
STAKEHOLDER ENGAGEMENT

Listening to Everyone

ACCIONA establishes the strategy of its Sustainability Master Plan by taking into account the interests and expectations of communities, investors, customers, employees and authorities.

SPM 2015

Challenges	Advances
<ul style="list-style-type: none">■ 2020 Consultation: consider the stakeholders' expectations in drafting the Sustainability Master Plan 2020.	<ul style="list-style-type: none">■ Consultations with 15 experts and sustainability opinion leaders: United Nations Global Compact, RobecoSAM, WBCSD, WEF, Credit Suisse, Greenpeace, Global Water Development.
<ul style="list-style-type: none">■ Continue the consultation with customers.	<ul style="list-style-type: none">■ Customers' consultations:<ul style="list-style-type: none">• Energy: EDPR• Construction: Jernbaneverket - JBV (Norway) and Manabi Mineração (Brazil)• Water: ONED (Morocco) and Aguas del Algarve (Portugal)• Services: Michelin (Spain)

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

» By taking part in leading forums and dialogues with stakeholders, ACCIONA has managed to align its sustainability strategy by integrating a diverse vision

- Drafting and forwarding of regulatory proposals, aimed at improving the competitive position of renewable energies with regard to more polluting conventional technologies
- ACCIONA has engaged in constant, seamless communication with analysts and investors by means of roadshows, conferences and visits, that have been reflected in more than 300 contacts
- For the design of the strategy for the Sustainability Master Plan 2020, ACCIONA has consulted its main stakeholders

Stakeholder Engagement

(G4-24, G4-25, G4-26 AND G4-27)

Communication and dialogue form the pillars of the relationship between ACCIONA and its stakeholders. The Company needs to understand the expectations generated in terms of its performance with regard to sustainability, and to this end, it engages in a continuous dialogue that broadens its knowledge.

Its relationship with stakeholders is forged via two main paths:

- Consultations associated to projects. The Company consults the stakeholders integrated in the social and environmental assessment about their projects.
- Periodical consultations regarding the SMP, with the aim of discussing, revising and updating ACCIONA's sustainability strategy.



Governments and Regulatory Bodies (G4-26 AND G4-27)

ACCIONA continues to strengthen its commitment to caring and respecting the environment by supporting the use of renewable energies and sustainability, committing to reducing its climate footprint.

Embracing the challenge and striving to achieve sustainable development, the Company puts great importance on dialogue and cooperation with corporations and authorities, and therefore engages in active participation with associations, forums and work groups of all areas and sectors where it carries out its activities, defending both individually and in collaboration with other agents, the positions aimed at promoting regulations that are coherent with sustainable development in line with ACCIONA's vision.

To this aim, ACCIONA promotes the drafting of studies and the dissemination of their results, and actively participates in the presentation of proposals, comments or allegations at the hearings for the

different procedures aimed at establishing the regulatory framework of each sector.

The following actions of the Company, resulting from its collaboration with stakeholders in 2015, are especially worthy of note:

I.- REGARDING ENERGY

Against the background of the recent reform of the regulatory framework in Spain applicable to renewable energies, ACCIONA has continued working, be it individually or by means of collaborations with other companies and associations in the sector, in the drafting and forwarding of regulatory proposals, aimed at improving the competitive position of renewable energies compared to more polluting conventional technologies.

One of the great achievements in this field has been the opening up of the electrical system adjustment service market to the participation of renewable energies.

As regards the regulatory framework for energy in the EU, ACCIONA is also actively involved in drafting proposals and taking part in European Commission consultations, thus contributing to committing to a greater presence and a more favourable treatment of renewable energies in the new EU regulations, in line with the goals set by the EU for 2020 and 2030.

As part of the current debate regarding the Energy Union and security of supply, ACCIONA defends the search for greater energy independence through a greater development of local resources: supporting and incentivising growth and competitiveness of clean technologies and eliminating their disadvantages compared to polluting technologies. This is ACCIONA's stance, and one it has always defended by taking part in forums and conferences, and specifically, by participating in consultations regarding capacity and design mechanisms of the electricity market, promoting the design

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of an internal electricity market that is capable of integrating an ever-increasing percentage of renewable energies. The result of these consultations and the future developments derived from them are extremely important, given that the resulting legislation will include conditions for generation that will be applicable in the coming years.

ACCIONA participates in both regional and national renewable energy associations: AEE, APPA, UNEF and Protermosolar; and as well as in Europe: EWEA and ESTELA, where it holds high-ranking positions. On an international level, the Company works with GWEC, striving to promote renewable energies, especially wind energy. ACCIONA has been present at conferences, stressing the importance of renewable energies in the fight against climate change, as the only existing environmentally-friendly, non-contaminating energy sources, which constitute the cleanest energy available at present. ACCIONA has attended different events that are worthy of note: in Brussels

regarding the Energy Union package; at the round table regarding "Sustainability, Energy and Companies", organised by *El Periódico de Catalunya*; at the conference regarding the challenges in the energy sector, held at the University of Valladolid; and the Spanish Wind Energy Association (AEE) Congress as well as Global Wind Day, held in Navarra.

