



Port de Barcelona

CORPORATE SOCIAL RESPONSIBILITY REPORT 2010
BARCELONA PORT AUTHORITY

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Introduction by the president



The Port of Barcelona plays a fundamental role in the economy of Catalonia, making a vital contribution to key sectors such as energy, cars, tourism, capital assets or foodstuffs, to name just a few. This is always done within an approach that focuses on respect and sensitivity towards people, society and the environment. In fact, the Port of Barcelona has integrated Corporate Social Responsibility (CSR) into the very heart of its activity.

The Barcelona Port Authority Corporate Social Responsibility Report enhances the work that the Port of Barcelona performs in the three dimensions of CSR: economy, society and environment. Also, and above all, it is an exercise in transparency and communications with the stakeholders to encourage their involvement in the shared objectives of the Port.

In this connection, Barcelona Port Authority (APB) is fostering a systemic mode of work, a way of working hand in hand with the members of the Port Community to increase the idea that this Community is not a group of disparate elements, but a real collective with partners joining forces around a single shared aim.

The Port of Barcelona was one of the first Spanish ports to introduce CSR criteria. The Port Authority has long been convinced that sustainability means efficiency, and has made these values the principal instruments of management and development, such as the Business Plan, Strategic Plan, Environmental Plan or Quality Plan.

As part of its strategic approach, the Port fosters the most efficient solutions

to meet needs for connectivity. This is leading to an increasing shift from land routes to short sea and/or rail routes, bringing about a significant reduction in emissions of gases into the air, and often also a reduction in costs.

The efforts made over the last few years to improve and develop rail infrastructures and services are starting to bear fruit. Services such as the BarceLyon Express have been well received. When this rail initiative began, there were doubts as to its commercial viability, but it has now proved the appropriateness of the environmental strategy and that of expanding the Port of Barcelona's hinterland. The actions within the port precinct and the connection with the Iberian Peninsula and France are a further step towards meeting the objective of transporting 30% of goods by rail in the medium term. In fact, the figures for this traffic in 2010 were well over the forecasts and have risen significantly, like the short sea shipping lines linking Barcelona with various ports in the Mediterranean.

The search for a sustainable, high quality operation is applied to all the processes in the Port and its operations, from the terminal operations to truck licences, managing internal resources, recycling, and so on. For example, the generalised implementation of electronic documentary processes avoids a large number of trips. Furthermore, our efforts are also recognised from outside the organisation, which *Actualidad Económica* magazine awarded as one of the hundred Spanish companies with the best economic and financial management in 2010; and the service in key traffics,

indicated by the prizes awarded by *Dream World Cruise Destinations* for the Port of Barcelona's cruiser activity.

On the social side, the organisation has long understood the importance of focusing on people as the true driving force of our activity. However, now we are going one step further and proposing a cultural change based on three pillars: commitment, professionalism and ethics; a way of behaving that is being implemented in the APB and should be spread to the whole Port.

Outside its bounds, the Port of Barcelona also maintains a commitment with the public and the surrounding area. That is why it takes particular care of the environmental management of its facilities, works, activities, etc. The Port plays an active role in industrial safety and environmental organisations, performing periodic drills and checks and taking the necessary prevention measures to guarantee public safety. In this respect, last September the organisation's Management Board approved the definitive version of the Port of Barcelona Self-Protection Plan (PAU), which is adapted to the current legal framework, integrated into the civil protection system and improves organisation and operations in the event of an emergency.

Our port is the scenario of a commercial activity that is essential for the economic development of the surrounding area, but it is also a dynamic player in its social and cultural life and a source of sustainable business synergies.

Sixte Cambra

President of the Port of Barcelona

2.

Port de Barcelona

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Milestones in 2010 and Challenges for 2011

2.1. SUMMARY TABLE

The following tables list the milestones achieved by the Port of Barcelona in 2010 and the main challenges for 2011 from

the point of view of sustainability in its three dimensions of economy, society and environment.

These correspond to objectives of the Barcelona Port Authority Business

Plan, the achievements of which define the management steps for attaining the Port's strategic aim.

MILESTONES OF 2010	
Promoting the development of the Port of Barcelona with an emphasis on the three factors of sustainability (economy, environment and society):	Establishing more efficient port operations based on the needs of operators and freight agents:
<ul style="list-style-type: none"> • Preparing arguments on the environmental benefits (reducing CO₂) for customers that choose the Port of Barcelona to transport goods to Europe (IMPORT) • Installing a radiation detection system in the entry and exit gates of the container terminals • Implementing the new Port of Barcelona self-protection plan 	<ul style="list-style-type: none"> • Proposing rules for cargo and passenger management • Approval by the Port Community Steering Council of the new Quality Plan: Efficiency Network
Promoting a responsible and sustainable organisation:	Developing a complete offer of services in line with the objectives of the Port Vell by organising the commercial activities in its areas:
<ul style="list-style-type: none"> • Drawing up the Sustainability Report for 2009 • Audit and benchmark for improving the CSR Report • Signing the agreement to donate foodstuffs from the BIP (Border Inspection Post) and approving the operational guidelines 	<ul style="list-style-type: none"> • Regulating commercial activities in the public area in the new North entrance mouth
Meeting the Austerity Plan based on two objectives - cutting staff costs and reducing operating expenses compared to 2009:	Improving accessibility and mobility in the Port of Barcelona:
<ul style="list-style-type: none"> • Creating a Monitoring Committee for the Austerity Plan 	<ul style="list-style-type: none"> • Proposal to develop and extend the Port of Barcelona's internal and external rail network • Awarding the works to adapt the UIC access in the TCB container terminal
Being the most powerful hinterland and SSS operator in Southern Europe:	Promoting cultural change to increase effectiveness and efficiency in the organisation's management and customer orientation:
<ul style="list-style-type: none"> • Market analysis of the Port of Barcelona's potential market in north Africa • Establishing a new SSS route with Tangiers • Presenting the Marco Polo II project to set up a new SSS line with Greece • Organising the trade mission to Tunis 	<ul style="list-style-type: none"> • Developing the Internal Communication Plan (2011-2012) • Presenting the Managerial Development Plan to the Executive Committee



CHALLENGES FOR 2011	
Processing the Environmental Impact Statement of the QAS2	Implementing improvements of the container positioning coordination service approved by the organisation's Board Drawing up a monthly report of new quality indicators of port processes
Preparing licences for the MARPOL waste collection service	
Acquiring "green office" articles likely to change in the organisation (containing the consumption of natural resources)	Drafting the port services licence
Defining a system to measure the reduction of atmospheric CO ₂ emissions thanks to the increase in SSS and rail transport	Bringing the new BIP on stream
Designing and defining the uses of the Port's inland rail terminals based on complementarity of the internal and external network of port rail terminals	Revising the Internal Communication Plan for 2012
	Specifying the agreement to close the PROA Project (Port Police)
	Defining a first-level processes map
Activating the commitments of the Port of Barcelona's Quality Brand (Efficiency Network)	Optimising the The organisation's' administrative processes.
Extending paperless Customs release to certain import goods	Developing the SAC-SAU programme called "Voice of the Port"
Developing an interface application for sending cargo lists (EDI) between rail logistics operators and maritime and inland terminals	Drawing up improvement action plans from the 2010 climate study in each Sub-department, Secretariat-General, Department and President's office
Drawing up the ordinance assigning inland routes and timetables "traction windows"	Developing the action plans envisaged for 2011 on the basis of the 2010 climate study
Consolidating/extending the daily rail service in the centre area	Improving working conditions by constructing the new building for the Port Police, Conservation and Archive
Creating the Barcelona - Toulouse – Bordeaux rail service	
Drafting the standards of use and conditions of distribution of the lorry parking areas in the Port of Barcelona	

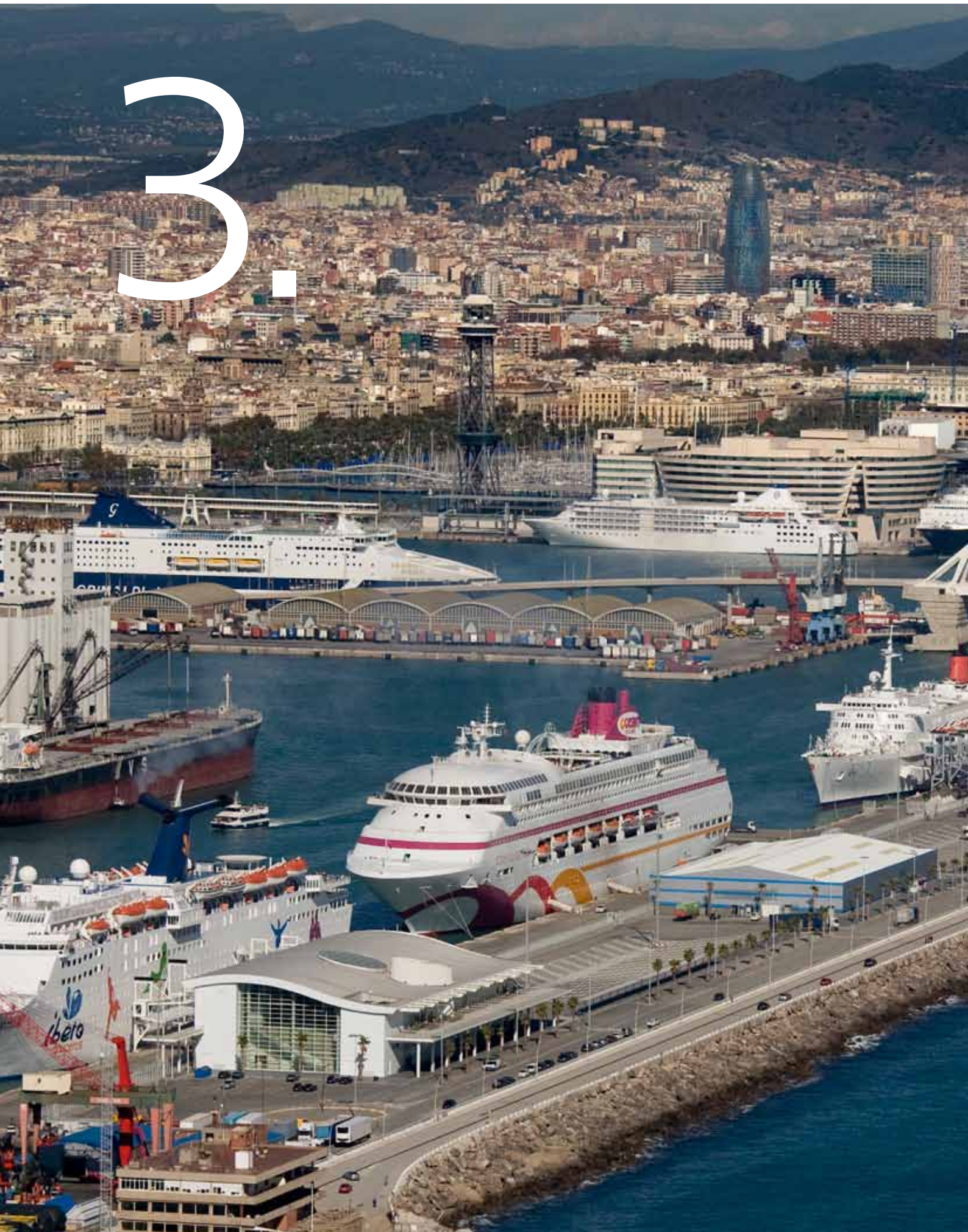
2.2. PRIZES AND AWARDS RECEIVED

- The Port Authority of Barcelona was acknowledged by the magazine *Actualidad Económica* as one of the hundred Spanish companies with the best economic and financial management.

- In 2010 the Port's cruise activity was acknowledged by the specialised *Dream World Cruise Destinations Magazine*, and received prizes in the following categories:
 - *Best Turnaround Destination*
 - *Best Turnaround Port Operations*
 - *Most Efficient Port Services*

The jury awarding these prizes comprises representatives of the most important cruiser companies in the world.

3.



El Port de Barcelona

3.1. PROFILE AND GOVERNMENT

3.1.1. The organisation

Barcelona Port Authority, with its registered headquarters in number 6, Portal de la Pau, Barcelona, is a statewide public corporation that administrates, manages and controls the Port of Barcelona in accordance with the mandate set out in Law 1992/24 of 24 November 1992, of State Ports and the Merchant Navy, amended by Law 62/1997 of 26 December 1997, 48/2003 of 26 November 2003 and 33/2010 of 5 August 2010.

The authority has its own legal identity and equity capital and is endowed with full powers to meet its objectives. It is governed by its specific legislation, the applicable provisions of the General Budget Act, and supplementally by Law 6/1997 of 14 April 1997 on the Structure and Functioning of the Spanish State Administration.

Its activities must comply with the private legal system, including the acquisitions of assets and hiring, except in the exercise of any public powers that it may be attributed by law. When hiring, it will always be subject to the principles of publicity, competition, safeguarding the interests of the body and homogenisation of the public sector hiring system.

The property regime is governed by the specific legislation and, where not covered by this, by Public Administration legislation on assets.

The authority performs its functions under the general principal of functional and management autonomy, without

prejudice to the powers attributed to the Ministry of Public Works, through Puertos del Estado [State Ports], and those corresponding to the Autonomous Communities.

The highest governing body

One of the measures in the agreement to rationalise the public corporate sector, adopted by the Spanish Council of Ministers on 30 April 2010, was a 40% reduction in the number of members of the Administration Boards of Port Authorities. This reduction was brought about by Law 33/2010 of 10 August 2010, amending Law 48/2003 of 26 November 2003 on the economic and service provision regime in ports of general interest, which set the makeup of administration boards as follows: a chairperson, an ex-officio member (the harbourmaster) and between 10 and 13 members in the case of mainland ports.

In the wake of this change, the meeting held on 28 September 2010 by the Generalitat de Catalunya (Catalan Regional Government) set the new composition of **Barcelona Port Authority Management Board**, which remained until 31 December 2010.

Chairman

Jordi Valls Riera

Ex-officio member

Francisco J. Valencia Alonzo (harbourmaster)

Members representing the State Administration

María Pilar Fernández Bozal, lawyer
Jaime Odena Martínez, Puertos del Estado [State Ports]

Montserrat García Llovera, deputy Government Representative

Members representing the Generalitat de Catalunya

Mariano Fernández Fernández, Barcelona Association of International Freight forwarders (ATEIA-OLT)
Joaquim Maria Tintoré Blanc, Barcelona Professional Association of Customs Agents
Àngel Montesinos García, Barcelona Association of Shipping Agents
Joaquim Llach Mascaró

Members representing the municipalities in which the Port of Barcelona's service area is located

Jordi William Carnes Ayats, first deputy mayor of Barcelona City Council
Lluís Tejedor Ballesteros, mayor-president of the City Council of El Prat de Llobregat

Members representing the chambers of commerce and business and union organisations

Josep Manuel Basáñez Villaluenga, Barcelona Chamber of Commerce
Xavier María Vidal Niebla, Association of Stevedoring Companies
José Pérez Domínguez, Comisiones Obreras
Joan Moreno Cabello, Unión General de Trabajadores

The following also attend the Management Board in an advisory capacity: **General Manager** José Alberto Carbonell Camallonga and **General Secretary** Román Eguinoa de San Román, who is also Secretary of the Management Board.

In addition, in accordance with the agreement to rationalise the public corporate sector, and based on the measures laid down by the Spanish Government to reduce the public deficit, the Management Board agreed to cut the attendance costs by 10% at the organisation's Management Board and at the Collegiate Reporting Committee with effect on 1 July 2010. The Collegiate Reporting Committee was abolished at the Board meeting of 7 October 2010.

3.1.2. President's Office and Department

The President's office

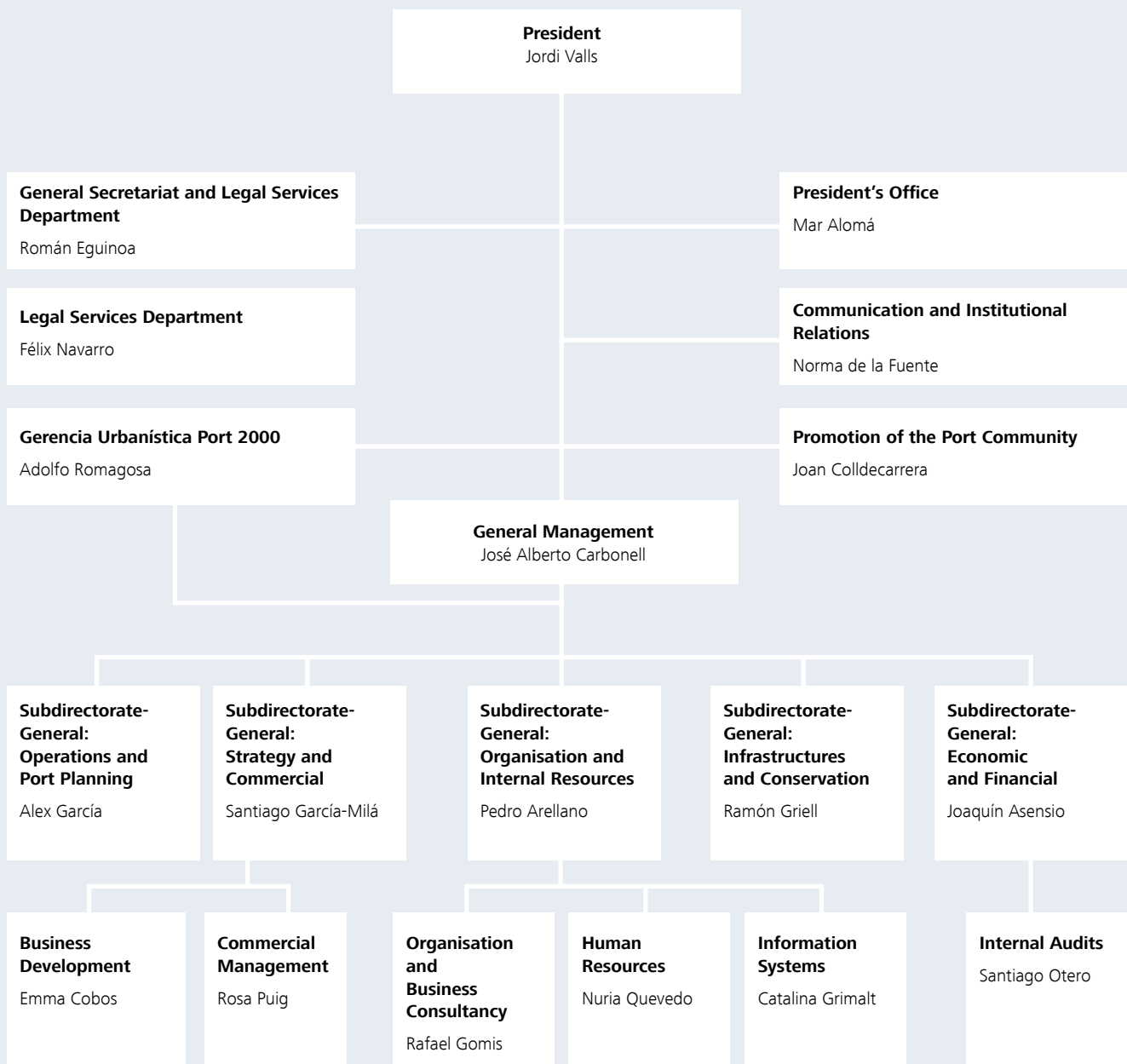
The Generalitat appoints the President of the Port Authority among candidates of proven professional competence. The appointment is published in the *Official Journal of the Generalitat de Catalunya* once it has been communicated to the Minister of Public Works. The minister ratifies this decision and has it published in the *Spanish Official State Gazette*.

