

# Begira



May 2007 // n° 14



## Let's Talk About Safety and Prevention



face to face

**Iosu Zabala**  
*Mondragon  
University  
Rector*



Our Commitment

*The ULMA Group:  
Collaborates with the  
Matía Foundation*

# Summary

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## > *Let's talk about...*

By this point of the year and in the framework of the Cooperatives' General Meetings, we are ready to assess the previous year and project, with one quarter already having past, what we can expect from the present year.

In 2006 the ULMA Group as a whole had yet another excellent year. With 624 Million Euros and a year-over-year increase of 23%; it widely exceeded Management Plan forecasts. It is worth pointing out that all of the ULMA Group Businesses grew in excess of 15%, giving a special mention to Handling Systems and Polymer Concrete which grew 41% and 27%, respectively. International Sales with a year-over-year growth of 26% have already reached 265 Million Euros and represent 42.5% of the whole, in a year which was also important for the Group's internationalisation development plans: the purchase by the Construcción Business unit of the company China Tungchen, which will act as a

Centre building and facilities and of the ULMA Group's Promotion and Development centre, whose inauguration is planned for this coming June.

With regards to the promotion of new business activities, those launched during the previous year were secured (Ventilated Façades and the Steel Laminate Line), the commercialisation of the new SCS (Supply Chain Software) activities in Handling Systems and Packaging Engineering in Packaging. Also throughout the year they have committed an amount of over 30 Million Euros for the investments needed to launch two new activities in the Group: ULMA Precinox, whose facilities will be located in Legazpi and Forging Projects Supplies, which will demand an important adaptation and expansion of the current plant.

In the scope of management and innovation, we highlight the recognition of ULMA Forging with the Silver Q award for excellence in Management, par-

planned, focused on consolidating our international positioning and the start-up of new business activities. Therefore, towards the midpoint of the business year the ULMA Precinox Business will begin to operate, which will be located in a new 12,000 m<sup>2</sup> (129,166.93 ft<sup>2</sup>) production plant in the town of Legazpia. Likewise, significant renovations will be carried out on the current ULMA Forging plant in Zubillaga with the purpose of getting the new facilities into place which will support the new promotion of Project Supplies, also the expansion of the ULMA Construcción and Agrícola facilities in Munazategi is planned to begin in the last part of the year.

On the international scene, throughout 2007 significant investment efforts will continue due to the international expansion of the Construcción Business, and production facilities will be developed by the Packaging unit in Romania and Brazil.



## 2006, an excellent year

TXOMIN GARCÍA. CEO ULMA Group.

development and expansion platform for the significant Chinese market, the opening of subsidiaries in Poland, Russia, and California for the Packaging Business and the rollout of the Polymer Concrete distribution network in France. At year end, the Group had 30 owned subsidiaries distributed over the five continents and a total headcount in the same of close to 1,000 people.

The yearly results carried by an excellent year for the Construcción and Forging Businesses increased 15% over the previous year, once again setting a new historical record. The generated Cash Flow is set at approximately 110 Million Euros, giving good coverage to the 140 Million Euros that immobilized investments meant for the Group as a whole. The main investment items went towards consolidating the internationalisation projects and those of advertising and research in a year of important balance between consolidating the present and preparing for the future.

In the Business Promotion and Development section, various relevant events took place: the creation and start-up of the new cooperative ULMA Packaging Services located in Logroño, which kicked off its business activities with 25 partners, the inauguration of the new Handling Systems facilities, as well as progress in the construction of the Technological Packaging

participation of the Agrícola, Handling Systems and Packaging Businesses in the "Mediodía" R&D project, within the CENIT (Strategic National Technical Research Consortiums) program and the awarding of the ISO 14001 Environmental Certification to ULMA Construcción.

With regards to job creation, in 2006 the dynamics of previous years was sustained, with the ULMA Group hiring 331 new people, while the number of partners experienced a growth of 114 members. At year end, the total headcount of the ULMA Group had grown to 3,513 people.

The 2007 business year, of which we have already covered one quarter, upholds the high level of demands and challenges that have come to be commonplace. We plan to achieve total consolidated sales of 717 Million Euros, which would represent a year-over-year increase of 15%. This increase would mainly be sustained in international markets for which an increase of 25% has been forecast. Management plans indicate a new year of excellent business results, the start of the year confirms this forecast and everything indicates that it will be a new year of record results.

Overall, 2007 year will be characterised by investment. Investments of approximately 190 Million Euros are

Lastly, I wouldn't want to overlook that this coming June we will inaugurate the new building which will house the Group's Promotion and Training Centre facilities, the Packaging Technological Centre and the main headquarters of the ULMA Group. We hope and desire that this new milestone in our Group's history may serve to build a better future for all.

***"2007 will be characterised by investment. Investments of approximately 190 Million Euros are planned"***



Building Sales Network in "El Peine de los Vientos - Donostia".

**ULMA Polymer Concrete**

**ULMA POLYMER CONCRETE INFORMATIVE GROUP TALKS AND SALES CONVENTIONS.** At the end of February, informative TALKS were held in Aranzazu for the ULMA Polymer Concrete group, with the goal of presenting the Strategic Plan that has been developed for the next 4 years; the 2007-2010 period. The plans are ambitious and promising, and in short highlight that the company hopes to double its growth in 4 years, increasing its yearly turnover from 30 million to 65 million Euros. Furthermore, in the International plan a productive plant is proposed for Eastern European countries, which would meet the business needs for the central European region. In addition, business activities are to begin in China. To mark the occasion of the Talks, and taking advantage of the fact that the entire group was in Oñati, Sales Conventions were also held for the 3 lines of Business, Ventilated Façades, Canalization and Building, where they have mainly concentrated their efforts for 2007 plans.

## ULMA Agrícola offers Garden Centre Solutions

Subsequent to the growing demand for the building of Garden Centre type facilities that the market has been experiencing, ULMA Agrícola is carrying out very interesting and spectacular solutions, by applying small changes to its Standard product. The 2,910 m<sup>2</sup> (31,322.98 ft<sup>2</sup>) facility built in Tenerife is divided into 6 M8 x 50 sections of 5 m. (16.40 ft) beneath canal and one main G9 x 50 section of 7 m. (22.97 ft) beneath canal and 9.50 m. to the peak, making it the highest built premises on the island. The side sections will be used for the storage of plants, behind them there will be a mesh covering and the other three a combination of opaque and transparent sheets, in the same way that the main section will be used for plant sales.



**ULMA Agrícola**



**ULMA Forging**

**AWARDING OF THE SILVER Q TO ULMA FORGING.** This past December the Silver Q award-giving ceremony was held at the Kursaal for the ULMA Forging Business. The ceremony presented a wide-ranging representation of the Business. In the picture, ULMA Forging colleagues after receiving the award. On March 19, the internal Silver Q award-giving ceremony was held at ULMA Forging for employees, being attended by various authority figures and guests.

ULMA Forklift Trucks

## ULMA Forklift Trucks releases the New FD80N-160N

ULMA Forklift Trucks overcomes the challenge of improving its prestigious and renowned range of thermal forklifts through the New Mitsubishi FD80N-160N model. This model stands out because of its new 6M60-TL diesel engine, which offers a great amount of power, and is positioned among new heavy duty thermal counterweight forklifts as one of the few on the market that comply with the TIER III standard for decreasing contaminant emissions. The new thermal forklift, in addition to defining itself with the term GREEN, can be tied to the concepts of RELIABILITY, ERGONOMICS, SAFETY AND EASY MAINTENANCE. RELIABILITY due to its cooling system with an aluminium radiator, ERGONOMICS due to the hydraulic Fingertip or Lever operation, SAFETY due to seat with a micro-switch that prevents the forklift's operation when the operator is not seated, and EASY MAINTENANCE for



the roof and operator cabin group. The characteristics of this latest generation model make the New FD80N-160N a highly useful product for any warehouse. It is worth highlighting as a perfect ending the backing of the model through the experience and good operation of the entire range during recent years, which provide added value to their customers.

ULMA Construcción

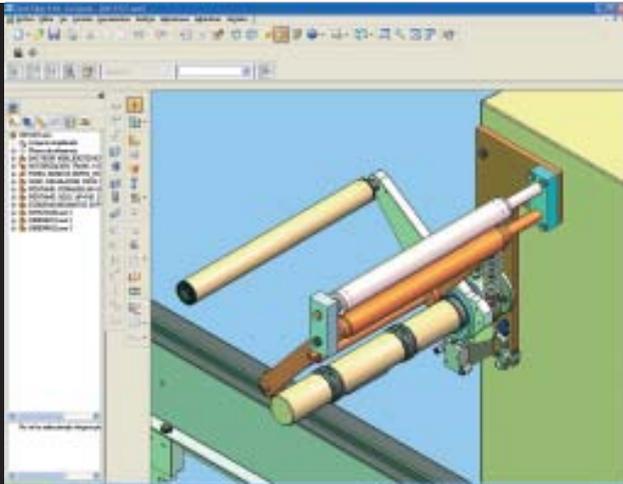


**ULMA CONSTRUCCIÓN DEBUTS ITS NEW WEB SITE.** Recently, ULMA Construcción started up its new Web page: <http://www.ulma-c.com>. The same has a new name, and incorporates new content, in addition to a full product catalogue. It also opens the door to new services and facilities for its clients, where they will find answers to the majority of their needs. We invite everyone to visit the Web site, where you will find corporate information, addresses, news and everything having to do with ULMA Construcción. With the launching of this Web site, the first part of this project has been completed, during which the corporate Web site of our subsidiary in France was also developed (<http://www.ulma-c.fr>). During the second phase that is now beginning, the remaining subsidiaries will be incorporated into this project.

## Rafael Amasorrain, new Promotion Director of the ULMA Group

Rafael Amasorrain was recently named as Promotion Director for the ULMA Group. Rafa has completed his professional career at Fagor Appliances as Factory Director for 10 years, and then as a Manager at Eika for 16 years. Rafa is a native of Bergara, is married with two children, and his pastimes include fencing, mountain climbing and reading. A recently created position in the ULMA Group's organizational structure, the main mission for the Promotion Directorship will be to seek and identify new business that is inline with the Group's Values and Mission, and that also has a level of synergy with the present capacities and capabilities in the Group. Also, helping current Business activities in the promotion of new lines of Business, and collaborating with new advertisers throughout the entire new business launch phase (Marketing, Sales, HR, Production, Finance, etc.). Likewise, another one of the objectives will be to create a network with the various technological centres and knowledge groups that allow us to stay current on evolving technologies and business models.





