

# Dissemination and leadership, best practice model

The Company has positioned itself as a benchmark in sustainability on supplementing its management commitment with the dissemination of a business model based on sustainable development and best practices.

## 2013

Challenges	Advances	Highlights	
<ul style="list-style-type: none"> <li>Continually participate in benchmark organizations, investor forums, local networks, etc.</li> <li>Carry out a roadshow about the Sustainability Master Plan for customers.</li> <li>Update the dissemination items (a new microsite for sustainability, prospectuses, videos, etc.).</li> <li>Holding talks and workshops about the Sustainability Master Plan with internal audiences. Brazil, Chile, Spain and Mexico.</li> </ul>	<ul style="list-style-type: none"> <li>Active participation in national and international forums: Global Compact, WBCSD, EUCLG.</li> <li>Presentations and interviews with customers in different sectors, such as mining and construction, among others.</li> <li>Updated dissemination tools: websites (corporate and country sites); launch of sustainability dissemination website; etc.</li> <li>Talks held to present the Sustainability Master Plan in different countries.</li> </ul>	<ul style="list-style-type: none"> <li>ACCIONA is the only Spanish company on the annual list of the "Global 100 Most Sustainable Corporations in the World 2014".</li> <li>ACCIONA received the RobecoSAM Bronze Class 2013 Award, according to the 2013 Sustainability Yearbook prepared by the responsible investment company RobecoSAM, which recognizes companies with the best sustainability practices in each sector.</li> <li>ACCIONA participates in the European Summit for Green Growth and supports the draft directive of the European Commission on Climate and Energy for 2030.</li> </ul>	<ul style="list-style-type: none"> <li>The Chairman of ACCIONA, Jose Manuel Entrecanales, was elected a member of the Advisory Board of the United Nations "Sustainable Energy for All" initiative.</li> <li>ACCIONA joined the CSR Innolabs project, with the assistance of the Inter-American Development Bank (IDB) and Forética.</li> <li>ACCIONA is one of the 25 companies that best communicate sustainability in social media at a worldwide level and is a social media leader among construction companies on the IBEX-35.</li> </ul>

## 2014

Challenges
<ul style="list-style-type: none"> <li>Continually participate in benchmark organizations.</li> <li>Strengthen international position in sustainability through dissemination in social media.</li> <li>Develop new audiovisual items.</li> </ul>

## Dissemination of ACCIONA's principles

One of the objectives of the 2015 Sustainability Master Plan (SMP 2015) is to strengthen ACCIONA's position as a benchmark for sustainability among its stakeholders.

Being recognized as a benchmark in sustainability must be supplemented by disseminating a business model based on the opportunities provided by sustainable development. That is why ACCIONA has carried out different activities through various internal and external communication channels: audiovisual items, prospectuses, publication of new content, management of editorials and news on the website and the intranet, launch of an educational website on sustainability, internal and external newsletters, collaborations in the in-house magazine, talks to employees, presence in external publications and in social media, and participation in national and international events, among others.

## Active presence in organizations and initiatives

ACCIONA is a part of international initiatives that strengthen its commitment to sustainable development, the fight against climate change and the dissemination and spread of best practices in these areas.

### UNITED NATIONS GLOBAL COMPACT

Since 2005, ACCIONA has been an active member of the United Nations Global Compact. The Company undertakes to include the Ten Principles of the Global Compact in the fields of human and labor rights, environment and the fight against corruption in its daily activities, reporting the Company's progress to society. Since early 2014, ACCIONA has also been a member of the Advisory Group of the Global Compact LEAD.

In 2013, ACCIONA participated in a number of initiatives led by the Global Compact, as follows:

#### ■ UN Global Compact Leaders Summit 2013

ACCIONA actively participated in round tables and working groups during the UN Global Compact Leaders Summit 2013, a meeting at the highest level held every three years, under the chairmanship of the UN Secretary General, Ban Ki-Moon. More than 1,000 CEOs or senior executives of private companies, government representatives, civil society and other organizations attended this summit and addressed as the main subject the proposal for a new roadmap for companies to contribute

to the global priorities of sustainable development. Under the rubric, The Post-2015 Business Engagement Architecture, work is underway to establish the goals that will replace the Millennium Development Goals as of 2015. The new goals will be called Sustainable Development Goals (SDG) and will address issues such as access to energy, water, food, equality, work and education.