The president himself is a governing body and is conferred executive powers by law (Article 103 of Law 48/2003).

The General Manager's office

The General Manager is appointed by an absolute majority of the APB Management Board, on a proposal from the President's office. Candidates must have a university degree, proven professional prestige and at least five years' experience in port techniques and management.

3.1.3 Organisation chart



3.1.4. Stakeholder companies

The APB has a structure of stakeholder companies in its different business areas. The APB's basic strategy is to invest to boost private initiative in key projects, then, as these companies become self-sufficient, gradually to reduce its stake in

them. Shares in the companies are sold to recoup the investment made and to fund new projects.

All stakeholder companies cover a specific, targeted service; aim to expand the Port of Barcelona; and use innovative, flexible and more efficient ways to achieve these aims.

	2009	2010
GERENCIA URBANÍSTICA PORT	100%	100%
This company was set up to manage the redevelopment of the Port Vell on behalf of the Port Authority. Its scope of action includes the Maremagnum shopping mall; Aquàrium sea life centre; Cinesa and Imax cinemas; Palau del Mar, with the Catalan History Museum; and the World Trade Center Barcelona. It currently manages the Port of Barcelona's public area.		
	2009	2010
WORLD TRADE CENTER BARCELONA, SA	52,28%	52,28%
This company manages the building of the same name that was opened in 1999 and is equipped with the latest technologies. It brings together a wide range of services, facilities and international business in 35,000 m ² of office space, 6,500 m ² of commercial areas, 5,000 m ² of convention and congress facilities and a hotel. The APB's central offices are now also located in this building.		
	2009	2010
CENTRE INTERMODAL DE LOGÍSTICA, SA (CILSA)	63%	51%
CILSA manages the ZAL (Logistics Activities Area), with land owned by the Port Authority located in the municipalities of Barcelona (ZAL I) and El Prat (ZAL II), and in Toulouse in France (ZAL Toulouse). Its purpose is to promote and manage the Port of Barcelona's logistics activity. Our organisation reduced its stake in CILSA 2010 as a result of the contribution of 12% of shares in the company to the stakeholder company Consorci de Parcs Logístics, SL.		
	2009	2010
CONSORCI DE PARCS LOGÍSTICS, SL	-	35,46%
In 2010 the organisation became a stakeholder in this company, in which Abertis Logística is the reference partner. This holding is designed to promote and develop logistics activities in Catalonia and the south of France. The Port Authority plans to reduce this stake once the enlargement phase is complete.		
	2009	2010
CATALANA D'INFRAESTRUCTURES PORTUÀRIES, SL	49%	49%
This company is owned by Muelles y Espacios Portuarios, SA (MEPSA), which leases a holding of 49 hectares on the Inflammables wharf. Its main activity is to manage the port terminals park located in this area.		
	2009	2010
TERMINAL INTERMODAL DE L'EMPORDÀ, SL	47,30%	47,30%
At the end of 2009, a total of 15 million EUR was invested as a representative contribution of 47.3% of the share capital in this company, which was set up on 18 February 2010, along with Centrals i Infraestructures per a la Mobilitat i les Activitats Logístiques, SA (CIMALSA) to promote and develop jointly the rail activity of the Vilamallà Terminal and the future intermodal terminal at El Far de l'Empordà.		
	2009	2010
TERMINAL MARÍTIMA ZARAGOZA, SL	21,55%	21,55%
This company manages the inland goods terminal located in Zaragoza, which opened in 2001 to consolidate and extend one of the Port of Barcelona's strategic markets: Aragon and its area of influence.		

	2009	2010
PORTIC BARCELONA, SA	25,18%	25,18%
This initiative was supported by the private companies of Barcelona Port Community. Portic is the e-commerce platform for all the agents operating in the Port of Barcelona.		
	2009	2010
CREUERS DEL PORT DE BARCELONA, SA	20%	20%
This company was set up early in 2000 to manage the Port of Barcelona's cruisers terminals to ensure the appropriate level of investment required by the sector and to maintain a close relationship with the customers		
	2009	2010
MARINA PORT VELL, SA	14,98%	14,98%
This company is located in the leisure port on the Barcelona wharf and manages the mooring and berthing of pleasure craft.		
	2009	2010
BARCELONA REGIONAL AGENCIA METROPOLITANA DE DESARROLLO URBANÍSTICO Y DE INFRAESTRUCTURAS, SA	11,77%	11,77%
This was set up in 1993 and comprises bodies and companies of the public sector. It defines and develops urban infrastructures for the Metropolitan Region of Barcelona.		
	2009	2010
BARCELONA STRATEGICAL URBAN SYSTEMS, AIE	14,20%	25%
This Economic Interest Grouping was set up in December 2009 along with the Fundación Privada Abertis and the stakeholder company Barcelona Regional Agencia Metropolitana de Desarrollo Urbanístico y de Infraestructuras, SA, among others, to design strategic proposals for urban development and infrastructure along with other institutions.		
	2009	2010
PUERTO SECO MADRID, SA	10,20%	10,20%
This was created in 1995 with Puertos del Estado and the ports of Algeciras, Bilbao and Valencia. Its purpose is to create an intermodal terminal to establish connections with the Port of origin or destination by rail.		
	2009	2010
MARINA BARCELONA 92, SA	8,07%	8,07%
Set up in 1990, the company began its activities in 1992 as a port lease holding. It performs small vessel repairs and now specialises in repairing very long yachts.		
	2009	2010
SOCIEDAD ANÓNIMA DE ECONOMÍA MIXTA LOCAL PERPIGNAN-SAINT CHARLES CONTENEUR TERMINAL	5%	5%
Set up in September 2008 in conjunction with French authorities and operators, this company deals with promotion and management of the Perpignan terminal to obtain and consolidate the Port of Barcelona's presence in France.		

3.2. Port of Barcelona, a strategic and commercial enclave

'Port of Barcelona' is a registered trademark backed up by a large business corporation servicing trade flows channelled through its infrastructures, making it a facilitator of business, transport, trade and the economy in general.

'Port of Barcelona' is a shared concept of service and quality that links Barcelona Port Authority through cooperation to the administrations and organisations, the various companies, the network of terminals and services on land and the various commercial representatives in Argentina, Japan and China that contribute to its activity and hold different interests in the port project.

The Port of Barcelona enjoys competitive advantages in terms of **current trends in the economy and international trade:**

- **Changes in productive systems - global sourcing.** Decisions are global and opt for structured logistics chains.
- **Growth in international and maritime trade,** which requires availability of port infrastructures.
- **The China and Far East effect.** The Port is well positioned in these particularly buoyant markets.
- **EU enlargement and eastward outsourcing of production.** Although the centre of economic and industrial activity is shifting further away from Barcelona, its port maintains a privileged position on global trade routes.
- **The creation of the Union for the Mediterranean (UfM),** which will have its permanent secretariat in Barcelona, will involve developing a market of 750 million people in 42 countries, and will be centred on the Mediterranean.

'Port of Barcelona' is a registered trademark backed up by a large business corporation servicing trade flows channelled through its infrastructures, making it a facilitator of business, transport, trade and the economy in general.

3.3. MAIN ORDERS OF MAGNITUDE

3.3.1. Main traffics

The Port of Barcelona ended 2010 with a significant growth in the main traffic indicators: it moved a total of 43.9 million tonnes (a year-on-year increase of 2.4) and 1,945,733 TEU (+8%) of containers. Among the cargo types, general cargo traffic performed particularly well (+6%); bulks increased across the board, linked to the economic situation and consumption trends, particularly in liquids; and new vehicle traffic, which is also strongly affected by consumption patterns and strategic decisions by brands and shipping companies, bounced back, recording 550,874 units (+26%).

The Port's international trade grew 19% and China again consolidated its position as the port's main commercial partner, accounting for 24% of the container market. However, this development in total traffic was also helped by exchanges with the hinterland, boosted by rail traffic from the Port of Barcelona (22% more vehicles and 75% more containers transported) and by short sea shipping (+12%).

Total passenger traffic was 3.4 million, up 8% year on year. More than a million of these passengers travelled on regular shipping lines (SSS and Balearic Islands ferries), whilst the rest (nearly 2.4 million) were cruise passengers, whose numbers rose 9% year on year, confirming the Port of Barcelona as the absolute European leader for this traffic, and number four worldwide in the number of passengers and as a turnaround port.

For further information:

Annual report / Traffics and passengers statistics / Regular Lines

<http://www11.portdebarcelona.es/rsc/informació/Lineasferroviaries.pdf>

3.3.2. Financial performance

According to audited data, Barcelona Port Authority's net turnover grew 3% year on year, in a period marked by signs of a timid economic recovery in which the main indicators of port activity began to recover from the significant falls during the previous year.

	2008	2009	2010
Net turnover (€)	166,620,221.62	162,196,443.93	167,361,020.81
Operating result (€)	68,949,087.90	30,013,434.41	77,847,161.47
Financial result (€)	50,775,781.80	22,071,728.35	81,444,609.27
Cash flow from operating activities (€)	77,987,653.89	75,352,517.84	92,816,154.19
ROA	3.9%	1.6%	4%
ROE	6.0%	2.5%	8.7%
Tangible investments (€)	144,274,047.81	105,214,840.85	65,738,429.44

	2008	2009	2010
Intangible investments (€)	2,049,036.33	2,284,642.10	2,333,124.79
Financial investments (€)	19,980,182.33	7,631,119.49	24,183,448.77
EBITDA (€)	93,544,617.36	91,739,366.55	99,686,472.05

For further information: Annual report / Financial statements

FINANCIAL MANAGEMENT IN THE APB

The international financial crisis at the end of 2008 spread rapidly to all sectors of the economy and all countries, with greater or less intensity, constituting one of the worst recessions of the last seventy years.

For the Port of Barcelona, this meant all traffics were plummeting at a difficult time in which the organisation was submerged in the biggest expansion of its history. During the first few months of 2010, we detected signs of a slight improvement in port activity which could spell a tentative recovery.

The measures taken during the initial signs of the crisis were the key to financial management. First of all, at the time of least uncertainty and therefore of the best knowledge of the progression of the future hypotheses and scenarios (traffic, interest rates, investments, expenses, etc), Barcelona Port Authority recast its financial plan and opened up to ongoing revisions in the light of new forecasts. All these steps served to have a clearer idea of the Port's economic and financial position in each possible scenario, which is vital for taking decisions.

Secondly, to keep up the level of investment despite falling income, attention was focused on controlling liquidity, intensifying and consolidating it by renewing and extending credit policies with certain financial institutions and obtaining long-term finance. All of these actions had to be undertaken under special conditions caused by the credit crunch. As a result of this line of action, the organisation currently enjoys a very comfortable level of liquidity, with 26 million EUR in credit policies and a long-term syndicated loan of 50 million EUR available, plus the authorisation of a European Investment Bank loan for 150 million EUR. At present, therefore, in addition to the available funding, the

APB still has the possibility to tap into loans totalling 226 million EUR.

Now that we have overcome the initial problems caused by the crisis and have seen falls in activity levelling out, we can safely say that our financial position is sufficiently balanced to be able to undertake the plans and projects envisaged for the coming years, as long as we act with the level of care and prudence in accordance to the current difficult times.

This favourable position for tackling the crisis lies in the financial decisions taken, based upon maximising the four axes of the financial strategy adopted from the outset to push forward the port's enlargement plan:

- obtaining non-returnable funds through the European Union's Cohesion Fund;
- private infrastructure financing using non-refundable grants and advance payments of fees from concession-holders;
- obtaining finance through very long-term loans;
- in particular, following a policy of increasing the resources generated to offset higher interests to be paid for debt.

3.3.3. Subsidies and grants received

In 2010 the APB received the following public contributions:

	2008	2009	2010
Capital subsidies (European Cohesion Fund)	10,011,969.26	-	-
COPCA, AEI	55,600.00	22,000.00	48,051.93
FORCEM (Infrastructures)	41,793.80	-	-
Generalitat de Catalunya	47,084.07	2,000.00	11,831.57
OPPE	26,584.03	5,600.00	12,713.51
PTOP (Proatrans Project)	26,032.58	34,816.04	-
FORCEM (Formació)	60,392.54	61,695.14	64,212.08
Generalitat de Catalunya Employment Department (1st Social Responsibility seminar for the Port Community)	11,029.92	-	-
Generalitat de Catalunya Employment Department, Department of Labour Relations (Establishment of a project for fostering equal opportunities in labour relations in Catalonia)		8,000.00	2,800.00
Subsidy for the exhibition "100 years of the Port of Barcelona" in the Maritime Museum (OPPE)	3,000.00	-	-
Subsidy for the Port of Barcelona Information Point in the Drassanes building (OPPE)	6,120.00	-	-
TOTAL	10,289,606.20	134,111.18	139,609.09

3.3.4. Main investments

In 2010, the APB invested 95.5 million EUR, most of which were for infrastructure works.

	2008	2009	2010
Prat wharf	67,654,779.50	55,346,006.48	17,175,419.15
Sud wharf	7,813,035.16	21,732,058.58	18,867,479.48
Inflammables wharf	-	4,004,975.74	3,931,011.75
BIP building	998,618.34	76,679.82	3,205,734.43
Enlarging the Adossat wharf	-	8,625,030.41	2,973,730.11
Autoterminal road surface	-	135,578.00	2,168,302.46
East seawall	25,180,414.30	-	-
South seawall	16,438,368.15	-	-



4.



A responsible and sustainable management model

4.1. MISSION, VISION, VALUES AND STAKEHOLDERS

4.1.1. Mission, vision and corporate values

The Port of Barcelona's **mission** is:
To contribute to the competitiveness of the customers of the Port by providing efficient services that respond to their needs for maritime transport, land transport and logistics services.

The wide-ranging powers over land management, essential port services and significant influence of Barcelona Port Authority suggest defining the specific mission in this organisation as follows:

To lead the development of the Port of Barcelona, generate and manage infrastructures and guarantee reliable services to contribute to the competitiveness of its customers and create value for society.

The **specific vision** of where the Port wishes to go has been defined as:

Barcelona: the European port solution in the Mediterranean.

In addition, the **values**, the basic principles expressing the behaviour expected of the organisation and its members are:

- **Personal evaluation and commitment.**
- **Ethical and professional management.**
- **Customer orientation.**
- **Social responsibility.**
- **Innovation.**

To meet the challenges the Port has proposed for tackling the changes and market trends, on 16 February 2010 the Steering Council for Promoting the Port

The Port of Barcelona works continually to review its partners and the channels it uses for communication and relations, and to update its knowledge of the expectations, needs and interests of all the stakeholders.

Community approved the **third Strategic Plan of the Port of Barcelona**, drawn up in 2009.

The document covers **four main strategic lines of business**, with one strategic aim associated to each, and a series of operative objectives for achieving them. These business lines are: the commercial and logistics port; the energy port; the cruiser port; and the Port Vell, or Citizens' port.

For further information: <http://www11.portdebarcelona.es/rsc/PlanEstrategico.pdf>

4.1.3. Stakeholders

Customers

- Final customers
- Direct customers
- Users
- Passengers

Operators

- Terminal operators
- Maritime operators
- Stevedoring service operators
- Logistics operators
- Land transport operators
- Maritime transport operators
- Management and documentary procedures operators
- Shipping agents
- Freight forwarders

- Customs agents
- Telematic operators

Institutions and administrations
Media
People
Suppliers
Citizens

For further information: <http://www11.portdebarcelona.es/rsc/Gruposdeinteres.pdf>

Main partners and mechanisms for relations with the stakeholders

The Port of Barcelona works continually to review its partners and the channels it uses for communication and relations, and to update its knowledge of the expectations, needs and interests of all the stakeholders. As a result, all of these groups - the stakeholders, their links, needs and priorities - are dynamic, meaning they are subject to change.

There are specific partners and channels for each stakeholder in the highest governing body and in the structure of the organisation or the Port Community. The available resources range from advanced tools such as Selligent (a technological system providing global customer relations and e-commerce management solutions) to the network of web pages, sectorial press, or specific

digital publications such as CCLink. The associations of the sector are especially important for our organisation, and it is with these that it seeks to maintain an ongoing smooth dialogue to ensure active participation around initiatives to foster improvement or social responsibility.

4.1.3. Membership of organisations

To implement its strategy, the organisation is present in various international organisations, forums and events, such as:

- **FERRMED.** We are an **active member** of the FERRMED association, which seeks to promote the western Mediterranean-Rhone-Rhine-Scandinavia rail axis between Algeciras and Stockholm. Over the last few years, FERRMED's activity focused on completing a technical, socioeconomic and supply-and-demand study to propose more urgent investment in the rail network of this axis and to have it declared as a priority project in the 2010 revision of the Trans-European Transport Network by the European Commission. In 2010 FERRMED worked to publicise the conclusions and recommendations of the study, which show clearly the socioeconomic and environmental relevance and justification of the axis for the entire European Union; and in particular the importance of making Spain and the south of France a world-class intercontinental logistics platform. At the TEN-T 2010 Seminar, held in

Zaragoza, FERRMED presented its criteria for defining the main trans-European rail network. This translates as the progressive implementation of what are known as the "FERRMED standards" (1,500 m long trains and unifying the different structure gauges, rail gauges, operating systems, and so on) and including basic lines in the network that have not yet been declared as priority projects, such as the Mediterranean corridor.

- **Casa Asia.** Through its **close cooperation** with Casa Asia, the Port of Barcelona can tap into the institutional and company knowledge and contacts of this organisation and cooperate in promoting and organising activities to forge closer links between both continents. To this end, in 2010 Casa Asia undertook the "Analytical study of the potential of the Spanish Mediterranean ports as China's gateway into Europe", which it presented to the Chinese market at the Shanghai Expo 2010.
- **China Europe International Business School (CEIBS).** The Port of Barcelona continued to sponsor the CEIBS **Logistics chair**, through the cooperation agreement signed between both organisations. Located in Shanghai, the CEIBS has been considered one of the three top business schools in Asia over the last six years and ranks seventeenth worldwide according to the Financial Times classification in 2010. The main reason for the Port of Barcelona's involvement in the CEIBS is to acquire a deeper knowledge of the priority Chinese market by organising seminars and research projects related to innovation management, working and practices in the supply chain in trade flows between Asia and Europe.
- **International Association of Ports and Harbors (IAPH).** In 2010 the Port of Barcelona continued to hold the **vice presidency** of the association, after which it can hold the presidency for two years. Within the IAPH, the Port also occupies the **vice chair of the Committee on Trade Facilitation and Port Community Systems**.



