

# Investing in our capitals to ensure our future



© PABLO ALONSO RODRÍGUEZ 'The energy that drives life'

# Investing in our capitals to ensure our future

ACCIONA believes that the value of its business is a reflection of the quality of the capital underpinning it, the perfect combination of which yields a model that is sustainable in the long term. As part of its corporate culture, ACCIONA constantly invests to avoid the impairment and depreciation of such capital and to ensure the necessary credit solvency to achieve success for the Company.

The 2015 Sustainability Master Plan (SMP 2015) is one of ACCIONA's main tools for organizing and developing the Company's capital. It was born directly linked to the vision and mission of the Company in line with the strategic business priorities of ACCIONA.

It is a road map that encompasses initiatives related to sustainability in the Company, and it sets objectives in innovation, environment, society, people, value chain, good governance,

dialogue with stakeholders, awareness raising. Investing in our capitals to ensure our future and leadership and accountability. The plan also has a criteria of proximity and links to the business, of creating skills and capacities oriented towards sustainable development, with a guiding principle for each area and diverse targets that make it measurable.

The targets are related to the major global trends that will mark developments in the coming decades, formulated in accordance with social, environmental and governmental demands that our organization is facing in all its markets.

This plan, therefore, consolidates all ACCIONA activities and initiatives related to sustainability. It can catalyze efforts and generate new competitive capacities and thus assume the responsibility to mitigate new risks and successfully respond to new

opportunities that arise from the challenges in our surroundings. The Company accepts its role in the economic, social and environmental changes around us.

In short, the SMP is a tool that facilitates investment in different key capitals and can develop distinctive capacities that position ACCIONA as a leading company in the sectors where it operates.



Investing in our capital...



... to generate value for our stakeholders



# Investing in our capitals to ensure our future

## Intellectual capital

ACCIONA drives forward the concept of innovation not only in the strictly technological sense. Management of innovative activity aims to focus all initiatives in this field on a direct

application in business. Innovations in technology, design, and operations of projects constitute the pillars of operational innovations.

### 2015 Targets

- To invest 500 million euros in R&D in the 2010-2015 period in order
- Development of initiatives and tools to foster continuous innovation in business.
- Improve ACCIONA processes and generate savings of at least 36 million euros.

## 2012 Investment

- Documented investment in R&D: 166.2 million euros (+77.5% on 2011)
  - Water: 32.4 million euros (20%)
  - Energy: 78.8 million euros (47%)
  - Infrastructure: 50 million euros (30%)
  - Other: 5 million euros (3%)
- Investment intensity (investment in R&D+innovation/sales) reached 2.37%, a 68% increase on 2011.
- No. of people in R&D+innovation: 348

## Impact

- 247 projects, 12 research areas.
- Greater role of R&D in decision-making processes.
- Operating savings of 12.4 million euros from implementation and development of operational innovations in processes in all divisions of ACCIONA.
- Reinforcement of framework of collaboration with institutions of prestige.
- International recognition for investment, according to R&D Industrial Scoreboard.

## Significant events of 2012

- Renewal of certification of R&D+innovation management system under UNE 166.002 standard.
- Placing in value of innovation achieved by company outside Spain: Canada, Mexico, Brazil, the US, Chile, Peru, El Salvador, Poland and Australia.
- Launch of the web 2.0 platform IMAGINNE.
- Open house in all ACCIONA technology centers in bid for collaboration between teams from different business and for technology transfer.
- Start-up of pilot project with suppliers to drive their innovative capacities.
- Implementation of new control software to develop optimal building energy management strategy in Building Energy Control Center.
- First experience in Europe of real operation of photovoltaic plant at industrial scale with incorporation of ion-lithium batteries of 1 MW in power to improve capacity for generation, handling and integration to grid of renewable energies (Tudela photovoltaic plant, Spain).

## IMAGINNE Platform



In mid-March 2012, the Company launched IMAGINNE, a Web 2.0 platform that allows for open display of innovative ideas of all company employees in the ACCIONA community.

Up to December 31, 2012, 1,484 users had registered, and contributed a total of 454 innovative ideas.

