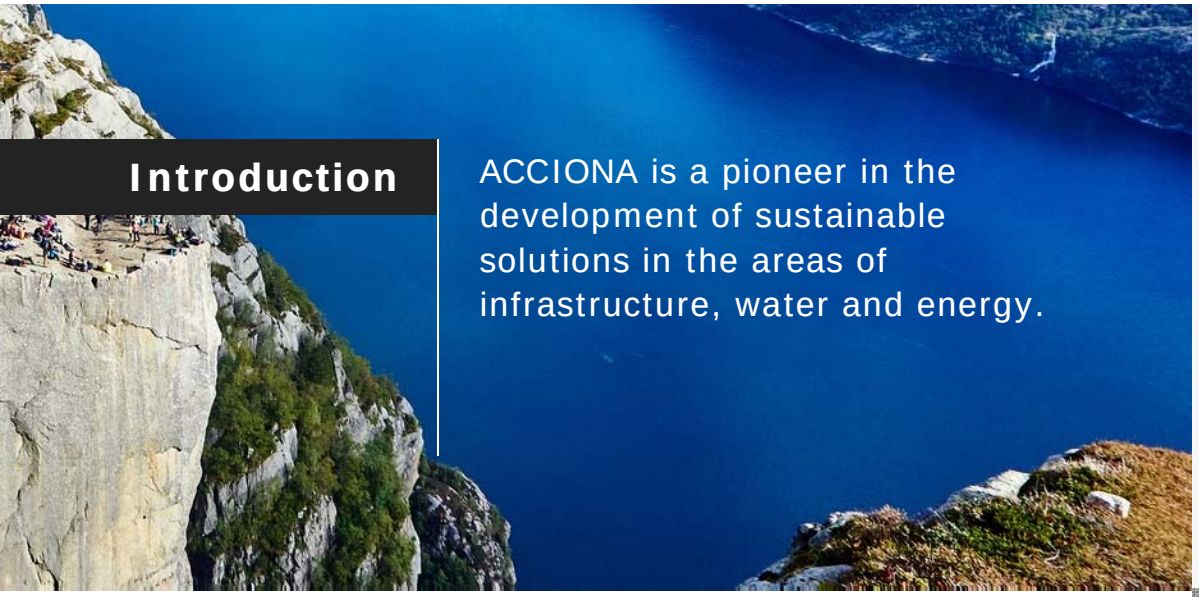
SMP 2020
Sustainability Master Plan

Sustainability Master Plan | 2020

Strategic Lines



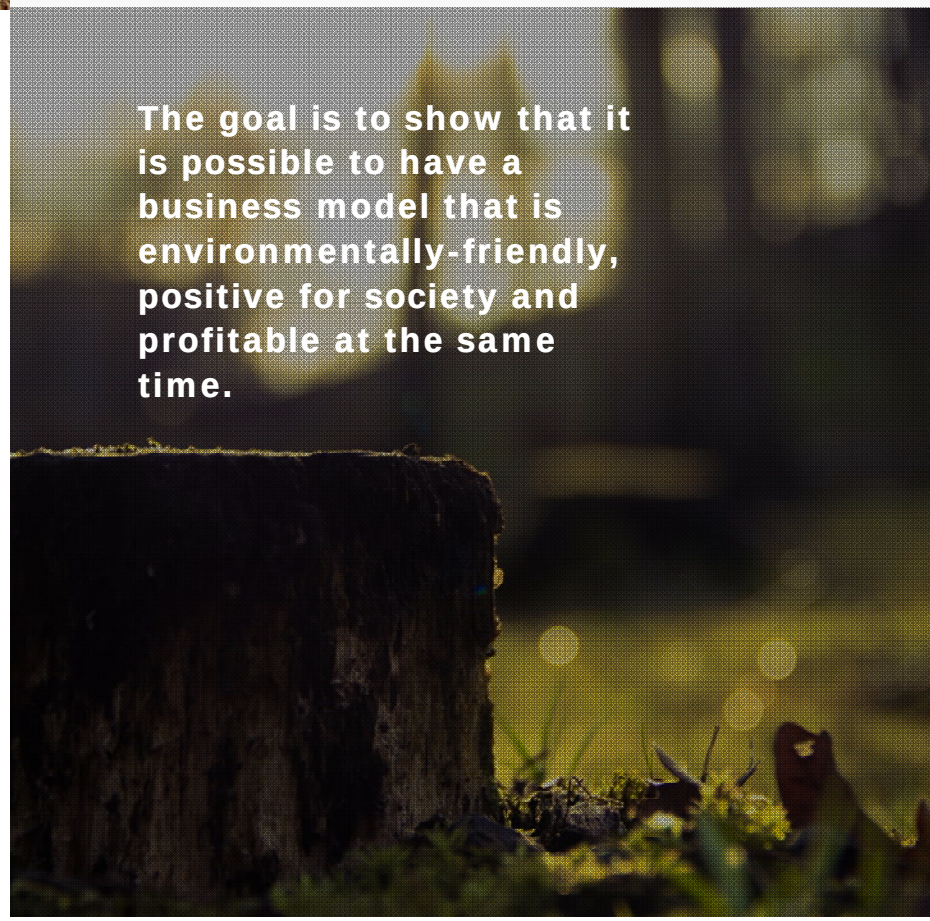
Introduction

ACCIONA is a pioneer in the development of sustainable solutions in the areas of infrastructure, water and energy.

In the last five years (2010-2015), our commitment to sustainability has materialised not only in our offer to the market but also through the implementation of more sustainable best practices within the Company.

ACCIONA Visión 2020

We want to be leaders in sustainable practices at world level, in directing investments, in our service offering and, of course, in our business practices. That is how