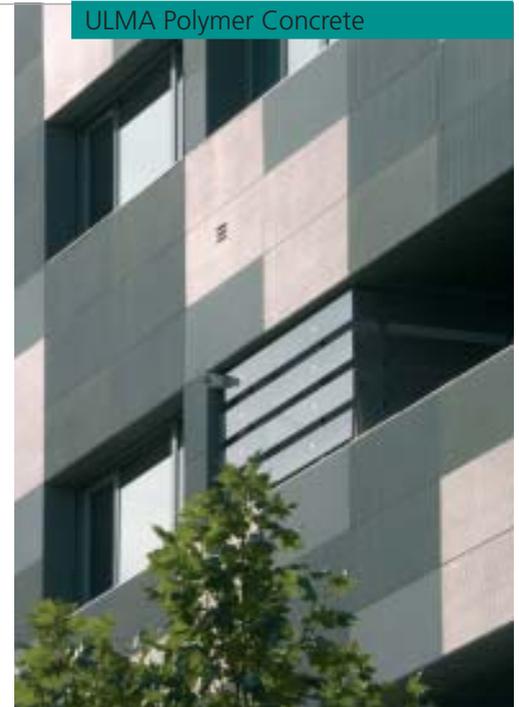
**ULMA Packaging**

**ULMA PACKAGING IS CHOSEN BY UGS AS A REFERENCE COMPANY IN SOLID EDGE 3D CAD SOLUTIONS.** UGS, the manufacturer of the 3D CAD solution Solid Edge which was recently acquired by the multinational SIEMENS, has chosen ULMA Packaging for its Success Stories. The success stories are short articles that gather the experience and benefits that UGS products have provided to some of the most important companies in Spain. This past December, an interview was done with Aitor Olalde, Technician in Charge of the Flow Pack Line, who related ULMA Packaging experience with said design tool.

## Visual Effect on Ventilated Façades

In the Cordovan capital, in a residential area 10 minutes away from the AVE station, the façade of the "Atlántico" Building has been covered using the ULMA ventilated façade system. The uniqueness of this project was achieved thanks to the textured plates. The "mini-wave" model was used, whose designs consists of certain volumes in the sheets, simulating 1 mm thick waves. Four different sheet models have been combined, with the waves being placed in various positions: vertical, horizontal, right diagonal and left diagonal. With the placement of a studied form, a unique visual effect was achieved, even though the same colour was used on all the sheets, an effect of visual movement is achieved. The building changes based on the light reflected upon it; also, the façade changes depending upon the time of day or season of the year we happen to be in. The different sheet shapes used vary from 130 - 180 cm in sheet length and 62-65 cm in width. *"What is most surprising is that by using the same tone on all of the sheets, the texture is what changes the colour matrixes; making it appear that various tones of the same range were used."*

**ULMA Polymer Concrete**



**ULMA Agrícola**



**ULMA AGRÍCOLA IN ETHIOPIA.** ULMA Agrícola has built a 6 Hectare (14.83 Acre) facility in Ethiopia using the Top Fix model. This new greenhouse model has been especially designed for the cultivation of decorative flowers and seedbeds located in hot climate regions and without the burden of cultivation as was previously the case. The mentioned facility has 60,000 m<sup>2</sup> of greenhouses for the cultivation of roses, and 1,500 m<sup>2</sup> of warehouses for packaging and preparation of the flowers for their eventual exporting to Europe by airplane.

ULMA Handling Systems



## ULMA Handling Systems wins the Logistics Management Award

ULMA Handling Systems wins the Judge's Special Award in the 11 Logistics Management Awards organized by the Logistics Club. The award recognizes the efforts put forth by ULMA Handling Systems in the subject of Innovation, understood as a dynamic model which allows for developing intuition, idea creation, risk assumption and innovative practices. Likewise, the award is a recognition that the Logistics Club grants ULMA Handling Systems on behalf of the new plant that houses offices and a prototypes section directed towards the development of new systems and logistics solutions. *"More than just a mere venture, innovation is an obligation for which we are responsible as Logistics Engineering, and obligation to provide a strict focus for systematizing, measuring and advancing in Innovation and successfully launching innovative projects on the market"*, points out Iñaki Arriola, Managing Director of ULMA Handling Systems. Furthermore, *"the stable alliance we retain with DAIKUN allows us to innovate more with a lower risk fact. The logistics innovation*

*of our Japanese friends is positioned as an industry worldwide reference, and this makes it easier for us to contribute to innovative solutions to respond to clients' specific needs"*, adds Iñaki Arriola. The awards ceremony, held in Madrid, originated from the goal to create a relaxed meeting place that brings together the various main players from the logistics Industry, and awards projects, companies and individuals that display a proactive attitude in connection with the logistics industry. The Judges chose to award the project carried out at the Würth Distribution Centre as the best logistics project of the year, Miguel Ángel Ochoa de Chinchetru from the transportation company Transportes Ochoa won the award for best logistics management, the worldwide fashion distribution giant, Mango, was awarded for its distribution policy in the textiles industry and ULMA Handling Systems won the Judges' Special Award for its contribution to Innovation in the development of new systems and solutions in the field of logistics.

ULMA Construcción



### ULMA CONSTRUCCIÓN AT THE WORLD OF CONCRETE FAIR LAS VEGAS 2007.

ULMA Construcción participated in the WORLD OF CONCRETE LAS VEGAS 2007 Fair, held from January 23 to 26, 2007 in the Las Vegas Convention Centre. With a 225 m<sup>2</sup> stand, the products on display were the MEGAFORM, MEGALITE and BIRA USA Vertical Formwork, CC-4 Horizontal Formwork, Cimbra T-60 and our range of SHORES. These products are the ones that ULMA Construcción has begun to launch on the US market. This first presentation in the WOC Las Vegas was used to promote the brand, and gave the chance for contact with industry companies and professionals, getting to meet new clients, and direct contact of the same with our products.

## > News and Current Events



**ULMA-BERRIA AGREEMENT.** The ULMA Group and the newspaper Berria have signed a collaborative agreement by which all Group partners and employees can subscribe to Berria at a 50% discounted rate. In the picture, moment of signing between José Luis Madinagoitia, President of the ULMA Group, and Juan M<sup>a</sup> Larrarte on behalf of Berria.



### Peter Schnaitmann passes away, Manager of the ULMA Construcción German subsidiary

ULMA Construcción

This past December 28, 2006, following a serious illness, Peter Schnaitmann passed away, Manager and Founder of the ULMA German affiliate company ULMA Betonschalungen und Gerüste GmbH. In just 2 years, from 2002-2004, Peter Schnaitmann managed to transform the initial engineering office into a renowned and highly competitive formwork business in the German market. He made it possible (a reality) thanks to his visionary energy, motivating spirit and his insatiable dedication for the progress of business in this very difficult building field. Peter Schnaitmann was born on 03/07/1947 in Kronberg, a picturesque town close to Frankfurt. After having concluded his university studies in civil engineering, one of his first projects as quantity surveyor of the well-known "Hochtief" was the renovation of the old Frankfurt opera and the "Hauptwache" main square, then completing his professional knowledge with the construction of nuclear centres. In 1983, his excellent reputation complimented by his knowledge of languages open new doors of opportunity to him and he moved continents: his new field of action was in Brazil where, in Rio de Janeiro, he settled with his wife and two daughters; performing not only the position of Director for the Latin American subsidiary of Doka, but also for many years serving as Vice President for the Brazilian Chamber of Commerce. He really rooted himself in that country,

that he came to love like no other. He didn't return to Europe until 10 years later where, from Munich and still working for the competitor Doka, he ran the export business and establishing international subsidiaries of the same. In December 2001 he was hired by ULMA and there, in the central German region of Rodgau, he once again displayed his remarkable capability of creating something extraordinary out of nothing. Like so many times when he was beginning a new chapter in his life, he faced new challenges. Just doing the job was never enough for him. He needed movement, something that demanded his talent for organization and training. His successes formed the key element, without which he was unable to imagine living. And everything started all over again: He established contact with potential clients, organized sales and technical assistance. As always, everything he started gave the fruit of success in a short amount of time, contributing his capability and sensibility for the difficult balance between German regulations and Spanish expectations. Thanks to his vast experience in the field of construction, his "last child", ULMA GmbH, has produced results. All those people who have been lucky enough to meet him appreciate his tireless dedication, futuristic vision that became a reality, and his motivating spirit. He continued to work dedicatedly to ULMA GmbH matters until his final days, accepting with dignity the end that his cruel disease had prepared for him. May he rest in peace.

**ULMA HANDLING SYSTEMS PRESENTED A NEW AUTOMATIC WAREHOUSE SYSTEM AT FERROFORMA-BRICOFORMA 2007.** The new automatic warehouse system presented by ULMA Handling Systems at FERROFORMA-BRICOFORMA '07 has been the main attraction of this edition. It is a new system designed for the handling and storage of all types of load sizes, which has unique characteristics with regards to speed and movement capacity that make this system a great solution for Automatic Manufacturing and Distribution settings.



ULMA Forging

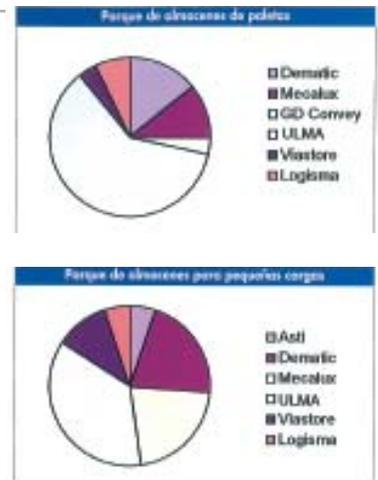


**CELEBRATION.** This past December ULMA Forging held a fraternization dinner with its partners and workers in recognition for the Company having recently received the "Silver Q" award. It also served to celebrate the excellent results that the cooperative reached during the previous 2006 business year. Congratulations to all Forging colleagues!