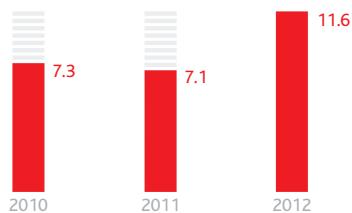
ACCIONA is promoting participation of its employees via communication

and motivation on this website, acknowledging their participation and ideas with prizes in the following categories: an idea contest, an implementation prize with two sub-categories (implementation of innovation and implementation of process improvement) and an R&D Prize (exclusive award for researchers in the ACCIONA Innovation Centers).

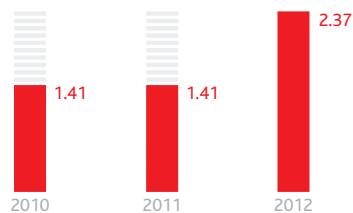
A “Know Your Footprint” contest was also held exclusively for

employees of ACCIONA Agua to encourage them to present ideas that identify and help improve energy efficiency, while involving them in implementation and acknowledging their contribution.

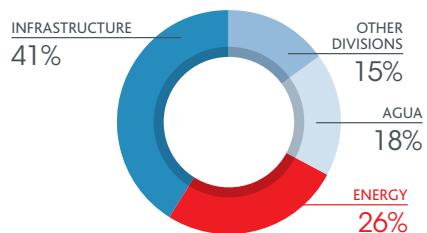
→ Investment in RDI/EBITDA (%)



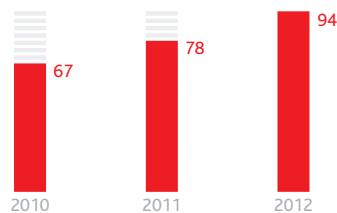
→ Investment in RDI/revenues (%)



→ Breakdown of innovation projects in business



→ Total number of patents



## Manufactured capital and processes

Excellence arises from the efficiency of processes. Uniform management of facilities allows ACCIONA to be more competitive and maintain higher quality standards. Within the SMP framework,

there are a number of initiatives that aim to optimize efficiency in the production processes and activity of the Company through the most advanced technology.

### 2015 Targets

- The Sustainable Office Management Plan is looking to reduce energy consumption and CO<sub>2</sub> emissions

from offices by 15%, and water consumption by 7%, globally, with respect to 2009.

## 2012 Investment

- ACCIONA Logistics and Transport Services has the largest energy consumption in the group, with 5,604 TJ. In 2012, investment in Transmediterranea resulted in energy savings of 20% on consumption in 2011.
- Launch of sustainable office management Plan, with specific actions in three areas: fixed assets (reduction of water consumption, energy and emission through energy-water audits of buildings); processes (definition of savings modes); and people (reduction of associated consumption).

## Impact

- For the eighth consecutive year, ACCIONA's energy intensity level has fallen, and is 6.6% lower than the previous year.
- In 2012, ACCIONA consumed 11,071 TJ of energy, which represents a reduction in consumption of 1.5% compared to the previous year and 31% compared to 2009.
- Reduction of energy consumption ratio (MWh/sales) by 35.9% from 2009 figure.

## Significant events of 2012

- 93% of turnover certified under ISO 9001.
- 90% of turnover certified under ISO 14001.
- Implementation and certification of two new management systems to improve energy efficiency-related aspects of its activities and facilities.
- Optimization of efficiency of CSP plants through implementation of enhancements in processes of oil drainage, collector cleaning, malfunction diagnoses, solar radiation prediction and equipment control strategies.
- Development of procedure for integration of high energy efficiency system in desalination plants.

## Quality commitment

ACCIONA Agua is the first sector company to have all its O&M and management activities certified under ISO 50001, Energy Management Systems. The following activities have been certified:

- Exploitation (operation and maintenance) of drinking water treatment and urban waste treatment plants, and desalination of brackish and sea water.

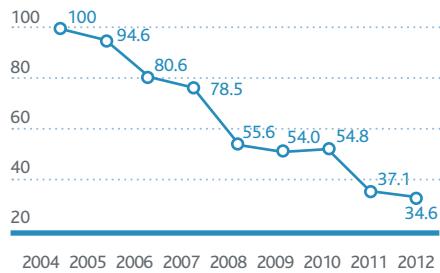
- Management of drinking water supply services: (capture, drinking water treatment, distribution, subscriber management) and sewage.

