



sustainability report

06



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1 profile



## CEO's statement on the relevance of Sustainability for the organisation and its strategy

Being firmly committed to various international initiatives over the last few years, we approach sustainability in our decisions and activities convinced of current society's need to adopt changes from the company towards a more human and environmentally-friendly setting.

This is our third sustainability report with the aim of providing transparent information for our stakeholders and society in general about the achievements and shortcomings in economic, social, environmental and ethical aspects.

The strategy we have adopted in Social Responsibility and Transparency is of priority importance for our organisation, but it is not easily understood by our stakeholders.

This background leads us to consider the challenge for the coming years of helping our closest collaborators, suppliers, customers and workers, etc. feel identified with and participate in our strategic vision.

The use of decision-making procedures and processes that go beyond legislation puts our organisation at a clear disadvantage with regard to competitors. However, seen from another standpoint, it provides our way forward with a certain balance and greater value.

The ground covered in recent years has led us to consider the start-up of an ambitious franchise project at the beginning of 2007 as an opportunity for our organisation to grow. The project is the first of its kind in Spain and Europe in the construction activity and we also intend to gradually establish similar sustainability criteria for our franchisees.

During the period covered by this report, this organisation has shown that responsible management is viable in small enterprises not only in economic terms, but that it also provides opportunities for innovation, growth and improvement to the benefit of a larger number of people.

Attaining a higher level of sustainability in our everyday activities and maintaining the necessary balance between economics and sustainability is an important challenge and will continue to be a priority matter for



Signed: Antonio Javierre, CEO

## Description of the main impacts, risks and opportunities

### Main impacts

The identification, monitoring and gauging of environmental and social impacts, among others, is an important part of our current management system with particular importance being placed on environmental management.

The important impacts resulting from my assessments and our usual activity include the consumption of fossil fuels by the construction equipment we use and atmospheric CO<sub>2</sub> emissions.

The impacts and effects on the soil in the excavations and civil engineering work we carry out are also of importance, as are the resulting land transformations, possible environmental incidents or equipment breakdown involving spillages of hazardous products, such as lubricants, greases, etc.

Excess construction materials constitute another significant impact and, in our case, include earth and inert materials which transform the environment in which they are placed, as well as demolition rubble from buildings containing various types of materials.

In the social context, one important impact that has been identified can be seen in our organisation's interest in the concerns and needs of its workers and their families, as well as their professional situation with regard to labour law.

Impact from compliance with human rights, employment discrimination, child labour or corruption is identified as risks in our purchases of materials and supplies. We try to identify them before deciding to purchase material from our suppliers.

### Effects on stakeholders

The positive and negative effects that are important for our stakeholders in our everyday activity regarding social, economic, environmental and ethical aspects are as follows:

In our country, certain irregular recruitment practices have been observed, especially with regard to immigrants and underprivileged groups. This indirectly places us in the position where there the possibility exists of encouraging these practices by means of recruitment of our employees and the purchases we make, with the corresponding risk of a negative social effect.

Owing to the size of the company, the area served is limited, usually small towns and villages with a high level of dependence on the natural environment. On a social level, the alteration of the said natural environment has a significant negative environmental effect, which is a risk we have to assess given our construction activity.

On an economic scale, the effects can come from the source of the collaborators and the materials we use, where we make the purchases, the obtaining of resources and the forms of payment used. The aim is to reinvest the resources obtained from the activity in some way by consuming from local collectives, helping the companies that supply us with materials to grow, as well as the more immediate society that trusts in our services.

Also important and significant is the way we and our activity sector contracts works and services. We consider transparency in this area to be important since it contributes to the exercise of free competition, has a positive effect on reputation and is in keeping with our policy and values.

Today, the degradation of values in immediate business environments, with an exclusive perception of economic value in purchasing decisions by most enterprises, organisations and consumers creates the challenge for establishing a necessary balance between Economic, Social and Environmental aspects. For our company, it means more rigorous decision-making processes to avoid negative effects for Stakeholders.

## Order of priority

As a small company and with our modest human, financial and material resources adapted to our size, our main priorities focus on the following three important aspects:

**Growth.** We must be capable of laying down the bases for sustained growth as a company over time. The personal and professional development of each individual in this company is also one of our main priorities and we must make optimum use of our material means, resources, values and experience in our field of activity.

**Permanence.** The above vision takes us to the second priority objective of permanence, without ignoring the important risk this currently represents for enterprises in today's competitive environment with its technological progress and the difficulties involved in adapting and adopting technologies at the rate required by the market.

Today, all small and large enterprises are exposed to a certain level of insecurity. The significant relocation of industries and services to developing countries represents a risk for the permanence of businesses based on traditional systems. We must be capable of rapidly adapting to changing environments.

**Balance.** The above two priorities must be maintained in perfect balance with the control, monitoring and minimisation of environmental, social and economic impacts.

We consider that it would be 'irresponsible' of this company not to consider social and environmental impacts in everyday decisions, since it is one of present Society's demands and a priority necessity on a global scale.

## Main adaptation-to-change processes

As the main processes implanted to adapt to market changes and satisfy the demands of our society, we have been certified as compliant with the ISO 9001 quality standard and the ISO 14001 environmental standard since 2004. We perform internal and external audits on process and procedure compliance twice a year.

On a social level, our company follows the procedures laid down in the Global Compact initiative in keeping with the ten principles of conduct. The decision-making process contemplates these principles and we actively collaborate in the diffusion and development of this initiative through the Asociación Española de Pacto Mundial (ASEPAM, the Spanish Global Compact Association), a body in which we have recently joined the Executive Committee in representation of small enterprises in Spain within this initiative.

The exercise of transparency through this sustainability report and those corresponding to 2004 and 2005 are also taken into consideration as procedures for adapting to changes en route to sustainable management. Belonging to the Global Reporting Initiative (GRI) group of Stakeholders allows us to put forward our points of view to the institution as part of its progress towards transparency.

The adherence to the greenhouse gas protocol initiative and the use of the monitoring and gauging tool for atmospheric emissions of CO<sub>2</sub> constitute the process whereby we set the targets for reducing this impact.

Our commitment to the Partnering Against Corruption Initiative (PACI) means that our policy on this aspect forms a clear part of our activities and we are the only Spanish company to make this commitment openly and to have a policy that considers each and every one of the risks International Transparency recommends that companies should control. See policy on next page.

## Corporate Social Responsibility Management

### Policy Against Corruption and Bribery

In its firm commitment to ensure free market competition and the ethical values defended by this organisation, JAVIERRE, S.L. extends this Policy to all its executives and employees and applies it to all its areas of action.

- Our company will never use bribery as a means to obtaining benefits in tendering or contracts for works, services, applications for permits, licences and authorisations, whether from governments or private enterprise.
- Gifts, favours and invitations that may induce the party receiving them to assume whatsoever obligation are prohibited.
- Facilitation payments, also known as "accelerators" or "oilers", typically aimed at helping obtain priority over third parties, are prohibited.
- JAVIERRE, S.L. will always be Neutral with regard to political parties, and financial contributions or contributions of whatsoever other kind, whether direct or indirect, aimed at obtaining commercial advantages are prohibited.
- JAVIERRE, S.L. expressly prohibits whatsoever type of Offering or Acceptance of Gifts, Hospitality or Expenses, whenever said gifts may affect the result of a commercial transaction and do not constitute expenses that are reasonable or paid in good faith..
- All kinds of Charity Contributions or Sponsorships are prohibited when they are made to obtain benefits in the awarding of government or private contracts.

JAVIERRE, S.L. undertakes to the following:

- To notify this policy to all its stakeholders.
- To educate its entire workforce in the risks inherent to our activity.
- To establish mechanisms for reporting directly to senior management.
- Not to establish penalty or negative consequence whatsoever for refusing to pay bribes.
- To monitor these aspects on a regular basis.
- To apply the corresponding penalties for the violation of any point laid down in this policy.



Signed: Antonio Javierre  
Monzón, January 2006

## Conclusions to the progress and performance of the period corresponding to this report regarding the above-mentioned main impacts.

As conclusions regarding the environmental impacts and atmospheric CO2 emissions, we have established the target of minimising fossil fuel consumption, achieving significant progress with diesel fuel in particular in 2005 and in the case of petrol for the same year and also 2006, as shown in the table below:

	2.003	2.004	2.005	2.006
Diesel consumption (litres)	135.338	110.886	95.459	98.129
Petrol consumption (litres)	1.991	2.994	2.361	2.346

The reuse of excess materials from excavations has also been taken into account by the environmental and ground impacts during the period covered by this report and the target is to reduce the use of natural resources. See indicator [EN-2](#)

The correct management of hazardous wastes (used lubricant oils, greases, contaminated containers and packaging, etc.) has meant that this type of waste has been handled in full accordance with current legislation. See indicator [EN-22](#)

With regard to the Social aspect and the needs and concerns of our workers, access to first-level management is constant, which means that all kinds of problems and concerns are attended without delay.

Full compliance with legislation regarding recruitment and occupational safety, as well as the provision of justified leave of absence for personal affairs without deductions from salaries, as well as salaries above those established in collective wage agreements, are practices of ours that go beyond the provisions laid down in legislation and allow us better human resources management. See indicators [LA-1](#), [LA-2](#), [LA-3](#) [LA-6](#), [LA-9](#), [LA-14](#)

## Conclusions to the progress and performance of the period corresponding to this report regarding the effects on stakeholders.

As conclusions to the repercussion of the effects on stakeholders, we indicate the risk of involvement in the violation of human rights through recruitment of workers. Although this may appear to be inexistent in our country, it occurs with certain frequency. There is a significant labour shortage in certain trades and activity sectors while there are large collectives of immigrants who do not have work or residence permits. See indicators [HR-1](#), [HR-6](#)

Our management system lays down guidelines for classifying suppliers who take these aspects into account to prevent involvement in these practices with regard to the said collectives. 100% of our suppliers are analysed under this criterion and rejected if irregularities of this kind are discovered. See indicator [HR-2](#)

The effects on the alteration of natural spaces, especially in rural areas, and the effect it has on people, the environment and animals, are an impact that cannot be avoided in some of our activities. See indicators [EN-11](#), [EN-12](#), [EN-13](#)

We successfully minimise these negative effects by taking preliminary measures to identify these impacts and establishing corrective measures at the works we carry out in these settings, as well as strict compliance with applicable standards and legislation. Our commitment to this point is greater in many of the cases considered in the projects we prepare, which leads us to establish corrective measures with no added economic compensation. See indicators [EN-13](#), [EN-14](#), [EN-26](#)

Effects on people, towns and villages. We consider it important for our activity to help develop the economy

of neighbouring enterprises and people, who, in turn, help us grow by choosing our services. For these reasons and with this aim, we try to give back to society through the decision to purchase materials and raw materials from the suppliers, establishing purchase priorities on a local, district, regional, etc. scale. See indicator [PR-1](#), [PR-2](#)

Our performance with regard to stakeholders in the area of competitiveness and the free market is justified by our anticorruption policy, as indicated above. See indicators from [SO-1](#) to [SO-8](#)

Accordingly, we openly state both internally and to all of our stakeholders that we are only prepared to set up honest and transparent commercial relations.

Honesty and transparency in commercial relations are strictly related to the personal values of today's society and the culture laid down in the world of business and enterprise. At present, it is closely linked in most cases to obtaining fast profits.

We differ on this point. This is not what society wants and essential values are being lost on a human scale. In our opinion, this backward movement is highly damaging for future generations and, as a result, we seek to exercise social responsibility and establish sustainability in all areas.

Indeed, this criterion means that we have to establish a balance with the necessary economic aspects, without which our existence as a company would not be possible.

## Long-term sustainability opportunities and risks

As the most immediate risk and one that has a negative effect on us, we identify the low level of appreciation of sustainable services and products by consumers. We are witnessing the absolute importance placed on price by our customers with regard to options that provide other values to products and services which are therefore more expensive in economic terms.

We are facing the challenge of being competitive in price in this market environment by establishing innovative and sustainable procedures and processes that can be seen by society as positive and which promote changes in the criterion used when choosing a purchase.

Our management system is closely related to our strategic position on sustainability. We currently come up against great difficulties for our stakeholders to understand the position we have adopted and there is a risk of them interpreting it as a marketing ploy.