ULMA Handling Systems

## ULMA Handling Systems climbs positions in large automation projects

ULMA Handling Systems sustained its market dynamism and strength throughout the 2006 business year, which has allowed it to continue leading the warehouse automation industry and undertaking projects which, due to their size and complexity, are at the reach of very few industry players. Some of the projects undertaken by the company in 2006 can serve as an example of this new phase of ULMA's tradition, such as those carried out for Proclinic, built of 9 systems, between heavy and light, for Consumer, with 9 pallet systems, or for Portico, which has required the installation of 6 machines, between heavy and light, and 5 additional machines which will be installed during this next business year. In addition, 2006 marked another important point in the company's path, in the sense that it has signified ULMA's definitive launch onto the International market. Most likely, one of the milestones of this path, which also participates in the traits of complexity and scale that we initially mentioned, is the contract signed with the French company Telifrais, whose development is planned for the upcoming year, and will mean the implementation of 15 pallet systems. 2006 was a good business year for ULMA Handling Systems, in which the most outstanding elements were: Maintenance of leadership between the automatic storage system suppliers in our country (to this regards it is worth pointing out the 25 systems undertaken by the company in 2005), the definitive leap onto the International scene, already pointed out in previous business years with development for CIN Paints in Portugal, for the French national railway company (SNCF), or for the cosmetics distribution company in Brazil.



ULMA Polymer Concrete

**ULMA POLYMER CONCRETE BUSINESS AGREEMENTS WITH SWITZERLAND AND AUSTRIA.** During the final months of 2006 two distribution contracts were finalized by ULMA Polymer Concrete's International department. One with the Swiss company WATERSYS, and the other with the Austrian company PURATOR. WATERSYS is a newly-created company that has a part of the sales team that our POLY ALFA canals competitor had in Switzerland. Therefore, it is a company with a lot of industry experience. On the other hand, PURATOR is a company with more than 110 years of history. What had originally been a foundry, has become over time a company that offers global solutions in the water management field. It has a catalogue of over 250 pages. Despite not manufacturing anything today, it has over 100 employees in Austria, and has subsidiaries in nearly all of Eastern Europe: Poland, Slovenia, Romania, Hungary, Serbia, Bosnia, etc. In January ULMA's technical team was at its Vienna headquarters, where they gave technical and sales training to their teams of technicians and sales people. With these two new customers, and particularly with PURATOR, doors are opened to markets that were until now unknown to ULMA Polymer Concrete. Growth opportunities in Eastern Europe are obvious. The first contacts with these companies have already shown that requirement levels in terms of quality are much higher than originally thought for the market.





**ULMA Polymer Concrete**

## ULMA Polymer Concrete launches its New Ventilated Façades Dossier

The new technical dossier was recently launched, which provides a wide range of information about the advantages of ULMA Polymer Concrete's ventilated façade system. It is intended for architects and industry professional that might need more extensive information or to resolve any question they might have regarding the products and services offered by ULMA. In it, we find figures and technical details, in addition to a number of different kinds of reference projects where the multitude of options that this system provides as well as our material can be appreciated.

In it, three great vectors are explained and proposed about which are worked. Global process management: From manufacturing through façade installation and delivery. Global façade solution: Panels, joints, corners, ceilings, roofs... Specialized plate developments: Colour, design, finish, new textures... As examples, three projects have been completed in Oñati: the modern ULMA Handling Systems building, where a plate has been developed simulating the texture of corten steel, the building where the PTC, the Promotion Centre and the Central Departments of the ULMA Group are located and that will be inaugurated shortly, and the group housing in Marcelino Zelaia.

**ULMA Forklift Trucks**

### ULMA FORKLIFT TRUCKS PARTICIPATES IN THE NEW WORK-RELATED RISK PREVENTION PROJECT WHICH WAS RECENTLY STARTED UP BY GOKAI.

ULMA Forklift Trucks began a social project by exhibiting at the work-related risk prevention park that Gokai has just inaugurated in Jundiz, along with other leading companies such as Michelin and Naturgas, amongst others. This is the first centre located in Spain that will spread preventive tasks carried out by key companies with the goal of creating a socially educational environment for the various social agents. Through its participation in the project, ULMA Forklift Trucks has left proof of its implication in the work-related risk prevention field during its long history, carrying out a constant planning in said field. Under a preventive vision, ULMA Forklift Trucks shares with Gokai the objectives of strengthening the risk prevention culture, decreasing the existing imbalance between different European regions, and improving the quality of life and of the society in general. With these measures, ULMA Forklift Trucks intends to live prevention like a new way of life, working on it actively, and integrating prevention into the culture of the company.

## ULMA Packaging inaugurates a new branch office in Agoncillo (La Rioja)

This past February 9, new ULMA Packaging Services, S. Coop. facilities were inaugurated in Agoncillo, in the El Sequero Industrial Estate. These facilities were inaugurated by La Rioja's president, Mr. Pedro Sanz, as well as by various celebrities, customers and workers, who fired the starting line gunshot for this new business initiative. Everything began when the packing industry company, Elton S.A., made news at the start of 2006 for presenting a labour force adjustment plan for moving its headquarters to Tarragon. It was then that a group of 30 workers from the referenced company contacted ULMA Packaging in order to search for a possible way out of this critical situation. Conversations between ULMA Packaging and this group of Elton employees, with a vast experience in the packaging machines industry, gave way to ULMA pursuing the

**ULMA Packaging**



creation a new business project in La Rioja. This group of people, with their eagerness to better themselves every day, have not only gained a job with greater stability, but have also created in ULMA a confidence that offers great expectations in the future. Congratulations and good luck.

## DID YOU KNOW THAT...

Starting this coming April, ULMA's Central Offices moved to the Group's new building which is to be inaugurated in the middle of June. They will share facilities with Packaging Technological Centre (UPTC) and the Group's Promotion Centre. The new address is ULMA Group S. Coop., Central Departments, Bª Garagaltza 51 - Apdo, 22 - , Telephone: 943 250300 - Fax: 943 780917, E-mail: grupoulma@ulma.es - Internet: www.ulma.es.

ULMA Construcción

## Inauguration of the ECCUC-ULMA Auditorium at the School of Civil Engineering of the Catholic University of Chile



After the signing of the agreement for the academic and technological exchange with the School of Civil Engineering at the Pontifical Catholic University of Chile (PUC), the ECCUC-ULMA Auditorium was inaugurated. On the San Joaquín campus study centre, the Director of the School of Civil Engineering, Mr. Cristián Peira Godoy, and the General Manager of ULMA Chile, Mr. Juan José Ayestarán Uriarte, formalised this important exclusive agreement, which is the first between one of the most important universities in Chile and America with a company like ours. In this way ULMA Chile marked its presence on an academic professional training level in the area of engineering; thus achieving an academic and technological exchange which will allow ULMA Chile to provide specialised training through theory and practical workshops on the subject of Building and Civil Works, which are part of the Civil Engineering curriculum. Simultaneously, courses will be held for the training of specialists on the use of Scaffolds and Formwork. The same will be evaluated by ULMA Chile and PUC, and will be lead by builders, engineers, site managers, foremen and specialised builders. Conversely, and in the search for permanent improvement in technical knowledge of the professionals that work at ULMA Chile, there will be an optional training at the School of Civil Engineering on topics that allow for offering our clients with better recommendations about Scaffolds and Formwork sales and systems applications. Finally, the agreement was complemented with the holding of periodic talks with students, participation in fairs and events at the School of Civil Engineering, sponsorship of seminars, advertising in specialised magazines carried out by PUC, professional practices with the development of theses on related topics of interest to ULMA Chile, and the implementation of a class room which will include both technical and commercial information about our products. Today, this classroom is called ECCUC-ULMA, and has become a reality. It will be allocated mainly to students in the final levels of a degree course and post-grad courses.

ULMA Construcción

### KAJRAT ŽUSUPOW, A ULMA CONSTRUCCIÓN EMPLOYEE IN KAZAJSTÁN, DIES IN A TRAFFIC-RELATED ACCIDENT.

He began working at ULMA when the Company's Regional Office opened in Kazajstán in May 2005. It is an irreparable loss as he was an excellent employee who had a great relationship with customers. An independent person, with good instincts in the formwork business, he was an unforgettable colleague to all those who dealt with him. He died in an accident on January 5, 2007, and was buried on January 6 along with his wife, who was also a victim in the same accident.



ULMA Agrícola

## ULMA Agrícola participates in the Viveralia Fair

ULMA Agrícola went for the first time to the 4<sup>th</sup> Edition of the Viveralia Fair, a fundamental point of reference for nursery professionals, which was held on January 18 to 20, 2007 in Alicante. Viveralia is a competition intended for

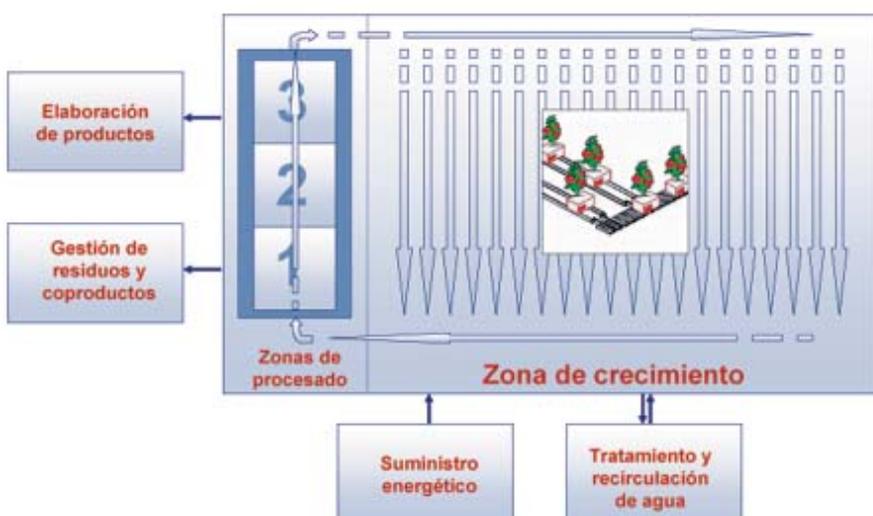
a strictly professional public, achieving in this manner a wonderful meeting point for exhibitors and visitors, in addition to a showcase in which to present the latest new items and strengthening the image of the implied industries to consumers.