In 2012, ACCIONA Infrastructure gained double environmental certification (ISO 50001 and ISO 14001) for its R&D Technology Center. Implementation of such energy management systems allows for identifying opportunities for improvement

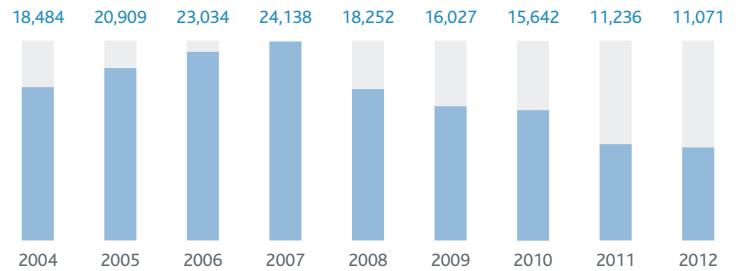
through monitoring of energy consumption, which will result in significant economic savings and reduce greenhouse gas emissions, while also continuously improving the efficient and systematic management of energy.

In 2012, ACCIONA Blades gained two certificates (of a product and a plant) under the standard Germanischer Lloyd GL2010, Guide for Certification of Wind Turbines.

→ Energy intensity index, baseline 100 for 2004 (TJ/sales)



→ Energy consumption (TJ)\*



(\* 1TJ = 277.77 MWh.

## Human capital

ACCIONA's long experience ensures an expert, multidisciplinary and highly qualified team led by strong management and with broad international experience. Through the SMP, ACCIONA seeks to achieve exemplary

fulfillment of its commitment to its employees, in a healthy environment free of discrimination, in which it can attract and foster talent on the basis of a long-term vision.

### 2015 Targets

#### Fostering health and safety:

- Coverage of 90% of international activity with a single ORP model.
- A 20% reduction in accident frequency index on 2011.

#### Commitment to diversity:

- Reaching a level of 3% in employment of differently-abled people in Spain and increase the employment quota of people at risk of social exclusion by 10% (base: 2011).
- A 2% increase in number of women at management levels.

#### Development of Human Capital:

- Coverage of 92% of performance evaluation processes.
- Increase scope of variable remuneration linked to sustainability.
- Expansion of training and development programs, including sustainability content, in the core markets .

## 2012 Investment

- 2012 turnover per employee: €213,220.
- Investment in training: €5,876,360.
- Investment in talent development program: €150,000.
- Implementation of OHSAS in countries with more than 250 direct employees: €80,000.

## Impact

- Reinforcement of Employer Brand
- Employer reputation Enhancement (MERCOS Spain)
- Emotional commitment of employees to Company
- Reduction of main causes of accidents (incidence and severity, as well as fatal accidents).

## Significant events of 2012

- Implementation of second phase of human resources strategy for 2011-2013.
- Launch of first employer brand in Mexico, Brazil, Chile, Italy and Australia.
- Approval and application of variable remuneration plan (ACCIONA Bonus 2012).
- Launch of 2012-2014 Talent Plant, based on development programs for executives, managers and technicians.
- Introduction of management capacities model to selection, training and management development processes.
- Relaunch of Corporate University.
- Renewal of INSERTA Agreement for integration of differently-abled people and hiring of more than 140 people at risk of social exclusion.
- Ratio of 2.88% achieved in Spain workforce in employment of differently-abled people.
- “Emprendedores & Empleo” award for most innovative human resource practices.
- Cegos-Equipos and Talent Award for Technical Schools of ACCIONA University.
- Design and launch of health and wellbeing plan with collaboration of CNIC, CSD and FEN.
- Eleven new OHSAS certifications in different countries/divisions.

## The ACCIONA Bonus 2012

In 2012, the ACCIONA Bonus was approved. It is a new program for Company employees with variable remuneration based on objective metrics:

- Global company targets, with a weighting of at least 10% for all employees, and 20% for executives.
- Targets of division, company, country or unit with own income statement.
- Individual targets measured in performance evaluation.

Implemented in Spain in 2012, the program benefits more than 1,000 employees and is applicable to all executives. In 2013, it will be applied to all other levels and countries internationally.

It should be noted that the ACCIONA Bonus includes at least 5% of sustainability-linked targets, as defined by each division.

