
DISSEMINATION AND LEADERSHIP

Sustainable positioning

ACCIONA assigns a key role to communication when it comes to conveying its commitment to sustainable development by means of good practices in its business lines. The Company positions itself as a benchmark for sustainability and believes it necessary to share details of its sustainable management with its stakeholders.

SMP 2015

Challenges	Advances
<ul style="list-style-type: none">Continually participate in benchmark organisations	<ul style="list-style-type: none">Participate in forums and debates, both nationally and internationally: The Prince of Wales's Corporate Leaders Group (CLG), Global Compact, World Business Council for Sustainable Development (WBCSD), Sustainable Energy for All (SE4All), World Bank and World Economic Forum, among others.
<ul style="list-style-type: none">Develop and approve the SMP 2020.	<ul style="list-style-type: none">SMP 2020 presented to the Chairman of ACCIONA and approved by the Board of Directors.
<ul style="list-style-type: none">Develop new communication material for dissemination, both internally and externally.	<ul style="list-style-type: none">Use of updated dissemination tools such as the corporate website, the website for disseminating information on sustainability issues, the wide dissemination in social media and the new audiovisual pieces developed and updated (videos, infographics, etc.).

In the SMP 2020, this work area is included under the **Society** section. To find out about the Dissemination and Leadership objectives for 2016, please refer to the chapter on Society.

» ACCIONA actively takes part in international initiatives to strengthen and disseminate its commitment to fighting climate change, promoting sustainable development and other good practices in this field

- Participation in the creation of the CEO Climate Leadership Group within the framework of the 2015 World Economic Forum
- Support to the Fossil Fuel Subsidy Reform Communiqué and the Paris Pledge for Action, during the Paris Climate Conference (COP21)
- One of the world's TOP100 in the 5th Social Media Sustainability Index

Dissemination of ACCIONA's principles

Recognition as a leader in sustainability must be complemented with the dissemination of a model of the company based on the opportunities afforded by sustainable development. For this, ACCIONA has carried out different activities through both internal and external communications channels: videos, leaflets, online publications, internal and external newsletters, magazine, active presence on social media, among others.

Active presence in a number of organisations and initiatives:

As a world leader in sustainability, both for its strategic value and for the dissemination of its sustainable company model, ACCIONA takes an active part in international initiatives that strengthen its commitment to sustainable development, the fight against climate change and the dissemination of these issues.

ACCIONA's roadmap for 2015 was marked by the launch of the Agenda 2030, with the definition of the Sustainable Development Goals by the United Nations, and the hosting of the Paris Climate Conference (COP21).

During the COP21, ACCIONA presented its commitment to become carbon neutral by 2016

ACCIONA AT COP21

ACCIONA was an observer of the multilateral negotiations that took place at the Climate Conference, where for the first time all of the gathered countries committed to the common goal of limiting greenhouse gas emissions. The Company participated in different forums both with the private sector and with civil society. It also showcased the first "zero emissions" ACCIONA 100% Ecopowered vehicle, which took part in the Dakar Rally.

The Company participated directly in the following events.

- *Executive Committee (WBCSD).*
- *Accelerating Climate Action of Global Compact Forum*
- *Caring for Climate Business Forum, together with the Global Compact Network Spain.*
- *Global Compact Lima-Paris Caring for Climate Action Agenda.*
- *Energy for Tomorrow Panel by the International New York Times.*
- *Rethinking Business Series Climate Change Panel organised by Financial Times & Coca-Cola Enterprises.*

It also actively participated in the dissemination of everything relating to the Climate Conference (news, events, interviews, videos, messages on social networks, etc.) through the COP21 website *Meeting Point* (<http://cop21meetingpoint.org/>).

During the COP21, ACCIONA signed the following communiqués and commitments:

Fossil Fuel Subsidy Reform Communiqué

The Friends of Fossil Fuel Subsidy Reform (FFFSR) organisation makes a call for the international community to increase efforts to gradually eliminate subsidies to fossil fuels.

Paris Pledge for Action to combat climate change.

ACCIONA has joined the Paris Pledge for Action, a call made by companies, investors, cities and regions across the world for a fast, effective implementation of the agreement reached at the COP21 in Paris to combat climate change and limit global warming to less than 2 °C, and thus ensure an effective fight against climate change.

In Paris, ACCIONA, together with the Global Compact Spain Network, took part in the Business Forum organised by Caring for Climate, where the Company's commitment to sustainability in its supply chain was explained.