- **World customs Organisation.** The Port of Barcelona takes part on behalf of the IAPH.
- **UN/CEFACT, United Nations Centre for Trade Facilitation and Electronic Business.** The Port also takes part through the IAPH.
- **ESPO, European Sea Ports Organisation.** The Port of Barcelona holds the chair of the **ESPO Intermodal and Logistics Committee**, which it took on in 2008. This organisation acts as a lobby for European ports in decisions on maritime and port issues taken by the European Commission.
- **MedCruise.** The Port of Barcelona holds the **vice chair** of the association of Mediterranean cruise ports, which will hold elections to the Management Committee in 2011.
- **Catalan Maritime Forum.** The Port of Barcelona is a member of this forum, which aims to foster the economic development of its surrounding area and facilitate international trade by connecting the different corporate players, groups of companies and institutions that participate directly or indirectly in the Catalan maritime sector. In 2010, the APB took on the **second vice chairmanship** of the body.
- **Sino-European congress of Freight forwarders.** The Port of Barcelona's internationalisation push was clearly shown by its active participation in the first congress which brought the main Chinese freight forwarders and logistics operators together in Barcelona.

4.1.4. Corporate social responsibility (CSR) strategy and policy

Ensuring the Port of Barcelona's sustainable development involves attaining its strategic goals with the greatest possible efficiency and commitment in order to avoid compromising the resources or opportunities of future generations.

The Port of Barcelona Strategic Plan integrates the concept of corporate social

The success of a project increasingly depends on intangible factors such as the trust of society; image and reputation; shared knowledge; transparency and good practices, and so on.

That is why developing the various dimensions of social policy must be balanced carefully with developments in the economic and environmental fields.

responsibility (CSR) in specific lines of action to cover the **three dimensions of sustainability** mentioned above - economy, society and environment.

Economic policy

To maintain competitive efficiency, we must act in the following areas:

- **Adapting pricing and service policy** to reflect the needs of the Port of Barcelona's customers to foster their competitiveness.
- Removing current barriers and **fostering free competition** in the provision of all port services.
- **Adapting the services and rates conditions of operators**, particularly basic port services, to market conditions and helping to attract cargoes and passengers.
- **Promoting transparency** in the provision of port services and tracking goods in real time to render operations faster and more efficient.

Environmental policy:

Chapter 6

Social policy

The success of a project increasingly depends on intangible factors such as the trust of society; image and reputation; shared knowledge; transparency and good practices, and so on. That is why developing the various dimensions of social policy must be balanced carefully with developments in the economic and environmental fields.

The Port of Barcelona's social aim includes:

- Encouraging **active social contributions and volunteer work** promoting solidarity campaigns and activities.
- Promoting and implementing **specific policies in areas of social relevance**, such as equal opportunities.
- Fostering training, learning, leisure

The income generated by the Port of Barcelona's commercial activities represents gross value added totalling 2.291 billion EUR, or 1.4% of Catalonia's GDP. The Port of Barcelona employed 13,365 people and generated a further 18,736 jobs – the combined total represents 0.85% of Catalonia's active population.

and sport for **personal welfare and overall development**.

- **Strengthening links with the city of Barcelona**, promoting cooperation agreements with the relevant institutions and social bodies and developing a cultural project of its own.
- **Providing physical protection for the people in the Port Community** by developing a preventive culture and attitude for tackling the specific risks present in the port environment.
- **Fostering dialogue, cooperation and social relations** between the port companies and the people who work in them.

Plan for enhancing CSR at the Port Community

For several years now, the various members of the Port Community have taken part in a number of initiatives and projects covering the three dimensions of sustainability. This required the drafting of a plan to enhance CSR in Barcelona Port Community, focusing on three main areas:

- Providing information and raising awareness on corporate responsibility and sustainability
- Training the Port Community in CSR issues
- Promoting joint initiatives

4.2. PRINCIPLES OF ACTION IN RELATIONS WITH THE PORT COMMUNITY, CUSTOMERS, USERS AND CITIZENS

The business environment and activity of the Port of Barcelona have changed considerably since 1993, when the Port Community (PC) was structured formally. The new strategy, the port enlargement and the significant challenges at stake mean that this multi-organisation body needs more capacity and greater coordination. The following principles of action have therefore been raised:

- Encouraging **new players of the logistics chain to join the PC**, opening it further to freight agents and external operators
- Structuring and enhancing the PC to **put collaborative logistics into practice**
- **Raising awareness of the Port's strategic importance** for society, and its economic impact on the corporate fabric of Catalonia
- Fostering **corporate social responsibility** among all the companies in the PC **to coordinate efforts and resources towards achieving a more sustainable port**
- Boosting **innovation and technological development** as basic tools for rolling out the Port's expansion strategy

4.2.1. The Port of Barcelona, an economic driver

The Port of Barcelona is essential to the Catalan and Spanish economies. In 2010, it channelled 71% of Catalonia's external maritime trade and 21% of that of Spain in value terms. The actual value of the goods that passed through the Port of Barcelona in 2010 rose to 50.244 billion EUR.

The income generated by the Port of Barcelona's commercial activities represents gross value added totalling 2.291 billion EUR, or 1.4% of Catalonia's GDP. The Port of Barcelona employed 13,365 people and generated a further 18,736 jobs – the combined total represents 0.85% of Catalonia's active population.

In relation to the figures given above, the Port's economic dimension extends beyond the actual commercial activity performed in the port facilities, as it generates a series of incomes and employment in addition to the remaining sectors of the economy:

- For every 100 EUR of income or wealth generated directly by companies of the Port, an additional 58 EUR of income is generated in the economy.
- For every two port jobs, a further three jobs are generated in the economy.

The Port of Barcelona, which is committed to the sector around it, plans to continue to be the main cruise port

of Europe and the fourth worldwide, as cruiser traffic provides direct wealth very much in keeping with Barcelona's tourist vocation.

Cruisers involve a considerable investment for the APB in berthing lines, terminals and various operating services, in which high security standards are uppermost. Although this investment does not provide a profitable return for the APB in income terms, it certainly does for the city of Barcelona.

A total of 2,350,283 cruise passengers came through the Port of Barcelona in 2010, marking a year-on-year increase of 9% and setting a new annual record. More than 56% of passengers began and ended their cruise in Barcelona, consolidating the city as a turnaround port within the industry and a source of business in the city.

Today the Port of Barcelona has seven specialised terminals that follow the International Ship and Port Security Code (ISPS) to the letter. In 2010 the Port successfully passed the inspection for the new European Regulation (EC) No 2005/65, systematising the application of measures that the ISPS considered to be mere recommendations for European ports and highlights the importance we attach to the security of port users and of the general public.

In addition, Barcelona airport's new Terminal 1 has helped to consolidate international flights by adding direct flights between Barcelona and Miami, Philadelphia, New York, Atlanta and Chicago. This is likely to increase the Port of Barcelona's ability to attract cruise passengers from the United States.

series of efficiency commitments for final customers (exporters and importers) and provides for compensation to be paid for any failure to meet these commitments. It aims to support commercial promotion activities while serving as a tool for improving port processes.

The leadership and coordination of this new quality project falls to Barcelona Port Authority, which initially carried out visits and interviews to present the benefits of signing up to the Quality Plan. It also implemented a process monitoring system to obtain information on the movement of goods through the port. These indicators make it possible to check the reliability of these processes on the basis of pre-set quality standards by taking part in prior meetings with final customers.

For further information: <http://www11.portdebarcelona.es/rsc/Plandecalidad>



Quality System report

The Port of Barcelona Quality System report is drawn up monthly and annually, and seeks to provide a snapshot of the management of the passage of goods through the port to detect weak points and make it possible to implement ongoing improvement measures.

The report covers the terminals, facilities and bodies that are committed to the Port: Terminal de Contenidors de Barcelona, SL (TCB); Terminal Catalunya, SA (TerCat); the Border Inspection Post (BIP); Customs; and the Inspection Services, and provides information on process control and quality indices. These include inspection time at the BIP, actions taken by the Quality Team (QT) and customer complaints, inter alia.

4.2.2. Customers and users of the Port of Barcelona

The Port of Barcelona's Quality System

The new Quality Plan was approved and implemented in 2010. This plan has inherited the objectives of the plan established in 1993 and enlarges its scope of application to more global processes serving needs and expectations detected in several studies performed among final customers.

The Plan, which adopted the Efficiency Network quality brand, lays down a

INTEGRITY AND SAFETY	2008	2009	2010	Variació %
Full export/import containers within the Quality System	335,437	520,655	599,084	15.06
Packages handled within the Quality System	2,090,696	2,316,991	2,792,701	21.60
Interventions by the Quality Team (QT)	171	146	146	0
Internal incidents	5	12	25	108.3
INSPECTIONS				
Total inspections	18,305	17,040	19,669	15.43
BIP				
Operations (physical inspections + corridors)	4,019	4,909	5,101	3.9
Corridors	1,196	1,323	1,630	23.2
Average service time (minutes)	149.5	140.5	134.3	-4.45
COMPLAINTS/GUARANTEES				
Complaints received	20	44	50	13.6
Guarantees paid	14	16	18	12.5
Compensation under guarantees programme	7,793	5,053	5,318	5.24
Requests for information	260	232	118	-49.1

The Quality Team (QT)

The QT monitors the integrity of goods and transparency in port operations and provides information on the processes involved in its activity. It is recognised by the various public and private operators of the Port of Barcelona.

For containerised cargo, the QT acts when anomalies are detected in seals, containers and/or goods (usually while they are stored in sheds). In this case, it performs the inspection (counting the goods when necessary), reconditions the cargo and re-seals the container. The QT draws up a report of its work, which it also sends to the receiver of the goods. If anomalies are detected, the QT provides an incident communication number to facilitate communication with the Port and the inspection process.

This team also provides support functions for the inspection services and, if necessary, takes samples and adapts the cargo.

The QT-Vehicles team checks the integrity of vehicle loading and unloading operations on ships and on terrace.

Port of Barcelona Reference Service Levels

The organisations that develop and apply these service levels can stand out from the competition by offering better services and can also send the message to their customers that they are striving

to improve. The following link points you to the activity of those that remained active during 2010:

- Specific Reference Service Level for Bulk Terminals
- Specific Reference Service Level for Container Terminals
- Reference Service Level for Shipping Companies
- Specific Reference Service Level for Vehicle Terminals
- Navigation Aids Reference Service Level.
- Specific Reference Service Level for Cruiser Terminals
- Specific Reference Service Level for Ro-Ro Terminals

For further information: <http://www11.portdebarcelona.es/rsc/Referencialesdeservicio.pdf>

Quality System Audits

Support audits were conducted on the application of continuous improvement in the Port of Barcelona and covered the management of the Quality System; the degree of efficiency within the activities performed by the QT within the system; and the effort of the terminals involved concerning the Reference Service Levels.

For further information: Annual report, pages 33 and 34.

CASE STUDY: THE QT-VEHICLES TEAM

The intense activity of the specific QT-Vehicles quality team has helped to increase the integrity of this cargo in the operations at the Port of Barcelona's vehicle terminals.

For the third year in a row, ANFAC, the Spanish Association of Car and Lorry Manufacturers, presented the results of these reports and underlined a considerable improvement in the service in terms of minimising damage in the handling process. As a result, the Port of Barcelona has moved up into fourth place.

QT-VEHICLES ACTIVITY	2010		
	Autoterminal	Setram	Total
Vehicles checked	62,015	58,222	120,237
Operation monitoring exercises and reports	251	218	469
On board ships	150	112	262
On trains	63	23	86
On outdoor and indoor car storage areas	30	53	83
In the delivery area	8	30	38
Terminal infrastructure monitoring exercises	8	6	14
Port infrastructure monitoring exercises in vehicle terminals			45

According to the ANFAC study entitled "Assessment of Maritime-Port Logistics 2010 – 3rd version", Setram received the highest scores in all the characteristics,

with an average result of 4.4 points out of 5 from a total of 16 car terminals analysed in this study.

Inspection systems

The different products imported by the Port of Barcelona for direct consumption by humans, or by animals for human consumption, must pass legislated checks to guarantee that they meet the appropriate conditions.

The Port of Barcelona has an inspection system involving the coordinated work of the different organisations involved, which also play an active role in the projects and initiatives for improvement through the Working Groups of the Steering Council:

- **Barcelona Customs office**, with powers to conduct physical inspections of all the goods
- **External Health** (Public Health Ministry), which analyses goods destined for human consumption and medical and pharmaceutical products, produced from animal and vegetable sources, from non-EU countries)
- **Animal Health** (Ministry of the Environment, Rural and Marine Affairs), which checks goods of animal origin not for human consumption and live animals from non-EU countries
- **Plant Health** (Ministry of the Environment, Rural and Marine Affairs) which inspects goods of plant origin for human or animal consumption from from non-EU countries
- **External Trade Technical Assistance and Inspection Centre** (CATICE/SOIVRE), which answers to the Territorial Department of Trade, which checks commercial quality in imports and exports, particularly of food products, textiles, skins and oils from outside the EU and also, recently, industrial products from Asian countries

Customer Care Service

The Customer Care Service (SAC) attends to queries, requests and suggestions from users and end customers of the Port of Barcelona and responds to complaints concerning the physical and documentary processes performed within the port precinct. It is one of the instruments used to maintain dialogue, reinforce transparency and facilitate up-to-date training and information for this important interest group.

Information gleaned from queries and complaints allows the SAC to undertake corrective actions and avoid possible future incidents by preparing contingency plans for exceptional situations and proposing actions for improvement to the various players involved in the physical and documentary processes surrounding the passage of goods through the Port of Barcelona.

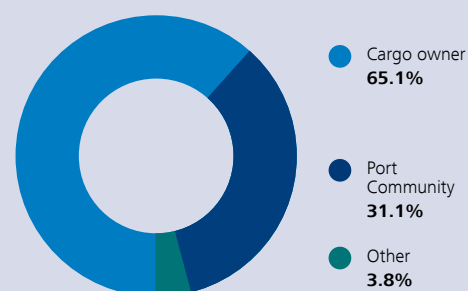
In 2010, the Business Development Department (DDN) worked to develop a package of products and services designed to meet the needs and requirements of customers, which is promoted through the new **Logistics Chains advice service**. This package included:

- Studies on CO₂ emissions for a particular logistics chain.
- Studies on the cost of port invoices.

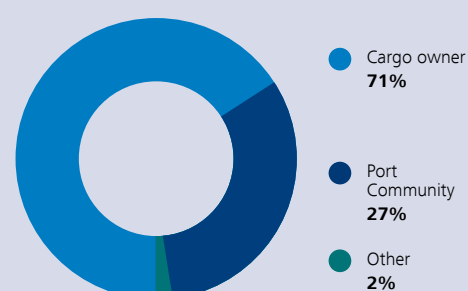
Training actions on their subjects of interest were aimed at different customers. The new elements in 2010 were:

- The seminar on the Authorised Economic Operator (AEO)
- Barcelona at the service of the Chinese market
- The Border Inspection Services in the Port of Barcelona

NUMBER OF QUERIES 2010



NUMBER OF COMPLAINTS 2010



Number of queries	2008	2009	2010
Cargo owner	153	182	207
Port Community	45	33	99
Other	31	15	12

Number of complaints	2008	2009	2010
Cargo owner	56	83	137
Port Community	24	28	53
Other	4	4	4

Other relevant initiatives

Other projects of relevance to our customers seek to improve the key processes of the operations of the Port of Barcelona and the Port Community:

- **Incoming and outgoing goods by rail procedure (ESMF):** This includes documentary exchanges between the rail logistics operators, rail terminals and shipping agents to document entry and exit operations by rail and facilitate their traceability.
- **Loading and unloading list procedure (LDC):** This procedure covers exchanges between shipping agents and terminals for documenting containers, new cars or embarking or disembarking vehicle traffic, followed by the subsequent report of the goods loaded or unloaded. It also includes communications between rail logistics operators and rail terminals for transporting containers in this mode.
- **Customs export procedure (LSP-E):** This procedure was developed to facilitate the control of tax and revenue inspections in export operations, and provides information as to whether the containers declared in a cargo list have been cleared. If they have not, shipping agents must provide the paper documents authorising the containers for loading. It allows shipping agents access to part of that information so that paper documentation can be prepared if required.
- **Container positioning for inspection procedure (SCPP):** This procedure manages the resources associated to physical inspections in the port, either in the BIP, container scanner or inspection area of the terminals. It ensures that uniform criteria are applied to the assigning of resources, provides visibility to requests and assignments, and facilitates the traceability of these processes.

The procedures carried out by the Port of Barcelona in 2010 provide quantitative savings (in financial terms) and qualitative benefits that can be estimated (from a series of hypotheses) for an annual period.

Estimated financial savings (quantitative)

The financial savings for the Port Community identified for each procedure – if applied in total and analysed independently – are:

CONTAINERS			
Procedure	Total saving (EUR/ship-train)	Saving/TEU (EUR/TEU)	Annual saving (EUR/year)
ESMF	85	1.2	59,779
Rail loading/unloading lists	45	0.6	32,035
Ship loading/unloading lists	571	1.4	1,285,108
LSP-E	520	1.3	1,172,449
SCPP	N/A	4.1	102,235

CARS			
Procedure	Total saving (EUR/ship)	Saving/car (EUR/car)	Annual saving (EUR/year)
Ship loading/unloading lists	314	0.8	219,110
LSP-E	219	0.6	159,273

These savings cannot be added to each other, as some activities are considered in more than one procedure. For example, ship cargo lists consider LSP-E as a customs procedure as it is a vital condition for the loading and unloading list procedure.

In the light of these overlaps, **savings in procedures valued at 1,563,997 EUR** are achieved for the entire Port Community. 97,520 EUR of this amount correspond to Public Administrations (Customs and Port Authority) and

1,466,477 EUR to logistics operators of the Port of Barcelona (terminals, transport companies, shipping agents, freight forwarders and Customs agents).

Qualitative benefits

The procedures analysed and improved by the Port of Barcelona during 2010 also provide a series of qualitative benefits to the daily operation of the Port Community, which were not assessed in the previous section. These benefits are no less important than the previous ones,





as some – for example, traceability - depend to a large extent on the efficiency of the operations of the importer/exporter's logistics chain.

The most significant qualitative benefits were:

- Greater traceability and transparency of operations
- Improved integrity and quality of data
- Better response times (speed)
- The possibility to dedicate resources to greater value-added tasks
- The possibility to take on higher traffic volumes through computerised management
- Standardisation of documentary exchanges (simplifying procedures)
- Allowing the administrations greater control with the same resources

4.2.3. CSR structure and initiatives in the Port Community

The concept and sentiment of Port Community (PC) was developed formally following implementation of the Quality Plan in 1993 and defined as all stakeholders (companies, public bodies, institutions and administrative bodies) operating in or on behalf of the port facility: around 16,000 people working in nearly 500 companies.

The Steering Council has become the main body or instrument for joint action to foster, synchronise and control this disparate group of connected initiatives involving the cooperation of the various members of the PC.

The concept and sentiment of Port Community (PC) was developed formally following implementation of the Quality Plan in 1993 and defined as all stakeholders (companies, public bodies, institutions and administrative bodies) operating in or on behalf of the port facility: around 16,000 people working in nearly 500 companies.

Steering Council for Port Community Promotion

The **Steering Council** is a multi-organisational body fostered by the APB to project and promote the image and services of the Port of Barcelona both nationally and internationally. It is also responsible for coordinating the different projects spanning various organisations, led by the Port Community of Barcelona, which include social responsibility and sustainability initiatives.

The Steering Council comprises an **Executive Committee**, the Steering Council itself and the Working Groups. The Executive Committee meets periodically to approve and foster initiatives and/or monitor the actions performed by the eight working groups, including the Social Responsibility group. The 48 members of the Steering Council and its Executive Committee met twice in 2010: on 16 February and 9 December.