→ Geographic breakdown of employees (%)

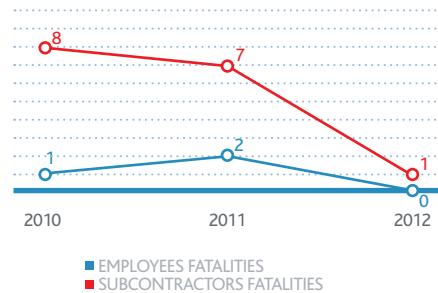


BREAKDOWN OF THE WORKFORCE BY GENDER (%)				
	2009	2010	2011	2012
Men	73	66	75	67
Women	27	34	25	33

→ Severity index (Spain)



→ Fatalities



Note: Global scope (Spain + international).

## Social capital

### Commitment to the community

Open dialogue with stakeholders can reinforce the decision-making process and achieve the support of those who are affected by our activities. For ACCIONA, the commitment to the progress of

the communities where the Company operates is based not only on the economic impact, but also on an early evaluation of its social impact.

## 2015 Targets

- Contribution of 5% equivalent of dividend in accordance with Social Action Plan.
- Social impact assessment methodology in 100% of qualified projects in core divisions.
- Development of Corporate Volunteering.

## 2012 Investment

- Social contribution in 2012): €11.99 million euros, equivalent to 7.9% of dividend.
- Investment in ACCIONA Microenergy Foundation in 2012: €886,000.
- Investment in Sustainability Workshops program: €216,078.

## Impact

- Students trained in Sustainability Workshops: 6,570.
- Beneficiaries of Electricity in the Community program in Peru: approx. 2,800.
- Financial backing from international development institutions (e.g., the IDB).
- Improvement in quality of life of beneficiaries of Foundation projects.
- Strengthened relationship with stakeholders at corporate and project level.
- Creation of sustainable culture among youth.

## Significant events of 2012

- Launch of pilot projects for implementation of methodology to measure social impact in projects in Costa Rica, Chile, Brazil and South Africa. These include: study of project, region and stakeholders, and consultations with local communities.
- Renovation of ACCIONA Microenergy Foundation Board of Trustees.
- Creation of ACCIONA Microenergy Mexico and launch of Light in the Home Oaxaca with small home photovoltaic systems.
- Peruvian government grants ACCIONA Microenergy Peru an electricity concession based on photovoltaic systems.
- Approval by the Inter-American Development Bank (IDB) of financing and donation of more than a million dollars to the Light in the Home project in Peru.
- 2012 Seres Foundation Award for Innovation and Social Commitment, for the "Light in the Home Peru" program.
- First ACCIONA Volunteer Day held, with more than 300 volunteers in Spain, Mexico and Chile.
- The Sustainability Workshop program continued to extended its reach in Spain.

## The “Light in the Home” Program

The “Light in the Home” program being carried out in Mexico and Peru by the ACCIONA Microenergy Foundation provides concrete social benefits in two priority areas:

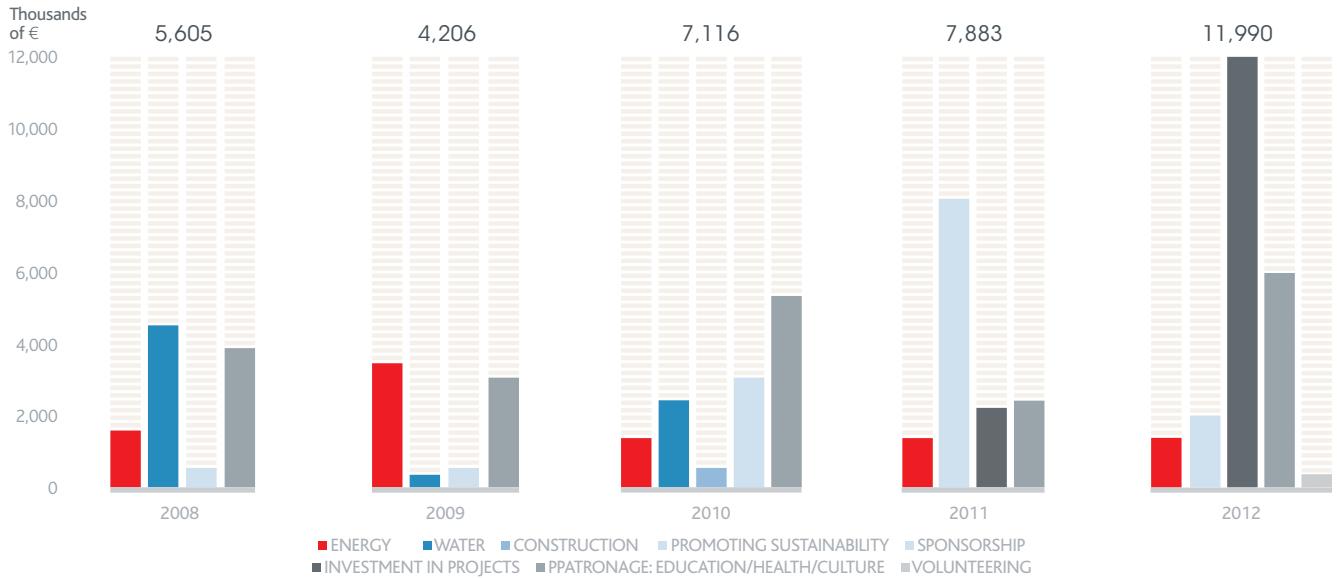
- Improving beneficiaries' living conditions
- Development of organizational, technical and management capacities at local, municipal, regional and national level.