II.- REGARDING THE AREA OF INFRASTRUCTURES, WATER AND SERVICES

In the regulation of the rail sector, the Company continues to be involved in developing Spanish regulations, forwarding proposals geared to helping comply with European guidelines as well as to improve the design of the market liberalisation model. ACCIONA faces the start of a new stage of passenger transport in Spain, where competition is consolidated as the foundation for an efficient, economically sustainable model that is geared to providing the best service to consumers.

As regards water, the Company is involved in actions aimed at promoting regulations that are coherent with the sustainable development of the water sector, by means of the presentation of proposals, comments or allegations in the hearings for the different procedures. In this context, regarding the areas of Water and Energy, ACCIONA took part in the process of drafting the Royal Decree that modifies the regulations regarding the public water domain, specifically defending a fair balance between the need to preserve resources (environmental flows) and respecting hydroelectric exploitation contracts. Also regarding water, ACCIONA participates in national associations and intervenes in regulatory projects within the European Union.

Investors and Analysts (G4-26 AND G4-27)

In 2015, ACCIONA maintained ongoing and open communications with analysts and investors in order to keep them up-to-date with the Group's results and strategy and to answer their questions, always with a view to providing the information needed for decisions on investing in the Company.

Main actions of dialogue with analysts and investors:

- Organisation of 12 roadshows and 12 conferences, visiting the financial centres of London, Switzerland (Geneva and Zurich), Paris, Frankfurt, Benelux, New York, Madrid, Barcelona and Zaragoza, as well as 2 reverse roadshows held at the Company's offices.
- Organisation of a trip to Navarra with a group of Spanish investors, including a visit to the renewable energy control centre (CECOER), Windpower's wind turbine assembly plant and the Vedadillo wind farm.
- Constant meetings and conference calls
- Throughout 2015, these actions made it possible to make 301 contacts with investors.
- Organisation of three topical breakfasts aimed at analysts covering value, which dealt with the division of Infrastructures, debt structure and Company financing, and the extension of the useful life of the ACCIONA's portfolio of renewable assets as well as their maintenance policy. This series of breakfasts aims to facilitate a greater understanding of business and specific topics, while also giving visibility to the Company's management team.

■ In 2015, the investor relations team has also engaged in continuous communication with the market through the social network for investors, Unience.com, where information of interest is shared with the investment community and analysts (relevant facts, presentations, results, press releases, among others).

As regards the evolution of the markets during this financial year, although the first half of the year was marked by a more benign environment, the second showed greater volatility.

In the case of ACCIONA, 2015 has been marked by the operational improvement of the Company's businesses, laying the foundations for future growth and the strengthening of the Company's financial risk reduction, once the challenges of regulatory reform are overcome.

Following two years marked by a tight Plan of Action that dictated the actions of the Group, the market has continued to seek short-term catalysts and focused its attention on corporate operations that the Company has working on in 2015.

Thus, the community of analysts and investors welcomed the agreement reached between ACCIONA Windpower (AWP) and the wind turbine manufacturer Nordex, by which ACCIONA provides AWP in exchange for a 29.9% stake in the German company, thus creating a world leader in the on-shore wind turbine manufacturing sector. Also followed closely was the operation with part of the real estate assets on which work is still being carried out, as well as other operations that were not closed, such as the potential flotation of a yield co in the US (due to the increase in total profitability required by the market both in dividend and in future growth rates), or the Transmediterranea sale process (given that the price of the offer did not reflect the value expectations in a context of operational improvements in the business).

From a more general point of view, the market has shown the need for greater clarity regarding the Company's short- and medium-term strategy.

In addition to cash generation capacity, the investment expected for the coming years (technologies and markets) and the Group's deleveraging capacity, one of the recurring questions was the expected behaviour for the construction business and, specifically, the margins of the international activity.

The media (G4-26 AND G4-27)

The Company considers the relationship with the media as essential, and therefore works hard to seek its continuous improvement. The introduction of metrics implemented to assess media presence has provided a valuable comparative analysis of how the external perception of the Company has evolved, as well as the achievements obtained. The results highlight the drop in neutral information regarding ACCIONA's reputation and interests, and the increase in positive information in similar proportions.

The 34% increase in published press releases has been a driving force for the media presence with positive information for the Company. In the cover given to these communications, the merger of ACCIONA Windpower and Nordex to create a world leader in the wind energy industry stands out especially, as do major international contracts such as the metro in Quito (Ecuador), the Toowoomba highway in Australia, the Site C dam in Canada, or the Norwegian high speed rail tunnels.

A specific theme of communication during 2015 has been the Company's commitment to fighting climate change. Although a permanent line of action in the Company's management, the 21st

International Climate Change Conference (COP21) in Paris – in whose preparation and development ACCIONA has taken on an active position and presence – has been a catalyst for initiatives and information, primely the Company's commitment to become a carbon neutral company by 2016.

Beyond the dissemination of its activity as a company, one of ACCIONA's communication goals is to strengthen public knowledge of the economic and environmental advantages of renewable energies and their international growth.

