What does *Pró-Egresso* consist of?

**S:** It is a program launched by the São Paulo Penitentiary Department

to support and train prisoners who are completing their sentences (*pregressos*) or who find themselves on part-time release (*egressos*). It also includes their families. The prisoners participate voluntarily. The aim is to facilitate their social reintegration by providing them with training and a job. For every three days of work, their sentence is reduced by a day, and they are paid the minimum wage. For the project to qualify for the program, five per cent of employees must be allocated to this source. Currently in the Rodoanel, 29 *egressos* work either at the plant nursery or helping the veterinary team. ■

ONLINE INFO

■ [www.acciona-infrastructure.com](http://www.acciona-infrastructure.com)

# Hajj, pilgrimage to the heart of Islam



**ACCIONA Productions and Design is consolidating its presence in the Qatari capital Doha through a revealing exhibition at the Museum of Islamic Art.**

**A** moving journey to the heart of Islam is the theme of a stunning new exhibition developed by ACCIONA Productions and Design that opened in Doha on 9 October. Her Excellency Sheikha Al Mayassa bint Hamad bin Khalifa Al Thani, Chair of the Qatar Museums Authority, opened *Hajj, The*

*Journey Through Art*, which is showing at the Museum of Islamic Art in the Qatari capital until 5 January 2014.

ACCIONA Producciones y Diseño (APD) carried out the project by harmoniously accommodating a sequence of sacred contents with state-of-the-art design. The result is an



*State-of-the-art technology is used in the exhibition rooms.*

Kaaba, one of Islam’s most sacred pilgrimage sites. The scenographic light, so characteristic of ACCIONA Producciones y Diseño projects, unifies an environment where the treasures can communicate their origins.

The great multimedia aspect of this new exhibition, created by over 30 professionals, is the circular projection centered on the monumental textiles which drape the holy walls of the Kaaba, representing the infinite journey of Muslims fulfilling one of the basic pillars of their religion. The exhibition is filled with prayers, chants and orations, such that the installation is given a human dimension simultaneously charged with mysticism.

### **Cultural engineering**

The project is framed in a new concept called ‘Cultural Engineering’, which APD deploys to display the cultural, social and economic wealth of determined places using technological innovation and sustainable development criteria.

On choosing the company’s project, however, the Qatar Museums

Authority in Doha pointed up the minimalist essence of the exhibition, “in which the objects displayed are not overwhelmed by louder aesthetic considerations, and are supported by cutting-edge technology and aesthetics.”

*Hajj, The Journey Through Art* consolidates ACCIONA’s presence in Doha, a city firmly committed to the art world as a globalizing influence and unifier of nations.

### **Other exhibitions**

ACCIONA Producciones y Diseño was also responsible for the design and execution of two other exhibitions in Qatar. The first, dedicated to the Habsburg diplomat Hans Ludwig von Kuefstein, was also shown at the Museum of Islamic Art in Doha. The other, *The Art of Travel: Bartholomäus Schachman (1559-1614)*, supervised by Qatar’s Orientalist Museum, was held in Al-Riwaq Hall. ■

installation that brings together over 200 exhibits from the world’s most important museums and institutions, around which visitors are guided by the stars.

A range of objects are displayed in circular spaces symbolizing the stations pilgrims pass through before prostrating themselves before the

ONLINE INFO

■ [www.youtube.com/user/gpdeventos](http://www.youtube.com/user/gpdeventos)



# The ideal travel companion

**ACCIONA Service can be involved at every stage of the worldly traveler's voyage. The convenience and services the company offers manage to make each journey and stay an experience to treasure.**

**O**ver one billion travelers journeyed the world during 2012. Tourism generated 9% of world GDP, and one out of every 11 employees worked directly in the sector, according to data from the World Tourism Organization. Behind these impressive figures, however, are a multitude of essential tasks without which this huge industry could barely function.



of experience in seaport and airport handling, a crucial job in tourism today. At present, the Company performs these services in main Spanish airports such as Palma de Mallorca, Ibiza, Menorca, Las Palmas and, as of November, Barcelona. In Germany, it serves Frankfurt airport, the third largest in Europe in terms of passenger traffic, and Berlin (Tegel and Schönefeld).

ACCIONA Airport Services offers passenger services such as check-in, information and boarding gate presence; operational and ramp support, loading, de-icing, and caring for people with reduced mobility, and so on. The company currently employs 2,000 people, who in 2012 attended 104,306 movements for 200 different clients. In the nine months to October 2013, they had serviced a further 100,150 aircraft.

ACCIONA Service also receives passengers who arrive by sea, taking care of handling at the port. The best example of this is perhaps Barcelona seaport, visited by the most cruise-goers in Europe and the fourth highest number in the world. ACCIONA Service employees contribute to the success of this major port thanks to the jobs they perform, such as loading and unloading of baggage, helping passengers aboard, etc. ►

ACCIONA Service, an auxiliary service company, can participate in all the stages of any journey, whether it's: receiving tourists from their arrival at an airport or seaport; ensuring their comfort in hotels; making their stays in cities more attractive; improving the quality of golf courses, or; ensuring the environmental sustainability and cleanliness of beaches and parks, among many other responsibilities.



**First to say  
'welcome', and  
'see you soon'**

We may be collecting your cases off the plane, or assuring a speedy check-in, handing out information, or minimizing queues at boarding gates. These are just some of the details which pass unnoticed by the traveler, as long as everything, as it should be, is going to plan.

ACCIONA has amassed over 20 years



*ACCIONA  
Service handled  
over 100,000  
displacements  
in 2012 thanks  
to the efforts of  
its 2,000 staff*



**Reengineering on the greens**

Watering, seed-sowing, pest control, integration into the natural environment, call center manning and incident management are just some of the multifarious tasks ACCIONA Service is responsible for carrying out at golf courses. The company optimizes these by calling on the experience of its staff and the innovations it has developed across all the sectors in which it works. Reengineering allows the Company to transfer knowledge to each business line.

A good example of this is how water and energy consumption has been reduced by remotely programmed watering systems, with both economic and ecological

sustainability in mind. Such systems consist of a control center connected to satellites positioned throughout the course which feedback information on humidity and water consumption, so that watering needs can be regulated and leaks and breakages detected, etc.

