

Sustainability Master Plan 2010-2015 BALANCE



INNOVATION

Firm support for innovation allocated in the 2010-2015 period | **€ 876 M**

Savings through improvements in operative innovation processes verified by an independent company | **€ 86.8 M**



ENVIRONMENT

We have **avoided** in 2010-2015 **85.7** million **tCO₂**

We have **reduced** by **43.1%** our direct and indirect CO₂ emissions (scopes 1 & 2) compared to 2010

We have **measured** the greenhouse gas emissions associated with the activities of our **28,000** suppliers



SOCIETY

Social impact management methodology being introduced in **47** projects in **18** countries (in 2015)

Through the ACCIONA Microenergy Foundation, we facilitated access to a basic electricity service for over **30,000** beneficiaries in Peru and Mexico

More than **2,400** participants in **different** volunteering initiatives (ACCIONA Volunteer Day and "Shall We Donate?" Campaigns, among others)



PEOPLE

Significant improvement **31.57%** in the workplace accident frequency rate compared to 2011

Percentage of variable remuneration linked to the achievement of sustainability objectives

97% of directors | **90%** of managers of the structure and some technical and support staff



VALUE CIRCLE

In 2011 **Ethical Principles for Suppliers, Contractors and Collaborators** were **published**

Ethical clauses were included in calls for tender, orders and contracts

Self-evaluation questionnaires were sent to **14,001** suppliers

2,584 suppliers were trained in sustainability 6 courses available



CORPORATE GOVERNANCE

New **crime prevention** and **anti-corruption** program

Creation of the **Compliance Department**

Approval of the **Policies Book** reflecting the commitments and principles for action applicable to the Company's subsidiaries



STAKEHOLDERS

Consultations with customers of our different businesses

- DERSA
- TetraPak
- CEMEX
- Danone
- SEDAPAL (Peru)
- AYA (Costa Rica)
- Enbridge (Canada)
- Ministry of the Environment (Gabon)
- EDPR
- Jerbaneverket - JBV (Norway)
- Manaba Mineração (Brazil)
- ONED (Morocco)
- Aguas del Algarve (Portugal)
- Michelin (Spain)

Since 2010, we have performed **5** materiality analyses



DISSEMINATION AND LEADERSHIP

WBCSD ACCIONA Chairman re-elected for third term as **Executive Committee member**

Sustainable Energy for All ACCIONA Chairman Advisory Board member

Participation in the creation of the **CEO Climate Leadership Group** in the framework of the 2015 World Economic Forum

Presence in **Global Compact LEAD and Caring for Climate Steering Committees**

Prince of Wales's Corporate Leaders Group Green Growth Platform & Spanish Green Growth Group (GECV)



ACCOUNTABILITY

Since **2012** we have presented an Annual Sustainability Report for approval by the General Shareholders' Meeting

We have prepared an Integrated Report since **2013**

Present in the following **sustainability indexes**

Dow Jones Sustainability World Index (for ninth year running) Change of sector in 2013 – Electric Utilities industry

FTSE4Good

CDP Climate A List 2015; CDP 125 Iberia Climate Disclosure Leadership Index 2015; The Supplier Climate A List

MSCI Global Climate Index 2015