We have the opportunity to show that sustainable activity is possible and viable in a small private enterprise by making it economically profitable and taking into account social and environmental aspects as part of a stable, lasting balance.

The possible competitive disadvantage that comes with the adoption of sustainability as a criterion for making decisions usually represents higher cost per unit in the services we provide to our customers, with the risk of our company losing market share.

This places us before the need to counter the negative effect of higher cost. Through productivity and the greater efficiency of our personnel and financial resources and through research in new work procedures, we have the opportunity to innovate in resource management and optimisation.

The slow development of Corporate Social Responsibility and Sustainability represents a risk for us of falling into a growth process that is too slow and gradual.

To avoid this possible slow growth of our organisation, we have identified an important development opportunity through the FRANCHISE model of our business and activity. This has led us to work during 2006 on the preparation of the economic project and preliminary market and sector studies.

Once all the points have been finalised and analysed and we have looked at the viability of the project, we

intend to deploy the initiative between February and March 2007. We intend to equip each franchisee with our Vision, Mission and Values, together with the know-how and experience in business management and sustainability. This action requires all our attention for the coming year, 2007, given the huge importance and transcendence of obtaining positive results.

## Performance targets for the period covered by this report

The following targets were proposed in our previous sustainability report for the period between January 2006 and December 2006. We attach the results obtained for each target:

### Economic targets

1- Exceeding customer expectations. The proposal was to achieve an average score in customer satisfaction surveys of higher than 8 out of 10. The score obtained in this period as a result of the surveys received is an average of 8.37. Therefore, the target has been reached, even with the added difficulty of having introduced a new survey model.

Questions on the various Social, Economic, Environmental and Ethical aspects were included in this survey.

2- Achieving closer association of identity of the company with Sustainability. We stated that we wanted to achieve this objective through the more widespread diffusion of our sustainability reports and the target was to prepare our following sustainability report for 2006 in accordance with the new Global Reporting Initiative G-3 guide.

This is the report referred to in this objective. Not only has it been prepared in accordance with the G-3 Guide, but with the intention of 'A' level application. We also hope to achieve this objective.

3- Improving works coordination and control through the more appropriate distribution of our works managers in a way that is more in accordance with their know-how and concerns, with an established target of increasing turnover by 25%.

During this year, the managers have been distributed in accordance with these criteria. The increase anticipated in the proposed indicator has NOT been achieved.

### Environmental objectives

1- Improving the performance of the integrated environmental management system through the monitoring of the management plan with one proposed target: obtaining fewer than 2 deviations in the external ISO 14001 audit.

In the recent environmental management audit carried out by the AENOR external auditor, the number of minor environmental deviations totalled 3.

These deviations were due mainly to the documentary base of the processes and not to any breach of legal requirements. They have been documented on our system and corrected, including the subsequent verification and approval by the auditors.

2- 100% compliance with environmental legislation through the identification and application of the various standards that apply to activity, with a target of obtaining zero penalties in this area.

This objective was fulfilled during the period covered by this report. There were no penalties associated with this area.

3- Noise pollution control through the measurement and monitoring of this impact, with a target of not exceeding the level of 90 dB allowed by current legislation in our region.

Measurements were taken on three occasions and corresponded to the main works carried out this year. They gave average values of 79.45 dB. Therefore, the objective has been more than fulfilled.

## Social objectives

1- Improving communication with workers through quarterly work meetings and round tables to promote worker participation in the management of the company.

This objective has NOT been accomplished. Only one work meeting was held during the year. The reason was the low interest shown by the workers, partly due to the differences in the value scale shown by this collective.

The results were damaging for the company, leading to confrontations between the workers and resignations in some cases.

2- Personalised attention for personal problems, acting with discretion and proposing the target of achieving confidentiality in delicate personal matters.

Workers have been given direct access to senior management for all matters. The measures adopted to solve their concerns have been considered absolutely confidential and the level of trust in the organisation has improved substantially.

3- Increasing the level of safety at work sites through the preliminary identification of hazards in the planning of the services provided.

Occupational hazards were identified through safety plans prior to the commencement of the works, therefore complying with the activities laid down for this objective and during the year covered by this report there were no occupational diseases or accidents. Therefore, the rate of absence for these reasons was 0 days.

As a lesson learned for this period, special mention must be made of the fact that the values the company has established as important in its development and management must be in line with the profile of its workers. In other words, both the company and its workers must have similar social, environmental and ethical scales of values.

This reflection leads us to think that this theory is also applicable to all stakeholders and that honest and sustainable commercial relations will be achieved in the business world only under these circumstances.

## Objectives for the following mid-long term reporting period

The objectives we have set ourselves for the 2007 financial year, i.e. short term, are part of our integrated management system and propose the following for this period:

objective	activity	target
Company and activity expansion project.	Commencement of the franchise project for our activity.	Obtaining more than three franchisees.
Franchisee and subcontractor awareness.	Transmission of corporate vision, policy and values.	Obtaining the involvement of these collectives in sustainable management.
Trying to achieve less polluting diesel consumption.	Search for suppliers, analysis of prices and possibilities.	Consumption of this type of fuel < 10% of total.

For the mid and long term, our objective of expansion through franchise will represent an important challenge for our growth as a company, in which we have placed a lot of our expectations.

The uncertainty of this project is significant because we have no knowledge of the existence anywhere in the world of a franchise in the construction sector, especially regarding subcontracting within this activity sector.

Nor are we aware of any franchise with a clear objective of involving the franchisees of the network in corporate responsibility and sustainability criteria and values.

In addition, the strategy adopted regarding corporate social responsibility and sustainability is a long-term objective to which we shall devote our usual efforts and resources.

The risks we identify may significantly affect these objectives and may come from the deterioration of the economic environment in the activity sector and the level of acceptance of our market proposals by our customers and workers.

As mechanisms for controlling and minimising these risks, we intend to fully control the company's financial debt and prepare annual forecasts for each and every item in the balance sheet and the profit and loss account, with a monthly monitoring of deviations.

2

profile of the  
organisation



## 2.1 Name of the organization

JAVIERRE, S.L.

Address: C/Pedro II, 2, 2º  
Town: Monzón (Huesca)  
Postcode: 22400  
Country: ESPAÑA

Téléphone: +34 974 41 78 02  
Fax : +34 974 41 57 94  
Mail : [javierre@javierre.es](mailto:javierre@javierre.es)  
Website : [www.javierre.es](http://www.javierre.es)

## 2.2 Main brand names, products and services

- Main activity of excavations, earthmoving and subcontracting of civil engineering works equipment to companies and individuals, building demolition.

We work in this activity with a level of 90% of our own machinery and employees. We are subcontractors to large construction companies and we turn to external companies when our work capacity is lower than that required by our customers.

- Contracting of civil engineering work with various local and regional governments.

The contracts we are awarded by governments through tenders are carried out with a level of 75% of our own machinery and employees. In turn, we subcontract out the specialised work units in other areas different from our activity.

- Extraction of natural resources with our own gravel quarry for road surfaces.

We have our own quarry for the gravel and aggregates normally used in road surfaces. We also purchase these materials from other quarries depending on the geographical location of the works. These materials are handled with our own machinery on 95% of occasions.

- Quarry management services and extractions for other organisations.

We provide management services for the extraction, handling, loading and shipment of mineral resources (common salt) in third-party facilities by virtue of a contract we have held for the last 10 years. In this case, the machinery used belongs to our customer and we provide only the personnel specialised in this task.

- Construction and demolition waste management

We demolish buildings and manage the waste resulting from the activity through the selective demolition and transport of the resulting materials to the valuation and elimination points. This activity is carried out 100% with our own machinery and personnel.

- Topography services for enterprise and individuals.

Through our topography department, we carry out topographic studies, setting out work and the measurement of land and properties. We also provide measurement services for public and civil engineering work. The same teams are used for control, monitoring and measurement tasks at our own works projects.

External support subcontracts over the last four years are given in the following table:

	2.003	2.004	2.005	2.006
External services contracted	68.780,00	45.762,35	205.913,10	354.691,00

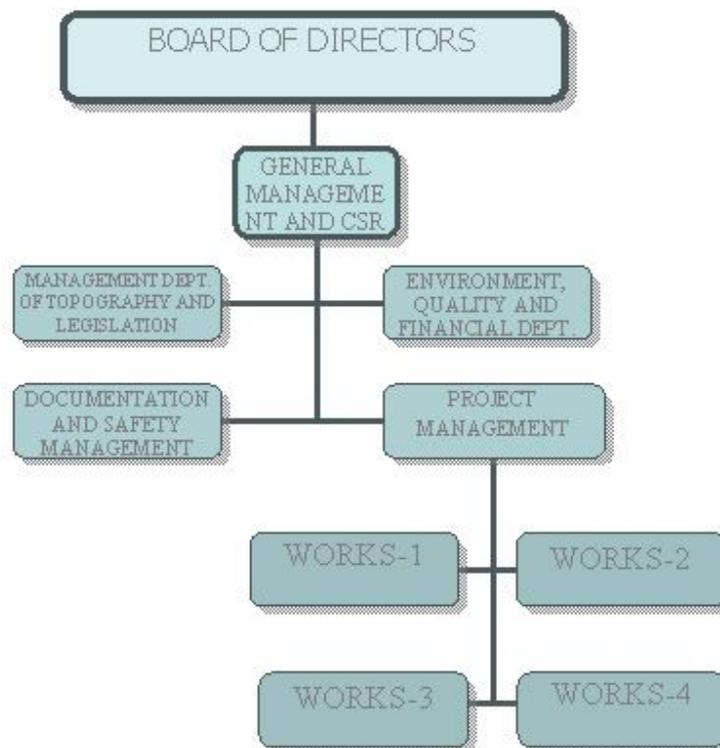
Source: accounting statements 2006, in euros.

The logos and brand names used are as follows:

Excavations and civil engineering



2.3 Operative structure of the organisation



JAVIERRE S.L. has a 66% stake in the company ARIDOS Y HORMIGONES DEL SUDRARDE, S.L.” This company has been inactive since the year 2000 and, therefore, does not affect this report.

In 2006, JAVIERRE, S.L. sold its 45% stake in the company “SERVICIOS BOMBEOS Y EQUIPOS, S.L.” This took place in the first quarter of 2006 and the influence of this sale has not had any significant effect on the sustainable aspects of this report except for the financial and economic situation resulting from this decision.

## 2.4 Location of the organisation's main offices

The geographical location of our main offices (offices and machinery) is situated in the north of Spain in the Autonomous Region of Aragón, province of Huesca. It is near the mountain range of the Pyrenees on the border with France.

More specifically, our main offices are located in the town of Monzón, calle Pedro II, 2, 2º. This is the postal address and operations centre from where all our activity is managed and directed.

## 2.5 Number of countries in which the organisation operates

There are no commercial transactions with other countries. During 2006, only one machinery sale was completed. The said sale went to Portugal and met the requirements of the European Community standards.

As with previous reports (2005), we maintain our intention to operate in other countries and continue to explore possibilities and viability, especially in countries that have recently joined the EU and developing countries in Africa.

## 2.6 Nature of ownership and company type

The ownership of the company JAVIERRE, Sociedad Limitada. The company has been owned by three partners since 1989. They all form part of the board of directors as the company's maximum governing body.

In order of age, the individuals that sit on the Board of Directors are Antonio Javierre Montaner, Jorge Javierre Montaner and Javier Javierre Montaner. As their surnames suggest, they are all brothers and this small enterprise can be classified as a family-owned company.

## 2.7 Markets in which we provide our services

The geographical scope of our activity is regional and we serve customers' requirements in the area within a radius of approximately 200 km from our main offices.

Our services form part of the construction sector, especially works projects involving construction of roads, property development, building foundations, canals, dikes, open-air car parks, etc.

The beneficiaries or customers who contract our machinery and services are mainly large construction companies for whom we act as subcontractors. To a lesser extent, we also act as direct contractors with the government bodies.

## 2.8 Dimension of the Reporting Organisation

Our corporate dimension in terms of its workforce comprised an average of nine workers in 2006, in addition to the three partners, who also exercise their professional activity in the company's management and production departments.

Net sales to the public sector throughout the financial year covered by this report (01/01/2006 to 31/12/2006) totalled €155,800.