The company also believes in protecting and fostering biodiversity on the courses on which it works. Its staff at the Vallromanes (pictured above) and Sant Joan Golf Clubs in Barcelona (northeastern Spain), and the Almenara Golf Club in Sotogrande, Cádiz (southwestern Spain), will testify to that. It is there that they demonstrate their passion for nature, an asset that stands high on ACCIONA's list of services in this sector.



**The quality is in the detail**

The daily routine at a hotel involves a huge quantity of indispensable tasks if targets for providing quality accommodation are to be met. Chains such as Hesperia, AC and Senator, among others, trust ACCIONA Service with their cleaning, maintenance and gardening, as well as design of their grounds, telephone switchboard management, parking, catering and waiting services, waste management, event organization, and so on.

ACCIONA applies specialization and sustainability criteria common to all its divisions to these tasks, and adds an extra ingredient: that 'people make the difference'. "They are our best



asset because, in a business like this, quality depends largely on minute details,” explained Ventura Ruiz, Commercial, Marketing and Communications Manager at ACCIONA Service.



**More than cleaning beaches**

Cleaning and environmental management is fundamental to ensuring the quality of beaches. ACCIONA, thanks to its Environmental and Facility Services, contributes to sun and beach tourism by respecting the environment and contributing to

coastal regeneration. This is how it has helped resorts such as Teulada, Torrevieja and L’Eliana (all on Spain’s eastern coast) gain the blue flag distinction for their beaches, and the green flag awarded by Spain’s Independent Consumers and Users’ Federation for environmental work performed.

**Cultural engineering, highly sought-after by travelers**

ACCIONA Productions and Design has developed the concept of Cultural Engineering, which consists of employing the most modern visual and sensory technology to

communicate the history, tradition and values of interesting places, sites, cities, etc. As a result of the company’s wholehearted commitment to sustainability in all its activities, the events it organizes are termed carbon-neutral. This is achieved by offsetting carbon emissions calculated as being connected to the event in a clean energy project so that the final emissions balance between the two is equal to zero. ■

**ONLINE INFO**

■ [www.acciona.com/business-divisions/service](http://www.acciona.com/business-divisions/service)

SANTIAGO GALBETE

INTERNATIONAL PROJECT MANAGER

# Renewables *cum laude*

ACCIONA's International Project Manager Santiago Galbete reveals some of the main elements of his highly-acclaimed doctoral thesis, *Technical and economic viability of a 100% renewable electricity supply in Spain*.

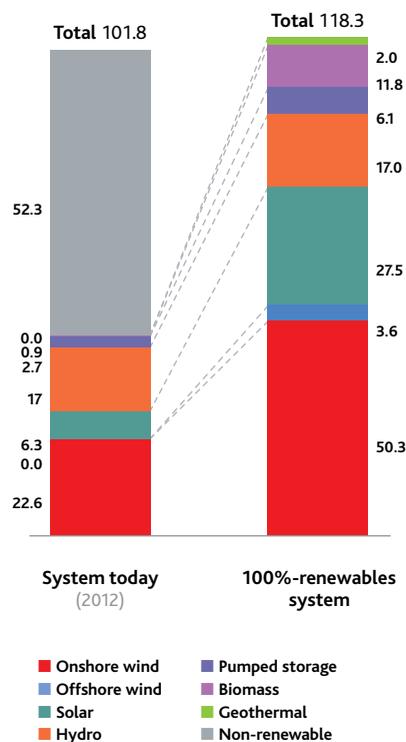
Santiago Galbete's thesis attracted great interest from a media in the throes of the energy debate. ACCIONA Energy's International Project Manager was awarded a doctorate *cum laude* by Navarre's Public University (Spain) for a work that indicates the technical and economic viability of an electricity system in Spain based exclusively on renewable energy sources.

## Why fix such an ambitious target?

Spain represented an ideal scenario for such a study. It lacks non-renewable energy resources, yet has great potential from the wind, sun, water and biomass. It also behaves like an island as far as electricity supply is concerned, possessing very few interconnections with neighboring countries.

My academic research, based on real data relating to production and renewable resources, shows that in Spain we could achieve a 100% renewable electricity supply by 2050; indeed, this is technically possible within 20 years. All the socioeconomic benefits derived from the electricity generation process would by implication remain in

SPAIN'S ELECTRICITY GENERATION MIX (GW)



NB. Simplified proposal for renewable generation mix. The increase of hydro power is achieved reallocating present stations without building new ones. Biomass plants must be manageable and able to provide at least 6.3 GW.

our economy, instead of being transferred to countries selling us non-renewable resources.

## But the present outlook in Spain is not exactly favorable to renewables...

When I began this thesis seven years ago, Spain was the international reference for renewables. Thanks to ACCIONA, I had the opportunity to present aspects of my work in London, Amsterdam, Beijing and Amman, and wherever I went I encountered great interest in Spain's achievements with regard to clean technologies. I completed the thesis at a pessimistic moment, when the drastic change in energy legislation in Spain confused the rest of the world.

## What conclusions did you arrive at from the analysis you carried out?

Spain should not abandon the world leadership in renewables that it has built up so painstakingly. We must take a long-term view and follow the example of countries such as Germany, which made a decided commitment to these technologies as a source of secure, efficient and sustainable supply, wealth and jobs.



## PROFILE

After graduating in Industrial Engineering in Zaragoza (Spain), and completing postgraduate studies at the European School of Management and Technology in Cologne (Germany), **Santiago Galbete** joined ACCIONA Energy in 2004. He later took the Company's Executive MBA at Madrid's School of Industrial Organization and is now ACCIONA's International Project Manager for wind and solar power technologies.

*Spain should not abandon the world leadership in renewables it has built up so painstakingly*

**The wind and sun are intermittent sources. How do you guarantee the availability of electricity at all times?**

Basically through manageable renewables such as biomass,

which can be adapted to demand fluctuations. Pumped-storage hydroelectricity will also allow energy to be stored and used when necessary. It is ironic that pumped-storage stations were introduced in Spain 40 years ago to compensate for the lack of manageability of nuclear, whereas renewables – in the form of wind and solar - are now blamed for being too variable. We have the same solution today that was applied to the nuclear problem!

