
DISSEMINATION AND LEADERSHIP

Sustainable positioning

ACCIONA is a worldwide benchmark in sustainability as a result of its strategic value and the disclosure of its sustainable business model.

2014

Challenges	Advances
<ul style="list-style-type: none">Continually participate in benchmark organizations.	<ul style="list-style-type: none">Participation in forums and talks in Spain and abroad: <i>Corporate Leaders Group (CLG)</i>, <i>Global Compact</i>, <i>World Business Council for Sustainable Development (WBCSD)</i>, <i>Sustainable Energy for All (SE4All)</i>, <i>Seres Foundation</i>, among others.
<ul style="list-style-type: none">Strengthen international position in sustainability through dissemination in social media.	<ul style="list-style-type: none">Active presence in local WBCSD organizations (<i>Céspedes in Mexico</i>), <i>Global Compact (Spanish Global Compact Network)</i> and <i>Sustainable Energy for All (Sustainable Energy for All Americas)</i>.
<ul style="list-style-type: none">Develop new communication items.	<ul style="list-style-type: none">Use of up-to-date dissemination tools such as the new corporate website, the launch of the sustainability dissemination website in English and newly developed and updated audiovisual items (videos, infographics, etc.).

2015

Challenges
<ul style="list-style-type: none">Ongoing participation in benchmark organizations.Development and approval of the <i>SMP 2020</i>.Development of new communication items to be disseminated both internally and externally.



ACCIONA actively participates in international initiatives that strengthen its commitment to sustainable development, the fight against climate change and the dissemination of these ideas.

- The only Spanish company among the 100 most sustainable corporations in the world (Global 100 Most Sustainable Corporations in the World 2014)
- It supports the “Put a Price on Carbon” statement led by the World Bank
- Participation in the Trillion Tonne Communiqué, an initiative led by the Corporate Leaders Group

Dissemination of ACCIONA’s principles

Recognition as a benchmark in sustainability must be supplemented by the dissemination of a business model based on the opportunities provided by sustainable development. ACCIONA has therefore developed various activities through internal and external communication channels: videos, brochures, publications on the website, internal and external newsletters, magazines, an active presence in social media, among others.

Active presence in organizations and initiatives

ACCIONA actively participates in international initiatives that strengthen its commitment to sustainable development, the fight against climate change and the dissemination and spread of good practices in these areas.

UNITED NATIONS GLOBAL COMPACT

The Company has been an active member of the United Nations Global Compact since 2005 and a member of the Steering Committee of Global Compact LEAD since 2014. This initiative, to which affiliation

ACCIONA actively participated in the **United Nations Private Sector Forum**, an initiative promoted by UN Secretary General Ban Ki-moon

is voluntary, is based on the commitment to adopt, support and promote a set of fundamental values—the Ten Principles of the Global Compact—in the areas of human rights, labor, the environment and anti-corruption. ACCIONA is committed to incorporating these principles in its day-to-day activities and reporting the improvements and progress made to society.

In 2014 ACCIONA participated in the following initiatives led by the Global Compact:

UN Private Sector Forum 2014

ACCIONA actively participated in the United Nations Private Sector Forum 2014, an initiative promoted by UN Secretary General Ban Ki-moon. In 2014, the UN Private Sector Forum formed part of the Climate Summit, which was attended by leaders of the Member States, the business sector and civil society, among others, with the aim of:

- Catalyzing ambitious and realistic measures to reduce emissions and strengthen climate resilience.
- Mobilizing governments to reach an ambitious global legal agreement in 2015 to contain the increase in the global average temperature so that it does not rise by more than 2 degrees Celsius.

ACCIONA participated in presenting *Business Leadership Criteria on Carbon Pricing*, organized by *Caring 4 Climate (C4C)*, a joint initiative of the UN Global Compact and the United Nations Environment Programme (UNEP).

During the Forum, ACCIONA also publicly expressed its support for the "Put a Price on Carbon" statement, an initiative led by the World Bank. In this statement, governments and companies make a commitment to work together in order to establish carbon pricing worldwide.

Global Compact LEAD

Since 2010, ACCIONA has formed part of Global Compact LEAD, an initiative formed by 54 companies, whose goal is to achieve a new level of environmental, social and corporate governance actions, and to establish a new reference for corporate sustainability. ACCIONA has been a member of the Advisory Committee since the beginning of 2014 and has actively participated through round table discussions, working groups and teleconferences.