Net sales to the private sector for the same financial year totalled the amount of €916,766.29.

Total net sales for the year from 01/01/06 to 31/12/06 were €1,072,566.29.

Pre-tax profits (BAII) totalled €75,124.86.

The simplified balance sheet at the close of the 2006 financial year is as follows:

ASSETS		LIABILITIES	
<b>FIXET ASSETS</b>	<b>356.746,45</b>	<b>EQUITY</b>	<b>150.237,46</b>
Material	203.344,93	Capital	33.055,00
Intangible	84.254,61	Reserves	62.936,16
Financial	69.146,91	Profit and loss	54.246,30
<b>OPERATING NET ASSETS</b>	<b>398.761,10</b>		
Cash	55.576,60	Long term liabilities	251.409,22
Stock	0,00	Current liabilities	359.980,23
Debtors	340.647,30		
Temporary financial	69.146,91		
<b>TOTAL ASSETS</b>	<b>761.626,91</b>	<b>TOTAL LIABILITIES</b>	<b>761.626,91</b>

Source: Account Statements at 31 December 2006, given in euros.

## 2.9 Significant changes during the period

Significant changes during the period covered by this report include the previously mentioned sale of the stake in the company “Servicios Bombeos y Equipos, Sociedad Limitada.”

There were no changes to the share capital structure or the ownership thereof and no new production centres or offices were opened.

The decision taken by the board of directors to allocate the profits obtained during the period to reserves represents an increase in equity, as shown in the above table.

## 2.10 Awards and distinctions

In 2006, we were awarded second prize in the company category of the Félix de Azara Awards, sponsored by the Provincial Authorities of Huesca. This distinction carries a cash prize of €1500 and a certificate. The prize was presented by Jose M<sup>a</sup> Morera Argerich, President of the Tourism and Development Committee of the Provincial Authorities of Huesca.

This acknowledgement values the work carried out by our company in environmental management and awareness, as well as the transparency with which we have given to our activities.



Our company also won an award in the third annual Aragón Prize for Corporate Social Responsibility 2006, awarded by the Government of Aragón and presented by Arturo Aliaga, the Regional Minister of Industry and Development of the Government of Aragón.



### Certifications management systems

Holder of the ISO 9001 service quality assurance certificate



Holder of the ISO 14001 environmental management quality assurance certificate



3

report parameters



## Report profile

The following sections of this report implement the principles of the G-3 quality guidelines on Balance, Comparability, Accuracy, Timeliness, Clarity and Reliability:

### 3.1 Reporting period

The information contained in this sustainability report refers to the financial year from 1 January 2006 to 31 December 2006.

In addition, this report will be attached to the annual accounts lodged with the Companies Register by way of triple accounts statements in this official registration body.

### 3.2 Date of most recent previous report

The most recent report corresponds to 2005. This report was also attached to the annual accounts lodged with the Companies Register and is available to the general public on our website:

### 3.3 Report presentation cycle

The frequency with which a sustainability report on our organisation is presented is established as annual and coincides with the financial year. This is considered positive for monitoring and measuring indicators and for comparing similar periods.

In turn, it ensures the quality of the information and its provision in a relatively short period, which is considered more useful for stakeholders.

### 3.4 Point of contact for matters related to this report

For all kinds of queries about this report and the figures it includes, the full report can be obtained from and queries made to the following people, telephone numbers and websites:

Antonio Javierre Montaner

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Fax : +34 974 41 57 94  
E-Mail : [antonio@javierre.es](mailto:antonio@javierre.es)  
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Concepción Visar Espier

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Website : [www.javierre.es](http://www.javierre.es)

## Scope and cover of the report

### 3.5 Process for defining the content of the report

The process followed to determine the principle of "Materiality" in this sustainability report is specifically defined in our "MISSION" procedure.

This internal document determines the most significant aspects that affect our internal development as a

company. Indirectly, it also attempts to identify the negative and positive social, environmental and economic impacts on our stakeholders.

Similarly, the "MISSION" document lays down the priorities regarding the aspects that are taken into account in the activity and which must be sufficiently reported in the indicators.

### 3.6 Areas covered by the report

In accordance with the requirements of the principle of "Completeness" of content, the cover and scope of this sustainability report includes all of the activities our company carries out and its relations with stakeholders during the financial year 2006.

This report also covers the social, economic, environmental and ethical aspects that arise from our activities.

### 3.7 Scope limitations

The inexistence of limitations to the scope of this report means that it considers all the impacts, advances and backward movements in the development of sustainable management, aspects that can be seen in the main and additional indicators.

### 3.8 Base for including information in the case of joint ventures with other companies

As there are no joint ventures with other companies, the "comparability" between periods can be made directly and intuitively by developing the management indicators and presenting the values corresponding to various financial or calendar years.

### 3.9 Techniques for measuring figures and bases for calculations

This report applies the GRI indicator protocols in accordance with the specifications of said organisation. The exclusion of certain indicators is due to the fact that they do not apply to the activity sector or services we provide to our customers, with a detailed explanation given in each one.

The techniques used to measure the data are applied by compiling the different values resulting from the internal system registers at JAVIERRE during the period covered by this report. We establish the measurement protocol for each indicator.

### 3.10 Description of the effect of repeating the information about previous reports

The effect of the possible repetition is not significant, given that there are no changes to the name of concepts, the nature of the business or the valuation methods.

We identified a possible negative effect on the comparability through the fact that the structure of this report follows the guidelines laid down by the GRI G-3 guide and changes with regard to the previous two of 2004 and 2005, which are based on the recommendations given in the 2002 GRI guide.

### 3.11 Significant changes related to previous periods

There are no significant changes in the scope or cover applicable to this report with regard to previous reports.

### 3.12 GRI contents

Descriptions chapters	Sections	Pages
Strategy and analysis	1.1 and 1.2	2 to 3
Organisation profile	2.1 to 2.8	12 to 15
Report parameters	3.1 to 3.13	18 to 21
Government, commitments and participation	4.1 to 4.17	24 to 36
Management focus and indicators on economic performance	5	38 to 42
Management focus and indicators on environmental performance	5	44 to 54
Management focus and indicators on social performance	5	56 to 73

### 3.13 Verification

The verification policy for this report is for it to be externally verified given that it includes the annual quality and environmental management plans and social and ethical criteria, as well as environmental and economic criteria.

To explain the reasons for this decision, mention must be made of the fact that our company and its activities are annually audited and verified by an external certifications body with scope according to the ISO 9001 standards in service quality, the integrated system of which includes social and SUSTAINABILITY aspects in the various points of policy and management plan. Likewise, this applies to the ISO 14001 environmental quality standard, which is also audited externally on an annual basis.

As a result, the information provided by the sustainability report offers a true image of the data used in the internal management system at JAVIERRE.

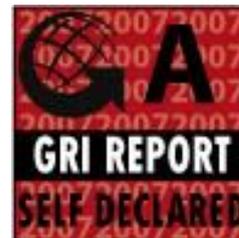
The external body that verifies the two standards (quality-environment) is AENOR (the Spanish standards and certification association) and there is no link between this organisation and our company beyond those which are strictly required for commercial purposes.

## Global Reporting Initiative G-3 guidelines application level

Regardless of the explanations provided in the previous section of this report and given that there is no external verification related exclusively to the information provided by this report, we adopt application level "A" for this report in accordance with the criteria given in the GRI application table below.

Report Application Level	C	C+	B	B+	A	A+
Standard Disclosures	<b>G3 Profile Disclosures</b> OUTPUT	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Same as requirement for Level B	Same as requirement for Level B	Same as requirement for Level B
	<b>G3 Management Approach Disclosures</b> OUTPUT	Not Required	Report Externally Assured Management Approach Disclosures for each Indicator Category	Report Externally Assured Management Approach Disclosures for each Indicator Category	Management Approach Disclosures for each Indicator Category	Report Externally Assured Management Approach Disclosures for each Indicator Category
	<b>G3 Performance Indicators &amp; Sector Supplement Performance Indicators</b> OUTPUT	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.	Report Externally Assured Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Report Externally Assured Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	Report Externally Assured Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.

\*Sector supplement in final version





# 4

## Governance.

commitment and stakeholder  
participation



## 4.1 Governance

The maximum governing body of this company is the board of directors, which comprises the brothers Antonio, Jorge and Francisco Javier Javierre. Therefore, this company is a family-owned company and there are no independent or non-executive members.

This body's functions include the most important strategic management and government tasks, with direct responsibility for the legal, economic, social and environmental aspects resulting from the activities carried out by the company.

## 4.2 Chairman of the Board of Directors

The post of chairman of the board of directors is held by Antonio Javierre Montaner, who also carries out the functions of Chief Executive Officer.

Neither post receives additional remuneration, and only the salary that corresponds to the work carried out exclusively in managing the company is paid.

The reasons why he exercises these functions include the experience he has gained in the sector and in business management.

## 4.3 Independent and non-executive members

There is no unitary executive structure and, therefore, there are no independent, non-executive members.

## 4.4 Communication mechanisms

The mechanisms used by employees to communicate with senior management are direct and immediate.

The circumstances that make this possible are that the shareholders and, in turn, the members of the board of directors are permanently accompanied by the teams of employees at the work site. The management of these teams of employees is usually carried out by the shareholders and members of the board of directors.

These characteristics are very typical of small enterprises having limited resources which mean that executives' duties also include production work.

In addition, the management system includes a two-way internal written communication process whereby employees and management can inform each other of their concerns.

It is not very common for the employees to use the written method; it is usually employed to document aspects for improving production that have previously been obtained verbally.

However, this type of written, more institutional communication is used with more regularity by the company. Internal written communications are normally used for notification of work instructions and policies, and to distribute safety and environmental instructions.

#### 4.5 Connections between remuneration and senior management

The economic conditions regarding senior management are fulfilled by means of a monthly salary owing to the full-time and exclusive devotion of the three partners and members of the board of directors to the company's activity.

There are no economic agreements or special remunerations for resignation from an executive post at JAVIERRE or based on the organisation's performance in social and environmental aspects, since these aspects are considered of maximum importance and a normal part of the decision-making process.

#### 4.6 Procedures for avoiding conflicts in the governing body

Potential for conflict within JAVIERRE senior management could be based on economic reasons due to salary differences among the members. This aspect is limited by the fact that the members receive the same monthly salaries.

Another possible source of conflict could be that any member of the board of directors may consider his work and efforts to be greater than the other members and that said situation is unfair. For this possible situation, the channel for dialogue is constantly open, together with the possibility for changing the functions of each member.

#### 4.7 Procedure for determining Capacity and Experience

As this is a family-owned company, the capacity of the members of the board of directors is that which has applied since the incorporation of the company. We seek to adapt the personal skills and capacities by mutual agreement to the most appropriate profile of each member of this governing body.

#### 4.8 Statement of Mission and Values

Our Mission has evolved towards a broader scope in the objectives we seek. It is available to the public and freely accessible on our website: [www.javierre.es](http://www.javierre.es)

## Mission

JAVIERRE, S.L. is an organisation of people devoted to excavation services. Its mission is to satisfy the requirements of its Customers and Markets through the personal and professional development of its employees, considering and involving all its stakeholders in setting up a balance between the economic, social, environmental and ethical aspects in benefit of a fairer and more humane society in a healthy environment.

The regular review of this Mission will measure the effectiveness and efficiency of the actions taken and the key results. In turn, it will be used to redirect the mission towards achieving the desired objectives.

## Vision

JAVIERRE, S.L. wishes to be recognized in the future as a model company in the provision of excavation services through the use of honest and fair processes and procedures with all its stakeholders, exercising corporate social responsibility and transparency at the highest possible level.

The regular review of this vision will measure the effectiveness of the actions taken and the key results. In turn, it will be used to redirect the mission towards achieving the desired objectives.



Signed: Chief Executive Officer: Antonio Javierre Montaner

Monzón, January 2006

## Values

Our values will be governed by the general principles laid down in the various United Nations initiatives as are the "Global Compact" and other social, environmental and ethical conventions. We shall pursue continuous improvement in the development of these principles in accordance with the economic resources from our activities, without overlooking the fact that we are a private company and need to maintain our capacity for investment and innovation in material assets to guarantee our long-term presence on the market.