we work to mitigate climate change—both strategically and operationally—by providing solutions to water stress and designing infrastructures that are adapted to the new realities..



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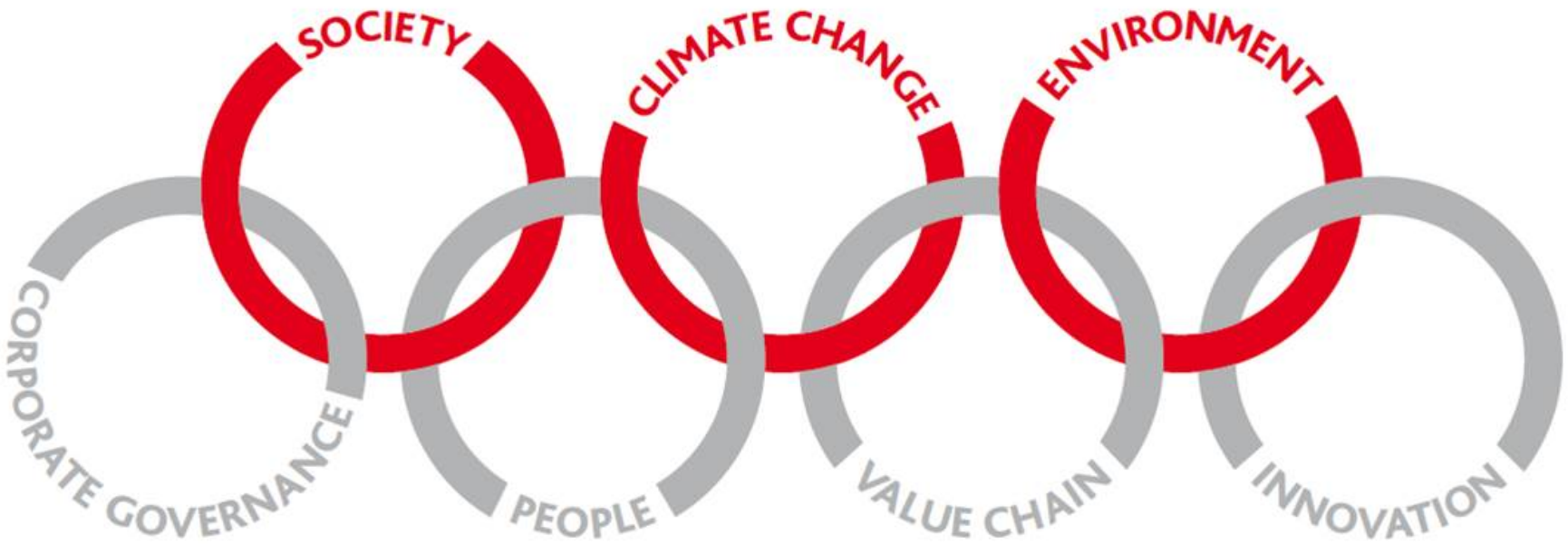

Climate Change

Visión **2020**

ACCIONA has adopted climate change mitigation as its main strategic goal, by committing its investment capabilities and, in coherence with that commitment, adopting the goal of achieving emission neutrality in its operations, by advancing in energy efficiency and offsetting any emissions by purchasing CO2 rights that support the development of renewable facilities in developing countries.