#### ■ Global Compact LEAD

During the 2013 Leaders Summit, a Board of Directors Education program was launched to promote sustainability management in Boards of Directors as a way of working on the competitiveness of companies.

ACCIONA collaborated in drafting the reference document, "A New Agenda for the Board of Directors", which reflected the suggestions and recommendations offered to Board of Directors on their role in improving the sustainability performance of their companies.

#### ■ United Nations Private Sector Forum: Africa

The Chairman of ACCIONA attended the "United Nations Private Sector Forum 2013: Africa", where more than 150 business leaders and members of governments and representatives of civil society from throughout the world gathered to discuss the private sector focus on strategic questions in Africa. José Manuel Entrecanales presented ACCIONA's commitment to launch the

"Light at Home" for 2015 in Africa, specifically in South Africa and Gabon.

#### ■ Sustainable Energy for All

In April 2013, the Chairman of ACCIONA, José Manuel Entrecanales, was elected to be a member, as the sole Spanish representative, for the next two years of the new Advisory Board of the "Sustainable Energy for All" initiative supported by the UN and the World Bank.

The creation of the Advisory Board gives fresh impetus to an initiative that seeks to combine the efforts of governments, the private sector and civil society in achieving three main goals by the year 2030:

- Achieving universal access to modern energy services.
- Improving energy efficiency by 40%.
- Producing 30% of world energy through renewable resources.

In addition, the objective is to create a platform for sharing efforts and commitments, and define new forms of public-private partnerships to overcome challenges at a local level.

#### ■ Initiative to foster sustainability in construction and real estate sectors

Since January 2014, ACCIONA has been a member of the Executive Group of a new initiative led by the Global Compact and the Royal Institution of Chartered

Surveyors (RICS) that seeks to develop best sustainability practices for the construction and real estate sectors.

The RICS project, in which 15 signatory companies of the Global Compact are participating, aims to identify the main challenges and opportunities of the United Nations goals and establish best practices in applying and implementing the Ten Principles of the Global Compact.

#### ■ Spanish Global Compact Network

In 2013, ACCIONA participated in online training on responsible management of the supply chain. During this training, a presentation was given on ACCIONA as a case study, with an emphasis on the selection of suppliers and the Company's experience in its implementation.

#### WORLD BUSINESS COUNCIL FOR SUSTAINABLE DEVELOPMENT (WBCSD)

The Chairman of ACCIONA, José Manuel Entrecanales, is a member of the Executive Committee of the World Business Council for Sustainable Development (WBCSD): the committee oversees the long-term strategy and vision of the WBCSD.

ACCIONA was the first Spanish company of the IBEX 35 to form part of this worldwide network, and it is an active member therein, having participated in activities regarding education, training and research in many fields.

ACCIONA is leading the communication of the Urban Infrastructure Initiative (UII), which is centered on business' contribution to creating more sustainable cities. The UII has worked with 9 cities on 4 continents. At present, the release of the final report is being prepared for April 2014.

Also, in April 2013, the Company participated in publishing the "Eco4Biz: Ecosystem Services and Biodiversity Tools to Support Business Decision-Making" guide. The guide contains a catalog of computer tools for the assessment and management of business' impact on ecosystems.

#### CORPORATE LEADERS GROUP ON CLIMATE CHANGE (EUCLG)

ACCIONA joined The Prince of Wales's EU Corporate Leaders Group on Climate Change (EUCLG) in 2009 as the only Spanish representative. The EUCLG's objective is to work with the leaders of the European Commission in order to take more effective measures in the fight against climate change and create a low-carbon economy, rooted in the conviction that there is an urgent need to develop new policies with long-term approaches to combat climate change.

#### ■ European Green Growth Summit

The summit in October 2013 was attended by the representatives of a number of companies and the thirteen environment and energy ministers of Germany, Spain, France, Italy and the United Kingdom, among others.

#### ■ European Commission 2030 Climate and Energy Directive

ACCIONA supported the draft of the Directive of the European Commission on Climate and Energy for 2030. The document proposes a 40% domestic reduction in greenhouse gases by the year 2030, while it warns that current proposals cannot be reduced.

#### CSR INNOLABS

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).