During the World Economic Forum (WEF) in Davos, ACCIONA's Chairman took part in the launch of the **CEO Climate Leadership work group**, an initiative promoted by United Nations and the WEF

UNITED NATIONS INITIATIVES

Sustainable Energy for All (SE4All)

ACCIONA's Chairman, José Manuel Entrecanales, has been a member of the Advisory Board since 2013 and, together with the Director-General of the International Renewable Energy Agency (IRENA), co-chairs the Renewable Energy Committee.

In May 2015, the second yearly SE4All forum took place, where ACCIONA's Chairman attended both the panel *Global Action Agenda: Achieving Sustainable Energy for All by 2030*, and a new meeting of the Advisory Board. The Global Sustainable Energy for All Commitment Platform was also launched in said forum.

United Nations Global Compact

ACCIONA has been an active member of the United Nations Global Compact since 2005, committing to incorporating the Ten Principles of the Global Compact (human rights, labour, environment and anti-corruption) in the Company's activities.

In September 2015, at the United Nations headquarters, ACCIONA attended the Sustainable Development Summit to formally adopt the Sustainable Development Goals (SDGs). Unlike the previous Millennium Development Goals, the new goals are more focused on sustainability and give the private sector a more prominent role. The essence of four of the goals adopted –water, renewable

energies, resilient infrastructures and climate change– form the foundations for the Company's business model.

Likewise, ACCIONA has participated in the benchmark publication *Global Compact Yearbook 2015*, which highlights the best practices of companies in sustainability issues. In turn, the Company has contributed to the edition of the final report of the UNGC/RICS, led by the Global Compact and the Royal Institution of Chartered Surveyors, established to promote sustainability in the Real Estate and Construction sectors.

Global Compact LEAD

Since 2010, ACCIONA has been part of Global Compact LEAD, an initiative formed by 47 companies, whose objective is to reach a new level of environmental, social and governance action, and to establish a new reference point for corporate sustainability. Since early in 2014, the Company has been a member of the Board of Directors, having actively participated in round tables, work groups and teleconferences.

Global Compact Network Spain

During 2015, ACCIONA had an active involvement with the Global Compact Network Spain in different forums and meetings. The highlights of these initiatives have been as follows:

In November 2015, ACCIONA's Chairman took part in the meeting of Spanish companies with the United Nations

Secretary General, Ban Ki-moon, organised by the Global Compact Network Spain, where he highlighted the importance of the recently approved Sustainable Development Goals and the numerous challenges and opportunities they bring for the private sector.

Towards the end of the year, the Company participated in the COP21 debate *Is transformation already under way?*, which addressed the role of companies, the lack of regulations put in place by administrations, the financing of the agreement and the obligations for transparency following the agreement signed at the COP21 in Paris.

WORLD ECONOMIC FORUM

In January 2015, during the World Economic Forum (WEF) at Davos, ACCIONA's Chairman, José Manuel Entrecanales, took part in the launch of the CEO Climate Leadership work group, an initiative promoted by the United Nations and the WEF, comprising leading companies across the world, with the aim of fostering contribution by the private sector in the fight against climate change.

In April 2015, the undersigned CEOs of this group expressed in a communiqué to world leaders the need to reach an ambitious climate agreement at the COP21 held in December in Paris and aligned with the Sustainable Development Goals, which were approved in September 2015.

ACCIONA takes part in the creation of the Spanish Green Growth Group

THE PRINCE OF WALES'S CORPORATE LEADERS GROUP (CLG)

Since joining the Prince of Wales's Corporate Leaders Group (CLG) in 2009, ACCIONA has been a part of group of leading European companies whose common denominator is their conviction of the urgent need to develop new long-term policies to fight climate change.

During 2015, the Company took part in the numerous meetings and work groups organised by this group. These include the participation of ACCIONA's Chairman in the framework of the tenth anniversary of the Corporate Leaders Group on Climate Change, chaired by the Prince of Wales, in the **Leadership for the Future** conference, which aimed to foster a new international agreement in the private sector to fight climate change in 2015.

Likewise, ACCIONA signed the EU ETS Market Stability Reserve letter. The European companies and associations signing this letter urge law-makers in the European Council and Parliament to start negotiations urgently and to arrive at an agreement regarding the market stability reserve as soon as possible. With this agreement, said reserve would enter into force in 2017 and the 900 million accumulated emission allowances would be transferred to the reserve immediately.

SPANISH GREEN GROWTH GROUP

With the support of The Prince of Wales's Corporate Leaders Group (CLG), ACCIONA has participated in the creation of the Spanish Green Growth Group. This group was presented in May 2015, with the desire to collaborate with companies and administrations in the creation of a roadmap (Barcelona Declaration) towards a low-carbon economy. The objective of the Group is to lead the medium and long-term initiatives and demonstrate a commitment to incorporating climate policies in company strategies. In short, it shows what a model for green growth should be in Spain.

