



SMP 2020

Sustainability Master Plan

**Sustainability
Master Plan | 2020**

Strategic Lines



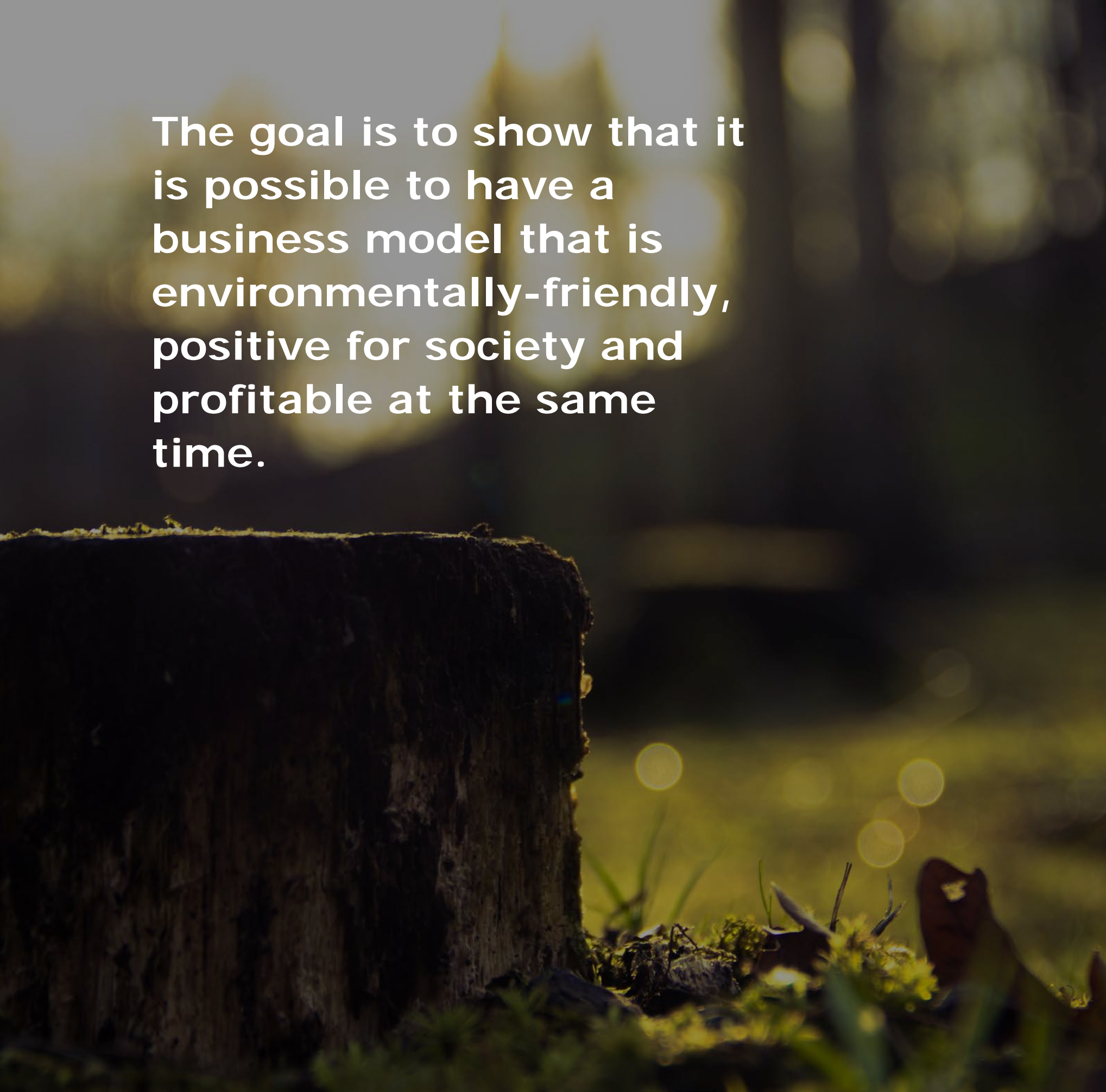
Introduction

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.