This network seeks to go beyond conventional models and strives to create innovative systems of knowledge generation, specific solutions for the challenges of sustainable management, while seeking to integrate CSR in all facets of companies' operations.

ACCIONA has incorporated the Ten Principles of the Global Compact on human and labor rights, environment and the fight against corruption, into its daily activities

ACCIONA is also a member and/or partner of various Spanish and international associations, including the following:

- European Wind Energy Association (EWEA)
- Global Wind Organization (GWO)
- Spanish Windpower Business Association
- SEOPAN. Quality Commission and Environment Commission
- Spain's Higher Council for Scientific Research (CSIC)
- Spain's Center of Energy, Environment and Technology Research (CIEMAT)
- Spain's National Renewable Energy Institute (CENER)
- European Construction Technology Platform (ECTP)
- European Network of Construction Companies for Research and Development (ENCORD)
- International Water Association
- Spanish Association of Executives for Social Responsibility.

#### EXTERNAL DISSEMINATION OF OUR SUSTAINABILITY PRINCIPLES

Throughout 2013, the Company has had a presence in forums, conferences and meetings with different organizations, such as universities, media outlets, customers, business schools, among others, thus consolidating ACCIONA's position as a benchmark and fostering the external dissemination of sustainability practices

#### Conferences

Notable conferences include the following:

- Social network meeting for Earth Day.
- Presentation before the International Development Commission of the Spanish Parliament.
- Conference on Integrated Reporting (Dircom).
- Presentation of ACCIONA Sustainability Master Plan 2015 at the University of Texas.
- "Spanish and Mexican Energy Companies' Work for Sustainability" at Foresme, the Spain-Mexico Corporate Social Responsibility Forum.
- "Social Impact Assessment," CSR Innolabs and Seres Foundation.
- Corporate Responsibility and Social Action on Spanish National Radio (RNE).

- ACCIONA's social projects in Mexico on Spanish National Radio 5 (RNE).

- "La Sostenibilidad en el Nuevo Marco Global de Desarrollo" [Sustainability in New Global Development Framework] at the Universidad Politécnica de Madrid.

#### Publications

- "Innovación y Sostenibilidad" [Innovation and Sustainability], in La Vanguardia newspaper.
- "Reporting Integrado" [Integrated Reporting] in El Economista newspaper.
- "El cambio climático como factor económico" [Climate change as economic factor], in La Razón newspaper.

#### AWARDS FOR SUSTAINABILITY LEADERSHIP

##### ■ The only Spanish company among the 100 most sustainable corporations in the world.

ACCIONA is the only Spanish company on the annual list of the Global 100 Most Sustainable Corporations in the World 2014, presented by Corporate Knights in January 2014.