STRATEGIC OBJECTIVE:

INVEST TO MITIGATE CLIMATE CHANGE

Prioritise investment in renewable technology

CARBON NEUTRALITY

Objective: ***Reduce and offset our emissions***

CLIMATE RISK MAP

Objective: ***Design and draw up climate change risk maps***

ADAPTATION AND MANAGEMENT OF CLIMATE RISKS

Objective: ***Develop and implement climate change adaptation and risk management plans within the business strategy***

CLIMATE CHANGE TRAINING

Objective: ***Train the Company in climate change risks and their management***

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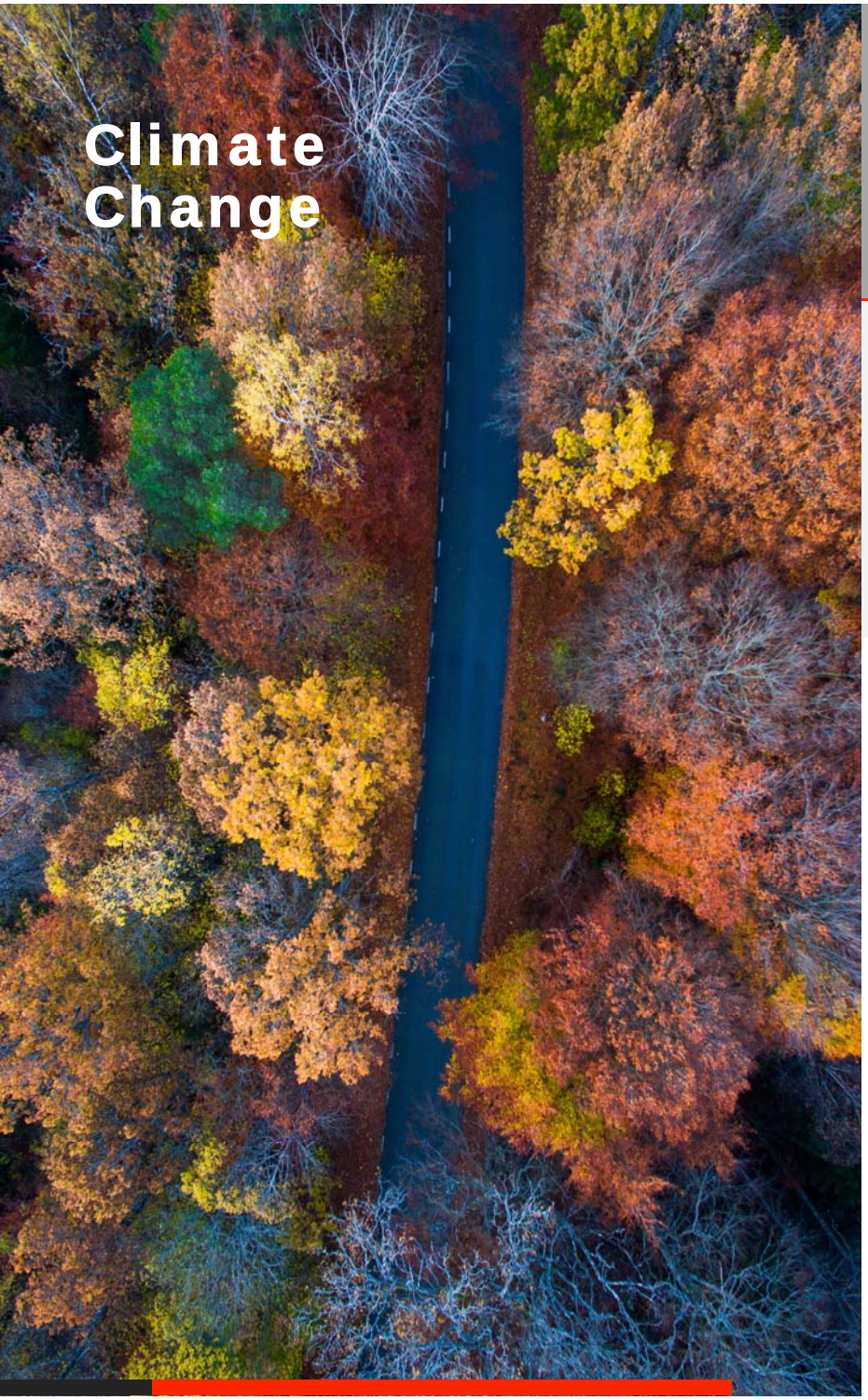

Climate Change

STRATEGIC OBJECTIVE

INVEST TO MITIGATE CLIMATE CHANGE

Prioritise investment in renewable technology

Up to **2020** ACCIONA will invest at least **2.5 Billion $** in developing renewable technologies.