In the photo, José Manuel Canales - Sales Technician for the Southeast Region, and Enrique Collado - Regional Representative for the Southeast Region.

## ULMA Group participation in the CENIT Project for subsidized collaboration by the Centre for the Development of Industrial Technology (CDTI)

Under the acronym of Mediodía, Multiplication of Efforts for the Development, Innovation, Optimization and Design of Advanced Greenhouses - the Ministry of Education and Science has granted an aid to the project headed up by REPSOL YPF, which has the collaboration of companies from Gipuzkoa, Navarra, Barcelona, Tarragona, Madrid, Valencia, Murcia and Almeria. The CENIT program encompasses aid initiatives for the development of large-scale R&D projects and high technological developments that have multi-industry and multi-regional participation. Concretely, the MEDIODIA project, in which 14 companies participate (Acciona, Repsol, Ingeteam, Perichán, Grupo AN, ...) and other technological centres and universities, has a budget of around 40 million Euros. The ULMA Group, under a clear strategy of continuing to innovate for future creation, participates in the same with the ULMA Handling Systems, ULMA Agrícola, and ULMA Packaging businesses. The budget for the tasks to be developed by the ULMA Group is in excess of 7 million Euros, 50% of which will be subsidized. The MEDIODIA project intends to develop an innovative three level beneath plastic agricultural system: The first will be a centralized supply of recyclable energy and water to a section of greenhouses, the second will be a kind of highly automated greenhouse, efficient in its energy and water consumption, free of chemical pesticides, which allows for different profitable cultivating at any time of the year in various Spanish climates, and the third will be the optimized management of products, co-products and wastes. ULMA Agrícola's main task will be to develop the structure and greenhouse capable of housing the planned state-of-the-art systems. ULMA Packaging will participate in developing various tasks; amongst which, the development of artificial viewing systems for the classification, handling and quality control of fresh hortofruit products, the development of robotized handling systems, and the development of a packaging system in bags with or without high service trays capable of working with active films and synchronized with handling devices through the artificial viewing system. ULMA Handling Systems will develop the automatic storage system via RFID and management software/hardware and associated communication technologies. With this project, specific high-tech know-how can be developed, which will train personnel and the participating Cooperatives in order to implement new systems, face new future challenges in engineering, and compete in International markets.



Consortium of companies participating in the Cenit project.

# “Let’s talk about SAFETY...”

We wanted to bring together at our round table people from different areas of our Businesses, with the goal of finding out first hand about their thoughts with regards to a subject as current as is that of Safety in our organizations.

Jose txo de Frutos (JDF): HR Director. ULMA Handling Systems

Jaione Amundarain (JA): Person in Charge of PRL. ULMA Polymer Concrete

Cristóbal Álvarez (CA): General Manager. ULMA Construcción

José Luis Madinagoitia (JLM): ULMA Group President

Iñaki Igarzabal (II): Person in Charge of Work-related Health and Safety of the ULMA Group

Juan M<sup>a</sup> Egaña (JME): Assembler ULMA Packaging

José M<sup>a</sup> Arocena (JMA): Prevention Representative ULMA Forklift Trucks

Xabier Basabe (XB): Industrial Director. ULMA Forging

Aitor Garai (AG): Prevention Representative. ULMA Construcción

**Nowadays the Culture of Prevention is constantly discussed. In our case, do you believe that at ULMA work-related risk prevention is an urgent matter? Do we work in safety at ULMA?**

>> JMA: With regards to working safely... while there are accidents, we have not yet arrived where we should which would be zero accidents. In fact, there was just an accident in Carretillas. Because of this, we can say that we are not working safely; not so because of the measures, but rather because of the way each of us has in working.

>> JLM: In my point of view, I believe that, speaking objectively, historically it has not been a priority subject. With regards to if we work safely, I would say that no one every works safely. There are hidden risks that appear when you least expect it. I do believe that we are on the right path. Indicators show us that improvement is

evident, although it also tells us that we have to continue on this same line if we want to be a company of reference.

>> XB: At ULMA Forging, due to the nature of risk of our Business, we are attempting to improve the safety figures. Today it is already being taken as a priority matter. A new prevention plan has been structured under the direct supervision of Management, and significant efforts are being made to integrate safety into day-to-day routine tasks. In the same what quality is controlled, etc., we should also prioritize safety.

>> JDF: With regards to if we understand Safety as a main concern, I know that we are paralleling market demands, and those of society, but I believe that we still have a long way to go. We at Handling Systems have a small number of accidents, but it is necessary to be attentive and watchful of possible risk situations of

our workers. Security is increasing becoming integrated in the company's strategy, and in any daily task. With regards to how we should move ahead is a long road, all of the parts should put our grain of sand, from administration down to operators, passing through the necessary training to try to minimize accidents. With regards to being a main concern at the company, we still have a long way to go, but as I was saying before, it would be a necessary demand to cover.

>> II: I believe that on paper it is a main concern, but the issue is moving from there to actions.

>> AG: Just like Iñaki says, the paper can handle it, but daily life is very different to what can be said from Management... Honestly inside the factory there is a certain feeling of fear on the part of the staff when working. They get the feeling that production is really the main concern.

## > Round Table



Juan Mª Egaña (JME)  
Assembler  
ULMA Packaging



José Mª Arocena (JMA)  
Prevention Representative  
ULMA Forklift Trucks



Xabier Basabe (XB)  
Industrial Director  
ULMA Forging



Aitor Garai (AG)  
Prevention Representative  
ULMA Construcción



Josetxo de F  
HR Director  
ULMA Handling

>> **JME:** Written is one thing, but when it becomes time to put it into practice, well, we have that a few weeks ago in the pavilion that Packaging is building in Legazpia, there was a fatal accident. The issue is how we can put it into practice. On a worker level, I think that we don't concern ourselves very much. We already have certain acquired habits, we already have a highly centralised way of working, but it has not been fully internalised. We know that there are people that take the subject of work-related risks, that visit you from time to time to see if you have fixed the crane, if you have done a tune-up, etc., but on a daily basis, we are still a little inexperienced... We should demand more of their presence, which they stay more on top of the operator, because these are the small improvements that can lead us to reaching our goal.

>> **CA:** Formally, if there is a desire to establish work-related risk systems, there is pressure from society, the company, etc. But in actuality, day in and day out, if we are honest, trying to avoid or trying to attempt for a zero risk environment is not seen as being a main concern. Furthermore, there are easy objectives to prioritize, but there are others that are more difficult and this is one of them, because it depends on developing a whole culture that affects a direct

worker all the way up to supervisors. It is not prioritised, there is a will, but it is not prioritised, at least not like it should be.

>> **JA:** With regards to if it is or isn't a main concern, I believe that we are still in a scene where it is not a priority. Why? Well, I really don't honestly know. What I do know is that it is not integrated into daily life. We are making efforts to integrate it in all of the management organisations. We believe that it is the formula to create a preventive culture. It is notable but... And about if we work safely...well, no we don't either. We are working on it, but even if we were to integrate prevention, we would never be entirely safe.

>> **JLM:** On the subject of integration, this integration is being achieved more and more at a global level. We should continue blazing trails on this issues as well.

>> **JA:** We sell mounted façades, we could even convert it into a competitive aspect.

**Why do you believe that the majority of accidents and disasters in our Businesses happen? Do you believe that we have periodic control and surveillance over the safety conditions?**

>> **JA:** Why they occur...well, because it is not a priority issue. We have a lot of eva-

luated risks, but corrective actions have yet to be taken. After all, it is a vicious circle...

>> **CA:** I want the answer to be very objective. We do carry out systematic risk assessments and inspections, but there is a very clear Issue, In our case 50% of accidents are due to individual factors, In which the person intervenes. The other 50% of risk depends upon technical and individual factors. Therefore, it affects people's attitudes. Before if you used to say that at some locations there was fear...the fear might be in this issue a good ally. Other more complex causes would be the proactive or reactivity concepts in undertaking these issues.

>> **JME:** I also think that it is an issue at 50%, and I say at 50% because we are a cooperative, because if we were an a privately owned company, in the same way a certain part of the fault would be thrown on the entrepreneur. In this 50% of operator fault, we don't have to be scared to ask for everything that



*"Risks are hidden and appear when you are least expecting them"*



Frutos (JDF)  
g Systems



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the ULMA Group

we are missing. Now we have someone to turn to: listen, come here, I have this problem, study it and give me a solution. Influencing what we might ask for without any fear.

>> **AG:** Why do they occur? Well, because of bad luck. Just like we play with luck, well at times you win and others you don't. What needs to be done is prevent people from playing with luck. We must prevent people from being in places they shouldn't be, and for this we must prevent there being the chance for them to be in places they shouldn't be.

>> **II:** We have accidents because we have risk. Work conditions are followed, although it should be more exhaustively. Now we have resources and we can do it, although said work does not solely depend upon the technicians or managers, but rather on administration and all workers. This is everyone's job.

>> **JDF:** I believe that we are progressing in assuming that things happen for bad luck and ask ourselves if things happen because we are doing something wrong. If something happens it is because we have failed as a company. Accidents are usually multi-causal, you can fail as a person, your own colleagues that see bad habits and say nothing, even manage-

ment. With regards to the issue of controls, there are certain issues that we get audited, but if we go beyond we should be the ones that make ourselves away, as we can go far in doing so...

>> **XB:** I completely agree that the factors are multi-causal. The perfect simile would be that of the highway or the secondary road. One has to have the car in good working order, otherwise you might have an accident, you have to be trained, otherwise you might have an accident, there are certain guidelines that have to be complied, otherwise you might have an accident, basically many of the cause for the actions are encompassed, but there is one that is most important in my opinion, with is each person's conduct. Just as on the highway there are awareness campaigns, there should also be campaigns against this kind of risk. One fact is that when a really serious accident does occur in a period of time afterwards accidents generally decrease. Why? Because people see the danger and say watch out...what happens is that in time they forget about it again, and we

are back to square one again. The causes may be infinite, but how each person acts and the awareness of each person with regards to safety is basic, because you cannot intend to foresee all risks; there will always be something we miss. It depends greatly on the people we are working with.