Sustainable Energy for All (SE4ALL) initiative

The first forum of the SE4ALL initiative took place in June 2014. José Manuel Entrecanales, Chairman of ACCIONA, was appointed a member of the Advisory

Board in 2013 and co-chairs the Renewable Energy Committee along with the Director-General of the International Renewable Energy Agency (IRENA). The progress made during the last year by this Committee was revealed in 2014 and included recommendations for five specific areas of improvement: knowledge management, policy and regulation, social support, innovative financing products and lines, and training to boost employment.

During this forum, the UN Secretary General and World Bank President officially launched the Decade of Sustainable Energy for All 2014-2024 (SE4All).

In October 2014, ACCIONA, along with over 500 representatives of governments, civil society, the private sector and international organizations throughout Latin America and the Caribbean, participated in the launch of the Decade of Sustainable Energy for All (2014-2024) led by the United Nations in Latin America and the Caribbean (SE4All Americas).

CEO CLIMATE LEADERSHIP GROUP

In January 2015, the Chairman of ACCIONA, José Manuel Entrecanales, took part, within the framework of the *World Economic Forum* in Davos, in the launch of a new CEO Climate Leadership work group, an initiative led by the United Nations and the *World Economic Forum* that is comprised of CEOs from leading world companies, to drive the private sector's contribution in the fight against climate change.

ACCIONA's presence at the COP20

As part of the Conference of the Parties (COP20) held in Lima (Peru), ACCIONA Microenergía Perú, along with the Multilateral Investment Fund of the Inter-American Development Bank (IDB/FOMIN), the Spanish Agency for International Development Cooperation (AECID) and the CEDDET Foundation, and with the presence of ACCIONA's Chairman, José Manuel Entrecanales, organized the *Universal Access to Energy and Climate Change* seminar.

The ACCIONA Microenergía Foundation presented the results of its *Light at Home* program during the seminar. The seminar, which benefited from the contribution of rural development experts, also dealt with the challenges of off-grid electrification, and how to make universal access to energy compatible with the fight against climate change.

ACCIONA also participated in the forums organized by the *World Business Council for Sustainable Development* and in the *Caring 4 Climate Business Forum* to promote the role of the private sector in efforts to contain global warming.

Global Compact International Yearbook 2014

ACCIONA participated in the Global Compact publication of reference. Companies' best practices on matters related to sustainability are published in this yearbook.

ACCIONA participated in the launch of the CEO Climate Leadership Group in Davos

ACCIONA signed the Trillion Tonne Communiqué, which urges authorities to implement policies that **prevent emissions for more than a trillion tonnes of carbon**



WORLD BUSINESS COUNCIL FOR SUSTAINABLE DEVELOPMENT (WBCSD)

The Chairman of ACCIONA, José Manuel Entrecanales, is a member of the Executive Committee that supervises the long-term strategy and outlook of the World Business Council for Sustainable Development (WBCSD). ACCIONA was the first Spanish company of the IBEX 35 to form part of this worldwide network, and since then it has been an active member therein, having participated in activities regarding education, training and research in many fields.

In 2014, ACCIONA was a co-leader, along with other companies in the sector, of the *Scaling Up Renewables in the Electricity Sector* initiative within the framework of the WBCSD's Action2020 plan.

The aim of the companies participating in this initiative is to contribute to the decarbonization of the energy mix, accelerating the progress to ensure renewable energies make up at least 30% of the energy mix in 2030. Preliminary results will be presented at the Conference of the Parties (COP21) in Paris in 2015.

ACCIONA has actively participated in the *Urban Infrastructures Initiative* (UII) since its creation, leading the communication portion. This initiative focuses on the

power of businesses to come up with practical solutions to help authorities and governments create more sustainable cities. The final report on this initiative was published in April 2014.

CORPORATE LEADERS GROUP (CLG)

ACCIONA was included in the *Prince of Wales' Corporate Leaders Group* (CLG) in 2009. The CLG is a group of European business leaders who share the conviction that there is an urgent need to develop new policies with a long-term view to fight climate change.

In 2014 ACCIONA participated in numerous meetings and work groups organized by this initiative. Noteworthy of mention is the launch of the Trillion Tonne Communiqué, signed by ACCIONA, to urge authorities to implement policies that prevent emissions for more than a trillion tonnes of carbon.

In February 2014, the chairmen and CEOs of leading European companies called on EU Heads of State to define a clear climate and energy framework for 2030 with an ambitious renewable energy target, including binding national targets.

At the beginning of 2015, and within the framework of the tenth anniversary of the Corporate Leaders Group on Climate Change, presided over by the Prince of Wales, under the heading "*Leadership for*

ACCIONA joined the We Mean Business coalition to **drive the agenda of the Climate Change Conference (COP21)** in Paris

the Future", the Chairman of ACCIONA participated in a move to encourage the private sector to reach a new international agreement in 2015 to fight climate change.