80% of that investment will be in **new installations** located in developing countries, enabling them to materialise the transition strategies for their energy models.

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Continuing with this trend, by 2020 ACCIONA will have **10,500 MW of** renewable capacity and will avoid over **20 million tons of CO2,** equivalent to the annual emissions of 4 million automobiles.

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ENVIRONMENT Visión 2020

ACCIONA's businesses offer sustainable environmental solutions, guaranteeing a response to such challenges as water stress. The efficient use of natural resources is the challenge that humanity must face; it is also one we address in our operations.

STRATEGIC OBJECTIVE

COOPERATE IN MANAGING WATER SUSTAINABLY

Provision of drinking water and sanitation

ECO-EFFICIENCY IN OPERATIONS

Objective: ***Advance in a program of circular economy***

WATER

Objective: ***Improve water consumption efficiency***

BIODIVERSITY

Objective: ***Neutral biodiversity footprint***

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Environment

STRATEGIC OBJECTIVE

COOPERATE IN MANAGING WATER SUSTAINABLY

Provision of drinking water and sanitation

ACCIONA helps ensure access to drinking water and environmental sustainability by developing and operating water treatment facilities.

Between 2016 and 2020, ACCIONA will contribute to ensuring the supply of drinking water to areas of water stress and to preserving the environment:

- by **creating infrastructure that delivers water** to 4 million people and operating other infrastructures that serve over 5 million.
- **by preserving our rivers and seas by developing sewage treatment** projects that meet the needs of over 8 million people and operating facilities that serve over 4 million.

To date, ACCIONA has built over **75 desalination plants, more than 100 drinking water treatment plants, and over 300 wastewater treatment plants, equivalent to supplying water to over 34 million people and treating sewage** for a combined population of over 54 million people.

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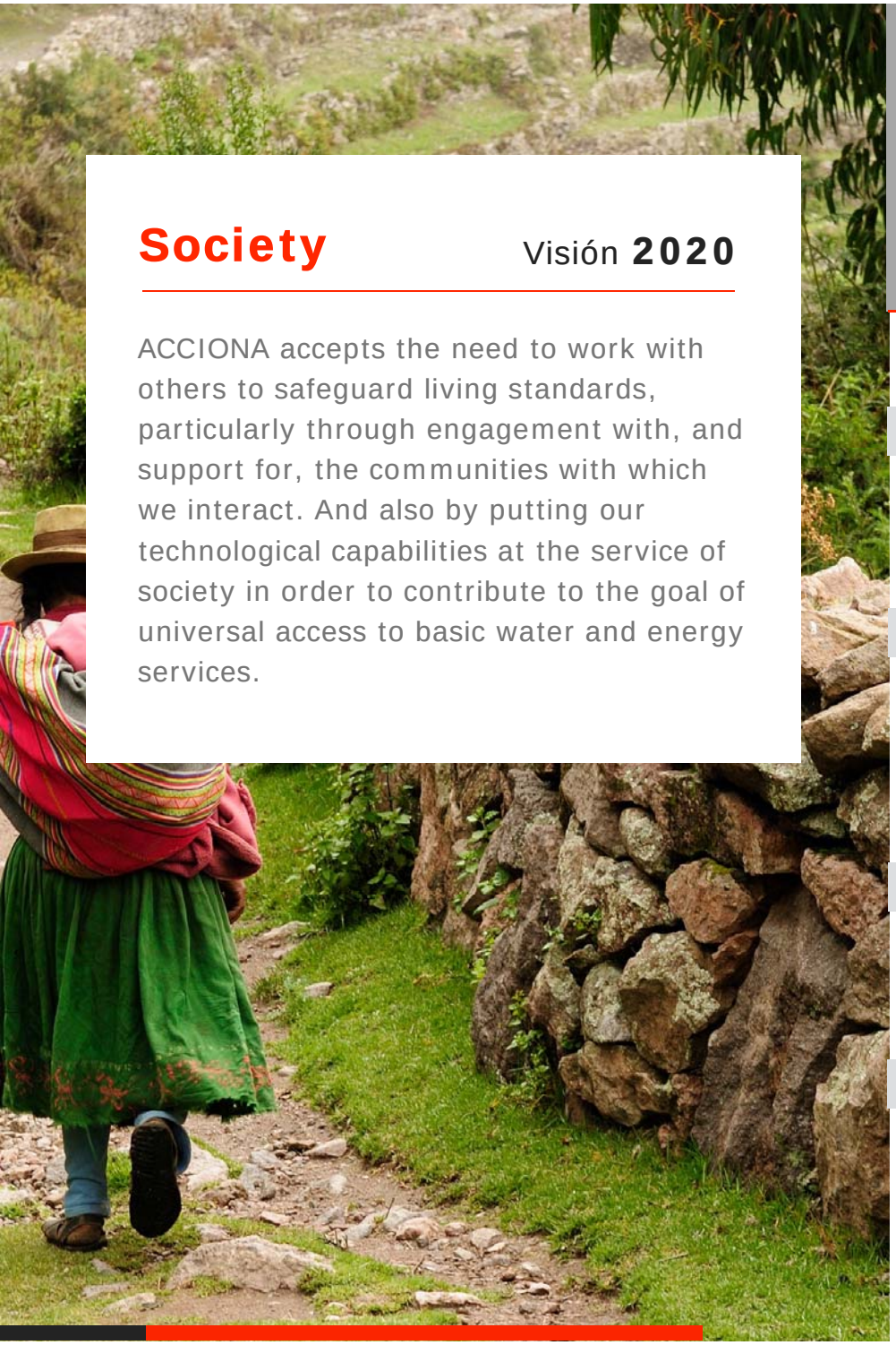