The **Working Groups**, which are organised according to strategic scenarios, maintain an ongoing debate on the development and the future of the Port of Barcelona, proposing improvements to foster and implement.

In the long term, rail transport must come to represent 30% of incoming and outgoing goods for the Port of Barcelona. The Rail Management Plan (RMP) defines which infrastructures should be developed in the Port to respond to these needs, such as trebling the length of the internal network, building new intermodal stations for incoming and outgoing trains and building double gauge (Iberian and UIC) tracks.

To achieve this, they comprise representatives of the various port agents and players involved in each project, all of whom are technicians and experts of the Port Community from different levels.

Noteworthy initiatives and activities in the PC

The Steering Council met twice in 2010, making a general presentation of the results and conclusions of the 2009 assessment survey and providing updates and describing the work made by each working group. In order to reduce the number of Working Groups and bring about the greatest possible integration between them, Prevention of Occupational Risks and Environmental Quality were merged into the Corporate Social Responsibility group, and Rail Services was integrated into the Land Transport Forum.

Steering Council Working Groups

The specific Working Groups through which the Steering Council performs actions and projects for the Port Community are:

- Telematic Forum
- Land Transport Forum
- Innovation
- Marketing and Commercial

- Quality
- Corporate Social Responsibility
- Border Inspection Services (BIS)
- Short Sea Shipping (SSS)

An update of the work of these groups in 2010 at Annual report / pages 16 and 17.

Business Missions

Continuing with its external promotion policy in North Africa begun in 2008, and respecting the limitations imposed by the current economic recession, only one business mission was organised in 2009, to Tunis, and was organised jointly with Barcelona Chamber of Commerce. The aim was to optimise efforts and resources and allow a place for importers and exporters.

4.2.4. Sustainable services and products

Railway

In the long term, rail transport must come to represent 30% of incoming and outgoing goods for the Port of Barcelona. The Rail Management Plan (RMP) defines which infrastructures should be developed in the Port to respond to these needs, such as trebling the length of the internal network, building new intermodal stations for incoming and outgoing trains and building double gauge (Iberian and UIC) tracks.

To turn Barcelona into Southern Europe's hub for intercontinental traffics, the Port Community has set the emerging forelands of the Far East, North Africa and Latin America as key objectives. However to consolidate its growth strategy, the Port has worked long and hard to link the hinterland through logistics networks, inland terminals and multimodal corridors to extend and coordinate their services. And its firm commitment to railways guarantees greater sustainability.

The APB has focused its efforts and initiatives in the rail sector to ensure the organisation and promotion of the services in the South of France hinterland and has improved infrastructures, operation and free competition of the Mediterranean rail corridor. The following projects are a clear indication of this approach:

ANNUAL MEETINGS HELD			
GROUPS	2008	2009	2010
1. Quality	8	10	2
2. Innovation	3	2	1
3. Telematic Forum	8	8	7
4. Marketing and Commercial	3	3	2
5. Corporate Social Responsibility	2	3	3
Prevention of occupational risks	4	3	4
Environmental Quality	3	3	3
6. Border Inspection Services	5	5	0
7. Land Transport Forum	15	5	0
Rail Services	4	1	0
8. Short Sea Shipping	3	4	2
TOTAL	58	45	22

Zaragoza goods terminal (tmZ)	85,224 TEU (both on train and lorry) passed through this facility in 2010, of which 39,400 TEU were carried by the 885 trains that ran.
Toulouse goods terminal (tmT)	The first 20,000 m ² of warehouses out of the 82,000 m ² envisaged, as well as 880 m ² of the 4,200 m ² of offices envisaged, were built in 2010, and the first logistics operators, importers and exporters set up there. The remaining three hectares of the terminal will hold a container freight station.
terminal marítima de Perpinyà (tmP)	Under development.
Service centre for France	2010 saw the consolidation of the specialised services for French customers, which was set up in 2008 under the collective brand Service Centre for France.
Azuqueca de Henares and Coslada Dry ports in Madrid	The trains involved in this service with the Port of Barcelona, which began in 2006, mainly carry containers for receivers in the Henares river corridor. This traffic provided a total of 10,800 TEU in 2010.
Intermodal goods centre in the Empordà	In 2010 a supply and demand study was begun prior to building the terminal. It is designed to identify the functions and the detailed supply of services that can generate greater demand, and the information required for its infrastructural design, call for tender for the operator and marketing.
Barcelyon Express rail service	2010 was the second year of operation of the rail service, which consolidated its presence with a 2.3 times increase in the volume of traffic over the previous year, equivalent to removing 2,428 containers (2,557 TEU) from the road mode.
Logistics area in TangerMed	Under development.
Radés logistics area	Under development.

For further information: <http://www11.portdebarcelona.es/rsc/Terminalesmartimasterrestres.pdf>

Short sea shipping (SSS)

The Port of Barcelona continues to foster short sea shipping (SSS) traffic, consolidating the volumes of traffic achieved with increases of approximately 20% over the last few years.

This type of traffic offers increasingly good maritime connections and represents a firm commitment to environmental sustainability. These maritime services help to reduce CO₂ emissions by allowing heavy vehicles fast and simple access to the ship, streamlining operations and administrative procedures for maximum efficiency.

This type of traffic offers increasingly good maritime connections and represents a firm commitment to environmental sustainability. These maritime services help to reduce CO₂ emissions

The Port of Barcelona currently has two specific SSS terminals and several lines in service adapted to this type of traffic. Barcelona has become the port Spanish with best offer of SSS lines, particularly with Italy and North Africa. The characteristics of these lines make Barcelona the port of origin for many of the European Union's motorways of the sea. Work is now underway to

Barcelona has become the port Spanish with best offer of SSS lines

extend these services eastward across the Mediterranean and to increase the frequency of existing services, whilst the finishing touches are put to the necessary infrastructures in order to offer more specific terminals.

Escola Europea de Short Sea Shipping

This training centre receives funding from the European Commission and organises courses to raise awareness among present and future administrations and operators of the advantages and benefits of intermodal transport.

Its courses draw attention to the savings in costs and risks that SSS and railways can provide, as well as offering information on the various lines in service and teaching the essential elements for considering new maritime and rail connections. This is one way of providing professionals a clearer picture of the environment and operations at stake and brings together the parties involved in providing these services.

The Green Logistics Action & Deployment (GLAD), project was set up in 2008. The project features a maritime module called MOST and a rail module called SURCO, which continued to train experts in SSS in 2010.

For further information: <http://www11.portdebarcelona.es/EscuelaeuropeaSSS.pdf>

Road transport

The road transport sector in the Port of Barcelona is highly fragmented, with a large number of independent hauliers and scarce technological resources for competing with the Northern European ports. It must therefore evolve towards the figure of the multimodal transport operator.

This will require organising and restructuring the road transport sector linked to the Port of Barcelona so that it can meet the demands of the sector:

- Greater professionalisation of the activity, with transport operators becoming logistics operators.
- Increasing the size of haulier companies.

- Incorporating information and communication technologies (ICT) into the operation.
- Greater internationalisation of companies, helping to make them more competitive.
- Closer links with the customer.
- Greater concern for environmental issues.

4.3. LEGAL COMPLIANCE AND TRANSPARENCY IN MANAGEMENT AND HIRING

4.3.1. Suppliers

Supplier policy

As far as procurement is concerned, the APB always respects the principles of publicity, competition, safeguarding the interests of the organisation and harmonisation of the system of public sector procurement pursuant to Law 27/1992 on State Ports and the Merchant Navy. It must also comply with the terms of Law 48/1998 of 30 December 1998 on procurement procedures in the water, energy, transport and telecommunications sectors when entering into contracts in these areas.

Supplier selection and contracts are governed by Spanish Law 30/2007 of 30 October 2007 on public sector contracts and Ministerial Order 4003/2008 of 22 July 2008, which sets standards and general rules on procurement procedures for ports of general interest and port authorities.

Award procedures can be open, restricted or negotiated; and in cases of both open and restricted tenders, contracts may be awarded by auction or call for tender. The procedures apply to public works, supply and services contracts.

4.3.2. Internal and external audits

The Internal Audit Department performs ex-ante and ex-post checks and controls to ensure that the principles of efficiency, effectiveness, transparency and thriftiness are applied in managing institutional resources. The public, institutional nature of the APB means that particular care

DATA ON SUPPLIERS			
Investment (€)	2008	2009	2010
Tangible fixed assets	144,274,047.81	105,214,840.85	65,738,429.44
IT applications	2,049,036.33	2,284,642.10	2,333,124.79
Total	146,323,084.14	107,499,482.95	68,071,554.23
Expenses (€)	2008	2009	2010
Repairs and upkeep	3,492,959.14	5,046,979.69	8,843,797.34
Services from independent professionals	4,528,990.28	4,127,183.99	4,136,049.73
Supplies and consumption	1,483,954.11	1,624,459.96	1,511,046.85
Other external services	10,037,350.65	10,464,643.21	9,529,087.00
Total	19,543,254.18	21,263,266.85	24,019,980.92

must be taken to manage spending in a transparent way to avoid any improper use of funds, as fraud and irregular accounting are a constant threat to public trust and confidence. This department's strategy therefore sets out to prevent, detect and respond to fraud.

Nine risk units, or 81.6% of the total, were subject to **internal audit** and/or control in 2010. These units cover all the departments of the APB. Below is general description of the units audited and checked, indicating certain particularities detected:

- **Cash funds:** a procedure has been developed to avoid dispersion of cash funds in the different departments, to unify management and increase the level of control over them. This should be fully implemented in 2011.
- **Current expenses.**
- **Checks on expenses and travel costs.**
- **Petty expenses.** Exhaustive and continuous checks over this and the previous risk unit (expenses and travel costs) have helped to reduce the number of incidents detected once again.
- **Checks on fixed assets,** which included an analysis of the inventory of IT applications and a review of the inventory of the organisation's buildings and their corresponding insurance. Anomalies of 36% over the total checked were detected for this unit, meaning that the departments involved must conduct a further review the following year. Work also began on regulating the use of the houses on Passeig Josep Carner, which belong to the APB.
- **Contracts.**
- **Management of stakeholder companies and other**

organisations. Checks were performed on the management of Gerencia Urbanística Port 2000, Escola Europea de Short Sea Shipping and BCL (Barcelona Centro Logístico).

- **Invoicing.**
- **Organic Law on Data Protection (LOPD).**

In addition, the APB submitted its annual accounts for 2010 to **external audits** by the following companies and institutions:

- Deloitte (private financial audit).
- General State Comptroller.
- Spanish National Ports and Harbours Authority.
- Bank of Spain.
- Ministry of Public Works.

4.3.3. Codes of conduct, standards, fines and penalties

Codes of conduct and standards

As senior managers of the General State Administration, the president and general manager of Barcelona Port Authority must act according to the ethical principles and behaviour contained in the Code of Good Government of the Members of the Government and of Senior Managers of the General State Administration (Order APU/516/2005 of 3 March 2005, published in Spanish Official State Gazette No 56 of 7 March 2005). Specifically, as regards accepting subsidies, financial contributions and gifts, they must reject any gift, favour or service in advantageous conditions which goes beyond customary, socially accepted levels of courtesy; as well as loans or any another economic benefit that could compromise the performance of their functions.

In general, all APB staff must obey the ethical principles and behaviour contained in Law 7/2007 of 12 April 2007 on the Basic Statute of Public Employees. This forbids them from accepting any favourable treatment or situation implying any unjustified privilege or advantage from private individuals or organisations, and to reject any gift, favour or service in advantageous conditions which goes beyond customary, socially accepted levels of courtesy.

Fines and penalties

- We do not have knowledge of any penalties imposed on the APB in 2010 for failure to comply with the **environmental laws and regulations in force.**
 - The APB investigated the irregularities and subsequently annulled the provisional settlement of the payment for the works approved on 17 December 2008. These were approved again and it was agreed to sue the contractor of the works and technical assistance and demand accountability from the works managers during the period in which the irregularities were deemed committed. Furthermore, the Port Authority has informed the Public Prosecutor's office of the irregularities detected.
 - In 2009 the the Spanish National Competition Commission began **infringement proceedings for restrictive practices against the APB and various associations** representing the economic sectors present in the activity of the Port of Barcelona which had signed the Charter for competitiveness and quality in container transport in the Port of Barcelona.
- While these proceedings were being brought, the Port Authority and the other parties involved requested to start the procedure to resolve the matter and delivered their final proposal of undertakings in November 2010. On 31 December, the matter was pending resolution.
- During 2010 the procedures derived from the **work accident** that occurred on **26 December 2008** continued their course, and on 31 December 2010 the ruling was still pending. This resulted from a request for judicial



review by the organisation against the decision of the General Treasury of the Social Security. Under discussion is the lack of safety measures and 30% surcharge on Social Security benefits.

- In 2010, the organisation did not incur any significant penalties or fines, nor any other non-monetary sanctions as a result of proceedings against the organisation lodged by governmental bodies via international dispute resolution agencies.
- No administrative or judicial sanctions were imposed for failure to comply with laws and regulations governing service provision and use of the organisation's services in 2010.
- We are not aware of any penalties or fines during the year, or claims or

complaints, in relation to privacy or leaking of personal details of customers (in relation to the LOPD).

- We are not aware of any breach of the rules governing the supply and use of products and services of the organisation (either in the Customer Care Service or in the Unified Access Service).
- Neither do we have any record of incidents or complaints regarding the organisation's codes of good government or conduct.

However, payments were made in the wake of disputes to the tune of 442,463 EUR corresponding to interest on late payments for the provision of funds made in 2009.

	2008	2009	2010
Interest on late payments in pricing disputes	41,120.65	2,579,604.30	442,463.03
Compensation paid out in other lawsuits	674.67	0	0

NB: Several users of the Port of Barcelona brought lawsuits before the Ministry of Public Works regarding the T-3 price band used by Barcelona Port Authority following the entry into force of Law 27/1992 on State Ports and the Merchant Navy (see CSR Report 2009). Following the claims and lawsuits flowing from these events, on 18 May 2009 the Spanish Constitutional Court revoked the first section of provision thirty-four of Law 55/1999 of 29 December on fiscal, administrative and social measures, declaring it to be unconstitutional. This was the legal provision used by the Port when rebilling all the contested fees.

4.3.4. Public policy

List of bodies that have received contributions or subsidies from the organisation

CONTRIBUTIONS OR SUBSIDIES MADE BY THE ORGANISATION (IN EUR)			
	2008	2009	2010
Contributions to social companies organisations and institutions	370,019.63	447,855.69	395,818.81
Contributions to cultural companies, organisations and institutions	381,230.77	370,017.12	333,491.12
Contributions to environmental companies, organisations and institutions	7,658.00	7,765.22	7,827.25
Agreements and contribution to universities, schools...	76,169.10	71,759.70	77,245.47
Contribution to the Inter-Port Compensation Fund	5,861,000.00	5,310,000.00	5,113,000.00
TOTAL	6,696,077.45	6,100,825.63	5,927,382.65

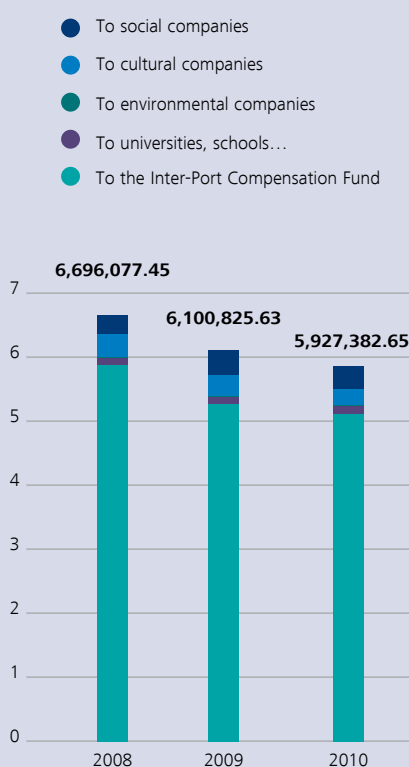
In 2010, the Port of Barcelona continued its cooperation with socio-cultural organisations, working with initiatives such as Liceu on the Beach or the activities organised around the La Mercè and Christmas festivities. It also provided support for exhibitions and initiatives, some of a cultural nature and others aimed at publicising the Port's role in the economy and development of Catalonia. This was the case of the exhibition "Networks, a journey through the infrastructures of Catalonia" or its star presence in the events to mark the 150th anniversary of the approval of the Cerdà Urban Development Plan with the seminar "The Port and City of Barcelona: 1860-2010".

Below is a list of the actions and organisations that received either direct support for specific activities or through bilateral agreements.

- **Academia Internacional de Derecho**
- **AIPPYC 2009** (International Association of Port and Coast Professionals)
- **Alimentos frescos argentinos** (An agreement for importing Argentinian foodstuffs to Europe via the Port of Barcelona)
- **Ancafe** (National Coffee Grouping)
- **ASCAME** (Mediterranean Association of Chambers of Commerce and Industry)
- **Asociación Amigos de la UPC**
- **Asociación amigos Nostromo** (Maritime and literary association)
- **Asociación de Directivos de Comunicación**
- **Asociación Perich** (Humour association)

- **Asociación Técnica Puertos y Costas**
- **Barcelona Centro Logístico** (Association to promote logistics in Barcelona)
- **Cámara de Comercio Americana** (US Chamber of Commerce in Spain)
- **Casa Asia** (Consortium for strengthening knowledge and exchanges between Asia and Spain)
- **Cau del Jubilat** (Association of retired firefighters of Barcelona)
- **CEI** (International Study Centre)
- **Centro Español de Logística** (Association for the promotion of logistics in Spain)
- **Círculo Ecuestre** (Business association)
- **Consortio de las Reales Atarazanas de Barcelona y Museo Marítimo** (A public body comprising Barcelona City Council, Barcelona Provincial Council, which owns the museum, and the APB)
- **Consortio El Far** (A body promoting the values associated to the sea)
- **Cruz Roja** (Spanish Red Cross)
- **FERRMED** (Association for fostering the Mediterranean rail axis)
- **Fomento del Trabajo Nacional** (Business association)
- **Foroc-Log**
- **Fundació Factor Humà** (A trust dedicated to promoting innovative, pragmatic, global and humanistic business projects)
- **Fundación BCN Formación Profesional** (A foundation dedicated to developing a shared project between the productive sector and vocational training)
- **Fundación Círculo de Economía** (Business association)
- **Fundación Gran Teatro del Liceo**

CONTRIBUTIONS MADE BY THE ORGANISATION (In euros)



- **Fundación Guttman** (Association dedicated to the neuro-rehabilitation and nervous system injuries)
- **Fundación Ildefonso Cerdà** (Foundation to foster social improvements through territorial regulation)
- **Fundación Logística Justa** (Solidarity logistics)
- **Fundación Orfeo Català - Palau de la Música**
- **IAPH** (International Association of Ports and Harbors)
- **Instituto de Logística Internacional** (Association for the development of logistics)
- **Juegos Florales y libros de Sant Jordi** (Promotion of the Saint George festivities in the Port)
- **Master Shipping Business** (Specialised training in maritime transport)
- **Medcruise Association** (Association of Mediterranean cruiser ports)
- **Plan Estratégico Metropolitano de Barcelona** (Association of the 36 municipalities of the Barcelona metropolitan area)
- **Plataforma Logística Madrid** (Association for the promotion of logistics of Madrid)
- **Premio Mercè Sala** (A prize awarded by the Factor Humà Foundation)
- **Prestaciones para gruistas de Estibarna** (The group to which the APB belonged before it joined Estibarna)
- **Sending of containers for humanitarian aid**
- **Servicio Meteorológico de Cataluña** (weather service)
- **Sociedad Catalana de Terminologia** (Association for the dissemination of terminology in Catalan in scientific and technical fields)
- **Stella Maris** (Apostolado del Mar)
- **Suscripción ECR** (Efficient Consumer Response)
- **Teatro Nacional de Cataluña**
- **The Propeller Club** (Business association for the world maritime trade)
- **UPC - Centro de Transferencia Tecnológica** (A centre of the Polytechnic University of Catalonia dedicated to fostering innovation and technological research in companies)

The following agreements were signed with a view to minimising the negative environmental impact of the Port of Barcelona's activity:

- With the Metropolitan Body for Water and Waste Treatment Services, for managing waste sanitary water from vessels
- With Naviland Cargo and Renfe Operadora, to regulate the conditions of the container rail service between Barcelona and Lyon
- With Enel and ENDESA, to commission studies and define plans making it possible to identify the Port of Barcelona as a "green port"
- With Ecoports (International Association for sustainable port development)
- With Barcelona City Council, for cooperation with the Firefighting service, particularly as regards safety and emergencies in the port precinct

4.4. SUSTAINABILITY IN THE DEVELOPMENT OF INFRASTRUCTURES

4.4.1. Infrastructures and the precautionary principle

The environment in which the Port of Barcelona's infrastructure projects are performed, which are envisaged in the Master Plan, is a complex one because of the interactions that occur between the sea and land environments and that of human activity with natural areas.