WORLD BUSINESS COUNCIL FOR SUSTAINABLE DEVELOPMENT (WBCSD)

ACCIONA's Chairman formed part of the Executive Committee supervising the long-term strategy and vision of the World Business Council for Sustainable Development (WBCSD) until December 2015. ACCIONA was the first Spanish company listed on the IBEX 35 to become part of this world network and, since then, it has been an active member of this Committee, having participated in

dissemination, training and research activities in different fields.

Throughout 2015, the company has co-led, together with other companies in the sector, the project "Scaling up Renewables in the electricity mix", which seeks to promote renewable energies within the Low Carbon Technology Partnerships initiative (LCTPi), (<http://lctpi.wbcserver.org/>).

This initiative brings together more than 140 companies and 50 partners in accelerating the development and transition towards the use of low carbon technologies, strengthening the goals for reducing emissions and accelerating the development of technology in support of progress towards renewable energy reaching at least 1 TW of installed capacity in 2020.

CSR INNOLABS PROJECT

In 2013, ACCIONA joined the CSR Innolabs project, led by the Inter-American Development Bank (IADB). CSR Innolabs is a network of companies whose aim is to promote Corporate Social Responsibility (CSR) in Latin America. In April 2015 the final report of the project was published, entitled *The Keys to the Evaluation, Measurement and Management of Social Impact in Latin America and the Caribbean*. The aim of the report is to help the improvement of the processes of evaluation and measurement of the social impact of the activities of the companies in Latin America and the Caribbean.

FUNDACIÓN CONSEJO ESPAÑA-EE.UU.

In December 2015, José Manuel Entrecanales was appointed Chairman of the Fundación Consejo España-EE.UU. by the Trust.

The aims of the Fundación Consejo España-EE.UU. are to foster cooperation in the economic, commercial, business, scientific and cultural arenas, and to develop projects that lead to a better understanding and benefits between both countries.

EXTERNAL DISSEMINATION OF OUR SUSTAINABILITY PRINCIPLES

In 2015, ACCIONA was present in forums, debates and meetings with different organisations and also collaborated in many publications, consolidating the Company's position, and encouraging external debate regarding sustainability practices. Among these, the following are noteworthy:

- Social Media event on the occasion of World Water Day and Earth Day.
- Talks at Sustainable Brands, Carbon Expo, Business Climate Summit, among others.
- Articles in different media: press, blogs.
- Participation in publications: *II Report of the Social Impact of the Companies* (Fundación SERES), *Spanish companies create value: Corporate Social Responsibility in Latin America* (Minister for Foreign Affairs and Cooperation - Spain Brand), *Global Compact 15th Anniversary Report*.
- Chats at different universities regarding sustainability issues (Universidad Complutense de Madrid and the University of Texas, among others).
- Support to social media campaigns: *Yes to wind power* promoted by the Spanish electricity sector, *#ReJobs* organised by IRENA, *One Million Commitments to Climate* from The Ministry of Agriculture, Food and the Environment.
- Interviews in the media (regarding Climate Change, among other issues).