Society

Visión **2020**

ACCIONA accepts the need to work with others to safeguard living standards, particularly through engagement with, and support for, the communities with which we interact. And also by putting our technological capabilities at the service of society in order to contribute to the goal of universal access to basic water and energy services.

STRATEGIC OBJECTIVE

WORK TO IMPROVE PEOPLE'S LIVING STANDARDS
Universal access to energy

SOCIAL IMPACT MANAGEMENT

***Objective:* Enhance management of the social impact of the Company's activities**

ENGAGEMENT AND LEADERSHIP

***Objective:* Maintain our leading position in cutting-edge international initiatives and continue working on stakeholder engagement**

SOCIAL ACTION

***Objective:* Strengthen the Company's Social Action Plan**

VOLUNTEERS

***Objective:* Increase employees' commitment to sustainable development**

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Society

STRATEGIC OBJECTIVE

WORK TO IMPROVE PEOPLE'S LIVING STANDARDS

Universal access to energy

In **2020** ACCIONA will be **the leading supplier of electricity via renewable energy** in isolated rural areas of Latin America.

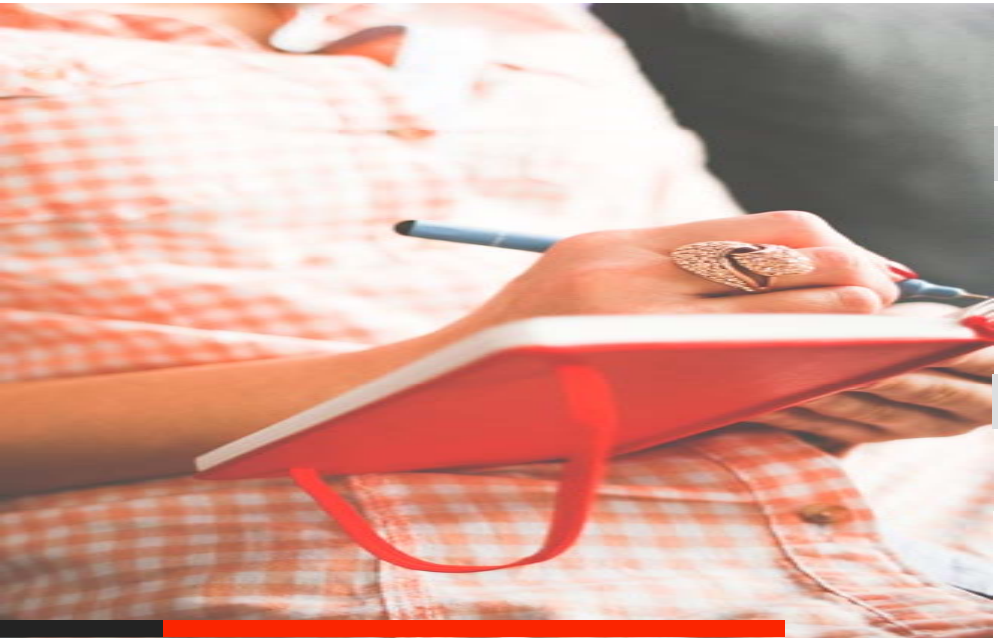
ACCIONA has been working since 2009 **to bring electricity to remote areas** of Cajamarca (Peru) and Oaxaca (Mexico) using photovoltaic systems.