These characteristics of the surrounding area mean that both the environmental impact assessment, which is mandatory and depends upon the competent administration, and the Port's own rules on environmental monitoring and supervision, must apply and incorporate the precautionary principle. This principle underlies the decisions, declarations and requirements that condition the methods and measures to be implemented in the execution of any project and the potential area it affects.

It should be taken into account that, for some of the actions covered in this area, there is no information or insufficient knowledge to provide a definitive, precise idea of the potential negative effects on some of the

environmental vectors and interactions of the system. That is why measures and checks are included to reduce any negative effects on the environment and on human health as much as possible at the project design stage, and to foresee the potential risks and adopt the appropriate protective measures for detecting and minimising such effects should they become apparent.

A specific Environmental Surveillance Plan (ESP) is prepared for monitoring and supervising each action foreseen, with an overall plan for any specific action within the port area. The ESP seeks to guarantee compliance of the measures proposed in the environmental impact assessment, the DIA and the sectorial legislation in force. It also makes it possible to assess impacts that are difficult to quantify during the study phase and, if necessary, to design new measures for them.

The main objective of the ESP is therefore to avoid (or if this is not possible, to correct) any problems that emerge during the execution of protective and corrective measures by preventing impacts and checking the effectiveness of the measures applied. Short- and long-term monitoring

programmes are designed while work is underway and then during the operative phase.

4.4.2. Major projects and environmental impact

Key impacts, risks and opportunities

The environmental impact statement of the Delta Plan covers a wide range of actions above and beyond the enlargement of the Port of Barcelona: the enlargement of the airport; building the Llobregat water treatment plant; and improvements in the road and rail network to serve these new infrastructures and improve communications in the local area.

The environmental factor is essential during the planning, project and performance of works. One of the main environmental impacts associated to the performance of the works concerns the volume of natural resources used, the greenhouse gas emissions generated, and the alteration of biodiversity in the milieu in which the enlargement projects have been carried out.

The course of the Llobregat River runs alongside the Port of Barcelona

and the river mouth has been shifted by more than 2 km. The river delta contains a large area of lakes and wetlands which are used by a wide variety of birds and as such is classified a zone of special protection for birds (ZEPA). The environmentally-valuable marine and coastal area has also been affected by the construction work, and remedial measures have been implemented to mitigate any adverse effects and to improve conditions in this small but significant haven of biodiversity.

The potential risk for a reduction in biodiversity is most pronounced in:

- The Llobregat delta and marine area,
- Groundwater in the Llobregat delta,
- The adjoining coastal areas,
- Special protection zones nearby
- Protected species.

Likewise, possible environmental impacts can be caused by dredging operations and the management of dredged materials, as they can have either positive or negative effects on the ecosystems.

Dredging works are an inevitable part of port operations and the building and modification of maritime construction works. In some cases they are performed to facilitate maritime traffic, as they





maintain the draught required to guarantee ship manoeuvres and berthing operations. In other cases they are part of maritime construction works such as building or rebuilding new wharves or seawalls.

Each dredging operation requires a prior environmental authorisation with a series of requirements, one of which is the characterisation of the materials that will be dredged up, as this is the basis for a classification that will determine which techniques should be used to manage such materials, their use and/or destination. The management of dredging materials in public port areas is governed by the framework established in the "Recommendations for the management of dredging materials in Spanish ports", from the Centre for Studies and Experimentation of Public Construction Works (CEDEX), which answers to the Ministry of Public Works.

Brief description of major construction

Annual report / pages 26 to 31

4.4.3. Biodiversity, initiatives to mitigate impacts

Biodiversity, protected areas and species

The zone of special protection for birds (ZEPA) of the Llobregat river delta, covering 573.96 hectares, is the smallest of six such areas in Catalonia. The

wetland area of the delta is home to a wide variety of species including terns, gulls, cattle egrets, little bitterns, Kentish plovers, little crakes and Baillon's crakes. The works programme incorporates conservation measures for the affected birdlife, as follows:

- The works were timetabled around the Kentish plover's nesting season, as this species lives in the area between the construction work and the diverted Llobregat River. The organisation has thus made a very significant contribution to the breeding behaviour of the species by monitoring them each year.
- Performing a study and implementing actions for a colony of double-breasted cormorants that roosts in the port area to ensure that they are protected as the port expands its operations.
- During the Llobregat diversion process, some marine life was trapped in the old river mouth. Each species was transported and placed in appropriate sections of the new river mouth. Around 27,000 fish were relocated, with 99% of all the trapped animals being rescued.

Initiatives to mitigate the impacts

The **principal remedial, preventative and compensatory measures** applied for minimising the main impacts are:

- Recovering the reusable materials generated by the dredging for use as filling materials, thus managing the construction works in a sustainable way.

- Setting limits on the transport of building materials by land, encouraging their transport by sea. This leads to a significant reduction in greenhouse gas emissions as a direct result of taking a large number of lorries off the port access roads.
- Using building demolition waste from the Barcelona metropolitan area and surplus earth from the tunnelling work (from the new Line 9 of the Barcelona underground, for example) as filling materials. This option of recovering useful materials means that other resources have been spared. This was achieved through direct coordination with the Catalan Environment and Waste Agency, which belongs to the Environment and Housing Department of the Generalitat).

4.4.4. Environmental investment

ENVIRONMENTAL INVESTMENT (In Euros)	2008	2009	2010
Expenses linked to environmental sustainability	302,629.26	315,620.00	297,238.39
Maintaining the waste water and water discharge network	302,629.26	315,620.00	297,238.39
Investments linked to environmental sustainability	13,717,875.07	2,814,712.93	70,130.40
Implementing environmental measures South seawall	5,834,206.98	1,279.03	31,530.23
Implementing environmental measures East seawall	7,521,467.80	2,758,662.35	-
Waste water and water discharge network	149,131.29	21,676.57	15,723.70
Other environment-related investments	213,069.00	33,094.98	22,876.47

CASE STUDY: THE EAST SEAWALL

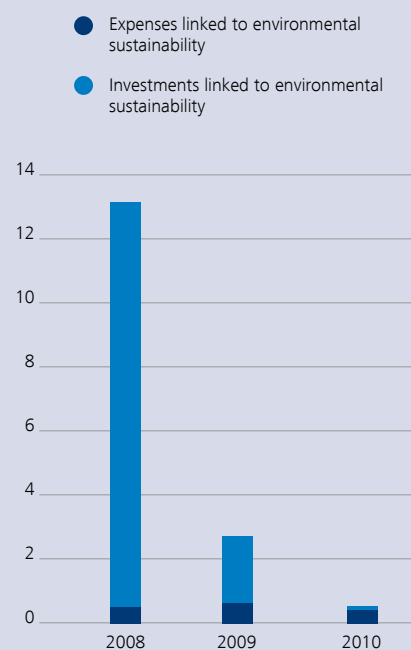
The suspected irregularities in the building of the East seawall were one of the worst reputation crises of recent years for the Port of Barcelona, particularly in 2010. Twenty of the people in charge of this project were accused of the misappropriation of public money. These people were members of the UTE Dique Este, a temporary consortium, and the company subcontracted to supply stone for the building project, two of the upper managers of that company and the then deputy general manager for Infrastructures of the Port Authority were sent to prison in October 2010.

The organisation reacted with full transparency and force to bring the facts to light and demand responsibilities from the parties concerned, but particularly it stressed the importance of improving the systems and procedures for monitoring and supervising the performance of the works.

Following actions by the Spanish Tax Office, this APB ordered an internal inquiry involving an in-depth review of the work, both physically (with the prevailing technical conditions) and from the point of view of administrative proceedings. A report was demanded, and finally produced, from the technical support services, which made it possible to quantify exactly how much work had been performed and to check the veracity of the information provided by the consortium. The results of this investigation cancelled the provisional settlement of the cost of the works, led to the approval of a new settlement and informed the public prosecutor of the irregularities detected.

On 14 July 2010 the APB Management Board agreed to take legal action against the East seawall consortium to demand an immediate refund of the extra 40.7 million EUR that had supposedly been paid for the works.

ENVIRONMENTAL INVESTMENTS (In millions Euros)



4.5. Safety in the activities of the port precinct

Safety is an essential factor in the application of the precautionary principle for all the activities performed in the port facility.

The different safety dimensions are linked through coordinated management in the Self-protection plan for emergencies; the functions and ongoing efforts by the Port Police; the surveillance of construction works; and systematic actions and initiatives in the field of health and prevention of occupational risks.

Containerised dangerous goods, one of the most sensitive indicators of port activity, recorded a total volume of 614,836 tonnes in 2010. Bulk dangerous goods fell at a similar rate to the previous year, totalling 9,978,593 tonnes, and 82,909 authorisations were processed (+3%), all of these using EDI (electronic data interchange).



4.5.1. The Self-protection Plan

On 8 September 2010, Barcelona Port Authority Management Board approved the definitive version of the Port of Barcelona Self-protection plan, which involves the revision of the Internal Emergency Plan (IEP) begun in 2009 to adapt it to the basic legislation on Self-protection (Royal Decree 393/2007).

The main aim of the self-protection plan is to prepare the human and technical resources for dealing with emergencies that could occur during the usual activity of the port. For example, tackling an emergency at source; minimising its consequences on people, goods and the environment; and, as the port is a strategic facility, restoring service as quickly as possible while ensuring the minimum safety conditions. This involves determining the applicable coordination procedures among the various working areas and services of the port and any external organisations that could be affected by the emergency.

The revision of the Port of Barcelona's self-protection plan has essentially aimed to:

1. Simplify the structure of the document in accordance with the terms of Royal Decree 393/2007.
2. Integrate emergency response actions around a single, scaleable plan that is compatible with the system of civil protection plans.
3. Improve organisational and operative capacity in the event of an emergency, bringing in new solutions and formalising existing ones.

The Plan is based on the APB's organisational structure, and is managed jointly with the Barcelona Harbourmaster's Office, involving all of the Port's coordination and emergency services centres.

Catalan emergency system

The Catalan emergency system is based on the complementarity of private actions (i.e. self-protection plans) and public initiatives (territorial and special civil protection plans). The resulting self-protection plan of the Port of Barcelona is one more link in the chain of plans that must be activated in the event of an emergency.

Further down in the port self-protection plan are the self-protection plans for the concessions and the special sectorial plans. Further up are the municipal civil protection plans of Barcelona and El Prat de Llobregat, with their specific action manuals. At the top of the organisational chain are the civil protection plans of the Generalitat de Catalunya, deployed through the PROCICAT territorial plan, or the special and specific plans known as PLASEQCAT, TRANSCAT, NEUCAT, INUNCAT, CAMCAT, SISMICAT, etc.

The system of complementary plans revolves around each one having its own structure and response mechanisms, which neither modify nor replace each other, but are integrated in layers of responsibility.

Additionally, a series of exercises and drills are held periodically in different facilities and wharves in the port precinct. All the companies affected by the major accident legislation, supported jointly by their Mutual Assistance Agreement (MAA), therefore come together in an annual drill. The exercises always involve Barcelona Fire Brigade, the Port Police and Civil Guard, and are sometimes also supported by the 061 SEM Medical Emergency System.

4.5.2. The Port Police

The Port Police force specialises in the operational safety of Barcelona port precinct, with the special condition that it includes the large and dynamic public area called the Port Vell.

In the area of road safety, a series of campaigns were organised in 2010 jointly with the Catalan Traffic Service to raise awareness among port users and avoid or minimise the impact of accidents. This led to more than 500 checks on the use of seatbelts and crash helmets; 400 checks on mobile phone use at the wheel; and some 2000 breath tests, only 1.5% of which were positive.

Road signs were updated to meet the current rules and regulations concerning the characteristics of public thoroughfares, in the wake of a report on the road situation at the Port of Barcelona, and to improve safety within the port precinct.



Under the cooperation agreement signed with the SEM and the FREMAP Prevention Service to minimise the consequences of an accident, the Port Police guided ambulances in 425 interventions (290 vehicles of the 061 SEM and 135 of FREMAP). This cooperation meant that the ambulance was able to reach the site of the accident in less than 15 minutes on 151 occasions.

The Port Police also assisted 35 minors in a situation of neglect or protection or delivered them to their families after arresting them for some kind of misdemeanour. On two occasions, the port police were involved in resolving two incidents involving gender violence, and five cases of elderly people who were found lost in the port and who were not fully compos mentis.

4.5.3. Environmental monitoring of works projects

The Port expansion project was examined in detail by the Ministry of Environment in a procedure involving all the relevant administrative bodies and entities, a process that culminated in the environmental impact statement (IAS) on the expansion of the Port of Barcelona, which was approved in 2000.

Following on from the statement, four core bodies were set up to coordinate the complexities of inter-institutional supervision of the works and projects.



- The **Enlargement works joint committee** was set up to bring together all the public bodies that need to be involved in environmental monitoring and supervision of the works project. The committee is responsible for supervising all of the environmental aspects of each project within the actions.
- The **Environmental committee for the delta infrastructures** approved the overall environmental monitoring programme under the Port of Barcelona Management Plan included in all construction projects. This committee comprises technical experts appointed by all the administrations involved.
- The **Joint committee for environmental monitoring and supervision of the Llobregat delta works** was set up under a partnership agreement between the Ministry of the Environment and the Catalan Department of the Environment to monitor all the infrastructures of the River Llobregat delta works.
- The **Joint environmental monitoring and supervision committee for the diversion of the Llobregat River** is a further organisation created under an agreement between the Spanish state and the Catalan regional authorities. The committee brings together all

the bodies involved in monitoring the environmental impact of the works projects, oversees the implementation and effectiveness of all corrective measures and, where appropriate, proposes changes or additional measures. The committee was created before the works were put out to tender and comprises technical experts from the relevant administrations.

4.6. PORT - CITY INTEGRATION

Barcelona seafront was finally opened up to the city of Barcelona in the nineteen-nineties, before which the city had always lived with its back to the sea. Today, the integration between port and city is a shining example of how traditional port operations can live side by side with activities open to the public. The figures confirm that companies, concession-holders, citizens and visitors alike are more than satisfied with facilities and areas generated for such uses.

4.6.1. The Port Vell, a public leisure area

The Port Vell, or Old Port, has been an international touchstone among port refurbishment projects and has provided

a leisure area for residents and tourists, reviving the city's social and historical tradition of organising leisure and sport activities related to the sea.

The 55 hectares of the Port Vell have multiplied the offer of cultural, sporting and recreational opportunities, as well as making space for auxiliary services such as ship's repairs. The Port Vell has consolidated its position as an emblematic place in the city, visited by more than 16 million people in 2010.

With the new North entrance mouth project, which has spelt environmental improvements and better access for pleasure craft and coastal shipping vessels, the Port of Barcelona has gained a further six hectares of public space, enhancing the seafront as an architectural landmark.

The strategic scenario of the Port Vell, managed by Gerencia Urbanística Port 2000, revolves around three key axes:

1. Providing society with more arguments concerning the importance and needs of the Port
2. Taking a proactive stance by rolling out environmental and social responsibility strategies by developing a policy of good relations and practices with the players in the surrounding area and its customers and visitors
3. Organising public events and festivals around the port area

Main facilities of the Port Vell

In the very heart of the old part of the city, reached from the emblematic Rambla del Mar, the Port Vell comprises the Maremagnum shopping centre, the innovative Imax cinemas, Aquàrium sea world centre, Catalan History Museum and the traditional Golondrinas pleasure craft affording a view of the city from the sea.

It also offers business facilities such as the World Trade Center Barcelona, which combines business offices and corporate meeting places for the holding of world-class congresses and events. The historical head office of the APB in Portal de la Pau, which will be refurbished for new business uses; or the new Hotel W Barcelona designed by architect Ricardo Bofill in the North entrance mouth.

Furthermore, it provides touchstone facilities for the maritime and port

environment. There is the El Far Consortium, a public organisation comprising Barcelona City Council, the Generalitat, Barcelona Provincial Council and the Port Authority, which has consolidated its key position in raising awareness and developing projects of a social, economic and environmental nature focusing on the sea and the Catalan coast.

The Maritime Museum of Barcelona, with more than 75 years' commitment to the maritime heritage behind it, has become an ineludible reference point for the policies aimed at conserving, protecting, researching and disseminating Catalan and Mediterranean maritime culture. The Private Maritime Museum and Royal Shipyards of Barcelona Foundation seeks to strengthen links with the economic and social players that provide dynamism to maritime and port activity. The great future project is the definitive restoring of the group of buildings and consolidating the Maritime Museum as a centre of reference for the maritime culture of the Mediterranean.

The Port Vell also offers areas dedicated to fishing activity, represented in the Fishermens' Guilds, an activity that is disappearing for structural and biological reasons. The fishing fleet and the catches have been practically halved over the last 15 years. However, there is a strong symbolic link with this activity because of the fishing tradition of the city and the Barceloneta district. Aware of the importance and historical value of this group, the organisation has helped to implement an important plan to redevelop the spaces and facilities dedicated to fishing in the port precinct through dialogue and consensus with all the parties involved.

4.6.2. Main activities

In addition to the actions of the bodies and facilities mentioned above, each year the public areas of the Port Vell and the North entrance mouth host or co-organise a whole series of activities promoted by other private and public companies, whose civic, cultural or leisure nature complete the social dimension of the Port of Barcelona. The highlights of 2010 were as follows:

SPORTING EVENTS

- World Bouldering Championship
- Port of Barcelona Swimming contest
- Zegna Regata
- Godó Regata
- Copa Nadal Regatta
- Audi MedCup Regatta
- Barcelona World Race
- Arrival of the Vuelta España Regatta
- Barcelona Harley Davidson village
- "Desafío Endesa 14 x 8.000" exhibition with the climber Ederne Pasabán
- Toni Hawk skateboard roadshow

CULTURAL EVENTS

- Opera on the beach (an initiative with the Barcelona Liceu bringing opera to all)
- Festival Odissea (free concerts in the Odissea square)
- Raluy Circus
- Arrival in Barcelona of the Three kings at Epiphany
- Habaneras singing as part of the festivities of the Virgin of El Carmen
- Activities within the Mercè festivities
- Activities within the Barceloneta festivities

CIVIC EVENTS

- Water Festival
- The Responsible Consumption Fair
- Lost & Found sustainable exchange market

Increasingly, companies are recognising these unique locations as an ideal venue for their commercial promotion events. This was the case in 2010 of the Custo Barcelona fashion parade or the presentation of the new Nintendo consoles.