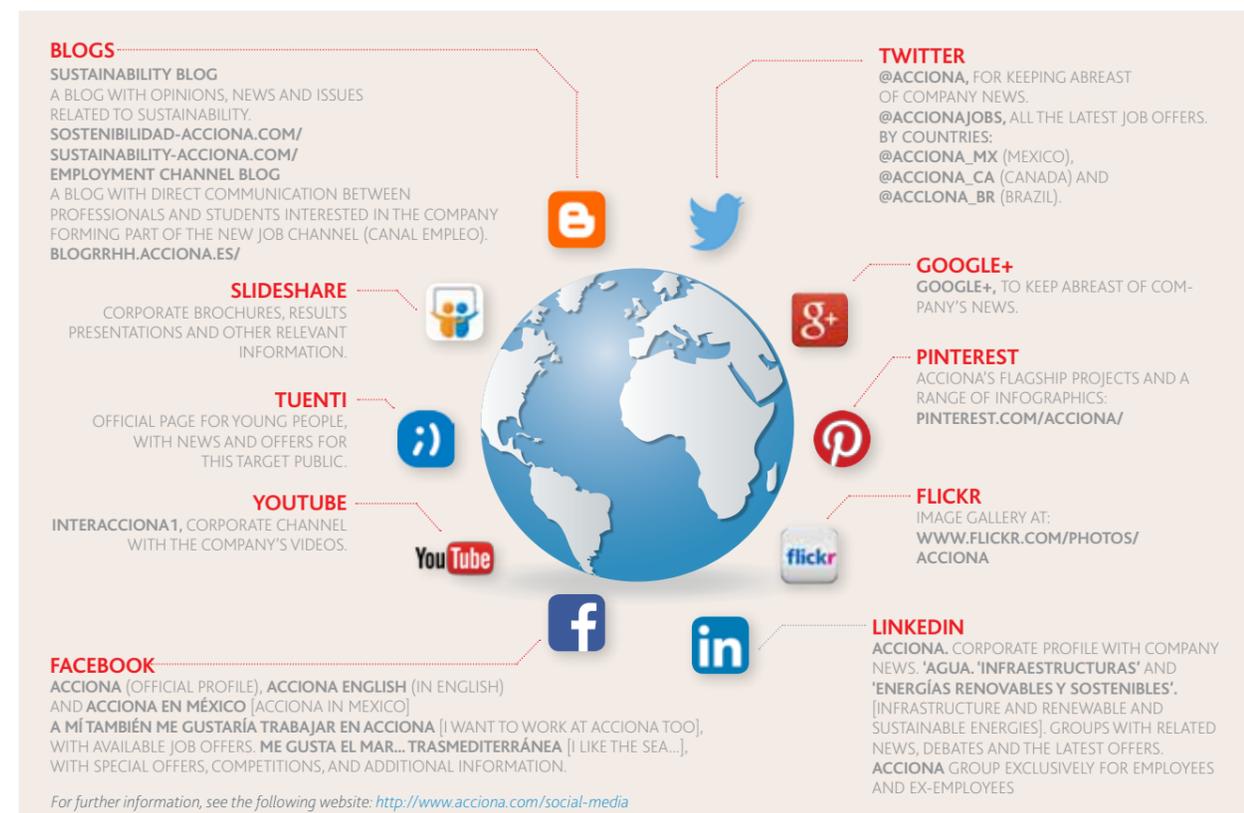
The selection for inclusion in the ranking is based on twelve quantitative indicators that measure performance related to the environment, innovation, management of human capital and corporate governance, among others.

##### ■ ACCIONA, one of the most sustainable utilities in the world.

In late 2013, Corporate Knights released its first ranking of Top 10 Most Sustainable Utilities in the World, in which ACCIONA was ranked second. The ranking measures the sustainable performance of companies in this sector.

## ACCIONA in the social media

ACCIONA's presence in the social media continues to grow, with new channels and exponential growth of followers.



## ... 2.0 presence of ACCIONA in numbers ...

VISITS TO THE CORPORATE WEBSITE:  
**23%**  
 INCREASE IN TIME SPENT ON THE WEBSITE

Opening of new international channels IN SOCIAL MEDIA

THE NUMBER OF ACCIONA'S FOLLOWERS IN ALL SOCIAL MEDIA IN 2013 GREW BY  
**201%**

Leadership in Twitter AMONG COMPANIES IN ITS SECTORS

MORE THAN  
**26,000**  
 MEMBERS IN ACCIONA GROUPS IN LINKEDIN

### ACCIONA is committed to raising awareness and education through the Sustainability for All website

ACCIONA has launched the "Sostenibilidad para todos" [Sustainability for All] microsite (<http://www.activesustainability.com>) 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 web contains four main sections:

- **Learn more**, with general information on sustainability-related issues.
- **What about tomorrow?**, which addresses what will happen in the future if no solutions are found for today's problems.
- **Save now or never**, with tips on achieving greater efficiency and saving in the use of resources in our own surroundings.
- **How it works**, with an explanation of the factors related to sustainability.

In each of these sections, ACCIONA offers education and information in a simple tone and format that is accessible and practical, with a focus on visions for the future, what the limits are to natural resources, and what alternatives may arise in the medium and long term to solve the major challenges of social progress.

### ACCIONA in the top 25 worldwide of the Social Media Sustainability Index

ACCIONA is one of the top 25 companies in the index, prepared by the SMI-Wizness consulting firm, of companies with the best-practice social media sustainability communication.

In 2013, the Company improved its position over the previous year and is now 23rd, and the third ranked Spanish company, and one of the featured companies in the "new emerging channels" section.

### ACCIONA, social media leader among Ibex-35 construction companies

ACCIONA is a leader in social media among construction companies listed in the IBEX 35, and it is 4th in the overall ranking prepared by Alianzo in 2013.

The study variables selected for analysis are activity in blogs, Twitter, Facebook, LinkedIn, Google +, Wikipedia, YouTube and iOS and Android applications.