In 2012 in Peru, through the “Light in the Home” program, 700 new home photovoltaic systems were installed in

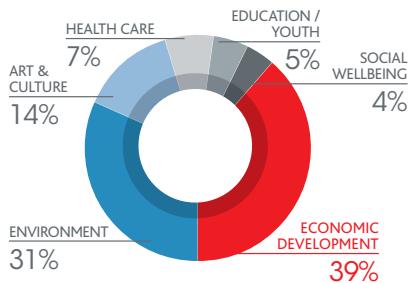
the Cajamarca region. Together with the previously installed 610 units, a total of 1,310 households have now benefited from the program, or approximately 5,500 people.

In Mexico, with the collaboration of a number of local organizations and, especially, the government of the state of Oaxaca, ACCIONA has launched the “Light in the Home” program, which seeks to provide access to electrical lighting through small home photovoltaic systems to families in villages of less than 100 inhabitants in the state of Oaxaca.

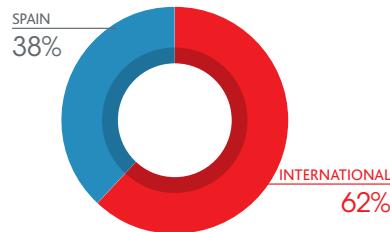
→ Social contribution 2012  
(Social Action Plan)



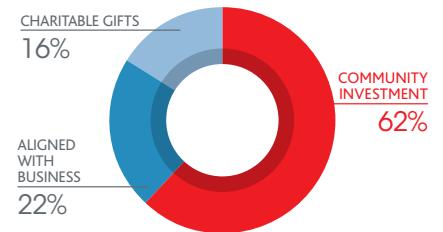
→ Activity area



→ Geographical area



→ Motive for the initiative



### Commitment to our suppliers

The concept of and commitment to sustainability also includes our suppliers, contractors and collaborators, and it means assuming the responsibility of

working with them on their own training and in developing new solutions. The SMP sets targets for transferring ACCIONA's commitments to its suppliers while managing any risks in its supply chain.

## 2015 Targets

- Improving the performance of the supply chain based on sustainability
  - 65% of suppliers in Spain will have a sustainable development rating
  - Completion of a self-assessment questionnaire by suppliers with turnover >100,000 euros in all Group companies.
- Training of suppliers audited in sustainability.
- Fomenting and promoting responsible purchasing via tenders which incorporate sustainability criteria.

## 2012 Investment

- Investment in supplier training: €82,400.
- Investment in training of purchasing staff: €6,450

## Impact

- 566 suppliers (1,037 people) registered in Supplier Campus courses.
- Commitment to ethics and integrity in value chain. 35% of suppliers self-assessed in sustainability (of the total suppliers in sample).
- Strengthened relationship with critical suppliers.