**Is your proposal economically viable?**

According to my calculations,

the cost of the renewable energy model will decrease with time. So, in 2050, it would stand at around 82/MWh, whereas, if Spain's current model is maintained, it would increase to about €5/MWh, i.e. it is cheaper in the medium term to produce energy from renewables than it is from gas, coal or uranium. This is using a very conservative hypothesis in the cost calculation regarding environmental externalities. ■

ONLINE INFO

■ [www.acciona-energia.com](http://www.acciona-energia.com)



# CECOER: A watchful eye

**ACCIONA's Renewable Energy Control Center (CECOER) is the "all-seeing eye", the guarantee that any event occurring at over 360 electricity installations in 17 countries worldwide is detected immediately and brought under control.**

**T**his state-of-the-art center is indispensable to the optimal operation of ACCIONA's electricity generating stations and those our clients have trusted us to manage. CECOER is our crucial

ally in ensuring that electricity from renewable energy sources can be safely and efficiently integrated into national grids the world over.

Everything here can be reached in two, three or four mouse clicks: the

direction and speed of the wind at any of our international plants; the real and reactive power produced; current and past production figures; new incidents and those still being resolved. We can stop and start any machine, check all its variables, detect any faults and resolve the problem on 60% of occasions... all from this center. And where the Center cannot deal directly with the fault, it serves to warn the plant's operation and maintenance personnel about the problem.

And all this can currently be performed in real-time on four



## CECOER functions

### 1. CONTROL OF GENERATING STATIONS

- **362** electricity generating plants supervised in six technologies.
- **289** substations controlled, performing voltage transformation.
- **750 km** of high-voltage overhead lines.

### 2. OPERATION OF STATIONS

- More than **a million** incidents managed per year.
- Remote-controlled resolution of **60%** of them.
- **Coordination** of in-situ assistance for the other incidents.

### 3. INTEGRATION OF ELECTRICITY INTO THE GRID

- **Interaction** with national grid operators (REE in Spain).
- Compliance with station connection **requirements**.
- **Outage** management (disconnection of installations).

### 4. PRODUCTION MANAGEMENT

- Wind, water and solar radiation **forecasts** through neural networks (constantly fed with new data).
- 25,000 sales-oriented production **schedules** a year.
- Very low production **deviation** rates (7%).

### 5. INFORMATION STORAGE AND ANALYSIS

- Improves the **profitability** of the assets.
- Increases plant **availability** (98%).

*The ACCIONA Energy Control Center is responsible for electrical capacity equivalent to 10 nuclear power stations*

continents, whatever the generating technology. Few things are as remarkable as seeing the variables of a wind turbine in Australia or South Korea, for example, change every two or three seconds, showing the state of the machine at any moment.

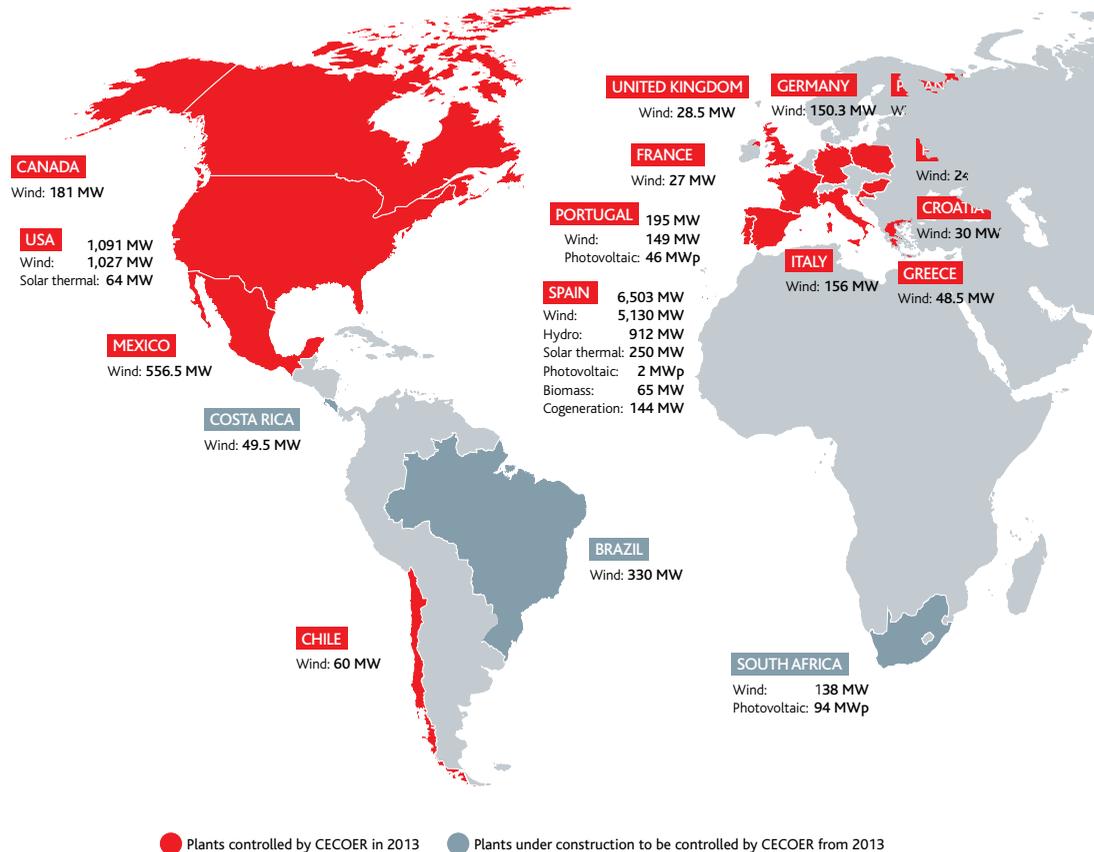
The beauty of the CECOER is it allows us to check if production is adjusted to forecasts. Where there is a need to correct these forecasts, to adapt them to the reality on the ground, we collaborate with national grid operators in the countries in which we work to help

assure the secure operation of the system.

All this happens in a room of 100 square meters, where 70 operators work round-the-clock on every day a year to monitor ACCIONA's electricity generation activity.