Today, **over 50,000 people** have replaced candles and kerosene lamps with bulbs and sockets powered by solar energy. The project is exponentially scalable.

People

Visión **2020**

Launch of the "**Team Experience**" programme to create an inspirational environment for the team based on the strength of the ACCIONA brand and its underlying values: **respect, transparency, equal opportunity, meritocracy, continuous communication and diversity.**



SAFETY

***Objective:* Reduce the accident frequency rate by 15% with respect to 2015**

HEALTHY ACCIONA

***Objective:* Give all employees access to healthy lifestyle programmes**

DEVELOPMENT AND INCENTIVES

***Objective:* Establish specific talent recruitment, detection and retention programmes in all countries where we have more than 300 employees**

DIVERSITY AND INCLUSIVENESS

***Objective:* Establish diversity plans in all countries where we have more than 300 employees, with specific objectives based on local circumstances**

TRAINING

***Objective:* Provide employees with the sustainability knowledge and skills to enable them to work in coherence with the Company's strategy**

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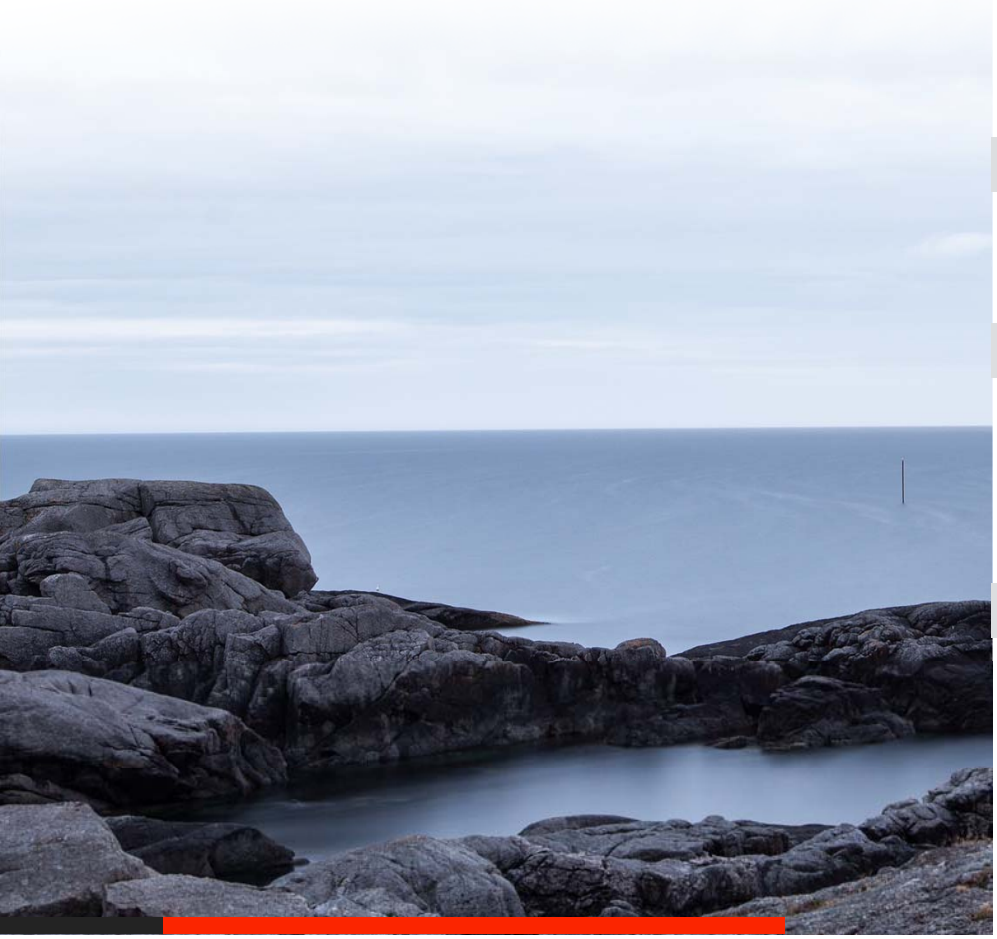
CORPORATE GOVERNANCE Visión **2020**

ACCIONA's Board of Directors is highly specialised in risk management in a context of sustainability and in long-term guidance and planning in the areas of ethics, human rights and climate change.