ACCIONA in social media

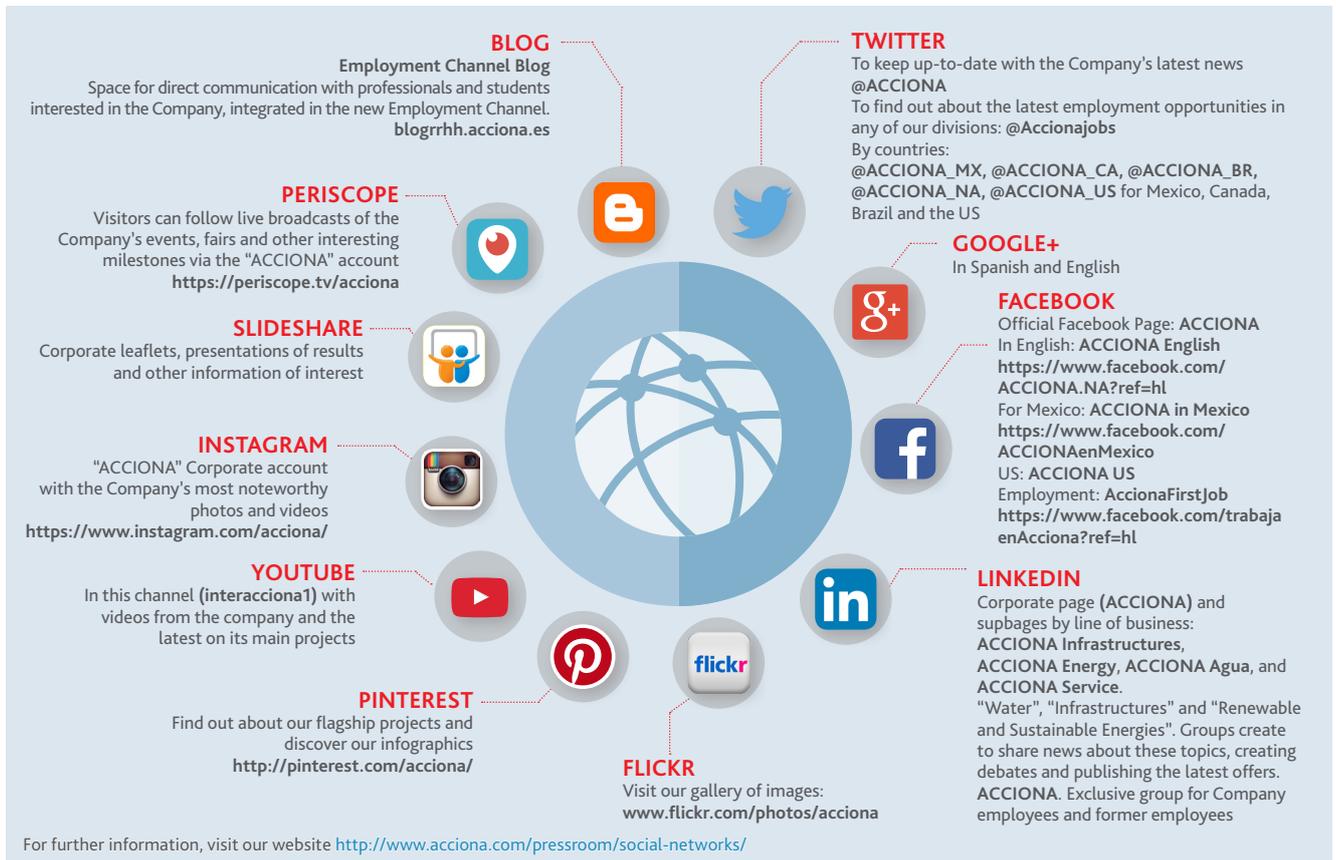
ACCIONA's digital presence continues to expand with the appearance of new channels such as Instagram and Periscope, and the exponential growth of its community in social media.

The number of visits to ACCIONA's corporate website has increased by 1.37% to 4.6 million web pages viewed in one year, with users from more than 200 countries.

The number of ACCIONA's followers in all social media channels has grown by 52% in 2015 compared to 2014.

In 2015, ACCIONA surpassed the 100,000 mark for LinkedIn followers, and as of December 2015, had reached more than 87,000 followers on Twitter and 62,600 on Facebook. In total, its community comprises more than 362,000 users.

Presence of ACCIONA in social media



The english website version, **Sustainability for all** has seen visits multiply exponentially since to 2014

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

In 2015, the website *Sostenibilidad para todos* with its English version, *Sustainability for all*, has made a great qualitative and quantitative leap, confirming the upward trend it showed in 2014.

Since its creation in 2013, it has focused its activity on providing information regarding sustainability challenges, and on offering a public space for dialogue on how to

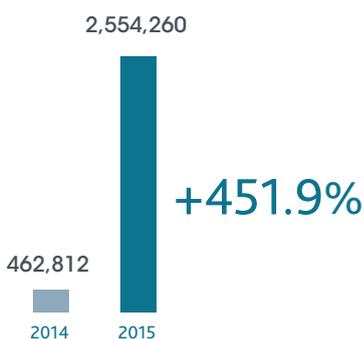
combine economic and social development with the preservation of natural resources.

The website consists of four sections that offer training and updated information in a simple, accessible and practical format, which focuses on reflecting on how we wish to live in the future, the limits of natural resources and what alternatives could be used to solve the greatest challenges to social progress.

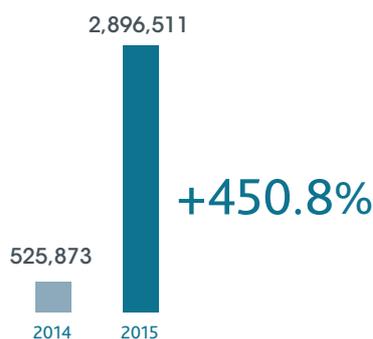
The dissemination of content is extended through the use of social tools and media. In March 2014, the English version was launched, which has seen visits multiply exponentially in a short period of time.

2014-2015 Comparison of the "Sustainability for all" website

→ **Users**
Website in Spanish



→ **Visits**
Website in Spanish



→ **Pages viewed**
Website in Spanish