Society and our customers have the right to know how the economic resources with which they provide us by choosing our work and services are used and distributed. Accordingly, we furnish our activities with transparency through annual reports on our achievements and shortcomings with regard to these values. Our brand name will be associated with these principles and values as one of the main objectives in all of our activities by considering the individuals that form our stakeholder collective as priority beneficiaries.



Signed: Chief Executive Officer: Antonio Javierre Montaner

Monzón, January 2006

## 4.9 Procedure for supervising and identifying economic, social and environmental performance, including risks and opportunities

Our company has management procedures and processes that are developed in the annual management plan.

The procedures for identifying and supervising our company's economic, social and environmental performance are subject to our internal management system in accordance with the ISO 9001 standard, the format of which has been extended in the management plan and covers objectives, resources and targets regarding sustainability (social, environmental and economic).

The monitoring of this annual management plan depends on the frequency of the various indicators that have been established. The monitoring processes usually take place quarterly, half-yearly and yearly, according to the characteristics of the targets set.

These aspects undergo a full external audit on an annual basis, including the documentary base of said system. See section 4.13

## 4.10 Procedure for assessing the performance of senior management in aspects of sustainability

According to the description given in the previous section on our annual management plan, the plan indicates the person responsible for carrying out the actions required to achieve the objectives set. The person responsible is the company's Chief Executive Officer.

Performance is assessed annually and automatically gives rise to the repetition of the objectives that are not reached for the following financial year. For this to happen, the convenience of continuing to maintain this objective or adopt an updated version must be analysed.

## Commitments to external initiatives

### 4.11 Adoption of the principle of caution

This aspect has not been changed since the last sustainability report and remains in force in the same way, in other words, separately for the various aspects (social, economic and environmental). This year has seen the addition of the ethical aspect and its processing.

### Principle of caution in the economic aspect

This is established through the preparation of annual budgets regarding accounting balance sheets and profit and loss accounts, with monthly monitoring and segmentation to anticipate deviations that could have a negative effect on the cash account and debts. It is also used for taking decisions to protect the interests of our company's stakeholders.

### Principle of caution in the social aspect

The constant availability of channels of dialogue with representatives of the board of directors allows situations to be anticipated that could give rise to changes in the work situation of our employees and aspects that may affect their family situation. All relevant decisions that may affect these relations are reached through a consensus of dialogue before they are adopted.

### Principle of caution in the environmental aspect

The little authority we have in the majority of our contracts, which are subcontracts, does not allow us to assume principles of caution regarding environmental aspects with relation to our customers, since we are unable to act independently.

However, in the event where we identify situations of environmental risk in each of the works we carry out on an internal level, we assess how to deal with each one and adopt unilateral mechanisms and methods to minimise environmental impact.

These processes are recorded in works planning formats and audited annually, including the corresponding documentary base.

### Principle of caution in the ethical aspect

During the month of January 2006, a period covered by this report, our anticorruption policy was published for all our internal and external stakeholders. See [Section 1 Profile](#)

This policy takes in all the possible risks identified in the area of corruption and has been adapted to the recommendations for international transparency with a view to controlling and monitoring incidents in this area of risk.

### 4.12 Initiatives subscribed to and approved by the organisation

For three years, this company has been developing its own management system, based on the concepts of social responsibility, sustainability and transparency.

We subscribe to, approve of and adhere to various initiatives, all of which are voluntary and focus on Social Responsibility criteria, such as the following:

- GLOBAL COMPACT. We adhered to the Global Compact in July 2005 and our participation in this initiative is the monitoring and development of the 10 principles and the reporting of progress in each one. We also take part in awareness and diffusion activities with other companies.



- ASEPAM. Our adhesion to the Spanish association of the Global Compact was completed in November 2004. Our company is a founding member of this association and we report progress in accordance with the internal model. We take part in activities for creating the awareness of and diffusing the initiative and we have recently formed part as a member of the organisation's Executive Committee.

- GRI ORGANIZATIONAL STAKEHOLDERS. We have formed part of this consultation workgroup since March 2005, providing the opinions asked of us by the organisation for the development of guides and indicators. We used the 2002 guide for our 2004 and 2005 sustainability reports and for this year's report, we are using the recent G-3 guide.



- PARTNERING AGAINST CORRUPTION INITIATIVE, (PACI) of the World Economic Forum. We adhered to this initiative as a company in April 2005 and have reported our commitment to all our stakeholders, monitoring the risks and incidents in this area.

- GREENHOUSE GAS PROTOCOL. Our company has been part of this initiative since December 2005. We use the monitoring and measurement tool provided to measure our atmospheric CO2 emissions and we programme our strategies for minimising the consumption of fossil fuels in accordance with the corresponding parameters.



#### 4.13 Membership of sector associations

On a personal level, Antonio Javierre Montaner and Jorge Javierre Montaner, both members of the board of directors, belong to the Alumni Association of IESE (Instituto de Estudios Superiores de Empresa) but have no function other than that of being members.

As a company, we belong to the Association of Construction Companies of the province of Huesca, a regional sectorial organisation, but have no management responsibilities.

Also as a company and as indicated in the above section, our company is a founding member of ASEPPAM (the Spanish Global Compact Association), a national association in Spain. We have also formed part of the governing body of this association as a member of the Executive Committee since 23 November 2006, as adopted by the General Assembly on said date.

## Stakeholder participation

### 4.14 List of stakeholders

This report identifies the following stakeholders:

- Partners of this company and their families
- Workers and their families
- Suppliers related to the activity
- Suppliers of financial services
- Customers
- NGOs, learning groups and workgroups
- Inhabitants in our sphere of action
- Society in general

### 4.15 Base for identifying stakeholders and their participation

We follow the criterion for identifying stakeholders by determining the individuals and organisations that can be directly or indirectly affected by our decisions and actions during the exercise of our activity.

Their participation in our management processes is different in each case and special mention must be made of our size as a company and the size of the organisations that form part of our stakeholders. In some cases, this participation is informal and in most cases it takes place in the form of dialogue and negotiations during the exercise of our commercial activities.

The following is a description of the way in which we establish these communication and participation channels and a brief summary of the main responses and concerns obtained.

## Participation of partners

On a daily basis, conversations are held about the daily activity and the various problems, causes and solutions that are applicable in the short term to both work and workers.

Likewise, the evolution of the economic and social and environmental parameters, together with their fulfilment and improvements for their adoption are analysed on a quarterly basis.

The processing of the aspects of Responsibility are adopted by the members of this body to maintain the difficult balance with economic aspects. We consider it would be "irresponsible" for a private company not to consider this matter.

## Worker participation

Our management system has processes and procedures for expressing these aspects of improvement that can be identified by workers. They have the corresponding documented register and the analysis of viability and adoption.

During this year, two informative and participation-based conferences were held for all the company's workers. On these occasions, the participants discussed the most relevant aspects for this collective and the summary and analysis of the conferences were recorded in our documentation system.

In addition, verbal communication is more normal between workers and management, since daily and direct access is possible with senior management during the provision of services.

This action has led to an important reflection on the necessary profile of our company's workers and the conclusion has been drawn that all companies have different ways in which this collective or stakeholder values the social, economic and environmental aspects.

Therefore, to obtain the best results in the progress of Social Responsibility at the company, the values of the workers and those of the company must be compatible. Otherwise, the adoption of measures and the taking of decisions regarding sustainability is greatly hindered.

## Participation of suppliers related to the activity

This collective is usually represented by fuel supply companies, machinery dealers, repair workshops, collaborators, etc. The participation in our company's management is informal during the conversations and negotiations.

In most cases, priority is given to the economic aspect in these conversations and it is still unusual to consider subjects related to social or environmental aspects. There is no clear awareness of these concerns and, even though they approve the need for managing these aspects, they do not show themselves to be clearly motivated to take the corresponding step.

Whatever the case, we try to obtain any information that may be valid for our development on the basis of sustainability and, by insisting, we hope to occasion a slight change in this collective's point of view on our concerns in the short term.

## Participation of financial services providers

We consider the participation of this stakeholder to be more receptive when we consider and ask for their opinion about matters related to social and environmental aspects.

This participation can also be seen during the various everyday conversations with other organisations about our usual activities.

Perhaps the assessment made by these entities of the risk that development of poor responsible management can have makes them more aware of these aspects, but, even so, today they are still surprised when we make mention of these topics in conversation.

We also see how the economic aspect has more specific weight with these entities and we draw the conclusion that the current system of incentives and targets for bank managers are still firmly associated with the valuation of ECONOMIC risks in everyday transactions with customers and companies.

The experience and know-how of this stakeholder cover different activity sectors and they usually provide valid information for taking decisions regarding financial matters and economic risk assessments.

Aware of the imminent application of the procedures for use by financial institutions to classify their customers by risk, according to the BASEL II recommendations and what this means for corporate management, we realise that we have a clear advantage over our competitors regarding the limitation of intangible risks and conditions for the classification of our company, and we hope that this will be seen in tangible results in the short-to-mid term.

## Customer participation

Participation by this stakeholder also takes place informally during the negotiations of prices and conditions of contracts and during the provision of our services.

These conversations focus more and more on social and environmental aspects with limitations for complying



with certain aspects of legislation. There continue to be subject matters that are not easily dealt with, such as higher waste management costs. In addition, it is not easy to speak about corruption, the content of contracts and clauses that refer to suppliers, and their drawn out payment methods, which, in most cases, exceed all usual trade practices.

The specifications requested concerning our services both verbally and in writing are recorded and documented in our management system, as well as the subsequent updates and changes until the termination of contract. During this year, we have introduced a new format for consulting customer satisfaction and analysis (see section 3.11). Our surveys have been broken down into the different aspects (social, economic, environmental and ethical) on which this stakeholder values our corresponding fulfilment. This is shown on Page 19 of this report.

## Organisations and workgroups and CSR responsibility

This report includes this collective or stakeholder for the first time because, throughout this financial year, we have had to attend work meetings and discussions on subjects we consider important, such as social responsibility.

The participation of this stakeholder in our management has been indirect. From these work forums, we try to learn and, where applicable, adopt practices that other companies and organisations have developed successfully.

During these participatory actions, there is an incoming flow of information towards our company through the provision of know-how from other organisations and an outgoing flow of information of our own know-how and experience to other organisations. We consider that this means of communication is important for developing and learning new ways of improving our management model.

## Participation of inhabitants in our area served

Within the area served by our company, we estimate that there is a population of approximately 75,000 inhabitants, in towns of approximately 15,000 people and distributed geographically around the province of Huesca (Aragón).

The participation of this stakeholder in management is not direct. We intend to create an area on our website that can be accessed by this collective to channel their complaints and suggestions that may help us establish and develop our activity.

In the areas in which we provide our services, it is common for the people who may be affected as a result of their proximity to inform us of their concerns for the possible deterioration of their property during the work or of personal inconvenience (noise, dust in the atmosphere, etc.). These cases and conversations are recorded and documented on our system and we adopt preventive measures to minimise negative impacts.

As an important example of our availability and transparency, our organisation has dedicated sufficient means in the press, radio and on the Internet to publicise our concerns, achievements and shortcomings in the area of sustainability.

## Participation of Society

As in the above case, the participation of this stakeholder in management has not taken place directly and is the result of surveys or other means.

Indirectly, the mere fact that we manage our company in accordance with criteria of sustainability and transparency is sufficient for us to consider that we satisfy the current demands of this collective.

Similarly, the information our company provides to the stakeholder is constant and can be accessed on the Internet by means of annual sustainability reports.

### 4.16 Focuses and frequency of stakeholder participation

We try to establish a focus of participation for all stakeholders in general under conditions of absolute transparency, which can be demonstrated as long as we can document the participation with honesty and the transparency of our actions.

The frequencies are described in section 4.15, except for the learning groups and workgroups, who are randomly convened by external agents during the year.