With regard to the dissemination of the Sustainability Master Plan policies, the information mostly focuses on the environment, followed by dissemination and leadership, mainly related to the Climate Change Conference in Paris and prior initiatives geared to making it successful. However, the global integration of sustainability in the company's activities means that, increasingly, the information in the media reflects several interwoven, simultaneous lines of action of the SMP.



Employees

(G4-26 AND G4-27)

ACCIONA puts at the disposal of its employees tools and means to facilitate communication and dialogue. Below we include some of them and the Company's milestones of 2015.

- Internal communication email box: this email box regularly receives messages and questions from employees, which are dealt with individually, either answering directly or referring the request, incident or comment to the departments responsible for the different issues raised. In 2015, a total of 259 messages were handled.

- Corporate intranet: via the intranet, users can comment or "like" the information published by the Company. In 2015 a total of 355 comments and 8,764 "likes" were received.

New areas were created, such as the sections on Australia, Mexico, ACCIONA Windpower, the Lawyer's Corner, ACCIONA Productions and Design and ACCIONA Dakar. In addition, prominent sections such as Brand Centre and IT Services have been updated.

- Climate and Engagement Survey 2015: launched in five languages, it received 4,821 answers and 860 comments and opinions given confidentially and anonymously via the online forms and on paper in the climate survey.

- Emailing platform: in 2015, a total of 520 communications were sent from Internal

Communication to the Company's employees via the corporate emailing platform (in 2014, there was a total of 393). These communications include those aimed at all of the employees, but also communications segmented by groups, languages, countries, divisions, provided these are managed in a corporate manner.

- Main newsletters : ACCIONA has a weekly newsletter sent via email through its corporate platform. It is the weekly Flash newsletter, published in Spanish. The English version, E-news, is published on a monthly basis and is a compilation of the Company's communications in English. A total of 72 weekly Flash newsletters and 12 monthly E-news newsletters were sent.

- Meeting points: meetings or encounters are held where regardless of physical presence, employees from specific groups or different countries are invited to participate live via video streaming. In 2015, 8 broadcasts took place, which were viewed by a total of 2,212 connected users.

- The Company also resorts to more conventional internal communication channels, and on some occasions on paper, payroll inserts, notice boards, posters and leaflets to reinforce campaigns or one-off communiqués.

Interacciona

In 2015, the Departments of IT and Internal Communication started to work on the evolution of Interacciona. It is a new common space that aims to facilitate and foster internal collaborations, and makes it possible to make use of all of the Company's information and knowledge. The new platform will also have social media features, being accessible and intuitive so employees can get as much as possible from the information in their daily activities.

4,821

RESPONSES AND 860
COMMENTS AND
OPINIONS REGARDING
THE CLIMATE AND
ENGAGEMENT SURVEY

Customers (G4-26 AND G4-27)

During this year, the Company has continued promoting communication and engagement with customers of its main lines of business by holding meetings with them.

These meetings enable the Company to share its strategy and sustainability initiatives, as well as to find out about the needs and expectations of customers regarding these issues.

Customers were shown via presentations a summary of the main achievements of the SMP 2010-2015, and the Company sought the opinion of customers regarding ACCIONA's SMP 2020 in order to improve its alignment.

Specifically, customers showed special interest in issues such as:

- ACCIONA's commitment to the fight against climate change and its goal to become carbon neutral by 2016.
- The Company's environmental actions.
- The supply chain's sustainable management systems.
- The management of the social impact of the projects and the relationship with local communities.

Engagement with
different stakeholders
helped align the
strategy of the SMP
2020

Local communities (G4-26 AND G4-27)

Engagement with local communities makes it possible to find out and manage the concerns and expectations that arise with ACCIONA's activities. This way, the Company seeks integration of its project in the social and environmental context, establishing communication channels with the communities with the aim of finding sustainable development opportunities.

Below we describe some examples within the projects of the different lines of business of the Company, with others being included under the Society section:

ALCÁNTARA WWTP (BRAZIL)

Since the start of the works, ACCIONA Agua Brazil has been keen to establish a dialogue with local communities via

different communication channels. Periodical community meetings have been held in order for all of those affected to find out about the details of the works, as well as door-to-door communications with a team specialising in social work and participations in social events in schools near the sites, which have been attended by the client as well as by political representatives of the municipality.

MT GELLIBRAND WIND FARM (AUSTRALIA)

During this year, ACCIONA's team has made door-to-door visits and has held meetings with the neighbours of the project. In addition to supplying a contact email address and telephone number, through its newsletter the company

offered neighbours the option to contact them to talk about the project in the event of not being at home when they visited.

RT. HON. HERB GRAY PARKWAY (CANADA)

During the construction works on the road, periodical informative meetings were held with local communities, as well as publications of specific informational dossiers that provided information on the progress of the project and the environmental values to be protected.

Furthermore, by means of an endangered species control and monitoring programme, the inhabitants of the area took part in the recovery of flora species to revive their use in ancient customs.