The Center controls plants representing in the last quarter of 2013 some 10,000 MW of electrical capacity, equivalent to 10 mid-sized nuclear stations, making CECOER the biggest renewable energy control center in Spain and one of the biggest in the world. ▶

WORLDWIDE INSTALLATIONS SUPERVISED AND CONTROLLED BY CECOER



Supervised plants

**258** wind farms, with 8,169MW capacity

**80** hydroelectric stations, totaling 912MW

**6** solar thermal plants, adding up to 314MW of capacity

**3** PV solar plants (48MWp)

**5** biomass plants (65MW)

**10** cogeneration stations (144MW)

► **Over 10,000 MW**  
At the end of 2013, CECOER had under its wing electricity generating facilities in 17 countries on four continents, representing a total of 9,652 MW.

This will rise to over 10,000 MW in 20 countries on five continents when the ACCIONA and client-owned installations under construction in 2013 are completed, as reflected in the map on these pages.

Wind farms owned by ACCIONA Energy and its subsidiaries, managed from the Center –a

total 231 at present– represent 7,158 MW, whereas 27 farms owned by clients– all of them using ACCIONA Windpower wind turbine generators – add up to 1,011 MW. Wind power makes up 85% of the capacity overseen by CECOER.

CECOER also has delegated control centers in Mexico, Australia and the USA, which perform the activity to the same quality standards and processes as HQ, and which permit CECOER to distribute the workload to different centers according to



## Integration of wind power into the grid

When Spain's REE brought its Special Regime Control Center (CECRE) on line in 2006, the CECOER became the first delegated center in what proved to be an important step in integrating the maximum production from renewable energies into the Spanish electricity system under secure conditions. Other initiatives later contributed to this, allowing some technologies such as wind to cover electricity demand at levels that were unthinkable just a few years ago. CECOER, like other control centers, sends data relating to real (active) and reactive power, voltage, connectivity, temperature, wind directions and speeds from each wind farm to CECRE every 12 seconds. With this data, REE calculates the wind power production that can be brought into the electricity system at any moment and if necessary sends instructions for reductions in the amount being poured into the grid. Such a degree of control allows Spain to integrate into its system the maximum possible amount of wind-generated electricity.

Now this dynamic has been extended on a global scale, obliging CECOER to carry out daily monitoring of compliance with grid connection requirements in each country.

operational needs at any given time.

As well as generating stations, CECOER controls voltage transformation substations in their immediate vicinities and overhead lines transporting the electricity produced to the national networks.

### Forecasting production

Renewable energies, which use variable resources such as the wind, water and the sun to produce electricity, need an accurate forecasting system for what they are going to produce at any moment.

In this way, penalties levied by grid operators, for deviations from generation schedules, are avoided.

ACCIONA Energy has its own forecasting system which works off meteorological models and in-house networks that incorporate information about and from each installation.

Forecasting experts calculate the expected production from each asset, hour-by-hour, and operational and maintenance engineers adjust the forecasts according to the availability situation on the ground. The production schedules

come out of this process, which are communicated to the market and grid operators (OMEL and REE, in Spain).

In other countries, a similar procedure, adapted to their specific regulations, is followed. The scheduling is generally done in advance, for each of the 24 hours of the following day, and the company has several opportunities to correct its initial predictions. ■

### ONLINE INFO

■ [www.acciona-energia.com](http://www.acciona-energia.com)

# ACCIONA Agua deploys first smart water grid in Cáceres

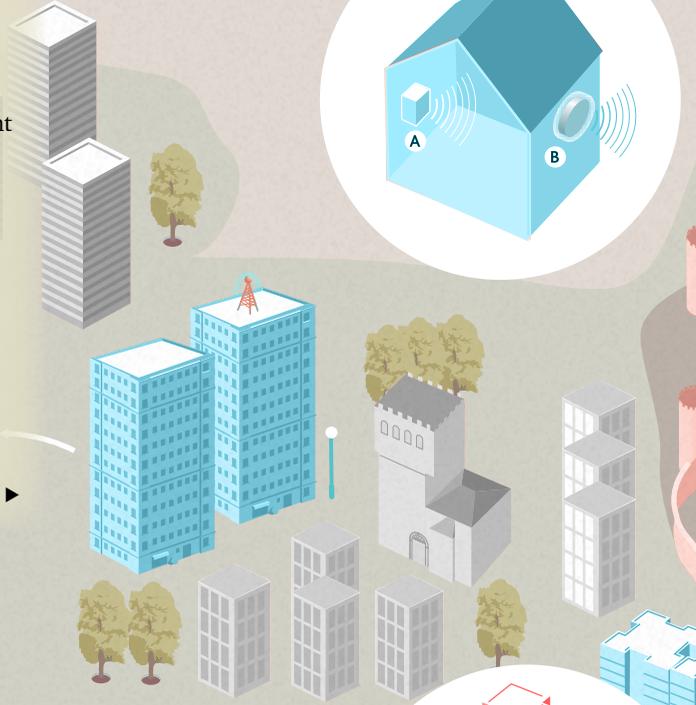
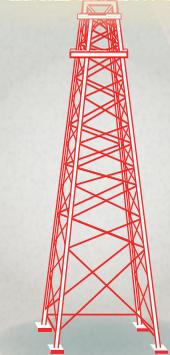
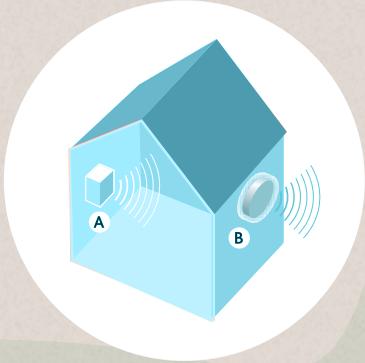
Technology installed by ACCIONA Agua in the city of Cáceres, southwestern Spain, will improve water quality, allow remote meter reading, and help detect and repair faults.

The smart water grid ACCIONA Agua is rolling out in Cáceres – which becomes the first Spanish city to get such an advanced network - is part of a wider European project called SmartWater4Europe, involving 20 other participants. ACCIONA Agua's Service, Automation and Control, and R&D and Innovation, departments are to collaborate over four years to install the new system. And they

will analyze and process data obtained from the project to develop a business management software platform that will be exportable to any other city in Europe. Cáceres, already part of the Spanish Smart Cities Network (RECI), thus becomes a pioneer by becoming one of the first cities in Europe to incorporate the Smart City concept as far as water supply is concerned.

