

Sustainability Master Plan 2010 - 2015



The **Sustainability Master Plan 2010-2015** is the road map that establishes commitments and concrete objectives to consolidate ACCIONA's differential value.

The progress made in the different practices consolidates ACCIONA's position among the leading companies in terms of sustainable practices, thanks to the Company's actions aimed at creating a company model that is gradually taking shape as sustainability opportunities arise.

Avoid 15 million metric tons of CO2 emissions, invest 500 million euros in R&D and Innovation in next years, and assign the equivalent of 5% of the dividends to social action...

ACCIONA's Sustainability Master Plan 2010 -2015 (SMP) is based on clear principles and proposals and is expressed in commitments and concrete objectives that can be measured and assessed. With the aim of contributing to the **fulfillment of today's needs without endangering those of future generations**, the SMP outlines nine areas that are work programs for the period 2010-2015 in Innovation, Environment, Society, People, Value Circle, Good Governance, Stakeholder Engagement, Dissemination and Leadership and Evaluation and Accountability.

This road map is integrated in the Corporation's Strategic Plan as a further obligation.

In november 2011, a review of our objectives and commitments took place and we extended the period covered by the Sustainability Master Plan from 2010 to 2015. In this review, we have sought to ensure that the criteria regarding the desired close relationship between business and the creation of competencies and capabilities focused on sustainable development



WE ADD COMPETITIVENESS TO BUSINESS LINES BASED IN TECHNOLOGICAL DIFFERENTIATION

Our goals for 2015 are:

- Create an Analysis and Evaluation Committee aimed at contributing to R&D and Innovation in each Business Division.
- Consolidate the Technology Observatory as the main source of technological information for the three main business lines. Create metrics to measure this contribution.
- Identify in the market technological and business opportunities capable of enhancing existing business and help them stay ahead of the field in their respective sectors.
- Roll-out five pilot initiatives with suppliers aimed at boosting their innovation capacity.
- Introduce operative innovation programs in Group processes, leading to at least €15M in savings.
- Invest 500M€ in R&D for the period 2010-2015.
- Double the patents portfolio (base 2009: 52 patents).
- Financing for 35% of investment in R&D.



WE INTEGRATE THE ENVIRONMENTAL VARIABLE IN DECISION-MAKING AND IN THE BUSINESS OPERATIVE WITH THE OBJECTIVE OF REDUCING OUR ENVIRONMENTAL FOOTPRINT

Our goals for 2015 are:

- 15% reduction in CO2 emissions generated/revenues (base: 2009)
- Improve the environmental efficiency ratio (base: 2009)
 - Energy consumption/Revenues (15%)
 - Water consumption/Revenues (7%)
- Bring within reach of our carbon footprint the footprint of our suppliers with 100,000 € a year's worth of business with ACCIONA, bringing it down by 2% a year.
- Roll out the Sustainable Mobility Plan which will lead to a 10% drop in CO2 emissions compared with 2011.
- Set up an environmental offset bank charged with the mission of covering 100% of all possible shortfalls on emissions targets.
- New ACCIONA product: Offer our customers the possibility of offsetting their emissions generated in the course of rendering their services to ACCIONA.
- Obtain ISO 50001* energy efficiency certification for ACCIONA Agua.
- Set up an «Issuer Credit Rating» based on international metrics principles.

* In force since September 7th 2001. www.aenor.es



WE ARE COMMITTED TO SOCIAL PROGRESS IN THE COMMUNITIES IN WHICH WE OPERATE

Our goals for 2015 are:

SOCIAL IMPACT:

- ❖ Introduce a social impact evaluation model in all international projects for Water, Infrastructure and Energy.

SOCIAL ACTION PLAN:

- ❖ Yearly Social Contribution equivalent to 5% of dividend.
- ❖ ACCIONA Microenergía Foundation (FUNDAME):
 - Provide access to electrification through renewable energy sources to rural isolated communities and without expectation of access to these services in the medium / long term
- ❖ Sustainability Workshop: Extend to new key markets and renew contents.
- ❖ Volunteer Program
 - Development of the ACCIONA Volunteer Program



WE WANT TO GET AN EXEMPLARY PERFORMANCE WITH EMPLOYEE COMMITMENT

Our goals for 2015 are:

- 90% of countries with a single workplace safety model certified to OHSAS 18000.
- 3% of people with disabilities in the workforce.
- Increase in percentage of employees belong to vulnerable or at-risk categories by 10% (baseline: 2011).