To list some of these learning groups and workgroups, in 2006, we have attended and taken part in the following:

- Attendance at symposium for the Development of African Countries in Addis Ababa (Ethiopia) in the month of June 2006.
- Communication on our experiences in CSR with the Asociación de Jóvenes Empresarios de Zaragoza (Association of Young Entrepreneurs of Zaragoza) in July 2006.
- Interview by Sustainable Construction Channel, an Internet portal related to social responsibility, July 2006.
- Communication at the National Environment Conference CONAMA 8, in Madrid, on our practical case of CSR in SMEs, November 2006.
- Meeting of Global Compact networks with various European countries, such as Kazakhstan, Macedonia, Morocco, Lithuania, Turkey and the Ukraine in the presentation of the Progress Communications format developed by ASEPAM (Spanish Association of the Global Compact), November 2006.

Communication in Oviedo on the presentation of our practical case of the implantation of CSR in SMEs, Progresía Project of the Region of Asturias, the Federación Asturiana de Empresarios (Asturian Business Federation) and the Chamber of Commerce of Asturias, December 2006.

#### 4.17 Main concerns and aspects of interest arising from the participation of stakeholders

There are various worrying aspects that have been identified through stakeholder participation. On the one hand, the fact that we have to be capable of carrying out our sustainable management without increasing our prices to customers. Customers still do not have to pay an additional cost for these aspects and our competitiveness cannot be affected in any significant way.

This is a challenge we are dealing with by strict cost control, with regular monthly reviews, as well as forecasts of various parameters and their monitoring, such as productivity, legislation, competition, etc. and the strict following up of any change, no matter how slight.

Another important aspect is the lack of awareness of the concept of sustainability and social responsibility among our stakeholders, perhaps because, with companies of our size, it is not understood that, on the one hand, we have such concerns and, on the other, there is an incorrect interpretation of these concepts that often associates them with marketing ploys.

We have tried to find a valid method to avoid such misunderstandings in this matter and which also serves as a means of publicising this innovative form of management so that it can be capable of strengthening a network of companies with the same values and criteria in social responsibility.

Paradoxically, we believe we have found it and that it will also be a business opportunity during 2006. We have worked on its definition and development with regard to both viability and documentation.

Finally, this project was marketed at the beginning of 2007, at the same time as the preparation of this report and will be looked at extensively in the next sustainability report.

It refers to a way of implanting the way we work and our business model in a future network of "franchisees" that have the same criteria and are capable of providing the market with greater value added for customers and society. See section 1 [Long-term sustainability risks and opportunities](#).

It will also be the first franchise in the world in the construction sector, especially within the area of subcontracting. Therefore, we face the challenge of developing this innovative form of growth via FRANCHISING and the development of social responsibility in the same project

5

management focus  
and performance  
indicators

economic dimension

## Economic dimension

### Information about the focus on economic management

With regard to the economic dimension of JAVIERRE, the management applies the following focuses and policies:

- Attracting customers by means of transparent systems to support free market competition.
- Product and service quality with objectives for continuous improvement, loyalty and keeping customers.
- Payments to suppliers, with a maximum term of 60 days after invoice date, regardless of prevailing practices in the sector (210 days).
- Leverage, establishment of a maximum debt-to equity ratio lower than 80% of own resources.
- Taxes, market activity in full accordance with current tax legislation.
- Management remuneration, in keeping with the average of all the company's employees and no greater than 25%.
- Profits, 100% retention of profits as a way of increasing own resources.
- Donations, preferably directly to the beneficiary and without intermediaries in their handling and management.
- Corruption. Dealing with this risk according to the policy made public to society on page 27 and zero tolerance with regard to corruption.

### Additional information

The persons responsible for the development of economic policies and focuses are Concepción Visar (Financial Director) and Antonio Javierre (CEO).

In this economic aspect, we understand sustainability as the necessary balance with our company's other long-term social and environmental aspects on the market. Using this criterion as a reference, we establish the systematic control of financial aspects and risks.

To this end, we use various regular control tools and monitoring of ratios that are related to provisional budgets, balance sheets and profit and loss accounts, as well as debts and the use of outside resources and control of the cash account.

These monitoring activities are carried out monthly and the review and, where applicable, correction of deviations also takes place monthly.

We identify significant risks that may affect our economic development, such as unfair competition and corrupt

practices, as well as possible increases in crude prices and interest rates, which would have a significant effect on our costs.

As an opportunity identified and described in this report, we have our franchising project, which, as indicated in previous sections, we launched at the beginning of 2007.

This opportunity can also be considered as a strategic position of growth as a company in the economic area, without overlooking the great weighting of social, environmental and ethical values which we want to give to this project.

## Economic performance indicators

### EC-1

Direct economic value generated and distributed including revenues, operating costs, employee compensation, donations and other community investments, non-distributed profits, payments to capital providers and governments. From the information contained in the company's accounting statements, 2006.

	2.003	2.004	2.005	2.006
*Economic value generate ( Revenues)	732.833	601.871	1.050.087	1.072.566
*Economic value distributed				
Total operating costs	360.358	298.175	558.854	718.207
Pâyments to employees	209.651	232.355	241.388	193.058
Payments to directors	65.820	65.820	54.120	68.400
Payments to capital providers (financial)	25.557	23.894	29.941	25.697
Taxes (income tax, corporate tax and others)	48.161	21.350	28.794	47.744
Finnes (traffic)	445	48	2.902	3.480
Donations	0	300	660	610
Total distribution	709.992	641.942	916.659	1.057.196
Total social economic fund	22.841	-40.071	133.428	15.370

\* Amount given in €

## EC 2

Financial consequences and other risks and opportunities for the organisation's activities due to the climate change.

For this indicator, we include services performed to customers, with their valuation in economic terms, due to causes that can be attributed to natural phenomena, such as torrential rainfall and the resulting damage, heavy snowfalls, fires, etc. From the information contained in the company's accounting statements, 2006.

	2.003	2.004	2.005	2.006
Services due to natural catastrophes	0	0	0	130.224

## EC3

Coverage of the organisation's obligations due to social benefit programmes.

Through this indicator, we provide information about donations which our company has expressly undertaken.

From the information contained in the company's accounting statements, 2006.

	2.003	2.004	2.005	2.006
Percentage of fulfilment	100%	100%	100%	100%

## EC4

Significant financial assistance received from governments (subsidies/grants).

	2.003	2.004	2.005	2.006
Amount of subsidies/grants (€)	3.324	0	0	0

## Market presence

### EC5

Range of ratios between the standard entry level wage and the local minimum wage in places at significant locations of operation. From the information contained in the company's accounting statements, 2006.

Through this indicator, we report the relation of our workers' average wages. The minimum wage established by law in Spain in 2006 is €540.90 per month.

In addition, the table includes the average salaries of JAVIERRE's managers during 2006.

	2.003	2.004	2.005	2.006
Workers'wages (€)	1.200	1.250	1.275	1.057
Managers'salaries (€)	1.450	1.450	1.450	1.900

## EC6

Policy, practices and proportion of spending on locally-based suppliers at significant locations of operation.

The following table shows the cash expenses corresponding to local suppliers, taking the geographical area as that which corresponds to the area served by the company (150 km).

	2.003	2.004	2.005	2.006
Total expenses (€)	360.358	298.175	558.854	718.207
Expenses local suppliers (€)	100%	100%	100%	100%

Additionally, as part of our policy on supplier relations, we provide data corresponding to the terms of payment to our suppliers shown in days from the invoice issue date.

We also provide the terms for the collection of payments from our customers, according to the invoices we issue for service rendered.

	2.003	2.004	2.005	2.006
Term of payment (days)	24	38	30	57
Term of collection of payment (days)	48	119	68	114

## EC7

Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.

Workers are hired after a prior personal interview and after the worker has provided his/her training and experience in the post.

After this information phase, a practical test is carried out. The aim is for the worker to learn about the environment in which he/she will work in the future and to determine whether or not it meets his/her

expectations.

After this stage, when both parties are satisfied, a contract of employment is signed in accordance with current labour legislation in Spain and the work times, pay and holidays, etc. are established. Our commitment to the Global Compact means that our selection criteria comply with the principles of non-discrimination on the grounds of race, gender and religion, ensuring that the age of the candidate is in accordance with legislation.

Owing to the characteristics of our company, such as its size and family nature, the hiring of senior management is not applicable at present.

## Indirect economic impacts

### EC8

Development and impact of infrastructure investments and the services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.

This table shows the expenses arising not charged to customers and whose purpose has been the altruistic provision of own services and materials in benefit of society in general.

	2.003	2.004	2.005	2.006
Expenses in public benefit	0	0	0	0

### EC9

Understanding and describing significant indirect economic impacts, including the extent of impacts.

We have not identified any indirect economic impacts on society during the period from 2003 to 2006 and for this risk; our company has civil liability insurance policies for damages to third parties up to the amount of €300,000.



environment

## Environment

### Information about the focus on environmental management

With regard to the environmental dimension of JAVIERRE, the management applies the following focuses:

- **Materials.** Materials are obtained preferably from recycling, the use of materials that are less harmful to the environment and in accordance with the source criterion that includes a lower transport use.
- **Energy.** Establishment of measures for saving and identifying more environmentally-friendly technologies.
- **Water.** Obtaining the resource with administrative authorisation, use with methods and measures aimed at saving, prevention of aquifer contamination.
- **Biodiversity.** Preliminary identification of species that can be affected, use of methods and preventive measures to avoid altering the natural environment.
- **Emissions, effluents and waste.** Measurement and monitoring of emissions, search for and viability studies on the consumption of alternative fuels (biodiesel), use of preventive measures regarding accidental spillages and 100% management of hazardous waste and preferential recycling of non-hazardous waste.
- **Products and services.** Use of unaltered natural products from nearby sources, provision of services after the identification of environmental aspects and their effect, establishment of minimisation and corrective measures.
- **Compliance.** Identification of local, regional and national legislation, registration and application of the said legislation to all our activities.
- **Transport.** Preference of public transport over long distances, study of the reuse of materials from the same project.
- **Overall.** Provision of means, material resources, regular training and awareness of our employees and monitoring of their actions.

### Additional information

The responsibility for applying the environmental focuses and policy is assumed by the CEO, Antonio Javierre, with the necessary assistance and collaboration of the Department of Finance and Topography.

Sustainable environmental management is understood to be that dealing with the consumption of the lowest possible amount of natural resources and, where allowed, the use of recoverable materials. This also includes minimising negative impacts on the flora, fauna and the atmosphere, as well as strict compliance with environmental legislation.

The identification of environmental management hazards is considered in our ISO 14001-compliant management system, using processes and procedures that comply with this international standard.

As identified opportunities, mention must be made of the fact that we have had this management system in place for several years and, therefore, we have assumed and minimised extra costs. This represents a competitive advantage over other companies that have yet to begin to consider this aspect.

## Environmental performance indicators

### Aspect: Materials

#### EN 1

Materials used by weight or volume.

The following table provides information about the natural resources from quarries or mines and others used in the development of our activity for the surfaces of roads, streets and tracks during the following years:

	2.003	2.004	2.005	2.006
Gravel sands (tonnes)	No data available	No data available	478	1.858
Concrete	0	0	122	79
Quarry stone (tonnes)	0	0	154	1.955
Water (cubic metres)	0	111	52	6.452

#### EN 2

Percentage of materials used that are recycled input materials.

The following table shows the total land excavations we have carried out during 2006 in cubic metres and the quantity of this volume that has been reused in works for restoring affected areas and backfilling activities.

	2.003	2.004	2.005	2.006
Excavations completed ( m3)	200.000	60.000	157.000	222.077
Re-use of materials (m3)	160.000	33.000	159.000	219.942

#### EN 3

Direct energy consumption by primary energy source.

The following is a list of the total electricity consumption in the office and the total fossil fuel consumed by equipment.

	2.003	2.004	2.005	2.006
Electricity (kw)	10.997	12.607	9.087	8.468
Diesel (litres)	135.338	110.886	95.459	98.129
Petrol (litres)	1.991	2.994	2.361	2.346
Alternative energies (kw)	0	0	0	0

#### EN 4

##### Indirect energy consumption by primary source

The indicator for the possible indirect consumption of energy from our collaborators or equipment suppliers cannot be given as this information is not provided by our suppliers.

#### EN 5

##### Energy saved due to conservation and efficiency improvements:

	2.003	2.004	2.005	2.006
Diesel savings (litres)	0	24.452	15.427	-2.670
Electricity savings (kw)	0	-1.610	3.520	619

#### EN 6

Initiatives to provide energy-efficient products or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives.