## 1 PRIVATE HOMES

Installation of water meter with transmitter (A) in the home, data gathered and transmitted via special emitter (B) at 868MHz frequency, making possible transmission in the city's historic quarter.

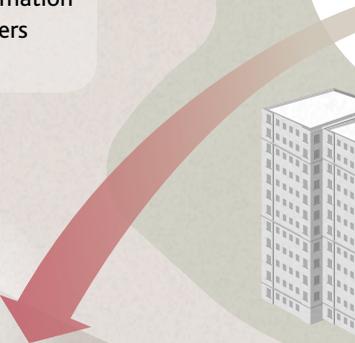
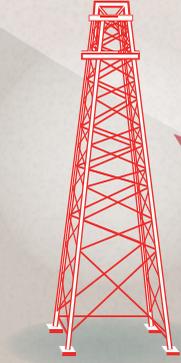
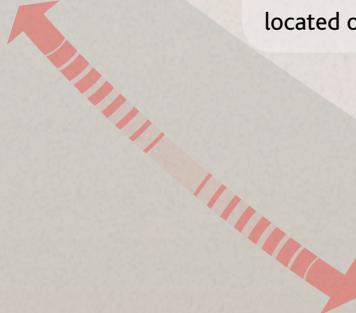


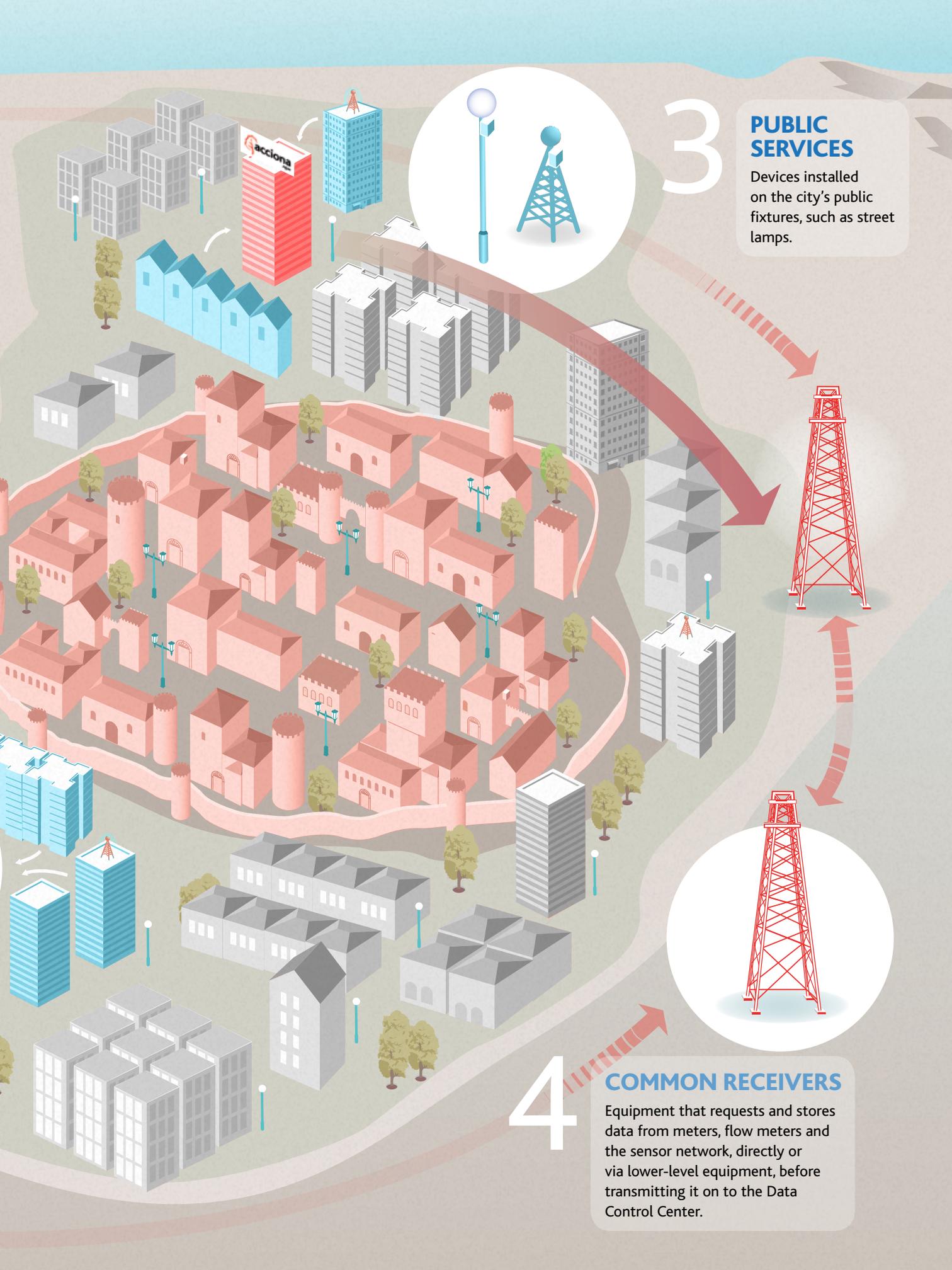
## 2 PUBLIC BUILDINGS

Devices housed in public buildings gather all data in their reception area, communicating the information continuously to general receivers located on the city's outskirts.



2





3

### PUBLIC SERVICES

Devices installed on the city's public fixtures, such as street lamps.

4

### COMMON RECEIVERS

Equipment that requests and stores data from meters, flow meters and the sensor network, directly or via lower-level equipment, before transmitting it on to the Data Control Center.

→ Will benefit

**10.000**

users (domestic and non-domestic)

→ Will manage **35%** of registered users in the city

→ Will monitor **74 km** of piped network

→ **Will detect** any infrastructure improvements needed

remote readings of users' meters, Geographic Information Systems (GIS), remote control data, a large number of sensors to monitor water quality, and a mathematical model for predicting the behavior of the water supply. All of this information combined in one platform will allow the development of advanced business management strategies.