5.



People at the heart of sustainable development

5.1. STAFF STRATEGY

Implementing a complex strategy such as that of the Port of Barcelona depends largely on the skills and attitudes of the people working for the organisation. The staff department coordinates and promotes four essential policies. All four seek to ensure that the people in the organisation are suited to the actions required to implement the Port of Barcelona's Strategic Plan and place people at the very heart of change and achieving goals together. These are:

- The **employment and hiring policy**, which also includes company leaving plans, which continued during 2010 as means of structural adjustment required for cultural change and, ultimately, for implementing the strategy
- The **development policy**, which covers training and internal communication; two important elements of this policy are the internal opinion survey made in 2010 to test the working atmosphere of the organisation and the "Who's who" internal communication tool
- The fixed and variable **wage policy**, with the goals-oriented management system
- The **health and prevention of occupational risks policy**, of which the VIII seminar of Prevention of occupational risks and CSR was a part

In addition, the Staff Department was appointed to foster CSR, both in the organisation and the Port Community.

5.2. STRUCTURE OF THE APB, EQUALITY AND DIVERSITY

5.2.1. Characteristics of the staff

BREAKDOWN INSIDE AND NOT COVERED BY AN AGREEMENT

	2008	2009	2010
People covered by the collective agreement	465	481	486
People not covered by the collective agreement (managers)	75	70	72
TOTAL	540	551	558

Staff on the payroll at 31.12.2010

BREAKDOWN OF STAFF BY AGE GROUPS

2010	16-30	31-40	41-50	51-60	61-70
Men	58	100	131	109	2
Women	25	49	50	33	1
TOTAL	83	149	181	142	3

Staff on the payroll at 31.12.2010

BREAKDOWN OF STAFF BY YEARS OF SERVICE

2010	0-5	6-10	11-15	16-20	21-25	26-30	>30
Men	96	47	87	29	12	97	32
Women	51	22	50	15	3	16	1
TOTAL	147	69	137	44	15	113	33

Staff on the payroll at 31.12.2010

BREAKDOWN OF STAFF BY TYPE OF CONTRACT

Staff on fixed contracts	480
Staff on temporary contracts	65
Other (fixed with disablement)	13
TOTAL	558

Staff on the payroll at 31.12.2010

** Five people on disablement contracts and eight on ordinary contracts with a disability declared by the Generalitat.*

** There are sixteen interns not counted as payrolled staff*

INCOMING AND OUTGOING STAFF

	INCOMING	OUTGOING
2008	5	45
2009	58	47
2010	37	31

INCOMING 2010		
Women	Men	Total
19	18	37

OUTGOING 2010		
Women	Men	Total
8	23	31

PEOPLE CEASING TO WORK FOR THE APB DURING 2010

Reason	Men	Women
Retirement	0	0
Termination	14	1
End contract	5	4
Voluntary redundancy	3	2
Unpaid leave	0	0
Other (death, disablement, etc)	1	1
TOTAL OUTGOING	23	8

RATIO OF DAYS FOR ILLNESS

2008	2009	2010
5.87%	3.15%	3.10%

Only covers TI (temporary inability to work), accidents, maternity and paternity leave

5.2.2. Equality and diversity

Equal opportunities is a universal legal principle that Barcelona Port Authority has decided to develop and consolidate, together with other values such as respect to the environment, health, human rights, sustainable development or the respect and integration of diversity.

The Port's Equality Plan sets out a series of measures and challenges defined following a diagnosis of the initial situation. The **Standing Committee on Equality** was set up in 2010 to promote the plan, guarantee its dissemination, develop it and assess the actions implemented and results obtained.

BREAKDOWN OF STAFF BY PROFESSIONAL CATEGORY

2009					
Occupations	Women	%	Men	%	Total
President/manager/deputy manager	0	0	4	100	4
Head of area	5	31.3	11	68.7	16
Rest not covered by collective agreement	11	22	39	78	50
Supervisors (GII-1)	36	38.79	57	61.29	93
Technical / administrative staff (GII-2, GIII)	85	32.82	174	67.18	259
Port Police	17	11.18	135	88.81	152
TOTAL	151	27.40	400	72.59	551

Staff on the payroll at 31.12.2009

2010					
Occupations	Women	%	Men	%	Total
President/manager/deputy manager	0	0%	4	100%	4
Head of area	6	37.5%	10	62.5%	16
Rest not covered by collective agreement	14	26.9%	38	73.1%	52
Supervisors (GII-1)	36	37.5%	60	62.5%	96
Technical / administrative staff (GII-2, GIII)	87	36.9%	149	63.1%	236
Port Police	15	9.8%	139	90.2%	154
TOTAL	158	28.3%	400	71.7%	558

Staff on the payroll at 31.12.2010

CONTRACTS FOR PEOPLE WITH DISABILITIES

2008		2009		2010 ⁽¹⁾	
Men	Women	Men	Women	Men	Women
2	3	7	4	10	5

Data at 31.12.2010.

(1) Five people on disablement contracts, eight on indefinite contracts and two with temporary contracts with a disability declared by the Generalitat.

5.3. PAYMENT AND BENEFITS

5.3.1. Payment system

The organisation is structured around staff covered by the Collective Agreement of Puertos del Estado [State Ports] and Port Authorities and staff not covered by the agreement. The pay policy for the first group is based on this Agreement while

those not covered by the agreement are paid according to parameters set by the Executive Committee of the Inter ministerial Payments Committee (CECIR).

Salaries comprise a fixed and a variable part that cannot be consolidated by meeting annual goals or productivity

NOT COVERED BY THE AGREEMENT

	Upper management*	Heads of Division	Heads of Unit	Total
People	37	13	22	72
Average pay	79,107.28	56,888.80	50,990.08	66,504.24
Annual wage costs	2,926,969.25	739,554.37	1,121,781.74	4,788,305.36

* President, general manager, deputy general managers, directors, heads of department

* Employees at 31.12.2010

WITHIN THE AGREEMENT

Two professional groups are covered:

- Group II - Supervisors and technical staff.
- Group III: - Professionals

GROUP	STEP WAGE	NOMBRE PERSONES	SALARI MITJÀ 2010
II	I	101	44,515.02
	II	188	35,000.33
III	I	96	34,108.71
	II	96	23,050.60
	III	5	21,835.13

NOTA: La banda salarial és el salari que correspon a l'ocupació. A igual grup, banda i nivell, el nivell retributiu és idèntic per a dones i homes.



Meeting goals

Barcelona Port Authority's performance management is based on a system that assesses everyone in the organisation according to whether they reach certain

annual goals. This assessment involves general goals, departmental and/or individual goals, as well as an assessment made by the immediate superior on individual workplace performance.

Type of goal	% compliance 2008			
	MC ⁽¹⁾	OA ⁽²⁾	WA ⁽³⁾	Average
General	50	50	50	50
Evaluation by the superior	88.31	91.56	86.30	86.90
Departmental / Individual	100	100	100	100
OVERALL AVERAGE	84.58	90.39	93.62	93.02

Type of goal	% compliance 2009			
	MC ⁽¹⁾	OA ⁽²⁾	WA ⁽³⁾	Average
General	75	75	75	75
Evaluation by the superior	75.89	92.27	89.64	89.45
Departmental / Individual	80.70	89.57	84.76	85.07
OVERALL AVERAGE	77.22	84.42	81.60	81.72

Type of goal	% compliance 2010			
	MC ⁽¹⁾	OA ⁽²⁾	WA ⁽³⁾	Average
General	92.5	92.5	92.5	92.5
Evaluation by the superior	89.48	91.40	89.94	90.27
Departmental / Individual	84.05	88.33	93.57	88.65
OVERALL AVERAGE	88.79	90.77	92.63	90.73

(1) MC: Management Committee, (2) OA: outside agreement, (3) WA: within the agreement

5.3.2. Benefits

The organisation has always maintained a large group of benefits in addition to the pay policy, as it is very aware of how these are increasingly important for staff satisfaction and for keeping people happy to work there.

These benefits include the social fund for studies, loans, food and public transport subsidies, health benefits, pension plans, life and accident insurance, leisure activities and sport groups or retired workers' association. For further information: <http://www11.portdebarcelona.es/rsc/Beneficiosociales.pdf>



5.3.3. Union representation

Labour relations are based on a model of dialogue and social agreement within a framework of responsibility and respect for the freedom of trade union association and the recognition of the important role of trade union representatives in the dynamics and development of the organisation.

The legal basis for such labour relations and collective bargaining are the second Collective Agreement between Puertos del Estado and Port Authorities, in force until 2009. The third agreement is currently under negotiation.

The APB has a Works Council that includes four trades unions (trades union elections of March 2008):

- Comisiones Obreras (CCOO): 10 representatives
- Unión General de Trabajadores (UGT): 3 representatives
- Profesionales Independientes, also with 3 representatives.
- Sindicato Profesional de Policía Portuaria: 1 representative.

The important issues covered in the agreements concerning training, promotion and transfers and organisational changes were dealt with in the Local Skills Management Committee, which involves the Works Council. In 2010, there were no anomalies or complaints concerning the organisational changes.

5.3.4. Social action

The Port Authority continued to work and promote the campaign called "Christmas solidarity in the Port", which collected 635 toys and 327 Kg of food in 2010. Other similar actions were the inter-company sports competition, which raised 325 EUR in donations, and the book exchange, with 691 books donated.

Furthermore, the Port of Barcelona, the Border Inspection Post and various bodies of the Port Community set up a project for goods can no longer be sold once they have been through the controls at the BIP, even though they are still fit for human consumption. The initiative is coordinated through the BIP-Food Bank Protocol and involves sending the products collected to this co-operation organisation for distribution.

The first pilot test for the collection of foodstuffs was carried out in October 2010 and collected 443 Kg food: bulk, fruit, vegetables and other products.

Once again, 0.2% of the annual invoicing for issue of staff food vouchers was donated to solidarity initiatives under the agreement with the company that issues these vouchers. In 2010, 4,605 EUR was donated to the Food Bank. The 2010 climate survey asked respondents to indicate to which organisation they wished to donate the 678 EUR collected, at two EUR for each completed



questionnaire. The chosen organisation was also the Food Banks.

5.4. HEALTH AND PREVENTION CULTURE

5.4.1. Health and protection policy

Barcelona Port Authority's Plan for the Prevention of Occupational Risks provides greater protection than the terms set by Law 31/1995 of 8 of November 1995 on the prevention of occupational risks and its legal framework, and lists its fundamental objectives in relation to promoting continuous improvement in working conditions.

Basic aims of the Plan:

- Making active efforts to combat work-related accidents
- Fostering a genuine risk prevention culture that does more than just ensure that preventive obligations are fulfilled or simply pay lip service to the formal or documentary compliance of these obligations
- Striving to integrate prevention of occupational risks into the company's management systems

<http://www11.portdebarcelona.es/rsc/PlaPrevencioAPB2011.pdf>

5.4.2. Structure, initiatives and actions in health and prevention of occupational risks

There is a whole structure of groups comprising members of the Port Authority and representatives of different players in the Port Community taking care of workers' health and helping to prevent occupational risks, as follows:

- Health and Safety Committee
- Steering Council Prevention Group
- SEM Ambulances sub-group
- Prevention experts sub-group
- Interdepartmental P.O.R. Committee

Accidents by groups

Work accidents can be classified in the following groups:

	2008	2009	2010
General Maintenance Unit	5	3	0
Port Police	21	31	32
Technical-administrative	2	3	3
Services Unit	1	1	0
Maritime Terminals	0	1	0
Works guards	1	0	0
TOTAL	30	39	35

Outstanding actions in 2010

TRAINING	Number of participants 2010
Basic course in Prevention of Occupational Risks (3 sessions)	19
Introduction to Prevention of Occupational Risks (2 sessions)	13
Advanced fire extinction (4 sessions)	76
Lifesaving techniques in water (4 sessions)	64
Renewing forklift truck accreditations	4
Operating port walkways	3

Three editions of the on-board firefighting course were organised to train firefighters at the Jovellanos Integrated Maritime Safety Centre in Gijón, involving 35 participants.

One accident management and control course was held at the Fire Service College in Moreton-in-Marsh in the UK, involving 14 NCOs and lasting two weeks. There was also one edition of the joint fire fighting and dangerous goods course organised at SEGANOSA.

2010 also saw the holding of the annual World Trade Center Barcelona evacuation exercise, and operating drills organised and coordinated by the Industrial Safety Department.

On 25 November, the organisation held the eighth PRL and CSR Seminar sponsored by the FREMAP Prevention Society and aimed at the entire Port Community.

For further information:
<http://www11.portdebarcelona.es/rsc/JornadasPRLyRSC.pdf>

5.5. PROFESSIONAL DEVELOPMENT

5.5.1. Training

The training policy is essential to the professional and personal development of the people working for the organisation, allowing them to achieve a better balance between their individual goals with those of the company.

The training policy is fully integrated into the organisational system and is therefore adapted continually to changes in the organisation and the surrounding environment.

In 2010, more than 250 actions were organised around the development of the staff of the organisation:

TOTAL TRAINING MADE

	2008	2009	2010
Group activities	71	104	149
Individual activities	177	105	110
TOTAL	248	209	259

BREAKDOWN OF THE ACTIVITIES PERFORMED

MODE		No. activities		
		2008	2009	2010
Group training	Languages*	15	26	11 ⁽¹⁾
	Port Police	19	31	43
	Office applications*	17	5 ⁽²⁾	5
	Technical skills*	3	23	18 ⁽³⁾
	Specific training	17	19	17
	Total group activities	71	104	149
Individual training	Languages*	14	22	19
	APD seminars	26	0	11
	Courses and seminars	67	32	48
	Short sea shipping	15	13	9
	Driving licence	7	2	5
	Masters and postgraduate studies	21	27	12
	Formal training ^{(4) (5)}	27	9	6
	Total individual activities	177	105	110
	Individual development plans ⁽⁶⁾	7	88	21

* Significant initiatives and actions to foster multi-skilling and career development

(1) Following on from a study on attendance and use made of language courses during 2008 and 2009, it was decided to reduce the offer of training courses, maintaining only those that were really used and attended by a sufficient number of people to make them really efficient and profitable

(2) We have invested in e-learning, which has allowed us to hold fewer courses by maintain the optimum level of participation

(3) This is the third year in a row in which training has been provided in the skills management system, and in light of the number of people that have undertaken this training, the number of sessions was cut considerably.

(4) 'Formal training' means university study plans and accrediting the experience previously known as 'development plans' which now refer to other aspects (see note 6).

(5) The number of formal training actions fell significantly with respect to previous years thanks to an initiative begun in 2008 to set up the project for Accreditation of Professional Experience, which led a large number of people to start the process.

(6) New figures incorporated into the 2010 report: number of individual development plans delivered to the workers of the organisation. These were not incorporated into the general table so as not to distort or change the data from previous reports.

TOTAL HOURS OF TRAINING BROKEN DOWN BY PROFESSIONAL CATEGORY

Group	Real hours		
	2008	2009	2010
Management Committee	793.00	277.50	879.75
Not covered by the collective agreement (including Management Committee)	2,616.50	1,887.00	1,592.00
GII-1	1,472.00	4,113.26	3,341.00
GII-2	4,288.50	7,934.37	7,293.00
GIII-1	3,822.00	4,875.73	5,677.00
GIII-2	1,001.00	3,079.63	3,372.00
GIII-3	68.00	79.00	5.00
TOTAL	14,450.00	21,968.99	21,280.00

	Hours 2008	Hours 2009	Hours 2010
Not covered by the collective agreement	2,616.50	1,887.00	1,592.00
Within the collective agreement	11,833.50	20,081.99	19,688.00
TOTAL	14,450.00	21,968.99	21,280.00

AVERAGE OF HOURS OF TRAINING PER PERSON

Groups	Hours		
	2008	2009	2010
Management Committee	46.64	14.61	48.87
Staff not covered by a collective agreement	35.84	26.96	22.11
Staff covered by an agreement	24.80	40.90	40.50
GII-1	16.00	41.13	33.08
GII-2	21.02	40.28	39.00
GIII-1	35.06	49.75	58.53
GIII-2	15.16	34.60	35.13
GIII-3	6.80	11.29	1.07
Average compared to total staff	25.94	39.16	38.14

TOTAL TRAINING INVESTMENT (IN EUR)

Type of action	2008	2009	2010
Individual courses	121,457.25	70,003.77	76,088.30
Group courses	248,500.00	237,823.11	296,643.00
Outsourcing training	51,967.20	71,069.90	71,069.90
Total	421,924.45	378,896.78	443,801.20

5.5.2. Human rights and corruption

There were no training actions brought to bear during 2010 concerning the detection and eradication of corruption.

There was a human rights awareness-raising project concerning equality organised for the Management Committee.



6.



Environmental sustainability

6.1. APB'S ENVIRONMENTAL MANAGEMENT POLICY AND PRINCIPLES

Environmental policy is structured around four main threads:

- Measuring the impact of port activity on its surroundings and the environment accurately using management indicators
- Optimising environmental management to minimise the negative impacts, in which companies of the Port Community took measurements and diagnoses and were involved in the coordinated action
- Positioning the Port of Barcelona actively in local, national and international forums and organisations and taking part in projects and initiatives matching the strategic goals and objectives.
- Fostering innovation and the participation of the people working in the Port of Barcelona to promote ideas, initiatives and projects that can help us to increase our efficiency and sustainability; quality and responsibility; and enhance our social reputation.

6.2. ENVIRONMENTAL MONITORING

6.2.1. Spills and accidents

The largest number of hydrocarbon pollution incidents in 2010 involved diesel spills, followed by used oils and bilge waters.

BREAKDOWN BY TYPE OF INCIDENTS

	2009	2010
Diesel	4	16
Used oils	3	8
Hydraulic oils	3	3
Organic oils	1	4
Bilge waters	2	8
Soot	1	1
Fuel oil	4	4
Other	-	7
TOTAL	18	51

6.2.2. MARPOL waste

Environmental issues are particularly important given the short distance from the port to the city of Barcelona. The Port is prepared and equipped with dedicated facilities for collecting different types of waste from cruise ships: it has a certified MARPOL I, II and IV waste treatment plant within the port and a specific facility for MARPOL V waste.

	2008		2009		2010	
Reception facility for ship waste	Amounts collected (m³)	Number of services	Amounts collected (m³)	Number of services	Amounts collected (m³)	Number of services
Oily waste (MARPOL I)	51,647.00	2,585	41,241.60	1,881	49,993.30	2,331
Chemical waste (MARPOL II)	-	-	933.50	46	429.70	33
Sewage (MARPOL IV)	913.00	9	8,072.00	55	4,473.90	44
Solid waste (MARPOL V)	40,216.00	9,046	28,807.00	7,455	50,319.30	6,304
Total services		11,640		9,437		8,712

6.2.3. Environmental management

For some years now, the Port of Barcelona has been measuring the negative impact of port activities and developing environmental management tools for waste, air and noise, polluting emissions, and so on. It also coordinates and facilitates the organisation's own actions within the initiatives generated within the port facility's activities.