>> **JLM:** I agree. There are aspects that the company should guarantee. Safety conditions and training should be guaranteed by the company. But there are other aspects such as the non-use of safety elements, which although there is also an obligation for following up on it, it should be the environment itself that demands compliance of people, because you are also putting other people at risk. With regards to what has been mentioned here about luck, I believe that we should keep luck on a short leash.

>> **JMA:** Bad luck is always there. If you go down a ladder, you slip, and you fall; this is no longer lack of means or confidence, this is bad luck. Bad luck is always going to have trim. I stress that although measures are put into place, I no nothing about these measures as many times for being in a hurry or because of the inconvenience of the safety items, they are not used. We need to start correcting this point about bad habits, but not from a



***"Everything looks good on paper,  
but on a daily basis it is different"***

## > Round Table



policing labour, but rather from a change in culture. Establishing means is relatively easy, but if we drive at 160 km/hour for a long time on the highway, aren't we putting ourselves in risk?

>> **JLM:** It is something that happens quite often, rejection and resistance to a certain safety element.

>> **JME:** I don't know if it's just me, but when people talk about bad luck, bad luck for me are a matter of nature, bad luck is getting struck by a lightening rod, the other factors are internal ones. 50% is my own fault, and the other 50% I don't know who to throw the blame on. Work is not unsafe, it is the way of working that is. When you were talking about the example of the car, you can drive on the highway with all of the safety measures, and at that moment a crazy driver might hit you. There are other factors.

>> **XB:** Unfortunately, we need to be a little more responsible. What happens if we don't comply with everything that we have to comply with... It is a cultural issue.

>> **AG:** At a factory level, it has to do with how we play with luck. There are a lot of things... We need a change of attitude.

>> **JA:** There are different scenarios in our businesses. The Packaging business can-



*“Safety and training conditions should be guaranteed by the company”*

not be compared with the Concrete or Ironworks business. There are different processes, each one has its own different situations.

>> **XB:** What there is in common is conduct or attitude. Obviously there are businesses with greater added risks in the production process. In these cases, a little bit more of everything has to be used...

>> **CA:** I think that the concepts can be the same and that they have to be universal. For example, it would be good if we were to maintain a safety standard separate from that of the work load. If this indicator has disappeared because there is a lot of work, it has been said here at the table, and it is said because it is what happens. But, obviously, a systems that guarantees prevention should be above work load in terms of importance. How can you involve everyone when a large part of they are responsible for a large part of the incidents? How can you make

participative democracy compatible when not creating a policy system to establish a culture? On the other hand, would you not sponsor a speech that were to separate scenes by Businesses? Each business has its own risks and should achieve its own objectives.

>> **II:** We are talking about people's responsibility at work, but there is an additional factor which is working with machines, and we have to take into consideration that machines fail. It is also worth pointing out that we have an obligation to making the machinery appropriate and establishing safe work processes.

**Do you believe the we understand the same thing when we talk about work-related Safety and Prevention or working safely?**

>> **JMA:** Well, probably each of us would understand it depending upon the kind of job he/she has. The vision of risk has to be the same, but each person only sees what is around him/her.

>> **JLM:** It is not seen in the same way. There is clear proof in cases that we are seeing. Yes, I believe that little by little it is becoming more apparent, it is an issue that has to be worked on, to arrive at a compromise. However, no, not everyone understands it the same way, and I don't

*“There are people that have to learn in one day what others have learned in years”*

want to say that it is only an issue for indirect labour, but rather that perhaps is also not understood the same way by management itself.

>> **XB:** I am very clear that each person's perception of safety is very different, and for this reason we should set certain procedures that establish certain minimums. There are people that don't see risks, maybe because they have not been trained or because they are more daring, etc. Because of this, we should define where risk is found.

>> **JDF:** I believe that the goal should be the same for everyone, and should be to minimize risk situations. With regards to training, we come from where we come from and society has not helped much on this matter now, because there has not been a training nor preventive education, although perceptions are increasing improving with regards to from the school itself.

>> **II:** Risk is unique, either it exists or it doesn't. The same way we perceive in different ways the intensity of risk due to the lack of training, due to the lack of experience or other reasons. The key is in prevention.

>> **AG:** If there is some type of possibility that you might have an accident, there is risk.

>> **JME:** We don't really believe in the measures, we believe in this entire movement that has been around safety in recent years... In my opinion, serious doubts are raised when the large multi-nationals are taking the most contaminating companies to the third world, when construction companies are hiring the lowest parts of society, the Romanians, Portuguese, etc., I believe that if we were to really create safety policies, deaths would be cut in half. We are in March, and in Euskadi I believe that 10 people have already died. We talk and talk about the issue, but I wonder if all of this is no more than yet another trend.

>> **CA:** There is an important difference between believing and being forced to... Belief involves values, anything that comes from belief is a lot more solid, and there is the other route, by force. While the system does not obligate anyone, there will be people that trick it. We, because of the kind of company we are, have a moral obligation to arrive at things by conviction. There are aspects where we have to force things a little, you also cannot continue convincing for 15 years. You have to ask people for their commitment. The issue of safety and prevention is an awkward objective, because it is a long-term one; a marathon objective. This is an objective that has to be organizational. It can never be a trend.

>> **JA:** What is clear is that we all don't perceive things the same way. One example: A product technician, when designing a mould if there is no established procedure, will miss a lot of the safety issues and because of this, we are back to square one again, which is that safety is not integrated. With regards to training, there

is increasingly more culture about the issue, although it is still called "maria". If there are sales objectives, well then, there should also be safety objectives.

>> **CA:** You may say that a sales objective is a main concern. You can do the same thing with safety objectives, and I am positive that everyone would be in agreement. Now the problem is how to carry it out. We don't have this culture so well internalized in the company. It is reported to be a main concern, but then ... You can set a lot of objectives, but then it is a matter of emphasis you want to give it.

>> **XB:** It is also true that the company has been working on sales, costs, objectives, etc. forever, for all of its life, it is a theme that is internalized, there are internal methods prepared for it, they know that this is why they eat, in turn, the culture of prevention is not integrated in the company. Someone who designs a mould should internalize that a part of the cost should be manufacturing safely. Until now, this has not been evaluated, and should increasingly quieten down, like drizzle...

>> **JLM:** In the same way we are arriving at the culture of the need to spoil people, and this aspect is greatly linked to the person. Safety is a something that will take years, working hard from schools.

>> **CA:** Currently companies are tending to place people in the centre of decisions. We are always talking about people, and because of this, those companies that are not proactively managing work-related risk systems, they enter into clear contradiction. We have a long way to go on these issues, there is no place for contradictions. Because of endogenous conviction, these types of things don't leave. An entire environment has to be managed in order to reach this objective.

>> **JA:** In my opinion, these issues must be increasingly inserted as objectives in



*“We have accidents because we have risk”*

## > Round Table

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strategic plans. They have to be more apparent.

>> **JLM:** It might well be somewhat of a trend, but trends usually result from needs. I am convinced that we will soon have a reduced workforce and as in the environment if you are seen as an unsafe company, when it comes time to choose, we already know... There is also increasing pressure from administration on these issues.

>> **JME:** In any event, we live in a consumer-based and fast-paced society. At any time we can see cars speeding along at 200 km, when you are not allowed to go over 120 km/hr. And another thing, who are we going to demand make us a good mould if on the other hand we are taking everything out by subcontract and above all, we ask that each year he has to do it 3 or 4% cheaper, while we increase the CPI (Consumer Price Index). Safety for whom, just for us...?

>> **JDF:** I don't think for one minute that we are talking about a trend. Trends are to make you stand out, and in this case I don't believe that the customer asks you if your product is safe, or if you have produced it safely.

>> **CA:** I also don't believe it is a trend. There are a lot of civil and penal kinds of implications that enforce all of us. Businesses have to survive, and their existence can be really complicated if their name comes up during a speech because of a deadly accident. In a company like ours in which we are manufacturers, provide services, sell products, etc., if we have a fatal accident for some issue, it could have serious consequences. That is not merely being able to finish the business day, but is something more than that...that you can sleep with peace of mind.

>> **JDF:** In public tenders administration is going to demand even more than com-



### *“We live in a consumer high-speed society”*

panies that choose to participate in this tender do not have any type of administrative sanction, much less a penal one. With this, they are touching the basis of your Business.

>> **JME:** When a worker calls from a scaffold, is the subcontractor of the subcontractor of the subcontractor...

>> **CA:** The subcontracting law comes into effect next month, and we are entirely affected by it. Now the doubt that exists knows what sanctioning capacity administration has with regards to companies that do not follow the law. We are the ones that pay taxes, but there are other companies and countries whose culture is very different.

>> **JA:** And couldn't we make all of this into a competitive advantage?

>> **CA:** We are going to do it, we are sure of it, but we are also sure that some of our clients will penalize us because of it. We are going to change things with the subcontracting law but...

**Training and information regarding risks are indispensable actions that help with the increase in and participation of prevention. Do you all believe that at ULMA we adequately foster these kinds of initiatives?**

>> **JMA:** At ULMA training and information is given through the use of bulletin boards, etc., but on this subject, it is not given properly to the entire group. Those that are trained are the ones responsible for work-related risks, but not the rest. When they carry out a risk analysis of each position, the information is given

then, but afterwards it is not followed up with training.

>> **JLM:** At ULMA this training is being given, although not enough. We have to give more, and above all in groups of new hires. It is important to do them from the beginning where are safe aspects, where are unsafe ones, what do they need to be careful with, etc.

>> **XB:** Training is a bottomless bag. I believe that in recent years we have made important advances in specific training, as it is impossible to assume that we know everything. It is important for each one of us to know what to do and what not to do. There are many training methods, and each person has to look to decide which one best adapts to him/her and which one is the most appropriate at all times.

>> **JDF:** We, for example, do not have a productive process in offices that might require preventive measures, due to which one of the vectors that we have always used to emphasize this subject has been training. This path has been good for us, it is valid and we still follow it.

>> **II:** In order to understand and practice prevention, information and training about the risks to which you are exposed is indispensable. We should improve or expand plans welcoming plans and initial training.