**Novelties and benefits**

The management system - explained Alejandro Bevide, head of ACCIONA Agua's Automation and Control department - will be governed by a business intelligence platform, integrated with a communications system developed using different broadband links with low frequency devices, radio systems, and high-frequency transmission to reach the Cáceres City Council trunked network system. The joining of the two systems, broadening and strengthening the network, justifies defining Cáceres as a Smart City as far as the use of telecommunications channels is concerned. "In what relates to telecoms, this will be a landmark in the development of Smart Metering systems and will result in the use and optimization of all the existing networks," said Alejandro. ■

► Cayetano Cases, director of Cáceres Water Service, explained: "It was a challenge to choose Cáceres since it has a historic city center and is a Unesco World Heritage Site. Access in the center is enormously complicated. Radio communications are also extremely difficult due to the narrowness of its streets and the old stone buildings." Added to this is the problem of being unable to install visible radio equipment and antennae in a historic city because of its conservation status. The project will see a single software platform integrating a wide range of technologies, including: daily

**PROFILES**



**Cayetano Cases** is an industrial and mechanical engineer. Since 2012, he has directed Cáceres Water Service.



**Alejandro Bevide** is an automation and industrial electronics engineer, head for the past three

years of Automation and Control in ACCIONA Agua's Services, O&M and Desalination department.



# "We offer end-to-end solutions for smart water management"

**ACCIONA Agua is collaborating in two big European water management projects. The first will innovate in the distribution of the asset in the city of Cáceres, while the second is to improve the reuse of water in coastal areas.**

**J**orge Malfeito, ACCIONA Agua's director of R&D and Innovation, coordinates research, development and innovation activities at the division's Technology Center and which are applicable to the European OFREA and SmartWater4Europe projects. Launch of these two important projects in recent months make ACCIONA Agua a leading company in smart water management.

**AR. What are the challenges for the SmartWater4Europe project?**

**JM.** To find out how to overcome the possible obstacles that cities could face in the future by developing and demonstrating end-to-end solutions for the smart management of water distribution networks, integrated solutions that will also be put into practice in the United Kingdom, the Netherlands and France. In Spain, ACCIONA Agua is the company coordinating these activities and the city chosen was Cáceres. ►

### PROFILE

**Jorge Malfeito** is a chemist, specialized in polymer science and technology, and has an MBA from EOI, Spain's School for Industrial Organization. He has over 20 years' experience in the water industry, where he has developed both international and national R&D projects. His work focuses on desalination, from the viewpoint of processes and membrane development, and on research into water treatment and reuse. Jorge has published more than 20 articles on desalination and water treatment in specialist journals, and given over 40 lectures at national and international congresses.



- ▶ We will work in six areas:
  - Advanced remote reading systems;
  - Control and monitoring of water quality;
  - Leak control;
  - Energy optimization;
  - Interacting with the client, who will be able to consult accumulated water consumption instantly via a website;
  - Improving management systems for servicing, and optimization of investment plans as a function of real needs.

#### **AR. What benefits will this bring to the city of Cáceres?**

**JM.** The management system will be

governed by a business intelligence platform which, through a daily evaluation of the water resource, control of night-time consumption, pressure sensors, and the quality of the water continuously distributed throughout the city, will allow the real-time detection of any fault, blockage or leak and reveal where approximately in the network it is occurring. These advances will reduce the time it takes for locating and repairing faults. The remote reading of meters and detection of anomalous consumption will help ACCIONA Agua immediately alert users if it is suspected there are water leaks in their homes. Non-domestic users will

also benefit from the new system as they will be able to consult their accumulated consumption instantly via a website.

#### **AR. Can this system be implemented in other cities?**

**JM.** The project consists of developing and integrating technologies so that it can be installed in other cities, always taking into account the unique characteristics of the distribution networks in each city.

#### **AR. In which other projects are the ACCIONA Agua R&D&I department working in the short-to-medium term?**

*ACCIONA Agua has its sights set on technological leadership and strives for efficiency in all its processes*

**JM.** We are coordinating different projects related to the water cycle, from the study of new desalination and water treatment processes to energy optimization, advanced processes to eliminate emerging pollutants, and studies related to the improvement of water quality and water resource management. Technological leadership is one of the company's goals. It is working in the VETRA project, for example, to minimize waste from membrane cleaning processes at desalination plants, and on the development of new desalination pre-treatment processes in the DEMETER project. The latter bore fruit in the form of the

ULTRADAF process which will make up part of the pre-treatment at the Al Jubail desalination plant in Saudi Arabia. In R&D and Innovation, we have built, and will operate, a pilot plant that will serve to demonstrate this process to our client. This will help specify the plant's operational parameters. ■

## **OFREA: improving the reuse of water in coastal areas**

The OFREA project on water reuse was selected for the EU's LIFE+ program aimed at developing R&D and Innovation projects with the most potential in the environmental field. The objective of the OFREA project is to increase the percentage of wastewater reused in areas where the high salinity of treated water limits its uses, as occurs in coastal zones. ACCIONA Agua is to research new desalination processes that can be applied to water treatment, while working on reducing related energy costs. It will also study how the water produced for reuse behaves when applied to various tasks. The project is organized in different stages: first, theoretical analysis will be carried out; then studies will be performed in a pilot plant to discover the viability of the process and expanding the catalog of own technologies to be applied at water treatment plants when required. Also participating in the project is ESAMUR, Murcia Region's sanitation and wastewater treatment agency, a public company created to manage and control the region's existing sanitation and water treatment facilities, among other functions.

ONLINE INFO

■ [www.acciona-agua.com](http://www.acciona-agua.com)

## // ACCIONA lists as electric utility on DJSI World



ACCIONA has reestablished its presence in the Dow Jones Sustainability World Index by newly qualifying for the Electric Utilities industrial sector, thanks to the change the Company's business profile has undergone in recent years on becoming a bigger renewable energies player.

The listing presented an important challenge for ACCIONA, since it involved modifying the parameters and elements subject to assessment and the Company had to take on board new metrics. The DJSI World listing confirms ACCIONA's leadership among companies implementing corporate sustainability policies.

The Group has thus been recognized for finding the balance between the three areas that define a company's level of sustainability: environmental, economic and social. In the economic field, its anti-trust policy, code of conduct and management of risk due to changes in energy prices have been hailed. In the environmental area, ACCIONA has achieved high marks for its climate change strategy, reporting of indicators and various environmental initiatives. The Company has also advanced in the social sphere with respect to attracting and retaining talent and in its reporting. The 2013-2014 DJSI World Index includes 333 shares selected from around 3,000 companies invited to be assessed.