This indicator expresses the number of initiatives whose implantation is currently being studied but which are not operative. Consequently, the results have not been provided.

	2.003	2.004	2.005	2.006
Initiatives for renewable energies	0	0	1	1

#### EN 7

##### Initiatives to reduce indirect energy consumption and reductions achieved.

The figures for indirect energy consumption are not provided by suppliers and collaborators and, consequently, this information is not available.



## Aspect: WATER

### EN 8

Total water withdrawal by source.

Information is provided on the water consumption at our worksites involving watering and compacting or backfilling operations, as well as the measure for minimising the environmental impact of dust in the atmosphere. The spectacular increase in consumption at worksites in 2.006 is due to the characteristics of the IDECONSA project

in Zaragoza, which required a large amount of this element for the reuse of excavation materials in backfills in which achieving the optimum level of moisture was necessary for compacting.

	2.003	2.004	2.005	2.006
Water consumption at worksites (litres)	0	111	52	6.452

### EN 9

Water sources significantly affected by the withdrawal of water.

100% of the water consumed for the different uses was obtained from courses or public water storage tanks after obtaining the corresponding administrative licence. These collection points were not affected in any way.

### EN 10

Percentage and total volume and of water recycled and reused

At the different worksites, it is not possible to recycle this element because its function is surface wetting, where the action of the sun and heat evaporates the element in question.

## Aspect: BIODIVERSITY

### EN 11

Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.

Our company does not manage or lease lands with a high value in biodiversity and, consequently, this indicator does not apply to our activity.

### EN 12

Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.

No significant NEGATIVE impacts on biodiversity occurred in the protected areas as a result of activities or services.

### EN 13

Habitats protected or restored.

The information about this indicator refers to the extension of land at works or quarries in which environmental restoration work has been carried out through the provision of topsoil and support for spontaneous vegetation growth.

	2.003	2.004	2.005	2.006
Extension of restored land (m2)	0	13.300	0	0

### EN 14

Strategies, current actions and future plans for managing impacts on biodiversity. This indicator reports on the number of actions implanted and documented, with particular importance on previously identified risks to biodiversity, consisting of a preliminary study for the minimisation of environmental impacts put into practice.

	2.003	2.004	2.005	2.006
Actions implanted (n°)	0	0	2	1

## EN 15

Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.

### Catálogo de especies protegidas de Aragón

C - Catalogación

E - En peligro de extinción

S - Sensible a la alteración del hábitat

V - Vulnerable

I.E. - De interés especial

### Flora

nombre científico	C	nombre científico	C
Diphasiastrum alpinum	E	Buglossoides gastonii	V
Vella pseudocytisus subsp. pauli	E	Dianthus barbatus subsp. barbatus	V
Oxytropis jabalambrensis	E	Petrocoptis montserratii	V
Corallorhiza trifida	E	Petrocoptis pardoi	V
Cyripedium calceolus	E	Petrocoptis pseudoviscosa	V
Ferula loscosii	E	Petrocoptis montsiciana	V
Buxbaumia viridis	E	Carex acutiformis	V
Riella notarisi	E	Senecio auricula	V
Orthotrichum rogeri	E	Artemisia armeniaca	V
Pottia pallida	E	Centaurea lagascana subsp. podospermifolia	V
Crossidium aberrans	E	Erysimum javalambrense	V
Pterygoneurum subsessile	E	Hugueninia tanacetifolia subsp. suffruticosa	V
Isoetes velatum	S	Lepidium ruderae	V
Marsilea strigosa	S	Draba fladnizensis	V
Halopeplis amplexicaulis	S	Thlaspi occitanum (=T. occitanicum)	V
Microcnemum coralloides	S	Krascheninnikovia ceratoides	V
Arctostaphylos alpinus	S	Elatine hexandra	V
Exaculum pusillum	S	Elatine macropoda	V
Erodium tordylioides subsp. gaussonianum	S	Erodium petraeum subsp. lucidum	V
Hippuris vulgaris	S	Juncus cantabricus	V
Calamintha grandiflora	S	Teucrium thymifolium	V
Nepeta latifolia subsp. oscensis	S	Lathyrus vivanii (=L. tournefortii)	V
Sideritis fernandez-casali	S	Pinguicula grandiflora subsp. dertosensis	V
Sideritis javalambrensis	S	Allium pyrenaicum	V
Astragalus exscapus	S	Orchis simia	V
Ophrys riojana	S	Orobanche laserpitii-sileris	V
Limonium aragonense	S	Limonium ruizii	V
Limonium stenophyllum	S	Limonium viciosoi	V
Salix daphnoides	S	Androsace vitaliana (=Vitaliana primuliflora)	V
Bartsia spicata (=Nothobartsia spicata)	S	subsp. assoana	V
Riella helicophylla	S	Androsace cylindrica subsp. willkommii	V
Cystopteris montana	V	Androsace helvetica	V
Baldellia ranunculoides	V	Aconitum burnatii	V
Apium repens	V	Aconitum variegatum subsp. pyrenaicum	V

nombre científico	C	nombre científico	C
Aquilegia pyrenaica subsp. guarensis	V	Erica tetralix	I.E.
Thalictrum flavum subsp. flavum	V	Gentiana lutea subsp. montserratii	I.E.
Thalictrum macrocarpum	V	Erodium celtibericum	I.E.
Ruppia maritima	V	Erodium rupestre	I.E.
Saxifraga cotyledon	V	Erodium sanguis-christi subsp. durricni	I.E.
Saxifraga losae subsp. suaveolens	V	Ramonda myconi	I.E.
Melampyrum nemorosum subsp. catalaunicum	V	Stipa tenacissima	I.E.
Tamarix boveana	V	Thymus leptophyllus subsp. pauli (=T. godayanus)	I.E.
Juniperus thurifera	I.E.	Genista anglica	I.E.
Ilex aquifolium	I.E.	Genista teretifolia	I.E.
Echium boissieri	I.E.	Lathyrus vernus subsp. vernus	I.E.
Onosma tricosperma subsp. alpicola	I.E.	Vicia argentea	I.E.
Callitriche palustris	I.E.	Pinguicula longifolia subsp. longifolia	I.E.
Minuartia cerastifolia	I.E.	Allium pardoi	I.E.
Petrocoptis crassifolia	I.E.	Paeonia officinalis subsp. microcarpa	I.E.
Petrocoptis guarensis	I.E.	Armeria godayana	I.E.
Silene borderei	I.E.	Limonium catalaunicum	I.E.
Centaurea emigrantis	I.E.	Androsace cylindrica subsp. cylindrica	I.E.
Leontopodium alpinum subsp. alpinum	I.E.	Reseda lutea subsp. vivanii	I.E.
Scorzonera parviflora	I.E.	Potentilla palustris (=Comarum palustre)	I.E.
Boleum asperum	I.E.	Saxifraga corsica subsp. cossoniana	I.E.
Brassica repanda subsp. cadevallii	I.E.	Saxifraga hariotii	I.E.
Brassica repanda subsp. turbonis	I.E.	Saxifraga moncayensis (=S. caballeroi)	I.E.
Clypeola cyclodontea	I.E.	Antirrhinum pertegasii	I.E.
Cochlearia aragonensis subsp. aragonensis	I.E.	Scrophularia pyrenaica	I.E.
Sisymbrium cavanillesianum (=S. matritense =S. corniculatum)	I.E.	Veronica aragonensis	I.E.
Subularia aquatica	I.E.	Veronica scutellata	I.E.
Carex bicolor	I.E.	Guillonea scabra	I.E.
Carex ferruginea subsp. tenax	I.E.	Laserpitium nestleri subsp. turolensis	I.E.
Carex lainzii	I.E.	Pterygoneurum sampaianum	I.E.
Borderea pyrenaica	I.E.	Riccia crustata	I.E.
Hippophae rhamnoides subsp. fluviatilis	I.E.		

## Catálogo de especies protegidas de Aragón

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nombre vulgar / nombre científico C nombre vulgar / nombre científico C

### Mamíferos

Erizo europeo occidental (Erinaceus europaeus)	
Desmán (Galemys pyrenaicus)	V
Musaraña ibérica (Sorex granarius)	I.E.
Musgaño de Cabrera (Neomys anomalus)	I.E.
Musaraña (Suncus etruscus)	I.E.
Musaraña común (Crocidura russula)	I.E.
Murciélago grande de herradura (Rhinolophus ferrumequinum)	V
Murciélago pequeño de herradura (Rhinolophus hipposideros)	V
Murciélago mediterráneo de herradura (Rhinolophus euryale)	V
Murciélago patudo (Myotis capaccinii)	V
Murciélago ratonero grande (Myotis myotis)	V
Murciélago ratonero mediano (Myotis blythii)	V
Turón (Mustela putorius)	I.E.
Visón europeo (Mustela lutreola)	V
Marta (Martes martes)	I.E.
Garduña (Martes foina)	I.E.
Nutria (Lutra lutra)	S
Tejón (Meles meles)	I.E.
Oso pardo (Ursus arctos)	E
Gineta (Genetta genetta)	I.E.
Marmota (Marmota marmota)	I.E.
Lirón gris (Glis glis)	I.E.
Topillo de Cabrera (Microtus cabreranae)	S

### Aves

Avetoro común (Botaurus stellaris)	E
Garcilla cangrejera (Ardeola ralloides)	E
Garza imperial (Ardea purpurea)	V
Cigüeña blanca (Ciconia ciconia)	I.E.
Milano real (Milvus milvus)	S
Quebrantahuesos (Gypaetus barbatus)	E
Alimoche común (Neophron percnopterus)	V
Aguilucho pálido (Circus cyaneus)	S
Aguilucho cenizo (Circus pygargus)	V
Aguila-azor perdicera (Hieraetus fasciatus)	E
Cernicalo primilla (Falco naumanni)	S
Lagópodo alpino (Lagopus mutus)	V
Urogallo (Tetrao urogallus)	S
Perdiz pardilla (Perdix perdix)	V
Grulla común (Grus grus)	S
Sisón común (Tetrax tetrax)	V
Avutarda euroasiática (Otis tarda)	E
Ganga ibérica (Pterocles alchata)	V
Ganga ortega (Pterocles orientalis)	V
Pico dorsiblanco (Dendrocopos leucotos)	E
Alondra de Dupont (Chersophilus duponti)	S
Alondra común (Alauda arvensis)	I.E.
Alcaudón chico (Lanius minor)	E
Chova piquirroja (Pyrrhocorax pyrrhocorax)	V
Graja (Corvus frugilegus)	I.E.
Cuervo (Corvus corax)	I.E.
Verdecillo (Serinus serinus)	I.E.
Verderón común (Carduelis chloris)	I.E.
Jilguero (Carduelis carduelis)	I.E.
Lúgano (Carduelis spinus)	I.E.
Pardillo común (Carduelis cannabina)	I.E.
Triguero (Miliaria calandra)	I.E.

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### Peces

Locha (Barbatula barbatula)	
(= Noemacheilus barbatulus)	V
Lamprehuela (Cobitis calderoni)	S
Loíña (Chondrostoma arrigonis)	V
Bermejuela (Chondrostoma arcasii)	
(= Rutilus arcasii)	S
Pez Fraile (Salaria fluviatilis)	
(=Blennius fluviatilis)	E
Bagre (Squalius cephalus)	E

### Reptiles

Galápago europeo (Emys orbicularis)	V
Galápago leproso (Mauremys caspica)	I.E.
Lagartija pirenaica (Lacerta bonnali)	V
Culebra verdiamarilla (Coluber viridiflavus)	I.E.

### Anfibios

Salamandra común (Salamandra salamandra)	I.E.
Sapo común (Bufo bufo)	I.E.

### Invertebrados

Cangrejo de río (Austropotamobius pallipes)	E
Osmoderma eremita	S
Cerambyx cerdo	I.E.
Rosalía (Rosalía alpina)	I.E.
Ciervo volante (Lucanus cervus)	I.E.
Apolo (Parnassius apollo)	I.E.
Parnassius mnemosyne	I.E.
Hormiguera de lunares (Maculinea arion)	I.E.
Eriogaster catax	I.E.
Doncella de ondas rojas (Euphydryas aurinia beckeri)	I.E.
Euplagia quadripunctaria	I.E.
Mariposa isabelina (Graellsia isabellae)	I.E.
Caballito del diablo (Coenagrion mercuriale)	I.E.
Oxygastra curtisii	I.E.
Saga pedo	I.E.
Ostra de agua dulce (Margaritifera auricularia)	E

## Aspect: EMISSIONS, EFFLUENTS, AND WASTE

### EN 16

Total direct and indirect of greenhouse gases emission by weight.

