



Good Practice - Acciona - Business as Unusual

WP 2

Activity 1 (Good Practice)

Developed by Edensol | October, 2025

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Good Practice Card

Name/ title of practice:	Acciona - Business as Unusual
Location:	Alcobendas, Comunidad de Madrid, Spain
Size and scale of organization:	Enterprise
Industry/Sector:	Infrastructure and renewable energies
Contact info (for follow up, if available):	General Website: https://www.acciona.com/ Phone: +34 91 663 28 50 Sustainability/Corporate Responsibility: responsabilidadcorporativa@acciona.com
Additional details:	<p>“Business as Unusual” is Acciona’s motto and corporate purpose. It reflects their commitment to operating sustainably, thereby contributing to the sustainable development of society and the planet, and addressing major global challenges like climate change, water scarcity, and urbanization through their projects and solutions.</p> <p>Women within Acciona are integral to this mission, bringing diverse perspectives and leadership to these critical areas. Their involvement ensures a more holistic approach to sustainability, recognizing that environmental and social challenges often disproportionately affect women and marginalized communities.</p>
Sources of information/References:	Acciona’s official website: https://www.acciona.com/



Good Practice/Content

<p>Key focus/bias observed:</p>	<p>Gender and Inclusion</p>
<p>Description of the <i>Practice</i>:</p>	<p>“Sostenibl@s 50:50” Programme: This program aims to actively increase the participation of women across all areas of the company and strongly supports their leadership development. Global Acceleration Programme for Women with Potential, High-Potential Women's Development Programme (PDMAP), International Women Acceleration Track (IWAT), and Global Mentoring Programme for Pre-Management Women: These are specialized training plans designed to enhance women's leadership abilities, improve their workplace skills, and address specific challenges they might face in their careers. Homeward Bound Programme: Acciona is a global partner of this international leadership program for women in STEMM (Science, Technology, Engineering, Mathematics, and Medicine) fields, focusing on sustainability and combating climate change. They sponsor female scientists to participate in leadership training and Antarctic expeditions. Inspiring Girls Foundation: Acciona supports this foundation, which aims to enable girls to pursue their personal and professional aspirations without gender stereotypes. They organize events where young girls meet with successful sportswomen and other female role models.</p>
<p>Implementation strategy:</p>	<p>Strategic Integration: Women's leadership and gender equality are integrated into Acciona's broader sustainability strategy and “People” strategy, recognizing that diverse talent is crucial for innovation and business success. Targeted Programs: They develop specific programs tailored to different career stages and the unique challenges women might face. Investment in Training and Development: A significant focus is placed on providing women with the necessary skills and knowledge to advance in their careers and take on leadership roles. Setting Goals and Tracking Progress: Acciona sets measurable targets for increasing female representation in leadership and monitors progress against these goals. Challenging Traditional Norms: In traditionally male-dominated sectors like construction and energy, Acciona actively works to break down barriers and create opportunities for women. Collaboration and Partnerships: They partner with external organizations and initiatives to amplify their impact and learn from best practices. Creating Inclusive Workplaces: Acciona strives to foster a culture where all employees feel valued, respected, and have equal opportunities. Visible Role Models: By highlighting the achievements of women within the company and supporting initiatives like Inspiring Girls, they aim to create visible role models for future generations.</p>
	<ul style="list-style-type: none"> ● Women Employees





<p>Key actors involved:</p>	<ul style="list-style-type: none"> ● Acciona as a Company ● Managers and Leaders (both male and female) ● Human Resources Professionals ● External Partners
<p>Outcomes and metrics of impact:</p>	<p>Female Representation in Specific Roles/Departments: They monitor the number and percentage of women in traditionally male-dominated areas like construction and STEM fields. Initiatives like the “Mujeres en el Istmo Energía” and the Tech Hub New Generation programs in Mexico directly target increasing women in these roles.</p> <p>Participation in Leadership Programs: The number of women participating in their various leadership development programs (e.g., "Sostenibl@s 50:50", PDMAP, IWAT, Global Mentoring Programme) is a key indicator of their reach.</p> <p>Representation on the Board of Directors: They monitor the percentage of women on their Board of Directors, as seen in their H1 2024 Sustainability Report, where they highlight exceeding their target of 40% female representation.</p> <p>“Sostenibl@s 50:50” Program Targets: This program's aim for a minimum of 50% female participation in teams on certain projects indicates a specific quantitative target they are working towards.</p> <p>Impact on Specific Projects: For initiatives like the Line 6 of the Sao Paulo subway and the Marga Marga Hospital nursery, the percentage of female workers (e.g., over 50% in the voussoir factory) serves as a direct indicator of their efforts in specific projects.</p> <p>ACCIONA's latest Sustainability Report (first semester 2025) highlights strong progress across both environmental and social metrics. The company demonstrated significant environmental gains by avoiding 7.55 million tonnes of CO2 equivalent through renewable energy growth, boosting its use of recycled resources (+16.01 p.p.), and reaching a waste recovery rate of 95.20%.</p> <p>Socially, ACCIONA expanded its positive influence by applying its Social Impact Management methodology to 264 projects while fostering employee engagement, which saw a nearly 48% increase in volunteering hours and a 4.86% improvement in workplace safety. The complete Report can be consulted here: https://www.acciona.com/shareholders-investors/financial-information/results-reports-presentations</p>
<p>Potential challenges and barriers for implementation:</p>	<p>Acciona's deep commitment to operating in contexts that address major global challenges - for instance, providing clean water or resilient infrastructure - could prove difficult to replicate in countries where organizational or bureaucratic structures are vastly different from those in Acciona's operating territory. These differences can create specific hurdles for diverse teams.</p> <p>Furthermore, even a strong, stated commitment to sustainability can face challenges in terms of public perception or during times of crisis. For women leading or working on these projects, navigating such crises might involve overcoming additional biases or a heightened level of scrutiny, especially when engaging with local communities where gender roles and expectations vary significantly. Ensuring local buy-in and trust, particularly in sensitive environmental projects, often requires a nuanced approach that women professionals are uniquely positioned to offer.</p>



Blueprint for success - recommendations for replication or adaptation of the Practice:	<p>To implement Acciona's practice in other contexts, it's crucial to integrate sustainability as a central pillar of the business model. This means systematically investing in innovation and technology for sustainable solutions and aligning business activities with the global Sustainable Development Goals.</p> <p>Adopt a holistic approach that includes leadership development programs tailored for women at different career stages (like Acciona's various acceleration and mentoring programs), mentorship opportunities, and skills training.</p>
Key lessons learned:	<p>Acciona's over one-hundred-year commitment and continuous evolution towards a sustainable business model suggest a process of continuing learning and strategic adaptation to global needs. This enduring legacy reflects an evolving understanding of the value of diverse talent, including the contributions of women, in driving long-term resilience and innovation. Their journey highlights that sustained success in addressing complex global challenges requires adaptability and a willingness to integrate new perspectives.</p>
Other info/notes:	<p>Acciona is an enterprise dedicated to sustainable solutions, managing projects from design through to maintenance. Their mission, "Designing a better planet," distinguishes them in their field. This commitment to positive environmental and social impact particularly appeals to women professionals, making Acciona an attractive workplace where they can contribute to impactful projects that shape a more sustainable world.</p>





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