In addition to the administrative channels, all environmental incidents detected or received by the Port Police activate specific environmental procedures for each type of incident at the Control Centre. 246 such procedures were activated in 2010, broken down into 118 in the marine environment; 55 on land and 11 related to the air. A further 62 procedures were issued concerning the authorisation of dangerous goods.

6.3. WASTE MANAGEMENT

WASTE (t)	2008	2009	2010
Not special (selective waste)	445.24	289.53	260.63
Special (selective waste)	34.35	9.18	17.36
Total separate collection	479.59	298.71	277.99
Not special (ordinary)	1,965.82	686.68	227.14
TOTAL	2,445.41	985.39	505.13

The waste managed for recovery was as follows: paper and cardboard, light packaging, glass, scrap metal, batteries, fluorescent lights, computer waste, etc.

Work continued in the area of separate collection to maintain the necessary tools for recycling the various recoverable fractions. This involved waste paper bins and recipients for light packaging or special containers for scrap metal, rubble, fenders, fluorescent lighting tubes, computer waste, and so on. This meant that the above were no longer classified as ordinary waste, thus reducing the volume of waste sent for landfilling.

In comparison with the previous two years, the amount of waste generated in 2010 fell by 73.23% with respect to total waste managed by the organisation; 58% for waste for separate collection; 79.77

% with respect to non-special waste and 49.46 % to special waste.

Two reasons behind the reduction in the volume of waste in 2010 were the slowdown in port activity (traffic) and the reduction in the number of producers.

6.4. AIR QUALITY AND NOISE MANAGEMENT

6.4.1. Emissions

Air quality plan

Most European ports are constantly aware of and concerned for air quality. General port activity, land and maritime traffic, construction works and some port operations, such as handling dusty solid bulks, are sources of atmospheric pollutants that can affect ports and nearby urban areas.

The Port of Barcelona is part of the Metropolitan Area of Barcelona, where pollutants such as nitrogen dioxide (NO₂) and fine particulates (PM₁₀) have overshot the permitted limits set by the European Union. To restore air quality, the Catalan Department of the Environment and Housing drew up an Air improvement plan in the special protection areas (SPA) in the districts of Barcelonés and Baix Llobregat, and Vallés Oriental and Vallés Occidental (Decree 152/2007), which includes a series of measures for reducing emissions generated by port activity.

The atmospheric monitoring network

The Port of Barcelona has a dedicated network of equipment to measure the main atmospheric pollutants and weather variables. The authority's Meteorological and Air Quality Monitoring Network (XMVQA in Catalan) comprises various manual particulate detectors, a series of automated measurement stations with meteorological sensors and a mobile environmental monitoring unit. The network was created to provide reliable information on the state of the port air environment, and makes it possible to assess pollution levels and determine the origin of pollution.

Light pollution

As the manager of the facilities in the public areas of the port, Barcelona Port Authority is aware of the need to adapt the external lighting to the current legal framework (Law 6/2001, Royal Decree 82/2005, Royal Decree 1890/2008). Within this legal framework, the authority has drafted a project to adapt to the law on environmental lighting management and to protect the night environment from the external lighting at the Port of Barcelona. As a result, a series of measures are to be applied in the Port Vell to increase light efficiency and reduce light pollution.

Noise zoning

Decree 176/2009 of the Generalitat de Catalunya sets criteria for mapping noise capacity taking into account noise quality aims and different land uses. In 2010, the Authority drew up a noise capacity map of the port area, covering both the commercial port and the Port Vell.

CO₂ emissions (t)

The increase in CO₂ emissions in 2010 was caused essentially by increased consumption of diesel fuel for ships' motors and electrical generators.

DIRECT EMISSIONS (t)

	2008	2009	2010
Gas boilers	112	67	68
Vehicle traffic	236	251	252
Other diesel engines	152	226	287
TOTAL	500	544	607

INDIRECT EMISSIONS (t)

	2008	2009	2010
Electrical energy	1,310	1,264	1,370

TOTAL EMISSIONS (t)

	2008	2009	2010
Total	1,811	1,808	1,977

For further information:

http://www.wwf.es/que_hacemos/cambio_climatico/nuestras_soluciones/energias_renovables/observatorio_de_la_electricidad/

Practical guide for calculating greenhouse gas (GG) emissions. 2011 version.

Other polluting emissions

Only polluting emissions controlled by the Department of Territory and Sustainability, via Decree 152/2007 of the Generalitat are calculated: Nitrogen oxides (NOX) and particles with a diameter under 10 µm (PM10).

PARTICULATES – PM10 (t)

DIRECT			
	2008	2009	2010
Gas boilers	0,001	0,001	0,001
Vehicle traffic	0,06	0,05	0,04
Other diesel engines	0,006	0,009	0,012

INDIRECT			
Not calculated			
TOTAL	0,067	0,060	0,053

NITROGEN OXIDES, NOX (t)

DIRECTES			
	2008	2009	2010
Gas boilers	0.14	0.08	0.08
Vehicle traffic	0.55	0.52	0.54
Other diesel engines	0.83	1.23	1.57
Total	1.52	1.83	2.19

INDIRECT			
	2008	2009	2010
Electrical energy	1.7	1.7	1.8

TOTALS			
	2008	2009	2010
Total	3.22	3.53	3.99

For further information: <http://www.eea.europa.eu/publications/emep-eea-emission-inventory-guidebook-2009>

6.4.2. Initiatives for improvement

The organisation's Conservation Department has invested in a more efficient and less polluting fleet of vehicles. However, the result of the calculation of greenhouse gas emissions (CO₂) does not show the effects of this decision, due essentially to increased total diesel fuel consumption.

6.5. ENERGY AND WATER EFFICIENCY

6.5.1. Energy consumption

ELECTRICAL ENERGY

	2008	2009	2010
APB (GJ*)	28,435.00	27,414.00	29,716.47
PORT 2000 (GJ*)	4,826.24	4,374.36	4,096.39
TOTAL	33,261.24	31,788.36	33,812.86
Saving / Increase in electrical power	-	1,473.00	-2,024.50

This table aggregates data from: the Portal de la Pau building, sports area, ASTA building, dispensary, WTC, public lighting, guard posts, Drassanes passenger terminal, TIR building, TERSACO building and other facilities and services. They are also consolidated with those of the Port Vell

**The details are presented in GJ, bearing in mind that 1kWh=0.0036 GJ (GRI)*

SOURCE OF THE PRODUCTION OF ELECTRICAL ENERGY CONSUMED BY THE ORGANISATION:

Renewable	27.70%
High efficiency CHP	2.00%
CHP	6.20%
CC Natural Gas	20.70%
Coal	22.50%
Fuel oil / Gas	3.20%
Nuclear	16.80%
Other	0.90%

Source: Data supplied by the power supplier ENDESA ENERGÍA (2010)

The environmental impact of electricity depends on the energy sources used to generate it. On a scale from A to G, where level A indicates the lowest environmental impact and level G the highest, the energy sold by the supplier of the port authority, Endesa Energía SAU, reached the following levels in 2010:

- Carbon dioxide (CO₂) emissions:
Kg of CO₂ per kWh: 0.37; level C
– National average: 0.40; national average level D
- Radioactive waste:
Microgrammes per kWh: 0.49; level C
– National average: 0.49; national average level D

GAS (m³)

2008	2009	2010
47,955.00	31,074.60	31,477.00

The data concerning these consumptions aggregate data from the sports area and the ASTA building.

FUELS (l)

	2008	2009	2010
Gasoline (vehicles)	13,212.16	10,914.86	9,528.33
Diesel A (vehicles)	78,336.38	86,122.51	87,675.14
Diesel B (vessels)	2,626.00	1,729.00	6,751.00
Diesel B (generators)	55,477.00	87,773.00	103,079.91
TOTAL	149,651.54	183,539.37	207,034.38

NB: The significant increase in outlay for fuel for vessels is due to the acquisition of a new corporate boat that is larger and consumes more fuel.

The significant increase in consumption for generators is due to a new supply service on the Adossat (Civil Guard) wharf and electrical supply to new areas in which there is not yet a mains electrical supply.

Internal transport

The APB continues to provide a bus service in the port precinct that is run by the public transport network of Barcelona. It also provided "T-1" integrated travel cards to those employees of the organisation who wish to contribute to fostering a more sustainable alternative to using private transport.

87 users were given travel cards in 2008, rising to 144 in 2009, and in 2010, the total was 160 users.

The survey conducted among employees of the organisation allowed us to calculate CO₂ consumption by journeys made in private vehicles, train, bus, motorcycle, metro, etc. The figure for 2010 was 399,167.20 Kg.

6.5.2. Consumption**WATER CONSUMPTION APB/PORT 2000 (m³)**

Total	2008	2009	2010
APB	284,696	225,558	235,796
Port vell	28,000	28,000	22,300
TOTAL	312,696	253,558	258,096

By origin	2008	2009	2010
Percentage of water supplied from the local network	-	7.62%	6.05%
Percentage of water from groundwater and other renewable sources	-	2.32%	1.85%
Percentage of water recycle	0%	0%	0%
Improvement year on year		59,138	-4,538

These tables aggregate the data from the TIR building, ASTA building, Tersaco building, Porta de la Pau, lighthouses, sports area and dispensary.

All water used at the port authority comes from the public water supply network, Aguas de Barcelona, because there are no underground reservoirs. The data supplied includes the water supply to ships.

APB PAPER CONSUMPTION (Kg)

	2008	2009	2010
Paper consumption	22,690.96	17,971.12	17,083.30
% of recycled paper out of total	-	20.63	23.32
Improvement year on year			2.69

NB: Paper consumption in the Port Vell is considered irrelevant (not calculated)

6.5.3. Initiatives for improvement

- Energy saving and efficiency increased thanks to fitting **low-consumption bulbs in the public lighting** managed directly by the organisation. As a result, electrical consumption fell 29% in Kw in 2010 compared to estimated consumption, providing a 26% saving over the amount envisaged for external lighting
- Initiatives to manage a series of procedures electronically were identified and implemented as part of the **e-SAU project**. These procedures had required people to move from one place to another and use printed paper documents. This project impacts directly on the reduction in resources

and emissions caused by travelling and facilitates management and lowers costs for the users of the Port of Barcelona

- The Port of Barcelona's one-stop shop, called the **Unified Access Service (SAU)**, fosters use of electronic resources to apply services such as special transport authorisations, applications for technical specifications, payment of bills, etc. These and many other procedures that previously required the user to be physically present at the SAU office can now be performed on line or by phone.

Other significant improvements

The following companies enjoyed reductions in their occupation fees by applying good environmental practices in 2010, pursuant to Article 19(9) G of Ports Law 48/2003 of 26 November 2003:

- Autoterminal, SA
- Decal España, SA
- Ergransa, SA
- Terminales Portuarias, SL

Various improvements in energy were also planned, as follows:

- Gas Natural. Through the project, they are setting up a combined cycle power plant; optimising the cooling process of the plant with Enagás (implemented)
- Gas Natural. Project to provide electrical power on ships berthing at the Port of Barcelona to reduce emissions during port calls (pending implementation)
- European Biofuels (EBF). Incorporation of solar panels to cut ACS energy consumption (pending implementation)
- Bunge. Installing CHP, reducing energy demand by optimising the oil refinery plant along with power plant (implemented).

On a separate issue, the Mediterranean Shipping Company (MSC) incorporated decanters in its container cleaning facilities.

	2008	2009	2010
Phone calls	72,519	80,114	72,360
Documents processed	100,946	91,898	121,530
Documents registered	13,599	11,880	10,622
Payments received	42,455	38,042	45,694

Truck Identification Centre (CI-SAU)	2008	2009	2010
Provisional authorisations	35,238	28,096	37,673
Prior warnings	50,750	48,731	69,163



6.5.4. Materials

To prepare this indicator, we identified all the materials used in each of the construction works and then calculated the amounts used of each one.

MATERIALS UTILITZATS EN LES OBRES EXECUTADES (PES O VOLUM)

Material	Unit	Weight or volume		
		2008	2009	2010
Quarry ballast-type material & riprap	t	1,950,749.02	1,328,024.00	359,040.82
Concrete	m ³	99,080.00	45,504.00	21,187.71
Steel	t	1,909.00	3,496,540.00	1,231.87
Paving	m ³	11,125.00	289,116.09	6,279.88
Asphalt	t	8,384.00	7,873.00	19,519.29
Dredging materials	m ³	1,384,652.52	2,070,072.00	679,686.89
Filling materials	m ³	4,487,862.00	4,003,402.00	835,561.63
TOTAL		5,872,514.52	6,073,474.00	1,515,248.52

RECYCLED MATERIAL (RECOVERED) USED IN CONSTRUCTION WORK

Material	Unitat	2008		2009		2010	
		Weight or volume	% recycled	Weight or volume	% recycled	Weight or volume	% recycled
Quarry ballast-type material & riprap	t	207,479.00	10.58	271,710.40	5.62	169,111.04	44.53
Fill materials	m ³			2,107,527.60	32.89	17,242.43	1.12
Steel	t	223,250.00	3.73	-	-	-	-

Reusing materials or using recycled materials helps to reduce the consumption of virgin raw materials and save global resources.

Environmental performance indicator EN2 specifies the percentage of materials used in works that are not virgin raw materials, but recovered from materials used in previous operations.

We have determined the total weight and/or volume of the materials identified

by indicator EN1, i.e. the amounts of each material used in construction work at the Port of Barcelona. These data were then used to identify the total weight and volume of the recycled materials used.

The data show that 22.82% of materials used in the works performed during 2010 were recycled. This increased slightly over the previous year, when it was 19.26%.

TOTAL DIRECT AND INDIRECT GREENHOUSE GAS EMISSIONS BY WEIGHT

Material	Unit	2008		2009*		2010	
		Amount used	CO ₂ Emissions (t)	Amount used	CO ₂ Emissions (t)	Amount used	CO ₂ Emissions (t)
Quarry ballast	t	1,863,234.00	253,399.80	1,261,622.60	171,580.70	340,837.50	46,353.90
Rockpile	t	87,515.02	59,510.20	66,401.20	45,152.80	18,203.40	12.40
Concrete		99,080.00	25,602.30	45,504.40	11,758.20	21,187.70	5,474.90
Paving		11,125.00	18,156.00	289,116.10	737,245.80	6,279.90	10,248.80
Steel	t	1,909.00	2.90	3,496,540.40	5,244.80	1,231.90	1.90
TOTAL			356,671.20		705,574.97		62,091.90

*Estimated data

Environmental performance indicator EN16 is calculated to estimate greenhouse gas emissions produced by the Port of Barcelona's enlargement works.

First, we identified the sources of direct and indirect emissions caused by the works, such as those caused by production of the materials used to perform the enlargement projects of the Port of Barcelona. Once these had been identified, direct emissions generated by each source were calculated.

Because of the significant fall in the volume of work made, total greenhouse gas emissions fell considerably with regard to previous years, from 705,584.97 tonnes of CO₂ in 2009 to 62,092 tonnes in 2010.

6.5.5. Summary table of total emissions

TOTAL CO₂ EMISSIONS (T)

	2008	2009	2010
Construction work	356,671.20	705,574.97	62,091.90
Electrical energy	3,388.00	3,267.00	1,370.00
Gas	113.77	67.82	68.00
Diesel	215.09	217.45	287.00
Gasoline	29.59	25.75	25.20
Other pollutants	1.11	0.91	4.04
TOTAL CO₂ EMISSIONS (t)	360,418.76	709,153.90	63,846.14

6.5.6. Methods for calculating emissions

For further information:

<http://www11.portdebarcelona.es/rsc/Metodosdecalculo.pdf>

https://www.portdebarcelona.es/wps/myportal/organitzacio?WCM_PORTLET=PC_7_0_LV_WCM&WCM_GLOBAL_CONTEXT=/wps/wcm/myconnect/webcontent/Intranet/ServeisAlOrganitzacio/ViatgesBestretes

CASE STUDY: THE ENLARGEMENT, THE END OF A CYCLE

In the nineteen-nineties, the Port of Barcelona had practically used up all its operative space and the course of the river made it impossible to undertake any new enlargements. The Master Plan (1989-2010) was based on the construction of two large seawalls, the South seawall – after diverting the River Llobregat – and the enlargement of the East seawall, and the construction works on the Prat wharf to meet present and future demand and ensure a competitive edge.

The works on the seawalls began in 2001, and in 2004 the course of the river was diverted two kilometres to the south, which was vital for the culmination of the construction of the South seawall on the left bank of its mouth. The works on the seawalls were completed in 2008. From 2001 to 2010, the total investment was in excess of 1.6 billion EUR, which was three and a half times the volume of fixed assets held by the APB at the end of 2000, and allowed the Port of Barcelona to multiply its available space by a factor of 2.5.

Work on the Prat wharf Phase I project began in 2005 and was the first inside the shelter of the two seawalls involving 81 has of land reclaimed from the sea, 1,000 m of berthing line and minimum 16 m of draught.

The work was affected by the accident that occurred in early 2007, when 16 of the 37 caissons making up the wharf wall shifted a long way out of line. At that moment, work

was underway to complete the filling operations involving dredged material from the dock.

The project called Rebuilding the Prat wharf was undertaken to repair the damage, involved a budget of 64 million EUR, and was completed in 2010. The operations undertaken to refloat and demolish the affected caissons were the first of their kind, constituting a milestone in maritime-port technology worldwide, not only due to their inherent difficulty, but also due to their size and scope.

Regarding the environmental issues, the works under the Master Plan were subject to an environmental assessment procedure according to the legislation in force, recommendations and internationally recognised agreements. They were subject to strict, systematic and all-embracing environmental monitoring with a cost of around 262 million EUR in corrective measures (See section 4.4.3).

Among the sustainability criteria and factors applied, we could point to recycling, reuse and recovery of materials; minimising the use of resources; and efforts to reduce greenhouse gas emissions, representing an estimated 8,842,451 tonnes of CO₂ from 2001 to 2010. There has also been a gradual reduction in total direct and indirect emissions in tandem with the reduction in the processes involved in obtaining materials.

- Remedial, preventative and compensatory measures have been planned with a view to minimising the principal impacts. The works programme incorporates some impressive conservation measures for the affected birdlife.
- Reusing materials or using recycled materials helps to reduce the consumption of virgin raw materials and save global resources. Dredging materials that are appropriate for use as filling materials have been used, providing sustainable management of the works.
- There has been a gradual reduction in total direct and indirect emissions in tandem with the reduction in the processes involved in obtaining materials.

6.6. COMMITTED TO COMBATTING CLIMATE CHANGE

6.6.1. Financial consequences

The Port of Barcelona does not currently have any specific studies on the financial impact of climate change, but it does have a tool that allow its customers to become aware of the issue by estimating emissions and the corresponding saving depending on their choice of different transport options for their goods.

The development of the SIMPORT application (Port of Barcelona market information and modelling system) has made it possible to incorporate sustainability arguments into port strategy.

This is a Europe-wide geographical information system, with tools for analysing and modelling flows of goods at different geographical scales up to NUTS3 level (provinces of Spain). The database on prices and costs and characteristics of the transport networks of the system allows different modes of transport and modal exchanges to be modelled: road, railway, navigable rivers, SSS and oceanic shipping.