>> **AG:** There is little information in the welcoming plans, they are fairly short. It takes time for a person to being to walk, and to start to work also takes time, and this time is not given to the person. There are people that in a day and a half have to learn from a colleagues what it has taken the other one years to learn.

>> **JME:** It is about prevention. In walking through the job positions and seeing what problems the people have. It has to



*“When a worker falls from a scaffold, it is the subcontractor of the subcontractor”*

**Briefly, to finish up, what message, in a positive and future tone, could we send to our partners and workers?**

do with resolving small issues and when people see that the small things are resolved, the rest will also be resolved. With regards to training, what has been done recently with short courses in ergonomics seems positive. It is something innovative that has never been done before, it is a training to learn how you need to move to have less risk.

>> **CA:** The concept has to be that of continuous training, and not for trends. We do certain things, but there is more to be done.

>> **JA:** Not enough is being done, although we are on the right path. We need to integrate prevention. In the welcoming plans it is usually difficult to give this training, as for various reasons companies hire for days, weeks, etc., and it becomes difficult.

>> **JLM:** What is clear is that there has been a conceptual leap. Before when we used to talk about safety, no one really knew what we were talking about. Nowadays, people know what you are talking about, and for this reason necessary measures are put into place. Another thing is if it is being done well, normally or poorly. The next step is giving this leap in the regional offices and subsidiaries.

>> **JMA:** In our case, we have SAT technicians that have to travel to far-off companies. Imagine if this company does not comply with minimum safety requirements... the subject begins to get complicated. Although we might put the measures in place, if there is no prevention where prevention has to be done...

**In your opinion, what are the main challenges for our Businesses in Work-Related Safety?**

>> **JA:** I would highlight three: integration, converting safety into a main concern, and raising competitive advantage.

>> **CA:** I would highlight three objectives: eliminating important risks, maintaining safety standards separate from work load, and responding to the development of the Business.

>> **AG:** I would like for everything that has to do with work-related safety to not be forgotten, as I get the impression that afterwards everything just stays on paper.

>> **II:** First, reducing risks, leadership in prevention at all levels, and awareness and internalizing prevention in everyone.

>> **JDF:** The challenge is trying to make safety a main concern for each one of the people that works in Handling. 7 years ago we defined 3 objectives that today are entirely valid, integrating prevention of the Business with the coordination of activities with clients, and incorporating a safety variable in the design.

>> **XB:** I would stay with one, which is system integration. The key is in having a safety management plan which is integrated into all of the Company's lines of business. If we manage this, we have succeeded... The main role of all of this is in management.

>> **JLM:** Although our Businesses have a different level of danger, it doesn't mean that they have less risks, or that they are free of this issue. What is clear is that we have given an important step in implementing the work-related risk systems. It is not enough, now we must integrate it into daily management and progress from there.



*“A preventive culture is not integrated in the company”*

>> **JLM:** Ask for their active collaboration in achieving cultural change, inviting each of present for suggestions for improvement in their positions and under that safety is something for everyone, for my own good and the good of all.

>> **XB:** If I had to give a simple message, it would be that safety is for everyone. It is in everyone's hands. A great deal of awareness.

>> **JDF:** For us the message is simple: work safely 365 days a year.

>> **II:** For me, the message would be that we have to invest in safety. Safety is always profitable.

>> **AG:** The phrase “safety is everyone's job” is slightly ambiguous... We need a change in attitude on the part of all employees, but also oneself. I would like to say in closing that this has already been done, and that here there are people in Management that really do something about it, that it doesn't just end up in nothing...

>> **JME:** For me the message would be, work but work safely.

>> **JA:** In addition to everything else that has been said, my message would be that a job is not well done if it has not been done using safety.



**“We want to be leaders  
in developing  
entrepreneurship”**

**Although you have been the new rector for a short amount of time, how do you perceive the state of the university? what has most surprised you?** I have found a university in perfect shape, with an excellent health resulting from the ten years of work and effort during which it has travelled a long road to get where it is today. I have also found a university with its own seal, its own brand, a series of specifications that I believe should continue to be followed, because they are exactly what make it work. Mondragon University has sustained and developed specific training and research models that have given it its own character and personality, an aspect in which I believe should be preserved and motivated, as specialization and specificity are the main elements of attraction and explanation for our university project are keys to the future. But we can't forget that for me the university was not something unknown, because I was previously part of the Academic Committee of the same.

**You arrive, furthermore, at a moment of change for the university, the same has to adapt itself to new challenges: The new social needs, a drop in enrolment due to the decrease in the democratic curve, the convergence with Europe... How does the Mondragon Institute adapt to this new situation?** The university is a living organism and as such, has to be an institution with an extremely high level of adaptability, that adapts itself to changes, to transformations, to new needs of society, and to its demands in a relatively quickly manner and above all, very effectively. Having said this, the size of our university allows us a certain flexibility which makes adaptations more gradual, and may be carried out with a relative amount of ease. With regards to, for example, the European system, we must keep in mind one thing, which is that at Mondragon University, we have a certain advantage in this adaptation because we don't forget that this university has been working with a new educative project for a number of years now,

A Doctor of Electronics, Electrical Engineering and Automation, he has worked at Ikerlan and was a Business Manager at Fagor Appliances. After numerous months of dividing job functions with Inaxio Oliveri, as of February, and following his retirement from the same, he is now the new Rector at Mondragon University.

an educational model that is directly linked to many of the requirements of the future adaptation to the European space regarding the transfer of competencies and values of students, the Mendeberry project. All in all it is working to provide students with a series of transversally fundamental competencies in work-related as well as personal life in which they will have to develop. We talk about fostering team work, verbal communication, leadership, problem resolving... With regards to the demographic drop, this is obviously a fact with which universities should work. But what is really important in this panorama of a drop in students, is continuing to main the market quota, the participation of our students in the Basque Country university system. Thus being, I feel it is important to point out that in spite of the fall in



***“We want to be a reference university not just in the Basque Country, but rather throughout Europe”***

demographics, Mondragon University has continued to increase its participation in the Basque Country university scene. Moreover, in just nine years the school has gone from a market quota of new students of 4.7 to 8.2%, and in total students from 3.3% to 5.8%.

**It was announced that student entrepreneurship is going to be fostered, how is this objective going to happen?** In effect, we believe that it is also the university's responsibility to promote in our students entrepreneurship, teaching them to create and to innovate. We call it “Learning to undertake”. It is our goal to

be a leading university in the development of entrepreneurship and promotion of businesses in each and every one of their activities, both in the training of young students, in continuous learning and post-graduate studies, as well as creation of new business ideas through research. As we believe that in order to create work, improve competitiveness and promote a country's social and economic growth, it is necessary to foster a business spirit and culture, and entrepreneurial competency and promotion of businesses. And Mondragon University has to become a active social agent on this subject. All in all, it is Mondragon University's mission to promote the socio-economic development of the Basque Country, and it is with this exact objective that the Mondragon University has decided to promote a global learning motivational plan. For this, we have listed various formulas such as “Mondragon Ekiten”, a recently created business pre-incubator which will be used for testing projects using the development of phases prior to the creation of companies and their later start up, or a program for technology-based businesses, intended for professors that carry out research projects, and which will allow for studying the viability of the research projects as future business projects.

**Although, as we have mentioned, you have been in this new role as Rector for a short amount of time, how do you see Mondragon University's relationship with surrounding businesses?** And with the ULMA Group in particular? One of the specifications of the university is precisely its strong link with the company, in fact the relationship with the financially productive world has always been key to the university model. This specificity is a privilege for us, as we in fact look for an observatory of the needs of the labour market. In our rector

councils, the businesses are represented, which offers a vantage point to pick out what are the needs of the economic and productive system. It also grants an anticipatory capability, in allowing to foresee and therefore fill these needs. I believe that the university should continue to change, and has to do so quickly, as the evolution of the economic-productive system needs is going to force it to do so. A university or college has to be in close connective and surrounded by outside agents that provide it with knowledge. In the specific case of ULMA, it is a extremely clear reference for the university with a very strong relationship between both for many years now. Let us not forget that ULMA is a collaborating partner in the Secondary Polytechnic School, and the Mondragon University School of Business Sciences, in addition to forming part of our rector organs and our governmental organs. Fruit of this very strong relationship, for the past five years our students have been carrying out end of career and onsite projects at ULMA.

**Mondragon University is going to complete its tenth anniversary this year, how do you picture it ten years from now?** We are fully aware that our future as a university and our contribution to the Basque training, demands an attitude of constant improvement of us, and that we still have a lot of ground to cover in order to be the University we want to be. As well as continuing to work with the same effort and desire with which we have done until now, becoming a point of reference. We want to be a reference university not just in the Basque Country, but also in Europe, with educational and research projects that are individual and a reference in all of its realms of knowledge, such as technical-scientific, business and humanities.

# Cancer: The Importance of Prevention

The European Code Against Cancer consists of ten points, a “Decalogue”. The first six recommendations are related with adopting a healthier lifestyle which, in addition to improving overall health, will prevent the appearance of a number of important kinds of cancer. They make reference to tobacco, alcohol, food and its fibre and fat content, obesity and physical activity, the sun and cancer-causing substances. Recommendations seven and eight stress early detection, whose objective is curing the greatest number of cancers. The appearance of ganglions, ulcers that don’t heal, inexplicable haemorrhages, changes in freckles and moles, changes in intestinal or urinary habits, unexplained weight-loss, persistent cough or loss of voice without a reason to consult with a doctor. The last two recommendations are particularly directed at women, with the same objective as the two previous ones, detecting as early as possible uterine and breast cancer, by undergoing periodic check-ups or early detection programs.