## Significant events of 2012

- About 1,600 self-assessed suppliers in the 2010-2012 period have been assigned a sustainable development rating.
- The first version of the Catalog of Sustainable Products and Services has been prepared, containing 435 products and services. The core divisions of ACCIONA have carried out tender processes based on the catalog.
- A new supplier certification and assessment procedure has been prepared, including criteria of corporate responsibility and sustainability.
- Hiring with special employment centers to facilitate incorporation of differently-abled people in the work world.
- Incorporation of risk management to supply chain and creation of first supplier risk map.
- Creation of supplier audit plan and verification plan of suppliers rated on the basis of sustainability.
- Contracts with local suppliers, adding value to the communities where the company operates.
- Extended distribution of Ethical Principles for Suppliers, Contractors and Collaborators to more than 12,000 suppliers and incorporation of these principles to all orders, contracts and tender process rules.

## Management of risks in the supply chain

ACCIONA is aware of the significant benefits the correct management of risks in its supply chain may bring to both society and to its own business. The Company distinguishes between two main types of risks: operational and social risks, on the basis of which it carried out in 2012 a diagnosis of its supply chain through the following tools:

- **Risk matrix:** contains purchase and payment processes, including a detailed analysis of all the sub-processes and activities comprising these functions.
- **CR and Sustainability Self-Assessment Questionnaire in Supply Chain:** since the launch of this methodology in 2010, some 4,310 questionnaires have been sent to suppliers and contractors, of which 37.33% responded.
- **Supplier ratings:** based on the responses to the self-assessment questionnaires, a rating has been assigned to 1,609 suppliers in CR and sustainability.
- **2012 Audit Plan:** verification of questionnaire response quality: this year, a group of suppliers was selected that had answered the questionnaire to carry out a verification pilot study of the answers.
- **Risk map:** in 2012, based on an analysis of 3,756 suppliers, with whom ACCIONA in Spain had business dealings in 2011 greater than 100,000 euros, the Company has prepared a risk map of its supply chain.
- **Ethics clauses in orders,** contracts and tender rules: ACCIONA reviewed in 2012 the ethics clauses it includes in all its orders, contracts and tender rules, in order to include a specific mention of ethical principles for suppliers, contractors and collaborators.
- **Supplier certification and evaluation procedure:** the Company has elaborated a corporate supplier certification and evaluation procedure that specifies the process to be followed, the criteria to be applied and the responsibilities to be assigned in the process.

BREAKDOWN OF SUPPLIERS BY DIVISION, 2012		
DIVISION	TOTAL	LOCAL
ACCIONA, S.A.	678	92.77%
INFRASTRUCTURE <sup>(1)</sup>	13,873	98.06%
ENERGY	5,994	89.64%
AGUA	1,174	85.60%
LOGISTICS <sup>(2)</sup>	1,781	89.76%
SERVICES <sup>(3)</sup>	4,079	97.34%
OTHER BUSINESSES <sup>(4)</sup>	1,077	93.69%
<b>TOTAL</b>	<b>28,656</b>	<b>92.41%</b>

<sup>(1)</sup> Includes Real Estate.

<sup>(2)</sup> Includes Trasmediterranea and Forwarding.

<sup>(3)</sup> Includes ACCIONA Environment Services, ACCIONA Urban Services, ACCIONA Environmental and Urban Services, ACCIONA Facility Service, ACCIONA Airport Service and EROM.

<sup>(4)</sup> Includes GPD, Wineries and Bestinver.

COURSE	SUPPLIERS REGISTERED	PEOPLE REGISTERED
CR and Sustainability in the Supply Chain	228	328
Equality and Prevention of Discrimination	136	306
ORP in the Supply Chain	107	278
Disabilities	47	61
Code of Conduct	48	64
<b>TOTAL</b>	<b>566</b>	<b>1,037</b>

## Environmental capital

We are aware of the strategic importance of efficiency in the use of the resources that feed our productive processes. Reducing our environmental footprint is one of our

missions. The SMP fosters the integration of the environmental variable in decision-making and in business operations.

### 2015 Targets

- Improvement of avoided CO<sub>2</sub> emissions as against generated CO<sub>2</sub> emissions (improvement of ratio by 15% over base year of 2009).
- Improve energy consumption ratio (reduction of energy/sales ratio by 15% over 2009).
- Water footprint: increase net positive contribution (increase x 5 over base year of 2009).
- Fostering of environmental compensation actions.