EQUAL OPPORTUNITIES

- ❖ Set up an equal opportunities and non-discrimination policy in ACCIONA companies worldwide.

TRAINING

- ❖ Directors trained online in environmental, ethical and anti-corruption issues.
- ❖ 100% of the workforce with access to the intranet trained with Sustainability Workshop content.

WORKPLACE HEALTH & SAFETY

- ❖ 20% reduction in fatal accidents in the next three years.

VARIABLE COMPENSATION

- ❖ 100% of the Top 300 with a sustainability-linked variable.

WORK-LIFE RECONCILIATION PROGRAM

- ❖ Introduce Reconciliation Program



WE WANT SUSTAINABILITY TO BE EXTENDED THROUGHOUT OUR SUPPLIERS, CONTRACTORS AND PARTNERSHIP

Our goals for 2015 are:

- 65% of Spanish suppliers will have a sustainable development rating.
- 100% of the company will have a certified integrated management system.

SELF-EVALUATION QUESTIONNAIRE FOR SUPPLIERS

- ❖ Self-evaluation questionnaire on Sustainability for 100% of suppliers with more than 100,000€ worth of business with the Group

SUSTAINABLE PURCHASE

- ❖ Commitment to Sustainable Purchase: Draw up a catalog of sustainable products and services and set up an «Annual Award for Sustainable Practices» for suppliers.

COMMUNICATION AND TRAINING FOR SUPPLIERS

- ❖ Training in environmental, human and labor rights, and Workplace Risk Prevention for evaluated suppliers.
- ❖ Introduce international evaluation standards for a responsible supply chain through a pilot for SA8000 certification for all Group companies.
- ❖ Disseminate Ethical Principles and the Ethical Channel for suppliers, subcontractors and collaborators.



WE ARE COMMITTED TO A MODEL OF INTEGRITY AND ACCOUNTABILITY IN OUR MANAGEMENT

Our goals for 2015 are:

- Progressive improvement in rating of corporate governance practices.
- 100% of the staff trained in accordance with the Code of Conduct.

GOOD GOVERNANCE PRACTICES

- Good Governance Practices: progressive introduction of improvement measures, with follow-up indexes.

POLÍCIAS

- ACCIONA policies book approved and published.

CORRUPTION AND BRIBERY

- Formal adherence to anti-corruption initiatives and Company anti-corruption plan implemented.

RISKS

- Mechanism in place to identify and evaluate long-term sustainability risks (Example: Climate Change).



**WE UNDERSTAND AND MANAGE THE EXPECTATIONS OF THOSE WHOSE
OPINION COUNT**

Our commitments for 2015 are:

- Company-wide dialog platform with Stakeholders in all ACCIONA markets.
- Stakeholder Group Policy: Set up under the Company policies book umbrella.
- Develop Organizations Map.
- Sustainability Master Plan (SMP) Consultations: Regular consultation aimed at reviewing and updating relevant SMP-related issues.



WE WANT TO EARN OUR REPUTATION AS A LEADER IN SUSTAINABILITY AND SPREAD ITS PRINCIPLES

Our commitments for 2015 are:

- Obtain recognition as a leader in sustainable development in key markets.
- Institutional Presence
- Incentives and support for Top 100 directors who undertake to participate in a common social network (to be determined) with a participation rate of at least 10% by the Group's General Managers.

INTERNAL DISSEMINATION

- Boost employees' commitment to the Sustainability practices laid down in the Sustainability Master Plan.

EXTERNAL DISSEMINATION

- Consolidate ACCIONA's position as a benchmark in Sustainability



WE ACCOUNT EACH OF OUR ACTIONS

Our commitments for 2015 are:

- Set up tools for evaluating performance and accountability for third parties as regards their compliance and the Company's commitments to Sustainability.
- Quarterly information on key environment and social indicators as part of the Company's quarterly results information.
- Set up a permanent observatory of leading sustainability practices, enabling the organization to detect, evaluate and, where applicable, further explore the opportunities that they offer.

ANNUAL REPORT

- Approval of the Annual Sustainability Report by the General Shareholders' Meeting.

SUSTAINABILITY INDEXES

- Extend our presence in sustainability indexes.

SUPPORT FOR BUSINESS

- Contribution of Sustainability requirements in bids.

SMP PROGRESS REPORTS

- Monitoring indexes of SMP Progress Reports.

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