### ONLINE INFO

■ [www.acciona.com/pressroom](http://www.acciona.com/pressroom)

## // IMF questions fossil fuel subsidies

Managing Director of the International Monetary Fund, Christine Lagarde, used the United Nations General Assembly in September to alert countries to the financial and environmental consequences of subsidies for energy production from fossil fuels. She argued that, as well as leading to excessive energy consumption, fossil fuels accelerate the exhaustion of natural resources and increase waste, creating a heavy burden on public finances. They can also obstruct the development of energy technologies that are more respectful of the environment. Before the triple challenge the planet faces – economic instability, environmental damage and inequality – the IMF proposes eliminating or restricting oil, natural gas and coal



subsidies while raising taxes on energy use. The application of these measures could reduce annual CO<sub>2</sub> emissions by up to 15%, the IMF calculates, thus leading to greater environmental protection. Mme Lagarde's UN speech was the most direct intervention yet by the IMF with respect to climate change since it published a research paper on energy subsidies in March.

## // 10 Rules campaign

ACCIONA Infrastructure has launched a new communications campaign aimed at improving workplace safety by means of 10 basic rules all workplaces worldwide must now comply with. This is regardless of the WRP (Workplace Risk Prevention) laws and procedures in force in each country. The campaign has the support of various public administrations in the countries in which ACCIONA Infrastructure operates, including Mexico and Chile.



*10 RULES  
are the working  
standards and conditions  
that must be  
respected at  
ACCIONA sites  
worldwide*

## REGLAS NORMAS RULES RÈGLES

# 10

- //1** Show respect at all times for the group protection installed, especially that aimed at preventing falls from heights, auxiliary measures such as scaffolding, work platforms, etc., without deviating from manufacturer specifications.
- //2** Use the appropriate individual protection equipment for work to be carried out, especially safety harnesses, and conform to the instructions given.
- //3** Pay attention to maneuvers in areas of movement of machinery, remaining seen at all times through the use of high-visibility clothing.
- //4** Respect safety signs and in-house standards for vehicular and machinery movement.
- //5** Operate neither machinery nor work equipment without the required training or authorization.
- //6** Do not interfere with electrical installations without being specialized personnel or previously authorized.
- //7** Do not stand or sit below suspended loads or within their radius of movement.
- //8** Do not consume or bring alcoholic beverages or drugs in the workplace or access facilities under the influence of such substances.
- //9** Do not enter confined spaces unless authorized, complying strictly with established restrictive procedures.
- //10** Do not enter areas where earth is being moved without authorization or checks that adequate risk control measures have been taken, especially trenches presenting serious risk of landslips.



# Commitment to Africa

More than 150 world business leaders, members of government, academics and civil society representatives met at the 2013 United Nations Private Sector Forum to discuss their focus on strategic issues in Africa such as economic development and support for women and education.

**A**CCIONA Chairman José Manuel Entrecanales attended the high-level meeting, organized by the UN Global Compact in cooperation with the African Union, the African Development Bank, the ILO, UNDP and UNESCO, and chaired by UN Secretary-General Ban Ki-moon. The main recommendations issued by the

Forum's round tables were the:

- Need for long-term commitment by investors and businesses, to improve the chances of success of inclusive growth, employment and poverty reduction initiatives.
- Valuing of education as a need in developing entrepreneurs, with special importance for teacher training.

- Stimulation and support for creativity in SMEs, to unlock jobs and growth.
- Importance of introducing women entrepreneurs and farmers to the agricultural supply chain, making them landowners.

### Light in the Home

ACCIONA's Chairman presented the Company's commitment to introducing the *Light in the Home*

*ACCIONA  
committed  
to developing  
projects providing  
isolated rural  
communities in  
Africa with access  
to basic electricity  
supply from  
renewable energy  
sources*

initiative to the African continent. “ACCIONA is committed to reproducing in Africa the *Light in the Home* program, which is based on an innovative model of public-private partnership that provides access to basic electricity from renewable sources for isolated rural communities,” Mr. Entrecanales told the meeting. “This is done independently of the normal grid structure and has already been introduced in Peru and Mexico. ACCIONA is studying the possible areas in Africa where it can implement this program, especially in South Africa and Gabon by 2015. We are already collaborating with local and national governments with the aim of finding favorable conditions for introducing a regulatory framework for renewable energies, as well as establishing suppliers of such electricity.”



## Electricity supply beyond the grid

The *Light in the Home* program, developed by the ACCIONA Microenergy Foundation and the social micro-enterprise ACCIONA Microenergy Peru, was a finalist in the Projects category at the 2013 Off-Grid Experts Awards, made in September in Memmingen, Germany. These awards recognize progress and successes achieved in the field of electricity supply outside the established electricity grid network. The Projects category awarded projects and initiatives involving a strong use and impact of sustainability criteria by the actors responsible. In *Light in the Home*, over 1,300 remote households dispersed over the Sierra Norte in Cajamarca region, Peru, received a basic electricity supply service designed to improve the quality of their lives and relieve poverty, and extreme poverty. The competition jury was made up of board members from the Alliance for Rural Electrification (ARE), the only international association dedicated to promoting and developing rural electrification solutions in developing countries through the use of renewable energies that do not depend on the grid.

### Leader’s Summit

ACCIONA also took part in the Leader’s Summit, a global meeting of Global Compact CEOs held every three years. New global sustainability architecture for the private sector was proposed at the summit, and a roadmap for businesses contributing to global sustainable development priorities.

Given that the Millennium Goals run out in 2015, during the summit post-2015 business commitment architecture was presented to tackle access to energy, water, food, equality, work and education. ■

#### ONLINE INFO

■ [www.acciona.com/sustainability](http://www.acciona.com/sustainability)

# A high-performance team

Managing people is a challenge, in the field of sport as much as in business. Drawing on the similarities is a new and enjoyable way of tackling personnel management.

A team balanced with different expertise and abilities, an environment where external factors affect performance, and the challenge of winning before the players. This is what is going through soccer players' minds when they step out onto the playing field. The professionals in a company embarking on a new project have similar concerns.

The similarities between these two situations is the thread of the argument ACCIONA will use over the next months to drive forward its personnel management model. The emphasis will be placed on the practical side: how to act and what to do to achieve the best performance from the team and its players.