## 2012 Investment

- Expenses in environmental activity: €70.2 million.
- Investment in environmental activity: €1.1 million.
- Environmental expenses and investment in 2012 (total of 71.3 million euros):
  - ACCIONA Infrastructure: 45.7 million euros
  - ACCIONA Energy: 15.4 million euros
  - ACCIONA Logistics Services and Transport: 2.8 million euros
  - ACCIONA Agua and Environment: 6.1 million euros
  - Other: 1.3 million euros

## Impact

- Reduction of 10.7% in the carbon intensity index.
- Positive water footprint.
- Development of environmental culture in company and in value circle.
- 6% reduction in tonnage of CO<sub>2</sub> emitted compared to previous year (Scope 1 and 2).
- More than million plantings to restore affected areas and to achieve landscape integration.
- Reused water and water from recycling and rain accounts for nearly 37% of ACCIONA's total water consumption.

## Significant events of 2012

- ACCIONA avoided the emission of 13.97 million metric tons of CO<sub>2</sub>, nearly 20% more than in the previous year.
- Development of PLAN 10+ as basic management tool for main environmental problems.
- Registration of wind farms in Mexico (Oaxaca), India (Tupadahalli) and Costa Rica (Chiripa) as CDM project.
- Compensation for emissions generated in three Company events.
- Development of initiatives in Biodiversity Compensation and Enhancement Program.
- Increased reporting of Scope 3 of emissions in supplier category.
- Holding of ACCIONA 2012 Environmental Workshop.

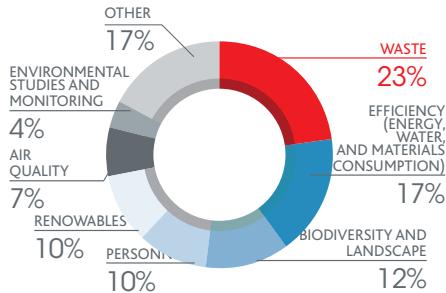
## Three ACCIONA zero-emissions events

In 2012, ACCIONA calculated, verified, minimized and compensated its emissions in three of its most significant events: the General Shareholders Meeting, the Executive Convention and the End of Year event.

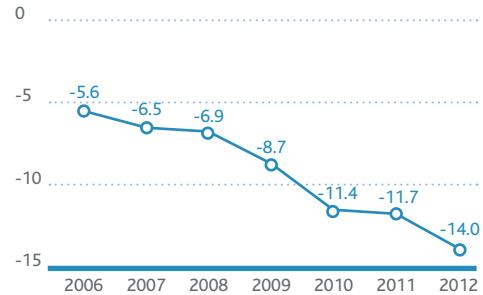
For calculation and minimization, all emissions due to transport, consumption of electricity, fuel and generation of waste were taken account of during the setting up, holding and dismounting of events. In addition, measures to minimize CO<sub>2</sub> were proposed, such as use of collective transport or nearby location of activities.

For compensation of emissions, voluntary carbon credits of the Mirador Project in Honduras were used, which are registered under the gold standard and which consist of the installation of efficient home heaters. ACCIONA chose this project due to its clear environmental and social advantages for the local community, as it helps prevent deforestation, eliminates exposure to toxic gases and supports.

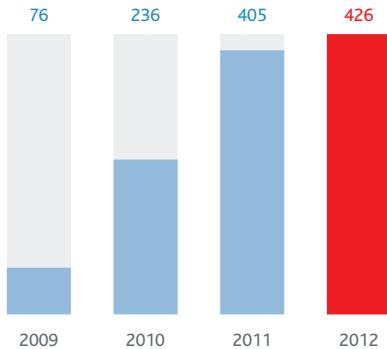
→ Breakdown of environmental expenses and investments in 2012



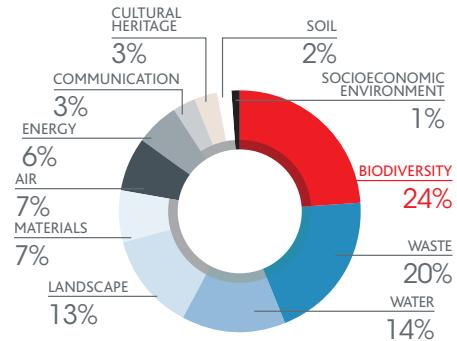
→ Emissions avoided (millions of metric tons of CO<sub>2</sub>)



→ Water footprint: ACCIONA's positive net contribution (hm<sup>3</sup>)



→ Main fields of environmental actions analyzed



## Financial capital

Our businesses are intensive in the use of capital. Our credit quality is critical for our success. Financial prudence is our distinctive feature in capital markets.