## Decalogue against Cancer

1. DON'T SMOKE. IF YOU SMOKE, STOP DOING SO. IF YOU FAIL TO STOP, DO NOT SMOKE IN THE PRESENCE OF NON-SMOKERS. IF YOU DO NOT SMOKE, DO NOT EXPERIMENT WITH TOBACCO.
2. IF YOU DRINK ALCOHOL: BEER, WINE OR LIQUOR, LIMIT YOUR CONSUMPTION.
3. INCREASE YOU DAILY INTAKE OF VEGETABLES, FRESH FRUIT AND CEREALS RICH IN FIBRE.
4. AVOID OBESITY, INCREASE YOUR PHYSICAL ACTIVITY AND LIMIT YOUR CONSUMPTION OF FOODS THAT ARE RICH IN FAT.
5. AVOID EXCESSIVE SUN EXPOSURE AND SUNBURNS, ESPECIALLY IN CHILDREN.
6. APPLY STRICTLY REGULATIONS AIMED AT PREVENTING ANY EXPOSURE TO KNOWN CANCER-CAUSING SUBSTANCES. FOLLOW ALL HEALTH AND SAFETY INSTRUCTIONS ON SUBSTANCES WHICH MAY CAUSE CANCER.
7. SEEK MEDICAL ADVICE IF YOU NOTE ANY GANGLION, IF YOU HAVE AN ULCER THAT DOES NOT HEAL (INCLUDING THOSE INSIDE THE MOUTH), A MOLE THAT CHANGES SHAPE, SIZE OR COLOUR, OR IF UNEXPLAINED BLEEDING OCCURS.
8. SEEK MEDICAL ADVICE IF PERSISTENT PROBLEMS CONTINUE, SUCH AS CHRONIC COUGH, PERSISTENT SNORING, CHANGES IN INTESTINAL OR URINARY HABITS OR AN UNEXPLAINED LOSS OF WEIGHT.
9. PERFORM REGULAR GYNAECOLOGICAL CHECK-UPS. PARTICIPATE IN ORGANIZED PROGRAMS FOR THE DETECTION OF UTERINE CANCER.
10. CHECK YOUR BREASTS REGULARLY. PARTICIPATE IN ORGANIZED EXPLORATORY PROGRAMS WITH MAMMOGRAPHY IF OVER 50 YEARS OF AGE.

## DOCTOR'S ADVICE



> > > > > > > Iñaki Igarzabal, head of Work-Related Health at the ULMA Group

“There are great numbers of proof that indicate a great protective effort for the increase in vegetable and fruit consumption at the risk of a wide variety of cancers: lung, larynx, oropharynx, oesophagus, stomach, colon and rectum, and pancreas. Vegetables, garden produce and fresh and raw fruits, lettuce, carrots, cruciferous and green leaf vegetables, citrus fruits, broccoli, onion and garlic, have shown a protective relationship against cancer, as well as legumes. The Mediterranean Diet, specific to countries from Southern Europe, have also demonstrated having a protective effect against a number of kinds of cancer. The main characteristics of the Mediterranean Diet are based on a low consumption of animal fats and meat, and a high consumption of fish, olive oils, fruits and vegetables, fibre and cereals. The main recommendation in this sense would be, therefore, to eat fruits and vegetables at every meal, and as snacks in-between meals, in addition to decreasing the consumption of animal fats and meat, and increasing the consumption of fish, olive oils, fruits and vegetables, fibre and cereals.”

# portraits and stories of our people

**Joxe Mari Ruiz, a partner of ULMA Polymer Concrete, stands out because of his enthusiasm that he dedicates to everything he does. His latest adventure: helping to start up Gozokin, the new pastry business line in the Bidebarri employment centre. The main purpose of this organization, founded 10 years ago by the Oñati and Caritas Town Council, is to facilitate the work entry of people with disabilities or serious socio-economic problems.**

*When Joxe Mari Ruiz decided a few years ago to put his baking business up for sale, he had no idea that he would end up collaborating on a cohesive project of this nature, whose influence goes beyond commitment acquired for the sale of the machinery. This Oñati native is now apart of a 4 -person team, one official baker, two assistants and himself as a technical adviser - with which the business has started up, but the project hopes to have 14 workers within two years, that develop the activities of manufacturing a wide assortment of pastries, pies, chocolate items and other products. Gozokin has had an investment of 150,000 Euros, backed by the Oñati and Caritas City Councils, the Autonomous Council and the ULMA, Caja Laboral, Fagor, Lana and Irizar Cooperatives. The largest part of the budget was set aside for the purchase of machinery and adaptation of facilities, a 200 m<sup>2</sup> facility in the employment centre at the Zubillaga City Hall. In addition, Joxe Mari Ruiz appears to be thrilled because a ULMA Polymer Concrete assembly line was recently subcontracted to the Bidebarri workshop, giving employment to 4 to 8 people, which would otherwise have very difficult access to the labour force. And it has been during its history of the past ten years that Bidebarri has consolidated itself as a company, currently having 26 employees, divided into 4 lines of business: Zubillaga workshop, vending service, Ogibarri Bakery, and Gozokin Pastry Worker.*



*In the pictures, Joxe M<sup>a</sup> Ruiz with his Bidebarri Colleagues.*

# The ULMA Group collaborate

**This San Sebastian organization has been attending to elderly people and disabled people for over one century**

The Matia Foundation is a private social non-profit organization that offers sociohealth services to elderly and/or disabled people with the basic goal of helping, adapting to social changes, the needs not covered in the realm of elderly and/or disabled people. To do so, the Foundation manages the services that can give a greater response to the same, always from a humanitarian and integral vision of elderly people. The Matia Foundation began its operations in 1888 with the following goal: "To unconditionally find and gather subsistence throughout the days of your life and be aided in your illnesses, to those elderly or disabled people for work".

## MATIA FOUNDATION ACTIVITIES

The main activity of the Foundation is the rendering of social health aid services to elderly and/or disabled people, and particularly those most needing of the service both physical, mentally or socially, in a personalized and Integral manner, in order to contribute in this manner and increase their quality of life and that of the people closest to them. For this, the Matia Foundation has: 6 residential centres, 5 day centres, 7 mobile rehabilitation centres, 1 hospital and one specialized IZA residential care centre for disabled patients. It also has other services, such as a Memory and Alzheimer unit, a Geriatric guidance service, and an Outside Consultation Service. SEOG, Gerontological Evaluation and Orientation Service, offers a Council dependency assessment (5,285 assessments done in 2005), and UMA, Memory and Alzheimer Unit, is specialized in the specialized assessment, care and intervention for people with cognitive deterioration (362 assessments in 2005). The Gerontological centre and hospital are located in San Sebastian and Zizurkil, and the rehabilitation centres in Donostia, Zarauz, Lasarte and Hernani. Furthermore, the company Gerozerlan Lamourous (together with Moyua Constructions) for the promotion of new centres, which has been the recipient of Regional Government tenders for the building and management

of Gerontological centres in Zumarraga and Zumaia. All of the health services are arranged with the Basque Country Government Health Department and the majority of the gerontological posts with the Gipuzkoa Regional Government, in addition to a group of supplemental private posts. The ULMA Group is a Friend company of the Matia Foundation through the collaborations that it has been expanding for a few years. Currently, thanks to the collaboration with the ULMA Group and the rest of the Foundation Friends, the renovation of the Ricardo Birmingham hospital building is being carried out. Its construction dates from 1985, after which various other projects, expansions and improvements have been done. These partial improvements have not been enough, and therefore the complete renovation of the building will be carried out in the short term with the goal of providing it with better areas and more services to improve attendance, improve the stay of patients and users.



*"Thanks to ULMA'S help and that of other organizations, the renovation of the Birmingham building is being carried out"*

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# es with the Matia Foundation

## THE MATIA FOUNDATION CHALLENGE

*“The challenge of the Matia Foundation is to provide to utmost care to the needs of elderly and disabled people, and their quality of life, achieve greater relevance and importance. For this, the foundation is managed in a highly professionalized way, responding with initiatives, activities and knowledge”*



## FOCUS ON SOCIAL RESPONSIBILITY

*“The Matia Foundation promotes Social Responsibility from various view points: From the viewpoint of psychosocial and sociohealth intervention and the management models based on the management of quality (Euskalit Gold Q, in the EFQM model) from the knowledge viewpoint, with the creation of the Matia Gerontological Institute, dedicated to R&D, Teaching and Consulting and Training Centre in Social Services and Gerontology, and from the management of values. Thus, various training programs have been created for elderly people such as the Adult University with UPV, Schools of Experience in Donostia, Goierri (together with Mondragon University and Goieki), Lasarte, Zarautz, Irun and Eibar. Various elderly persons associations have been created that currently have been grouped into the MUGABE Association, Homes and Retirement Associations have been helped such as San Joxepe de Bergara, for example. Furthermore, training and support programs are shared with the family members of elderly people and people with disabilities and dementia, retirement preparation programs, like the one that has been given at ULMA in recent years. We carry out 4-5 sessions with works that are going to retire throughout the year, in which references are given to them to face this change of lifestyle in a positive way, from the occupation point of view, spare time, social relationships and they are also explained about the repercussion that these changes may have on their health.”*



*“Retirement preparation programs have been given to ULMA employees”*



Francisco Javier Leturia  
Technical Director

## **Do you believe that the Work-Related Safety prevention culture is instilled in our Businesses?**

## **What actions could be considered in order to improve our likelihood of accidents?**

*To improve this section we propose that you send us the issues or questions that you would like to pose in this post to; [begira@ulma.es](mailto:begira@ulma.es)*



**MIKEL TXINTXURRETA**  
ULMA Forklift Trucks

**“Preventive culture needs to be integrated in daily activities”**

Work-Related Safety Prevention is an issue of vital importance in that the involvement and collaboration of the entire organization is indispensable, from management, mid-level supervisors, down to the last rung on the organizational ladder, with the work of some to put in place the measures, and that of others to use it. In order to be able to talk about preventive culture integration, it is necessary to perform it on a daily basis, and for this very solid bases are needed with regards to training and information about prevention; with this not being the current reality, this is why it can be said that it is a point that needs improvement.



**UNAI CONEJO**  
ULMA Agrícola

**“In theory everyone knows about safety, they just need to put it into practice”**

Average. Although it is improving little by little. Theory is good, but things fail when trying to put it into practice. Those people responsible for performing these actions should take safety problems more seriously, even though they don't directly affect them. Production is chosen over safety. Nowadays, we have to adapt ourselves to our work positions, when in reality it should be the other way around.