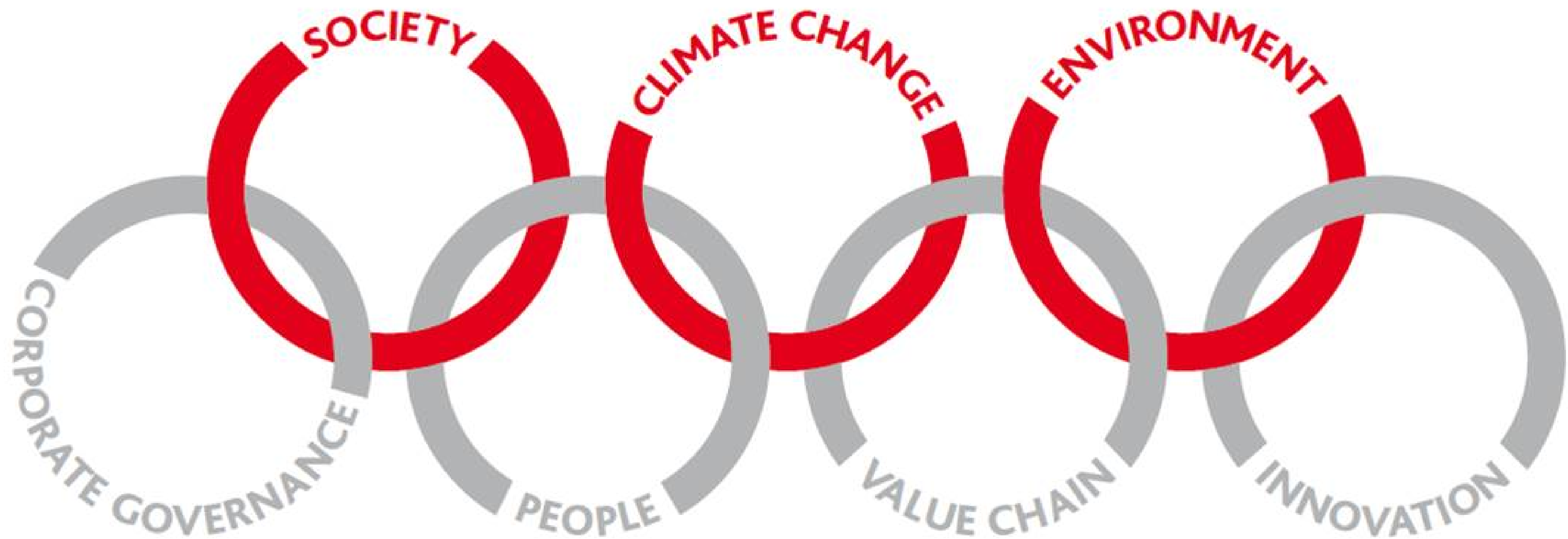
ACCIONA Visión 2020

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..



The goal is to show that it is possible to have a **business model that is environmentally-friendly, positive for society and profitable at the same time.**

Sustainability Master Plan 2020



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*



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.

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.

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*

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.

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*



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.

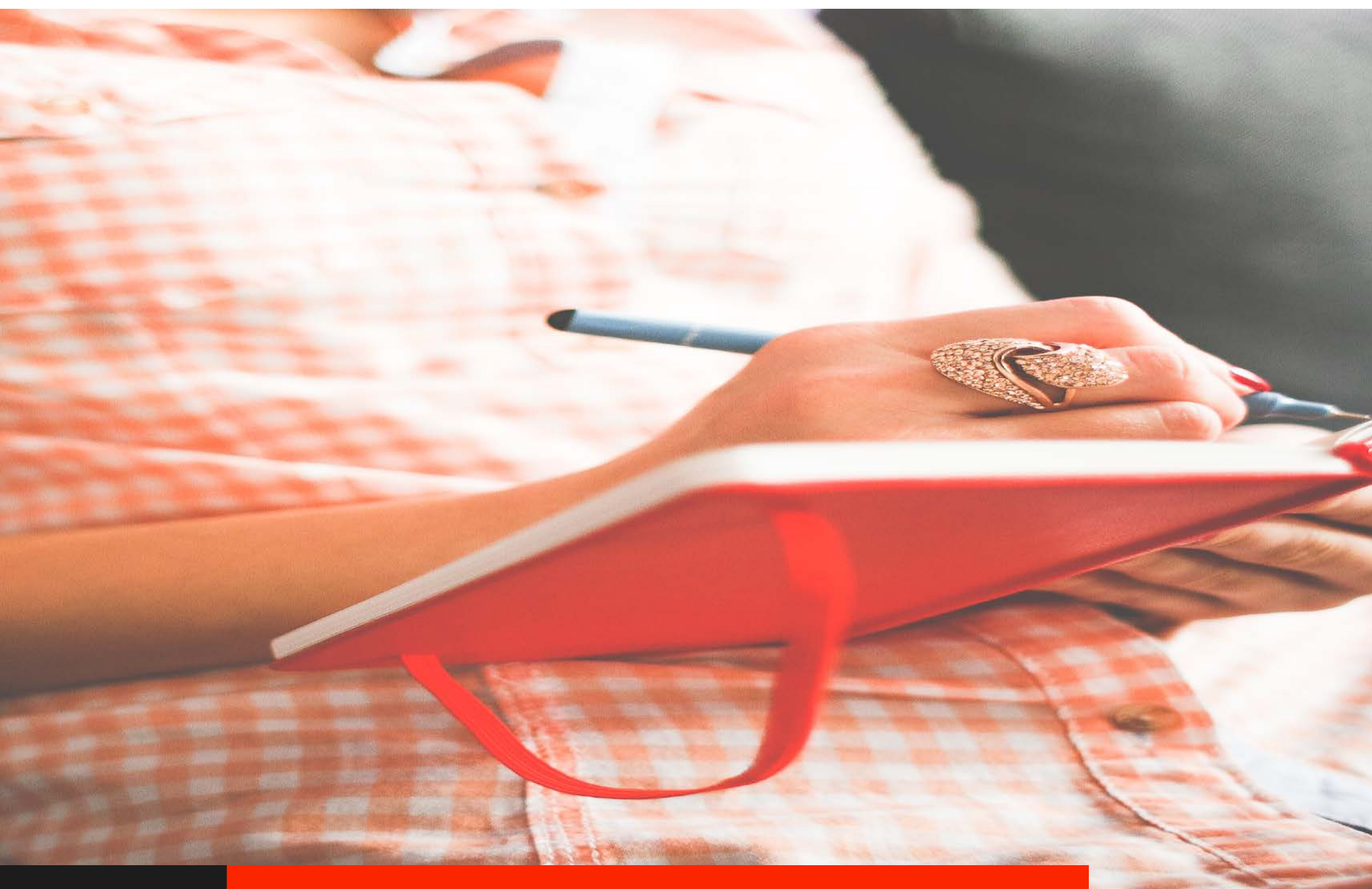
ACCIONA has been working
since 2009 **to bring
electricity to remote areas**
of Cajamarca (Peru) and
Oaxaca (Mexico) using
photovoltaic systems.

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*

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 management risks related to sustainability (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

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)

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).