### Targets

- 2013-2014 Action Plan<sup>(1)</sup> (financial line):  
Recovery of profitability and strengthening of group credit profile by means of:
  - Cost reduction/efficiency measures:  
annual cost reduction of €35-40 million.
  - Investment reduction: Energy  
investment for 2013-14 reduced to €550-630 million.
- Minority financial shareholders/  
acceleration of turnover of mature  
assets: total value: €500-1,000 million<sup>(2)</sup>.
- Cut in total amount of dividend to  
distribute<sup>(3)</sup> (-20%) and of remuneration  
of Board and Committees (-10%).

<sup>(1)</sup> Source: 2012 results presentation.

<sup>(2)</sup> Includes non-consolidated debt.

<sup>(3)</sup> Subject to approval of General Shareholders' Meeting.

## 2012 Investment

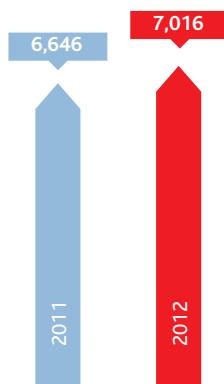
- Net ordinary investment in the period amounted to €854 million, which includes €440 million invested in organic growth of activities of ACCIONA Energy and €343 million allocated to Infrastructure division (mainly concessions).

## Impact

- Proposed payment of per-share dividend of 2.65 euros, with implied return for shareholders of 5.4%.
- Before-tax profit amounted to €246 million, 9.7% more than in 2011. Excluding the effect of extraordinary profits in 2011, ordinary before-tax profit would have increased by 15.2%.

## Significant events of 2012

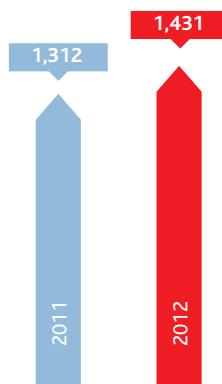
- The group balance sheet as at December 2012 shows an increase in the financial leveraging ratio on December 2011, to 136%. The increase in net financial debt at December 2012 (€7,482 million) on December 2011 (€6,991 million) is due mainly to the investment in 2012, payment of the dividend, and the mark to market of hedge derivatives.
- 2012 sales amounted to 7,016 million euros, 370 million (5.6%) more than in the previous year.
- EBITDA amounted to €1,431 million, 9.0% more than in 2011.

**TURNOVER**  
(million euros)

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**+5.6%**

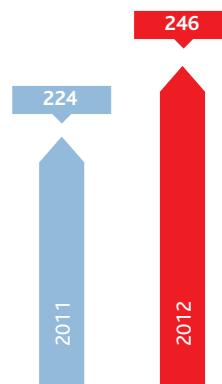
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**EBITDA**  
(million euros)

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**+9.0%**

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**EBT**  
(million euros)

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**+9.7%**

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In addition to reflecting ACCIONA's significant commitment to its core capital, the SMP also shows the Company's responsible management of such capital. On the basis of

these commitments, ACCIONA is laying the basis for a company that is responsible and committed in the successful performance of its activities.

### ACCOUNTABILITY

ACCIONA is accountable to its stakeholders. The exercise in transparency includes accountability for the monitoring and progress of the initiatives contained in the Sustainability Master Plan. The main vehicles for this are: the Sustainability Report, the Progress Report and the quarterly earnings report.

In 2012 ACCIONA was included in the important sustainability indexes



### DISSEMINATION AND LEADERSHIP

One of the objectives of SMP 2015 is to consolidate ACCIONA's position as a leader in sustainability, especially among its stakeholders and its employees. In SMP 2015, ACCIONA has set itself objectives to maintain its leadership in sustainability and to mitigate risks and grasp new business opportunities.

The Company maintained an active presence in key organizations and initiatives in 2012



### DIALOGUE WITH STAKEHOLDERS

Aware of the importance of establishing relationships of trust with its stakeholders, ACCIONA identifies its stakeholders and commits itself to continuous dialogue with them, in order to ensure the success of its activity.