**HERIBERTO ZUBIA**  
ULMA Construcción

**“Us workers should become part of the solution”**

I believe that currently the Work-Related Safety prevention culture is more instilled in our Businesses that a few years ago. In my point of view, prevention is everyone's responsibility, not only for those that work directly with it, and for this reason I would like that this culture of prevention were to have a greater incidence and importance in the future, as this would have positive repercussions on the decrease of accidents and incidents at ULMA. For improvement I believe that it would have a bearing, even more so if it goes along with what we do, on three aspects: On one part, it would work on the participation of employees, as it is a key factor for decreasing accidents. This way, workers stop being “part of the problem”, and become “part of the solution.” I think it is extremely important to report dangerous situations, in order for them to be corrected. Secondly, I would study comprehensively research of accidents and incidents. I believe that it is fundamental to know the basic fundamental causes and truths about why those accidents and disasters occurred, to be able to put into place the preventive measure that might avoid similar events in the future. Finally, and not being the least important, I would continue to work on training and information for instructions, files, procedures, risk assessments and other preventive documentation, keeping in mind human aspects, the environment and processes (equipment, tools, materials, products...).



**IKER OROBENGOA**  
ULMA Forging

**“There is an excess of confidence”**

I believe that there is still a lot to be done in this field. There is an excess of confidence in people while performing their jobs. There is a notable lack of awareness about the importance of Work-Related Safety. The main action to improve the ratios of likely accidents is able to achieve that the workers themselves are the ones who generate ideas, solutions to assure safety in performing their jobs. Many of the actions come in some way imposed by superior commands, who don't know as well as the worker him/herself about the scope of said measures; which, despite the repercussions that it may have, makes the worker reject the action. It is clear that for this the channels of communication in the company should be reinforced.



**GORKA LARRAÑAGA**  
ULMA Handling Systems

**“No resources should be spared”**

I think that it is an issue that is found in all businesses, and measures are being put in place to improve it. I think that it is an issue about which people are aware, and that provides ideas for day-to-day improvements. Any way, we should be aware of new needs, as it is something which is important enough not to pay attention to it. Above all, we ourselves should apply, use and make others use all of the measures within our reach to work under appropriate conditions, and not spare any effort on resources or measures. Each of us should detect and provide solutions for new situations, in addition to those that are already being considered. The more aware we all are, the safer we will work and we will make others around us also work more safely.



**JAIONE AMUNDARAIN**  
LMA Polymer Concrete

**“A job is only well done if it is done safely”**

I believe that we still have a long way to go in normalizing the preventive culture, although great strides have been taken within our business. The lack of assumption and integration of prevention as element of management of first order makes it very hard for this culture to progress. Keeping in mind this weakness, great efforts are being taken in which prevention is a more than just an part of integrated management in all of the company's management organizations, and normalised as an important part of our daily work, with the goal of achieving a better quality work life, well-being and benefit, even becoming a competitive advantage. We all have a lot to do in the process of implementing this culture and improving job positions, not just in the service of prevention, we all have to assume that improvements in likelihood of accidents and job positions is a job for everyone and for the benefit of all. For it, three main actions would be highlighted: It is indispensable that Work-Related Risk Prevention be more than a first rate Strategic Management element integrated at a Group level and in each business, form in PRL the leaders for each business and Group, and inform through various means of communication the entire staff about projects and advancements in improvement of our work positions. “The key concept would be; a job is only well done if it is done safely.”



**AINHOA DÍEZ**  
ULMA Packaging

**“We should place more importance on Prevention”**

The culture of prevention is already becoming instilled in the company, but not as quickly as we would like. On one hand, we should give the same importance to achieving a high level in the management of Work-Related Risk Prevention as to other factors that are considered to be fundamental for the business activity. On another, we have to keep in mind that the culture of prevention is a learning process which requires a change in customs and attitudes that takes time. I believe that participation and support of all our workers is of vital importance, and a commitment from the entire staff such that prevention is integrated in the daily routine of our business and all of the levels of the organizational chain. This implies that we should all assume the obligation of including prevention in any activity we carry out. Through the Hobetalde we are driving a common position of safety problems in order to avoid possible accidents and to agree upon actions for improvement so that each of us undertakes his part of responsibility. With it, we hope to achieve a reduction in accidents year after year, and to get closer to our main objective: that of “zero accidents”. In order to improve information and training are fundamental, with the purpose of realizing risks to which we are exposed, and what we have to do to prevent and avoid them. Creation amongst all of the safety instructions and the spreading of the good practices for working each day with increased safety.



## Txurruko Punta

A stroll opposite Aizkorri



**Txurruko Point is a docile, rustic mountain of those that inspire fondness, always accompanied by flocks of sheep and horses, surrounded by forests and scenery. Getting to it is like climbing a balcony, and the best way to do it is slowly, taking your time.** The best way to arrive at Txurrulo Punta is to by foot across the wonderful beech forests that dominate the door to Otzaurte, to then continue up to the peak, and to return by the Garagartza fold. In front of the Otzaurte inn, we will take the path that leads to Beunda and San Adrián, passing by after that the Andra Mari hermitage, surrounded by trails. We go past a Canadian barrier on

the road, and immediately to the left we are going to find a path in the beech forest, which will be the one that leads us back through the beech forest. We now continue on the path to Beunda, which takes us a little more than one kilometre to the recreational area. We could take advantage of a side path in the forest, and a certain short cut in the shade. In arriving at the Beunda crossroads, market by a stone monolith, we will turn leftwards following the path that runs the hillocks until the base of the line of Txurruko Punta to the right of a forest of beech trees. When the path diverges, we can choose to follow the

### TRAVEL GUIDE

**Access:** Otzaurte Pass, between the locations of Zegama and Altsasu. In the same pass, in front of the Otzaurte inn-restaurant, the path begins which then diverges into a beech forest in the woods.

**Time:** The entire circular course, 2 to 3 hours.

**Advice:** This course is long, but can be shortened by starting off from the Beunda recreational area, accessible by car using the Otzaurte road (1.5 Km).

**Information:** [www.goierri.org](http://www.goierri.org)

branch to the right or to go up the country hillocks in front of us. This option is more attractive, which will take us along the Unamendi line and the Ulzama pass at the base of Txurruko Punta. Then, you just have to follow the beautiful crest line, going directly upwards to the clear peak of Txurruko Punta, dominating the entire Aratz crest to Aizkorri with the Urdalur reservoir down below. We will also see below on the opposite side of the reservoir, the Garagartza and Naparraitz rocks, at whose feet the lone Garagartza fold is located. In order to reach it, we descend the country line of our peak, and in an instant we will be at the feet of the

Naparraitz monolith. Next to it is the Garagartza monolith, which you can easily cross. From the Garagartza rock, we will descend by the Zabalaitz pass to the northeast in search of the path that surrounds below the shortest crag which is Antzuzkar, following the marked path from its base, which from the beech forest returns to the Otzaurte pass.



### THE VISIT, the towns of Segura and Zegama

*The towns of Segura and Zegama are two key links on the Road to Santiago within Gipuzkoa before facing saving the passing through of the range by the San Adrián tunnel. It undoubtedly preserves the marvellous structure of an original medieval town around its Nagusia, Zurbano and Lardizabal streets, along which certain palaces of notable interest can be found such as Jauregi, Lardizabal and Ardizarra. Its parrochial building dedicated to the Assuntion leans towards Aizkorri and safekeeps in a side retablo a wonderful image of Santiago Matamoros. In Zegama there were at least 300 Inns at the service of the Path and a hospital located on the current site of the Our Lady of the Snows Hermitage. The San Martín parrochial temple, is in fact gothic.*

> **The profile**



**Santi Mendiola**

*Santi Mendila has been a ULMA partner for 37 years. He currently works in the Agrícola Business, and is the son of one of the ULMA founders, Isidro Mendiola. Santi has shared with us the section THE PROFILE.*

What do you most like about your job? Work is not at all boring, because we handle products and accesories that are very different. It becomes dynamic and in constant learning, on the other hand, I am lucky to work in Agrícola with a young, inspired and well-prepared team, which results in yet another incentive to motivate you in the personal area.

What do you like to do in your free time? Mainly, dedicate myself to my family, although my passion is photography, before analogue and now irremissibly digital, reason to which I dedicate a great part of my free time and I also regularly play footing. I also like to travel.

What book have you read recently? The Emperor of Ocean Park, a suspense novel, my reading mainly rotates around historic and classic architecture.

What couldn't you do without? My family, friends, and a cup of tea at breakfast.

Is there any character you admire? No historical or contemporary one in particular. What I do admire are those people that indifferently help and are concerned in making life more pleasant for others.

Life has taught you... To respect others, and that with conversation and understanding everything is possible, and also to make the most of what you have.

## Cooperative Values Supplement

In this number 14 of the Begira magazine, we are including the first of the supplements that we will dedicate to our values. On this occasion, we are talking about **Cooperation**, and we have the collaboration of a number of our partners and workers.



**RETIREMENTS: Retirement from the ULMA Group from January 1 to April 30, 2007**



**Jesús Mª Epelde Usandizaga**



**Javier Odriozola Iñurritegui**



**Tomás Irizar Elorza**



**José Víctor Zabaleta Beitia**



**Abilio León Moreno**



**José Miguel Erostarbe Aramburu**

**GET WITH IT AND SEND US YOUR IDEAS:**  
[begira@ulma.es](mailto:begira@ulma.es)

Also, and as always, we continue to maintain our Suggestions Box where we hope to receive your contributions:

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 Email: [begira@ulma.es](mailto:begira@ulma.es)

*Thanks to all and enjoy! Congratulations*

# ii Get involved and send us your best photographs: Cities and Villages !!

The Begira magazine encourages you to send in your best photographs about Cities and Villages. We invite you to participate again, to send us all those images you might have about the Cities and Villages section. With the selection of all of the images, a 2008 corporate calendar will be created. In addition various gifts will be raffled off from the photographs received. Mailings may be carried out until September 14 of 2007 by e-mail to the address: [begira@ulma.es](mailto:begira@ulma.es)

Any corner of your city, and interesting image of your village, panoramic or scenery, get motivated and send them in to us.

In this second Contest, the number of images allowed has been limited to 6, and only one picture per partner or worker will be able to be chosen for the corporate calendar.

Various

**gifts**

will be raffled off  
among all the

**pictures**

**we receive!**



Get involved  
and  
Send in your  
photo