SIMPORT was developed initially to analyse the potential hinterland of the Port of Barcelona with the Far East market. The field of study was then expanded to all the foreland regions of the world. Furthermore, the model has an emissions calculation module making

it possible to obtain the CO₂ associated to the different transport chains in the model.

This application has allowed the Port of Barcelona to quantify European CO₂ emissions for traffics from Asia, and the alternative routes for this traffic.

Regarding the estimates for CO₂ emissions for traffics between Europe and Asia, it is estimated that up to 15% of CO₂ emissions are saved for cargo coming from the Far East to the centre of Europe through the Southern ports. In addition, the SIMPORT analyses show that European emissions from Asian traffics will increase between 160% and 199% over the next ten years if no measures are taken. However, if CO₂ emissions reduction measures (internalising external costs, etc.) become a priority and the infrastructures of the south are a genuine alternative for goods flows, this increase would be cut by 50%.

Regarding possible alternative routes to the Europe-Asia route via the Mediterranean, it has been calculated that the distance between the Japanese or Korean ports and the ports of Northern Europe through the Arctic route is up to 60% shorter than through the Suez Canal route. Likewise, the distance from the Chinese ports (particularly those located south of Shanghai) to the ports of Northern Europe is 47% less than through Suez.

However, in spite of climate change, the difficulties involved in plying this route (need for icebreakers; short sailing windows; difficult access to ports of refuge, and so on) are set to continue and will hamper the application of their advantages in future.

Furthermore, the route between the Far East and Europe is up to 58% shorter through Suez than through Panama, depending on the ports of origin and destination. This means that the Suez route saves between 26% and 58% in CO₂ emissions compared to the Panama route.

These arguments were defended by the Port of Barcelona during the recent process for reviewing European transport policies, especially redefining the European Transport Network, to garner European support for the infrastructures necessary to help connect the Port with the rest of the continent.



6.6.2. Risks and opportunities

The different sections of this report have highlighted some of the most significant opportunities and risks related to climate change and sustainability.

The Port of Barcelona's commitment to railways and short sea shipping are initiatives that respond to this concern and a commitment to emerging opportunities in the immediate future.

The strategic approach of sustainability and the articulation of a CSR strategy not only in our organisation but throughout the Port Community is a clear indication of the importance of diagnosing the overall environmental impact of the port facility and contributing in a concerted way to minimising emissions and mitigating environmental damage, especially global warming.

Among the outstanding challenges and those that we should consider are the environmental management plan and systems, involving a partnership between the various operators and players of the Port Community or an active participation in multinational initiatives and projects to raise awareness and coordinate shared and convergent efforts and resources.

Perhaps it is here, in these pending areas, that we should consider an in-depth study in the immediate future on the consequences of climate change on the international transport and trade business to define more clearly these risks and opportunities and how to channel them in the strategic plan and operative aims of the organisation.

7.



Process involved in preparing the 2010 CSR report

7.1. METHODOLOGY

The BARCELONA PORT AUTHORITY CORPORATE SOCIAL RESPONSIBILITY REPORT 2010 has been produced in accordance with the G3 Guidelines issued by the Global Reporting Initiative (GRI), the international organisation that defines the framework for sustainability reports.

The information on the GRI indicators was completed with additional data considered of importance for their stakeholders.

We took into account the GRI principles for content: materiality, stakeholder inclusiveness, sustainability context and completeness.

Materiality

The information in the report covers the most relevant and material factors in the organisation's activities that could influence stakeholder decisions.

Stakeholder inclusiveness

Stakeholder interests, expectations, concerns and priorities have been a key point of reference for this report.

Sustainability context

Sustainability is a broad concept that can be broken down into three interdependent sets of considerations: economic, social and environmental.

Completeness

Completeness essentially refers to the scope, boundary and time of the report. The report contains sufficient detail to allow stakeholders to assess the organisation's performance and developments in the reporting period.



Balance

The report contains a broad and objective presentation of the organisation's activities that can be used to evaluate performance and form a reasoned opinion, based on both positive and negative elements.

Comparability

The quantitative data has been presented in such a way as to enable the reader to compare the figures for the past three years. The information can also be compared with data from other port authorities, if allowances are made for differences in organisation size, location and the specificities of the traffic in each port.

Accuracy

The report indicates which data has

been measured (quantifiable data) and can be replicated consistently. It states where estimates have been used and the techniques used to produce the estimates or the source of the estimate. Quantitative data is supported by qualitative statements and evidence.

Scope and periodicity

The information and figures provided in this report reflect the projects, activities and programmes undertaken in 2010. It covers all of the activities and impacts of the organisation and includes certain areas of the Port Community. The scope will be extended gradually to touch on all the impacts and actions flowing from the entire port facility.

It does not include data from stakeholders that draw up their own sustainability report, although we do provide links to these. However, it does

include data from Gerencia Urbanística Port 2000, a company in which our organisation has a 100% stake and manages the territory and activities of the Port Vell.

The Barcelona Port Authority Corporate Social Responsibility Report is published each year in accordance with the APB's commitment to provide stakeholders with regular information.

The previous report (for 2009) was published in July 2010. On the website (www.portdebarcelona.es) you can consult previous versions of social responsibility reports and access additional information.

Clarity

We have attempted to set out the information in an easy-to-understand, comprehensible, accessible way for use by the various stakeholders, without going into too many technical details. However, we have provided links to more specific and detailed contents for anyone interested in learning more. The report includes graphs, tables, figures and reference materials designed to allow the reader to make links between and compare data. The reader can find specific information using the index and section headings; tables can also be found at the end of the report that show where to find the elements described in the report by reference to each GRI indicator.

Reliability

The information gathered in this report has been certified by the deputy directors general of each area of the organisation and the economic contents have been audited by accredited external bodies.

Assessment

The self-assessment for determining the level of application of the GRI parameters is:

	C	C+	B	B+	A	A+
Self-assessment						X

Queries and feedback

If you have queries about the information contained in this report or require further information, please contact the organisation using the information given below:

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Port of Barcelona
Edificio Este – World Trade Center
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Moll de Barcelona s/n
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rsc@portdebarcelona.es
www.portdebarcelona.es

7.2. Review and significant changes

Review process

In 2010, the organisation performed an exhaustive review of the 2009 CSR report, in quantitative and qualitative terms, as well as a process of benchmarking to incorporate best practices in reporting identified among a series of leading ports.

The review and improvement process made it possible to apply improvements in the indicators and the way we responded to them, adding accuracy, reliability and traceability, which are improvements covered in the structure and process of drafting and checking this report.



8.



Index of contents and GRI control

● Reported in full ● Information incomplete ● No information ● Not applicable

INDICATOR		STATUS	PAGE AND COMMENTS
1.1	Statement from the CEO about the relevance of sustainability to the organisation and its strategy.	●	Page 5
1.2	Key impacts, risks and opportunities.	●	Page 35 and 59
2.1	Organisation's name.	●	Page 11
2.2	Major brands, products and/or services.	●	Page 15
2.3	Organisation's operational structure, including core divisions, operating entities, subsidiaries and joint ventures.	●	Page 12 a 14
2.4	Location of head office.	●	Page 11
2.5	Number of countries in which the organisation operates and number of countries in which it has significant activities or activities that are relevant to sustainability issues covered in the report.	●	Page 15
2.6	Ownership structure and legal status.	●	Page 11
2.7	Markets served (including geographical breakdown, sectors served, and type of customers/beneficiaries).	●	Page 15
2.8	Size of the reporting organisation.	●	Page 43
2.9	Significant changes during the reporting period.	●	Page 62
2.10	Prizes and awards received during the reporting period.	●	Page 9
3.1	Reporting period.	●	Page 62
3.2	Date of most recent report.	●	Page 62
3.3	Reporting cycle.	●	Page 62
3.4	Contact point for questions about the report and its contents.	●	Page 62
3.5	Process for defining content	●	Page 61
3.6	Boundary of the report.	●	Page 62

INDICATOR		STATUS	PAGE AND COMMENTS
3.7	Specific limitations on the report boundary and scope.	●	Page 62
3.8	Basis for reporting on any joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that may have a significant impact on comparability with other periods and/or organisations.	●	Page 62
3.9	Data measurement techniques and basis for calculations.	●	Page 57
3.10	Description of the reasons for and effect of any restatements of information from previous reports and the reasons for any restatement made.	●	Page 62
3.11	Significant changes from measurement methods used in previous report.	●	Page 62
3.12	Table identifying standard disclosures.	●	Page 65 a 71
3.13	External assurance policy and current practice.	●	Page 62
4.1	Governance structure, including details of the highest governance body responsible for tasks such as defining strategy and oversight.	●	Page 11 and 12
4.2	Does the chair of the highest governance body also have an executive role?	●	Article 41 of Law 27/1992 of 24 November 1992 on State Ports and the Merchant Navy, amended by Law 62/1997 of 26 December 1997 and Law 48/2003 of 26 November 2003, on the economic and service provision regime of ports of general interest, describes the appointing and functions of the president.
4.3	For organisations with a single governance body, statement of the number of independent and non-executive members.	●	Article 40 of the Law on State Ports and the Merchant Navy refers to the members of the Management Board. It covers the different levels of the central, regional and local administrations, represented by the counsellors. Among these, only two, the president and general manager, have executive powers.
4.4	Mechanisms allowing shareholders and staff to make recommendations or give instructions to the highest governance body.	●	The main associations in the sector, the city councils of Barcelona and El Prat, and the majority social representatives are represented on the Administration Board of this organisation.
4.5	Link between the organisation's performance and the remuneration of members of the highest governance body, directors and senior managers.	●	In this organisation, there is no performance-related pay scheme for members of the Management Board. However, members of the board are paid subsistence allowances.
4.6	Procedures for avoiding conflicts of interests within the highest governance body.	●	Page 12
4.7	Procedure for determining the skills and experience required for members of the highest management body to ensure that they are able to direct organisational strategy on social, environmental and economic matters.	●	Page 12

INDICATOR		STATUS	PAGE AND COMMENTS
4.8	Mission and value statements produced internally, codes of conduct and other principles relevant to economic, environmental and social performance and current state of implementation.	●	Page 19
4.9	Governance body's procedures for overseeing the measurement and management of the organisation's economic, environmental and social performance.	●	Page 62
4.10	Procedures for evaluating the performance of the highest governance body, notably with reference to economic, environmental and social performance.	●	Page 62
4.11	Description of how the organisation has adopted/applied the precautionary principle.	●	Page 34, 35, and 38
4.12	Social, environmental and economic principles and programmes developed externally and any other initiatives which the organisation supports or endorses.	●	Page 33 and 34
4.13	Significant memberships in associations.	●	Page 20 and 21
4.14	List of stakeholders included by the organisation.	●	Page 19
4.15	Basis for identifying and selecting stakeholder groups with which the organisation has concluded agreements.	●	Page 20
4.16	Approaches to stakeholders involvement.	●	Regarding the makeup of the Management Board, the Law on State Ports and the Merchant Navy establishes that they perform a participatory function of local, regional and state interests; therefore, these main interest groups are represented in the main governing body of the organisation, which meets on a monthly basis.
4.17	Main concerns and interests that have been raised through stakeholder involvement; details of how the organisation has responded to these concerns and interests in the report.	●	Page 20
EC1	Economic value generated and distributed directly.	●	Page 16
EC2	Financial implications of climate change and other associated risks and opportunities.	●	Page 58 and 59
EC3	Coverage of the organisation's defined benefit plan obligations.	●	Page 46
EC4	Significant financial assistance received from government.	●	Page 17
EC5	Range of ratios of standard entry level wage compared to local minimum wage.	●	Pay regulated by Puertos del Estado. This comparison is not applicable in our case as it far exceeds the minimum wage.
EC6	Policy, practices and proportion of spending on local suppliers.	●	The APB performs its activities in the local area and therefore nearly all its suppliers are national

INDICATOR		STATUS	PAGE AND COMMENTS
EC7	Procedures for local hiring and proportion of senior management hired from the local community.	●	The APB performs its activities in the local area and therefore 99.99 % of the staff hired are from the European Union.
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit.	●	Page 41
EC9	Understanding and describing indirect economic impacts.	●	Page 22 and 23
EN1	Materials used by weight or volume.	●	Page 56
EN2	Percentage of materials used that are recycled input materials.	●	Page 56
EN3	Direct energy consumption by primary energy sources.	●	Page 53 and 54
EN4	Indirect energy consumption by primary energy sources.	●	Page 53 and 54
EN5	Energy savings due to conservation and efficiency improvements.	●	Page 55
EN6	Initiatives to provide energy-efficient or renewable energy products.	●	Page 55
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	●	Page 55
EN8	Total water withdrawal by source.	●	Page 54
EN9	Water sources significantly affected by withdrawal of water.	●	No sources affected by withdrawal of water related to the APB's consumption.
EN10	Percentage and total volume of water recycled and reused.	●	Page 54
EN11	Location and size of land owned, leased, managed in, or adjacent to, areas of high biodiversity value.	●	Page 36
EN12	Significant impacts on biodiversity.	●	Page 36 and 37
EN13	Habitats protected or restored.	●	Page 36
EN14	Managing impacts on biodiversity.	●	Page 36 and 37
EN15	Number of IUCN Red List species and national conservation list species.	●	Page 36
EN16	Total direct and indirect greenhouse gas emissions by weight.	●	Page 57
EN17	Other relevant indirect greenhouse gas emissions by weight.	●	Page 57
EN18	Initiatives to reduce greenhouse gas emissions.	●	Page 58
EN19	Emissions of ozone-depleting substances by weight.	●	No ozone-layer destroying emission sources have been found in the Port of Barcelona facilities.

INDICATOR		STATUS	PAGE AND COMMENTS
EN20	Nitrogen Oxide (NOx), Sulphur Oxide (SOx) and other significant air emissions by type and weight.	●	With regard to previous years, less significant pollutants have been removed and CO ₂ , NOx i PM10 have been recalculated according to more complete energy data. Page 57
EN21	Total water discharge by quality and destination.	●	Page 51
EN22	Total weight of waste.	●	Page 51
EN23	Total number and volume of significant spills.	●	Page 51
EN24	Weight of hazardous waste.	●	Page 51
EN25	Water bodies and related habitats significantly affected by discharges of water and runoff.	●	Page 36 and 37
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	●	Page 36 and 37
EN27	Percentage of products sold and their packaging materials that are reclaimed.	●	The products of the organisation are infrastructures and superstructures. Its products and services do not use recoverable packaging.
EN28	Significant fines and number of non-monetary sanctions for non-compliance with environmental laws and regulations.	●	Page 31 and 32
EN29	Significant environmental impacts of transporting goods and members of the workforce.	●	This indicator is considered irrelevant in the activities performed by the organisation.
EN30	Total environmental protection expenditures and investments by type.	●	Page 37
LA1	Total workforce by employment type and contract.	●	Page 43 and 44
LA2	Total number of employees and rate of turnover by age group, gender and region.	●	Page 43 and 44
LA3	Benefits provided to full-time employees that are not provided to other employees.	●	Page 46
LA4	Percentage of employees covered by collective bargaining agreements.	●	Page 43
LA5	Minimum notice period(s) regarding significant operational changes.	●	Page 47
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees.	●	Page 47
LA7	Rates of injury, occupational diseases, lost days and absenteeism, and total number of work-related fatalities.	●	For technical reasons it has not been possible to obtain the rates of absenteeism for 2010. Only information on temporary incapacity has been reported.
LA8	Education, training, counselling, prevention and risk management programmes.	●	Page 48

INDICATOR		STATUS	PAGE AND COMMENTS
LA9	Health and safety topics covered in formal agreements with trade unions.	●	All agreements and formal matters related to health and safety involving social partners are dealt with in the Health and Safety Parity Committee.
LA10	Average hours of training per year per employee by employee category.	●	Page 49
LA11	Skills management and lifelong learning programmes.	●	Page 49
LA12	Percentage of employees receiving regular performance and career development reviews.	●	Page 46
LA13	Composition of governance bodies (diversity).	●	Page 44
LA14	Ratio of basic salary of men to women by employee category.	●	There is no male-female pay gap.
HR1	Percentage and total number of significant investment agreements that include human rights clauses.	●	Given the port's activities and geographic location, we do not believe that there is any danger of failing to respect human rights. The authority is subject to the Law on Public Procurement that contains mandatory criteria protecting against discrimination
HR2	Percentage of significant suppliers and contractors that have undergone human rights screening.	●	Under the Law on Public Procurement, all suppliers and subcontractors must meet their social obligations.
HR3	Total hours of employee training on policies and procedures concerning human rights issues.	●	This indicator is not particularly relevant in our case, although there are occasionally specific training courses for the Port Police.
HR4	Anti-discrimination policies and programmes.	●	Page 44
HR5	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 employment conditions of Port Authorities are regulated by the Statewide Collective Bargaining Agreement that protects freedom of association and trade union action.
HR6	Policies on eliminating child labour.	●	No risks of child labour were detected in any of the organisation's activities.
HR7	Policies on eliminating forced labour.	●	No activities of this port authority pose any risks of forced labour.
HR8	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights.	●	This indicator is not particularly relevant in our case, although there are occasionally specific training courses for the Port Police.
HR9	Total number of incidents linked to violations of the rights of indigenous people.	●	No activities of this port authority pose any risks of violating the rights of indigenous peoples.
SO1	Managing the impacts of operations on local communities.	●	Page 20 and 21
SO2	Percentage and total number of business units analysed for risks related to corruption.	●	Page 49
SO3	Percentage of employees trained in the organisation's anti-corruption policies and procedures.	●	Page 49
SO4	Actions taken in response to cases of corruption.	●	Page 32, 33 and 37

INDICATOR		STATUS	PAGE AND COMMENTS
SO5	Public policy positions and participation in public policy development and lobbying.	●	Port Authorities are public organisations aligned with the public policies of the Ministry of Public Works, therefore there are no lobbying activities.
SO6	Total value of financial and in-kind contributions to political parties, politicians and related institutions by country.	●	The authority has made no financial contributions to any political parties or related institutions.
SO7	Total number of legal actions for monopoly practices and anti-competitive behaviour and their outcomes.	●	Page 31
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	●	Page 32
PR1	Lifecycle phases in which health and safety impacts of products and services are assessed and percentage of services subject to such procedures.	●	The APB produces infrastructures, although products for consumption do pass through the port facilities and are inspected by the corresponding services.
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services.	●	No incidents were recorded concerning this indicator.
PR3	Type of product and service information required by procedures and percentage of significant products and services subject to such information requirements.	●	Page 34
PR4	Total number of incidents of non-compliance with regulations concerning product and service information and labelling.	●	This does not apply, as there is no labelling or marketing information on the products and services of the organisation.
PR5	Practices related to customer satisfaction.	●	Page 22 to 25
PR6	Programmes for adherence to laws, standards and voluntary codes.	●	Page 31 and 32
PR7	Total number of incidents of non-compliance with regulations concerning marketing communications.	●	We are not aware of any incidents related to non-compliance of marketing communications.
PR8	Total number of substantiated complaints.	●	No incidents or complaints of this nature were made during the period informed concerning privacy and the leaking of customers' personal data.
PR9	Monetary value of significant fines for non-compliance with laws and regulations.	●	Page 32



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