The information about this indicator is related to the litres of the various fossil fuels we have used (diesel-petrol) transformed into weight (tonnes), using the transformation tool from the Greenhouse Gas Protocol initiative.

	2.003	2.004	2.005	2.006
Atmospheric CO2 emissions (tonnes)	371,3	356,3	267,8	275,0

### EN 17

Other relevant indirect of greenhouse gas emissions by weight.

All emissions have been included in indicator [EN16](#).

### EN 18

Initiatives to reduce greenhouse gas emissions and reductions achieved.

We indicate the number of actions taken to reduce fuel consumption, which have also reduced emissions. We also provide information about the result of this reduction in tonnes.

	2.003	2.004	2.005	2.006
Initiatives adopted (nº)	0	1	1	1
Reduction of emissions (Tn)	0	15	88,5	-7,2

### EN 19

Emissions of ozone-depleting substances by weight.

Our activity and the products we use do not destroy the ozone layer. Consequently, we do not have any information about this indicator.

### EN 20

NOx, SOx, and other significant air emissions by weight.

Our activity and the products we use do not destroy the ozone layer. Consequently, we do not have any information about this indicator.

### EN 21

Total water discharge by quality and destination.

This table provides information about the waste water from our facilities, which corresponds to the office water consumption indicator. This is discharged through the municipal sewerage system, which leads directly to the sewage treatment plant. No other production process uses this natural element.

	2.003	2.004	2.005	2.006
Waste water discharge (litres)	5.000	5.000	5.000	5.000

## EN 22

Total weight of waste by type and disposal method.

This indicator shows the hazardous waste by type, generated by our activity, over a four-year period, and their controlled management, which is documented in our internal environmental registers.

	2.003	2.004	2.005	2.006
Lubricant oil used (Tn)	0,8	1	0,6	0,48
Engine oil filters (Tn)	0,20	0,26	0,05	0,10
Contaminated containers	0,10	0,23	0,16	0,05
Contaminated elements	0,25	0,37	0,14	0,05
Used batteries	0	0,36	0,28	0,80
Contaminated soil	0	0	1,26	1,00

## EN 23

Total number and volume of significant spills.

This gives the number of accidental spills at worksites and the volumes of earth contaminated as a result, subsequently removed and processed as "contaminated soil".

	2.003	2.004	2.005	2.006
Accidental spillages (n°)	0	1	1	1
Volume of contaminated soil (Tn)	0	15	1,26	1,00

## EN 24

Weight of transported, imported, exported or treated waste that is deemed hazardous under the terms of the Basel Convention, annex I, II, III and VIII, and percentage of transported waste shipped internationally.

This indicator does not apply to our company owing to the inexistence of this type of activity.

## EN 25

Identification, size, protected status and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff.

There were no discharges of water in biodiversity-rich areas and the public watercourses were not affected due to the fact that this element is not used for any process except for wetting at the work site. Natural, clean water is used at all times for this purpose.

## Aspect: PRODUCTS AND SERVICES

### EN 26

Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.

For this indicator, we report the number of initiatives adopted each year and their results in the reduction of impacts.

	2.003	2.004	2.005	2.006
Environmental initiatives	0	1	1	1
Reduction in fuel consumption	0	24.452	15.427	-2.670
Reduction of CO2 emissions	0	15	88,5	-7,2
Reduction of electricity consumption (kw)	0	-1.610	3.520	619

### EN 27

Percentage of products sold and their packaging materials that are reclaimed by category.

The information about this indicator does not apply to our activity since our company provides services and does not market packaged products.

## Aspect: COMPLIANCE

### EN 28

Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.

	2.003	2.004	2.005	2.006
Cost of environmental fines	0	0	0	0
Non-monetary sanctions	0	0	0	0

## Aspect: TRANSPORT

### EN 29

Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce.

In this indicator, we report on the number of vehicles that were used for the transport of personnel and their corresponding CO2 emissions. There are no figures available for 2003 and no information is therefore provided. The CO2 figure for this indicator is taken from the [EN 16](#) indicator.

	2.003	2.004	2.005	2.006
Personnel transport vehiclesl (n°)	4	5	5	5
CO2 emissions (Tn)	0	26,7	26,0	24,5

## Aspect: OVERALL

### EN 30

Total environmental protection expenditures and investments by type.

This indicator reports the expenses that are included in our accounts and associated with prevention of environmental pollution, actions for the management of hazardous waste and external environmental audits.

	2.003	2.004	2.005	2.006
Prevention expenses	117,8	872,6	3.094,47	4.783,7
Waste management expenses	117,8	272,60	212,27	960,60
Environmental audit expenses	0	600	2.882,20	3.823,10

A photograph of two young girls in a rural setting. The girl on the left is balancing a large metal bowl on her head. The girl on the right is smiling and holding a piece of food. The background is a stone wall.

social dimension

## SOCIAL DIMENSION

### Information on the social dimension focus (labour practices and decent work)

With regard to the social dimension of JAVIERRE, the management applies the following focuses and policies:

Section 4 of the policy and focus on quality contains a description of respect for each and every one of the fundamental rights and principles at work according to the ILO (International Labour Organisation).

Section 5 also describes the commitment to complying with and obliging others to comply with the rights and liberties of the Universal Declaration of Human Rights of the United Nations.

In addition, the management applies the following focuses:

- Employment. Providing our employees with maximum job stability, contributing to their personal and professional development through training and methods for work-family balance.
- Labour / Management relations. Seeking to establish a pleasant working environment of trust between the parties, understanding and support for personal problems within a framework of dialogue and composure.
- Occupational health and safety. Strict compliance with legislation in the areas of health and safety, provision of the training required in those areas and personal and collective preventive measures.
- Training and education. Awareness of the sustainability values and criteria defended by the company, training and personal development in new skills.
- Diversity and equal opportunity. Criteria for contracting personnel that do not discriminate on the basis of gender, race or religion, equal opportunities in promotion at work.

### Additional contextual information

The person responsible for the application of these policies and focuses is the CEO, Antonio Javierre. He personally carries out awareness and training activities for workers in quality and the environment on a regular basis and for new employees.

Social sustainability is understood to be the balance between the economic aspects of the company and the social benefits it provides to the individuals affected by the activity both inside and outside the organisation. We consider negative social impacts to be "socially irresponsible".

As one of our main achievements, we identify the involvement and level of satisfaction of our employees in aspects related to the working atmosphere and mutual collaboration.

As a shortcoming and opportunity for social improvement, we find the difficulty in "transmitting values". The awareness of these values in employees and society in accordance with the economic aspect is still not easily assimilated. Perhaps the current economic situation does not allow this association to be made and a certain period of time may still be necessary for this concept to be better appreciated.

## Performance indicators for labour practices and decent work

### LA 1

Total workforce by employment type, employment contract, and region

In this indicator, we report the types of employment and contracts of our workers according to their duration as a permanent or temporary contract. The information about contracts by region does not apply as we only have one workplace.

	2.003	2.004	2.005	2.006
Administrative employees at the company	1	1	1	1
Employees in control and monitoring	3	3	3	3
Employees in production	5	4	5	6
Workers with permanent contracts	6	6	6	5
Workers with temporary contracts	3	2	3	5

### LA 2

Total number and rate of employee turnover by age group, gender and region.

This indicator reports on the employees that leave the company each year and those that begin employment, as well as on groups according to age and gender. This company has only one work place and, therefore, does not report on the regional aspect.

	2.003	2.004	2.005	2.006
Employees leaving the company	7	5	7	12
New employees	4	4	9	9
Aged between 16 and 25 years	0	1	0	2
Aged between 25 and 40 years	6	6	6	6
Aged between 40 and 55 years	2	0	2	1
Aged between 55 and 65 years	1	1	1	1
Total employees	9	8	9	10

### LA 3

Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.

This indicator does not apply to our company as there is no discrimination in social benefits. They are the same for all workers.

## Labour / Management relations

### LA 4

Percentage of employees covered by collective bargaining agreements.

	2.003	2.004	2.005	2.006
Workers with collective agreement	100%	100%	100%	100%

### LA 5

Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.

In this indicator, we report the period laid established by the collective agreement in Spain and used by our company for organisational changes.

	2.003	2.004	2.005	2.006
Minimum period of notice	15 días	15 días	15 días	15 días

## Occupational health and safety

### LA 6

Percentage of total workforce represented in formal joint management-worker health and safety committees established that help monitor and advise on occupational health and safety programmes.

There is no joint health and safety committee as such. The organisation is involved in regular training in health and safety with annual medical checkups for workers. There is also external health insurance covering accidents at work.

### LA 7

Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region

This indicator does not include the regional aspect as there is only one workplace.

	2.003	2.004	2.005	2.006
Workers with occupational diseases (n°)	0	0	0	0
Working days lost	0	1	53	0
Level of absenteeism	0%	0,04%	2,4%	0%
Work-related fatalities	0	0	0	0

## LA 8

Education, training, counselling, prevention and risk-control programmes in place to assist workforce members, their families or community members regarding serious diseases.

The training programmes do not include workers' families or community members with regard to serious illnesses.

	2.003	2.004	2.005	2.006
Training courses in safety (hours)	802	479	150	200
Risk-control actions (n°)	3	5	5	6
Accident simulations	0	0	0	1

## LA 9

Health and safety topics covered in formal agreements with trade unions.

Worker health and safety is included in agreements with our insurers, Mutua de Accidentes de Zaragoza (MAZ).

## Training and Education

### LA 10

Average hours of training per year per employee by employee category.

	2.003	2.004	2.005	2.006
Senior management training	152	92	50	115
Administrative employee training	450	287	70	15
Production employee training	200	100	30	80

## LA 11

Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.

The training given to workers is designed from the moment they are hired through the identification of needs requiring action in the area of health and safety and with regard to new professional skills. Personal development and supervision are verified by managers. The actions taken with regard to each worker are recorded and documented.

## LA 12

Percentage of employees receiving regular performance and professional development reviews.

	2.003	2.004	2.005	2.006
Managers with performance reviews	0	0	0	0
Administrative workers with performance reviews	0	0	0	0
Production workers with performance reviews	40%	30%	40%	50%

## Diversity and Equal Opportunity

### LA 13

Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.

	2.003	2.004	2.005	2.006
Total managers	6	6	6	5
Male managers	4	4	3	3
Female managers	2	2	3	2
Total administrative workers	2	2	2	2
Male administrative workers	1	1	1	1
Female administrative workers	1	1	1	1
Immigrant administrative workers	0	0	0	0

	2.003	2.004	2.005	2.006
Total production workers	7	6	7	8
Male production workers	6	5	6	7
Female production workers	1	1	1	1
Immigrant production workers	0	0	1	1

## LA 14

Ratio of basic salary of men to women by employee category.

	2.003	2.004	2.005	2.006
Average salary of male employees (€)	23.222	29.044	26.821	13.306
Average salary of female employees (€)	32.910	32.910	27.060	34.200

## HUMAN RIGHTS DIMENSION

### Information about the management focus, social aspect, human rights

With regard to the human rights dimension of JAVIERRE, the management applies the following focuses and policies:

Section 5 of the internal quality policy at JAVIERRE states the following:

JAVIERRE undertakes to comply and oblige compliance with the rights and freedoms in accordance with the United Nations' Universal Declaration of Human Rights.

Also through the Global Compact initiative and our public commitment to adhesion, the focus is on the development of our activity in accordance with the 10 principles applied to the decision-making process.

In addition, the management applies the following focuses:

- Investment and procurement practices. Through preliminary assessments and analyses to avoid being indirect accomplices to the abuse of human rights.
- Non-discrimination. Valuation of new workers' skills regardless of their race, gender, religion or origin.
- Freedom of association and collective bargaining. Genuine exercise of this freedom with no type of reprisal for workers from the company.