ETHICS

***Objective:* Adapt the Code of Conduct to the most advanced practices**

***Objective:* Provide an International model of Crime Prevention and Anti-Corruption in 100% of the activities**

HUMAN RIGHTS

***Objective:* Implement a programme of respect, protection and remediation in the area of Human Rights in all businesses and markets**

CORPORATE GOVERNANCE

***Objective:* Adopt the most advanced corporate governance practices**

RISK MANAGEMENT

***Objective:* Include the management of non-financial risks (human rights, climate change, anti-corruption, environment) in management processes**

TRANSPARENCY

***Objective:* Enhance the Company's non-financial reporting: at global and local level**

***Objective:* Adopt policies for greater fiscal transparency**

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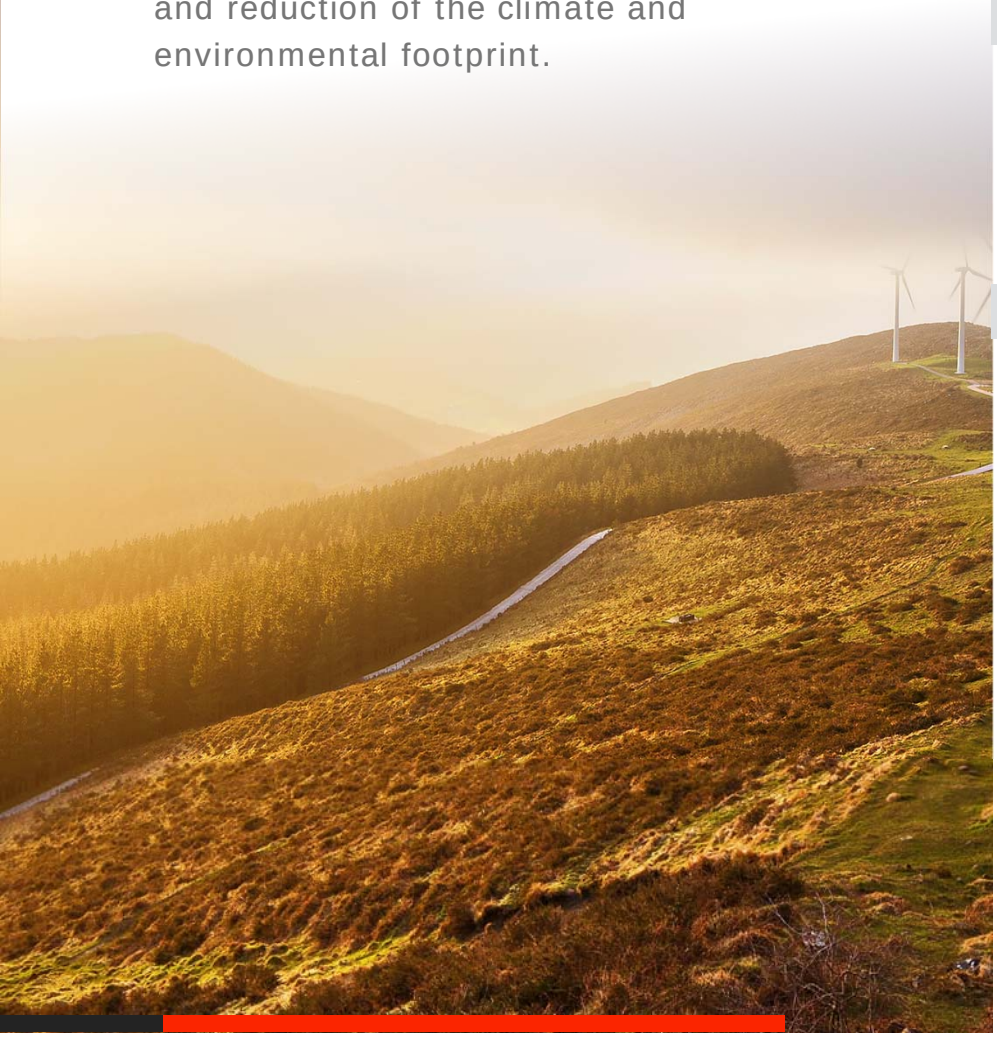
Value Chain

Visión **2020**

Contribute to a sustainable value chain by strengthening risk prevention, ethics and reduction of the climate and environmental footprint.