“Being a global Company has meant we need our own People Management Model to be understood and shared worldwide. It is essential to involve all those who are responsible for professionals and, for this reason, we have thought up an enjoyable format, with an intuitive language and eminently practical messages,” pointed out Alfonso Callejo, Chief Corporate Resources Officer.

It is in this spirit that ACCIONA has developed the main elements of its People Management Model and the guidelines for bringing in the best professionals, encouraging a top performance from them in the present and future, recognizing and rewarding their efforts, and generating commitment. ■

## Five keys to personnel management

- 🏆 Signings policy.  
*Bring in the best professionals*
- 🏆 Give your best season in, season out.  
*Buid a high-performing team now.*
- 🏆 Aim the team towards the next Soccer World Cup.  
*Prepare and ensure top performances in the future.*
- 🏆 Contracts and Ballon d'Or.  
*Recognition and reward.*
- 🏆 Wearing the shirt.  
*Generate commitment.*





## 3.0 Investors

**ACCIONA has created a group on the Unience, a social networking site aimed at the investor community.**

**The aim is to respond to questions of all kinds and encourage communication and contact-making among investors.**

To make its communications with the market more fluid and direct, ACCIONA's Corporate Development and Investor Relations department has launched a group on the investor social network, Unience.com. The Unience social network is aimed squarely at private investors and financial and management consultants. ACCIONA's consists of an open group through which investors have the opportunity to follow the stock and interact with each other and the Company.

This is an innovative and efficient channel for improving ACCIONA's accessibility to the investor community and vice-versa. Raimundo Fernández-Cuesta, Director of Mergers and Acquisitions, pointed out that "it facilitates access

to investors of all kinds, expanding our reach, improving service and helping us to understand better the concerns of the market".

Unience has some 50,000 registered investors and is improving communications and closeness between investors, professionals and companies, through groups and spaces where they connect. Inés Prieto, Investor Relations Manager, says the channel enables ACCIONA to "highlight any information of interest to the investor, add value to it and respond to questions and concerns." ■

#### ONLINE INFO

- [www.unience.com](http://www.unience.com)
- [www.acciona.com/social-media](http://www.acciona.com/social-media)

# News round-up..

- ACCIONA is to supply electricity to SEAT's factories in Martorell, Zona Franca and El Prat de Llobregat, as well as to Volkswagen Navarra, during 2014. The contract provides for around **600 GWh of energy to be distributed**.



- ACCIONA Windpower gained the accreditation it needed to sell wind turbines in Brazil under special financing conditions. The Company has a **wind turbine hub production plant** operational in the country and is to open an assembly plant for 3MW nacelles there.

- ACCIONA is **strengthening its presence in Portugal** by expanding a drinking water treatment plant in El Alentejo. The 3.5M euro contract is to take the capacity of the plant to 6,400m<sup>3</sup>/day.



## AUGUST

- ACCIONA net earnings fell 40% to 48 million euros in the first half of the year. Sales were 3.255bn euro, down 2.8%, and **EBITDA** was 3.2% less at 655 million.



## SEPTEMBER



- ACCIONA Energy has been selected by the **US Army to develop wind power and solar projects** at its bases. The US Defense Department plans to invest US\$7bn to source 25% of its electricity consumption from renewable energies.

- **Cosme Palacio celebrated its 25th anniversary** at the emblematic Hotel St Paul in Montreal (Canada), in conjunction with the Quebec Alcohol Corporation.
- Trasmediterranea transported **10% more passengers in summer 2013** than in the same season a year before. The growth occurred mainly in the Gibraltar Straits and southern area (average of 14%) and between Valencia and Ibiza (20%).

- ACCIONA Infrastructure has delivered a **new 44,349 square meter campus at Mexico's Autónoma Metropolitana University**. It is the second learning center built by ACCIONA in the country.

- ACCIONA Energy has been awarded the **Spanish Ministry of Health, Social Services and Equality's distinction for Equality in the Workplace**. The latter acknowledges companies that display excellence in this area.



- **Croatian President Ivo Josipović opened the 30MW Jelinak wind farm**, which can supply electricity to 30,000 homes. ACCIONA vice-chairman Juan Ignacio Entrecanales and ACCIONA Energy CEO Rafael Mateo attended the ceremony.

- ACCIONA Service has been selected for the integrated maintenance of **Madrid's most iconic public parks**, for a ten-year period, in a deal worth 95 million euro.

- ACCIONA won the contract to **build the eastern Metro line in the city of Fortaleza** in Brazil. The new section will operate with electric trains carrying about 400,000 passengers a day, and will alleviate traffic congestion in the fifth biggest city in the country.



- ACCIONA ranked second among Spanish companies **for best quality of information in annual accounts reporting**. A report by the DEVA consultancy assessed the quality of information (Annual Report, Annual Accounts, Corporate Governance Report and Sustainability Report) that companies made available to their shareholders at 2013 General Shareholders' Meetings.

- **ACCIONA has won the 2013 CINCO DÍAS award** for business innovation in the field of new technologies. Its winning project was the first wastewater treatment plant to be self-sufficient in energy, achieved by reusing both organic industrial waste and sludge from the plant.



- **ACCIONA Agua took part in IDA 2013**, the world's most important desalination congress held in Tiajin, China, from 20 to 25 October.

## OCTOBER



- The *Light in the Home* program developed by ACCIONA Microenergy Peru, which supplies electricity to poor households in remote rural communities, was a **finalist in the 1st Off-Grid Experts Awards**. The awards recognize initiatives, and their participants, to have had a strong impact in sustainability terms.



- **Fort St John Hospital, jointly built and run by ACCIONA, has won an award** from the Vancouver Regional Construction Association for the rigorous building standards it used in the extreme climate of northern British Columbia (Canada).

- **ACCIONA inaugurated its second wind farm in Poland**. It will produce some 82 GWh of electricity annually, equivalent to consumption by over 40,000 Polish homes.





## ROUND-THE-CLOCK SERVICES

ACCIONA Service works round-the-clock to help you solve your day-to-day needs. We manage a range of activities: logistics, transport, cleaning, security, maintenance for facilities and green spaces, and waste management.

And we do it in a sustainable way and with the utmost respect for the environment, as you've come to expect of a company that leads the way in end-to-end solutions. Because we know that our daily task is to take care of every minute of your day.