- Elimination of child labour through a public declaration, the assessment of suppliers in accordance with this criterion and avoiding being an indirect accomplice.
- Prevention of forced and compulsory labour. The search for dialogue with workers regarding performance levels and productivity and avoiding being indirect accomplices to these practices.
- Complaints and conciliation procedures. The establishment of direct dialogue with senior management.
- Security practices. Focus on training and the prevention of all workers in the area of health and safety.
- Indigenous rights. through focusing on not being an indirect accomplice to the consumption of products the origin of which, and methods with which they are manufactured violate these rights.

## Additional contextual information

The person responsible for applying these policies and focuses is the CEO, Antonio Javierre, who personally carries out awareness activities with workers and collaborators in the area of human rights.

Sustainability in Human Rights is understood as a balance between the company's economic aspects and respect for the right that every individual has to be treated equally regardless of their origin, race, gender and religion, etc.

As our main achievement in the area of human rights, we identify the special attention we give to this area in the face of possible violation of human rights by our company.

As a shortcoming and opportunity for improvement in human rights, we identify the company's scarce involvement in dialogues in the search for methods and practices that help establish equality between human beings, as well as our necessary greater devotion to these subject areas as a company with a commitment, especially with regard to indirect involvement as accomplices.

## Performance indicators in investment and procurement practices

### HR 1

Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.

	2.003	2.004	2.005	2.006
Significant investment agreements	0	0	0	1
Human rights clauses	0	0	0	3
Human rights screening	100%	100%	100%	100%

## HR 2

Percentage of significant suppliers and contractors that have undergone screening in the area of human rights and actions taken.

	2.003	2.004	2.005	2.006
Suppliers screened	100%	100%	100%	100%
Observations notified	0	0	0	0
Penalty measures adopted	0	0	0	0

## HR 3

Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.

	2.003	2.004	2.005	2.006
Hours of training in human rights	0	16	24	20
Percentage of workers trained	0	40%	80%	80%

## Non-discrimination

### HR 4

Total number of incidents of discrimination and actions taken.

There were no incidents of discrimination in the period from 2003 to 2006. Consequently, no measures have been adopted beyond preventive measures and measures for the preliminary identification of risks.

## Freedom of association and collective bargaining

### HR 5

Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk and actions taken to support these rights.

The operations carried out by JAVIERRE include the hire of equipment with driver and the construction of civil engineering works. Freedom of association is implanted in all the company's departments, administration and production. We do not detect any risks for this concept given that the compliance with legislation in the area of labour is 100%.

## Child labour

### HR 6

Operations identified as having significant risk for incidents of child labour, and measures taken to contribute to the elimination of child labour.

As potential risks, we identify the indirect involvement without prior knowledge in the purchase of materials from unjustified sources although this possibility is remote given that the specifications of requirements (spare parts, fuels, lubricants, etc.) have a supplier assessment system that applies these criteria.

### HR 7

Operations identified as having significant risk for incidents of forced or compulsory labour and measures taken to contribute to the elimination of forced or compulsory labour.

As a significant risk regarding forced labour, we identify the position of power exercised by certain customers by contractual clauses, as well as the use of subcontractors and relations with their workers, the retentions of payments by companies using excuses involving the quality of finished products.

To eradicate these practices, we intend to sign the minimum number of contracts with this type of clause. It goes without saying that JAVIERRE does not apply it to its suppliers or use retentions as an excuse for putting pressure on subcontractors.



## Security practices

### HR 8

Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations.

	2.003	2.004	2.005	2.006
Security personnel with training in human rights	2	3	3	3

## Indigenous rights

### HR 9

Total number of incidents of violations involving rights of indigenous people and actions taken.

This indicator does not apply to our company and operations as this collective is not present in our geographical action area.

## SOCIETY DIMENSION

### Information about the management focus on social performance, SOCIETY aspect

With regard to the social dimension of JAVIERRE, the management applies the following focuses and policies:

Focus of honesty in personal and labour relations with workers, customers and suppliers, absolute transparency regarding these relations and the resolution of conflicts through dialogue and the conciliation of differing standpoints. [www.javierre.es](http://www.javierre.es)

Focuses involving strict compliance with market rules regarding equal opportunities, in addition to the rejection of practices and mechanisms that may alter the free price of goods and services.

In addition, the management applies the following focuses:

- Community. Through the adoption of internationally accepted practices that are coherent with our values.
- Corruption. Through the implementation of our internal policy and its diffusion. Identification of risks and the reporting of known cases.
- Public policy. Through the practice of transparency by our company in public contracts and licences.
- Anti-competitive behaviour, focus on information and dialogue aimed at establishing fairer measures for market participants.
- Compliance through the identification of legislation and its analysis applied to our activity for the subsequent fulfilment to a level of 100%.

## Additional contextual information

The person responsible for applying these policies and focuses is the CEO, Antonio Javierre, who personally carries out awareness activities with workers and collaborators in the area of social performance and anti-corruption.

Sustainability in social performance is understood as the establishment of equal opportunities, which making us capable of remaining in a competitive market where our only advantages are our know-how and better management of the resources we generate from the trust society places in us by choosing our services.

Our main achievement in the area of social performance is overcoming the uncertainty of publicising such a far-reaching anticorruption policy. One year after its implantation, our market has not been reduced by this concept and we can say that it has been a controversial decision for us given the sector in which we operate.

As a shortcoming and opportunity for improvement in social performance, we identify the prevailing business practice of the use of mechanisms that alter free competition, and the need to publicising our experience in a matter as delicate as corruption, to help bring about changes with the aim of general rejection of such practices by society.

## Social performance indicators

### Community

#### SO1

Nature, scope and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting.

This indicator does not apply to our activity since there are no direct operations involving social action in communities.

### Corruption

#### SO2

Percentage and total number of business units analysed for risks related to corruption.

100% of the activities we carry out and all the projects in which customers require our services have been analysed for the identification of risks of corruption since the implantation of the policy in January 2006.

#### SO3

Percentage of employees trained in organisation's anticorruption policies and procedures.

100% of our employees have been trained in our anticorruption policy, where the channel for direct dialogue with the company's senior management enables communication and the reporting of corruption or bribes proposed to our employees.

#### SO4

Actions taken in response to incidents of corruption.

Two cases occurred during 2006 involving bribes proposed to our employees. In both cases, it was not possible to obtain tangible documentation about the incident.

The actions taken were limited to the immediate abandonment of conversations and negotiations with those interlocutors and the reporting of the fact to the persons in charge of the project as a practical example to create their awareness.

Public policy

## SO5

Public policy positions and participation in public policy development and lobbying.

Our company's position is of absolute neutrality regarding politics corresponding to any banner. This applies to the company and to the members of the board of directors. Therefore there is no participation in politics or activities related to this aspect.

## SO6

Total value of the financial and in-kind contributions to political parties and related institutions by country.

The total value of contributions to political parties has been "0" in all concepts since the incorporation of our company in 1989.

## Anti-competitive behaviour

### SO7

Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes.

There have been no actions against free competition or monopoly practices. Indeed, we fight against these practices openly and publicly on all fronts.

### SO8

Compliance

Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.

	2.003	2.004	2.005	2.006
Monetary value of fines (€)	0	0	0	0
Non-monetary sanctions (n°)	0	0	0	0

## PRODUCT RESPONSIBILITY DIMENSION

### Information about the management focus on product responsibility

With regard to the product responsibility dimension of JAVIERRE, the management applies the following focuses and policies:

In our case, we have to refer to service responsibility regarding the health of our employees, the safety of our equipment and the protection of our collaborators and customers' data, etc.

The focus adopted with regard to these aspects is within our ISO 9001 product and service quality management system, for which our company is certified by AENOR (the Spanish Standards Association), an ENAC-certified organisation.

In addition, we have taken out voluntary insurance policies that cover all our operations up to €300,000 for possible liability regarding damages to third parties as a result of accidents.

In addition, the management applies the following focuses:

- Customer health and safety, focus on the preliminary identification of risks and the taking of documented preventive measures.
- Labelling of products and services, focus on clarity and simplicity regarding written or published communication actions.
- Marketing communications, focus on sincerity and honesty in the actions related to this aspect.
- Customer privacy, focus on maximum prudence and confidentiality regarding the personal data of employees, customers and collaborators.
- Compliance, focus on identifying the legislation laid down by all levels of government, analysis of their application to our activity, awareness of the said legislation and 100% implantation.

### Additional contextual information

The person responsible for applying these policies and focuses is the CEO, Antonio Javierre, who personally carries out awareness activities with workers and collaborators in the area of product and service responsibility.

Sustainability in product and service responsibility is understood as the establishment of the obligation to respect the integrity of the assets and rights of people outside the company who may be directly or indirectly affected by our daily activities.

As our main achievement in service responsibility, we identify the low level of accidents in our activities regarding third-party assets, which reinforces our quality management, obtaining customer satisfaction scores higher than 8.3 out of 10.

As an opportunity for improvement in service responsibility, we identify the need for greater control over our collaborators and subcontractors and the need to create awareness of this aspect.

## Service responsibility indicators

### Customer health and safety

#### PR 1

Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and a percentage of significant products and service categories subject to such procedures.

The company's activity is the provision of services and impacts occur when the service is provided. These impacts are assessed beforehand through the planning of the service and the corresponding preventive measures are adopted.

Annually, the significant aspects or impacts on both customer health and safety and on the environment are assessed and recorded on our management system.

#### PR 2

Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services, by type of outcomes.

There have been no incidents in recent years resulting from to non-compliance with legislation or voluntary regulations governing health and safety.

## Labelling of products and services

### PR 3

Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.

Our services are not subject to labelling or information requirements as per current health and safety standards.

### PR 4

Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information labelling, by type of outcomes.

There have been no non-compliances of legal or voluntary regulations due to the fact that the labelling of our services is not regulated.

### PR 5

Practices related to customer satisfaction, including the results of surveys measuring customer satisfaction.

This indicator reports the scores we obtain through customer satisfaction surveys, which report a score once our services have been completed.

The indicators for 2003, 2004 and 2005 are valued with regard to service quality and environment. The satisfaction survey for 2006 was changed in an attempt to report on our compliance with the added dimensions of environment, society and ethics.

The scores in the indicator are valued by customers, giving scores from 1 to 10, where 10 indicates the

	2.003	2.004	2.005	2.006
General customer satisfaction with quality	0	7,34	8,58	8,31
<b>2.006 survey</b>				
Satisfaction with social dimension	0	0	0	8,25
Satisfaction with environmental dimension	0	0	0	8,50
Satisfaction with ethical dimension	0	0	0	8,25

## New customer satisfaction analyses table:

Score from 1 to 10, where 1 is very poor and 10 is very good.

QUALITY	1	2	3	4	5	6	7	8	9	10
1. Availability for answering your calls								X		
2. Rapid solution to requirements								X		
3. Level of compliance with your expectations								X		
4. Our employees capacity for dialogue									X	
SOCIAL ASPECTS	1	2	3	4	5	6	7	8	9	10
1. Respect for human rights								X		
2. Site safety measures								X		
3. Professionalism of our employees									X	
4. Motivation of the people in our charge								X		
ENVIRONMENTAL ASPECTS	1	2	3	4	5	6	7	8	9	10
1. The company's environmental commitment									X	
2. Waste treatment in our services								X		
3. Application of environmental corrective measures									X	
4. Environmental improvement proposals								X		
ETHICAL ASPECTS	1	2	3	4	5	6	7	8	9	10
1. honesty in commercial relations									X	
2. Transparency in our actions									X	
3. Commitment to the policy on anti-corruption an bribes										X
4. General fulfilment of our commitments									X	

\* Figures obtained from our internal management system records 2006.

## Marketing communications

### PR 6

Programmes for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship, by type of outcomes.

Compliance with legislation in marketing operations applies as for any other activity. We have identified and recorded this legislation and apply it in the event of carrying out marketing operations, which are not common in our company.

As a voluntary code in communications, we exercise total unreserved transparency in the information provided.

### PR 7

Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by types of outcomes.

There have been no incidents involving non-compliance with regulations regarding communications, promotions or sponsorships due to their non-existence.

Customer privacy

### PR 8

Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.

	2.003	2.004	2.005	2.006
Complaints regarding privacy	0	0	0	0

## Compliance

### PR 9

Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services

	2.003	2.004	2.005	2.006
Complaints regarding privacy	0	0	0	0