WE MEAN BUSINESS

ACCIONA joined the *We Mean Business* coalition which focuses on driving the agenda of the Climate Change Conference (COP21) in Paris. This coalition was formed in September 2014 by CLC, the B-Team, Business for Social Responsibility, CDP, Ceres, The Climate Group, and WBCSD, for the purpose of accelerating the development of a low carbon economy.

CSR INNOLABS

In 2013 ACCIONA joined the CSR Innolabs project, a network of companies whose goal is to foster Corporate Social Responsibility (CSR) in Latin America, with the support of the Inter-American Development Bank (IDB).

As a result of this project, a report titled *The keys of assessing, measuring and managing social impact in Latin America and the Caribbean* will be published in 2015.

EXTERNAL DISSEMINATION OF OUR SUSTAINABILITY PRINCIPLES

Throughout 2014, ACCIONA has had a presence in forums, talks and meetings with various organizations, and has also collaborated in numerous publications, thus consolidating the Company's position

and promoting external discussion of sustainability practices. The most noteworthy of these are as follows:

- Social network meeting for Water Day and Earth Day.
- Seminars on social impact, measuring impact, variable remuneration, non-profit organizations and companies (Seres Foundation – ESADE).
- Speaker at the III Global Sustainability Forum.
- Radio interviews and media articles (newspapers, magazines, blogs, among others), as well as participation in publications such as the *Multi-sectoral study on the state of corporate responsibility* (Sustainability Excellence Club), and *Report on the social impact of companies* (SERES Foundation).

Business Council for Competitiveness (CEC)

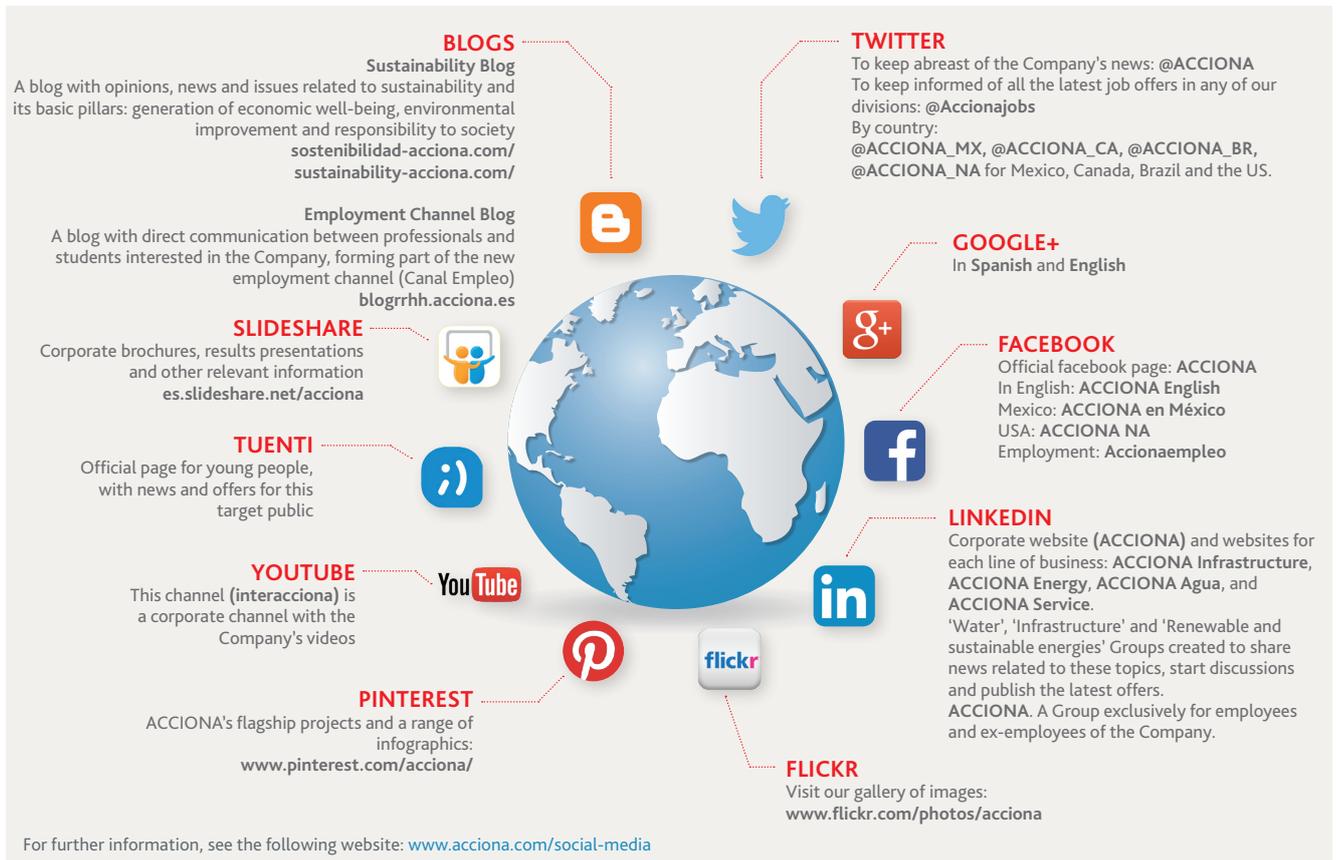
ACCIONA has formed part of the Business Council for Competitiveness (CEC) since its creation in February 2011. The companies that form part of the Business Council bring together their commitments and pool their efforts to submit proposals that improve competition, help economic recovery and strengthen international confidence in Spain.