SUPPLY CHAIN

***Objective:* Mitigate environmental, social and governance risk in our supply chain and create new sustainable solutions**

PARTNERS

***Objective:* Mitigate the environmental, social and governance risk in relations with partners: consortia and joint ventures**

CLIENTS

***Objective:* Build long-term loyalty and trust among clients based on the Company's focus on Sustainability**

***Objective:* Define No-Go policies based on sustainability (due diligence by third parties)**

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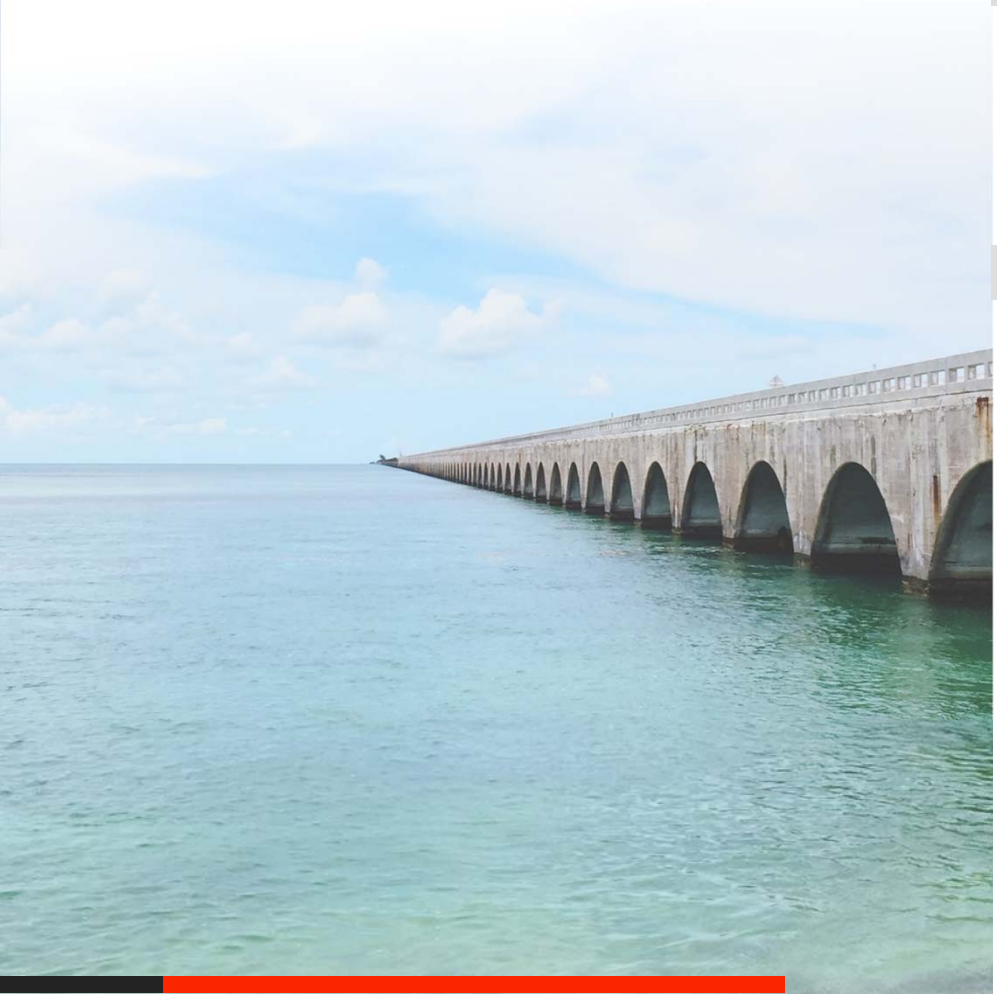
Innovation Visión **2020**

ACCIONA's goal is to remain in the lead in the development of sustainable solutions to the planet's major challenges



INNOVATION SPENDING

***Objective:* Acciona will keep its innovation-to-revenues ratio above the European average in order to retain its lead in innovation.**

COLLABORATIVE INNOVATION

***Objective:* Collaborate with third parties to develop innovative technologies that ensure the sustainability of our business**

OPERATIONAL INNOVATION

***Objective:* Create and improve efficient processes that generate savings of at least 75 million euros (around 15 million euros per year).**

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