ACCIONA in social media

ACCIONA's digital presence continues to grow with new channels and the exponential growth of its community in social media.

- The number of visits to ACCIONA's corporate website increased by 9.18% and the bounce rate dropped by 4.39%.
- The number of ACCIONA's followers in all social media grew by 50% in 2014 with regard to the previous year.
- With more than 62,000 followers on Twitter in December 2014, ACCIONA leads the sectors in which it operates.

ACCIONA's presence in social media:



2013-2014 comparison of the Sustainability for All microsite

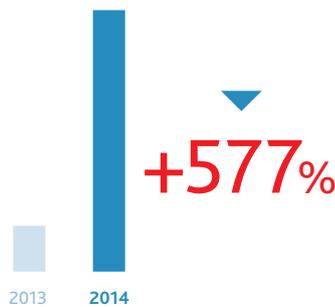
ACCIONA IS COMMITTED TO RAISING AWARENESS AND EDUCATION THROUGH THE SUSTAINABILITY FOR ALL WEBSITE

In 2013 ACCIONA launched the Sustainability for All website in order to educate on the challenges of sustainability and create a public space for dialogue on how to combine economic and social development with the preservation of natural resources.

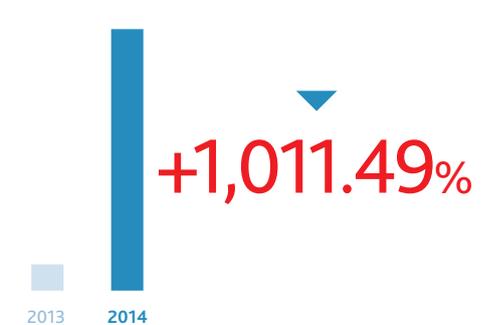
The website consists of four sections which offer education and information in a simple format that is accessible and practical, with a focus on how we want to live in the future, what the limits are to natural resources, and what alternatives may arise to solve the major challenges of social progress. More content will be disseminated through the use of social media and tools.

In March 2014, the Company launched the English version of the Sustainability for All website, which had visits from users in 155 countries. In December 2014, the magazine iAgua awarded ACCIONA for having the best educational video, *The Water Cycle*, published on its website.

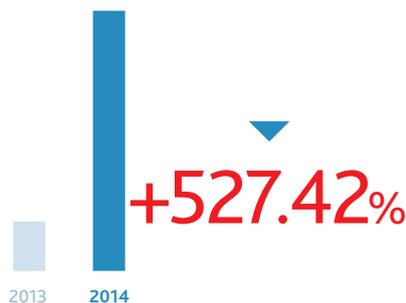
→ Sessions



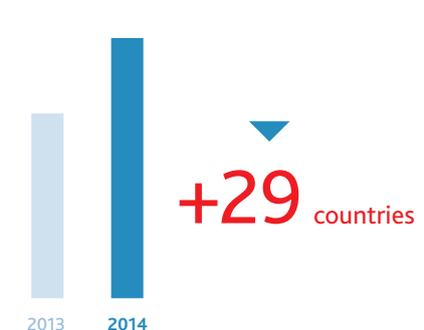
→ Sessions through social media



→ Page visits



→ Visits from users in 158 countries of all 5 continents



ACCIONA is now part of the leading group of companies recognized for their corporate responsibility, according to the Merco 2014 corporate reputation index, and is ranked in tenth place. In terms of the general corporate reputation

index, the Company continues to rank highest in the Infrastructures, Services and Construction sector. The Chairman of ACCIONA, José Manuel Entrecanales, also ranks 10th among the "top ten" business leaders.

In 2014, ACCIONA was recognized by the Spanish Global Compact Network for having belonged to this network for the last decade.