

Human Resources



Human Resources

Workforce

At the end of 2002, Abengoa had a total workforce of 8433. Companies located in Spain employed 5890 people, and companies abroad the remaining 2543.

Abengoa's workforce is structured as follows: 5285 manual workers (63%), 1230 clerical/admin staff (15%), 668 graduates with short-cycle degrees (7%) and 1250 engineers and graduates with long-cycle degrees (15%).

Competency management system

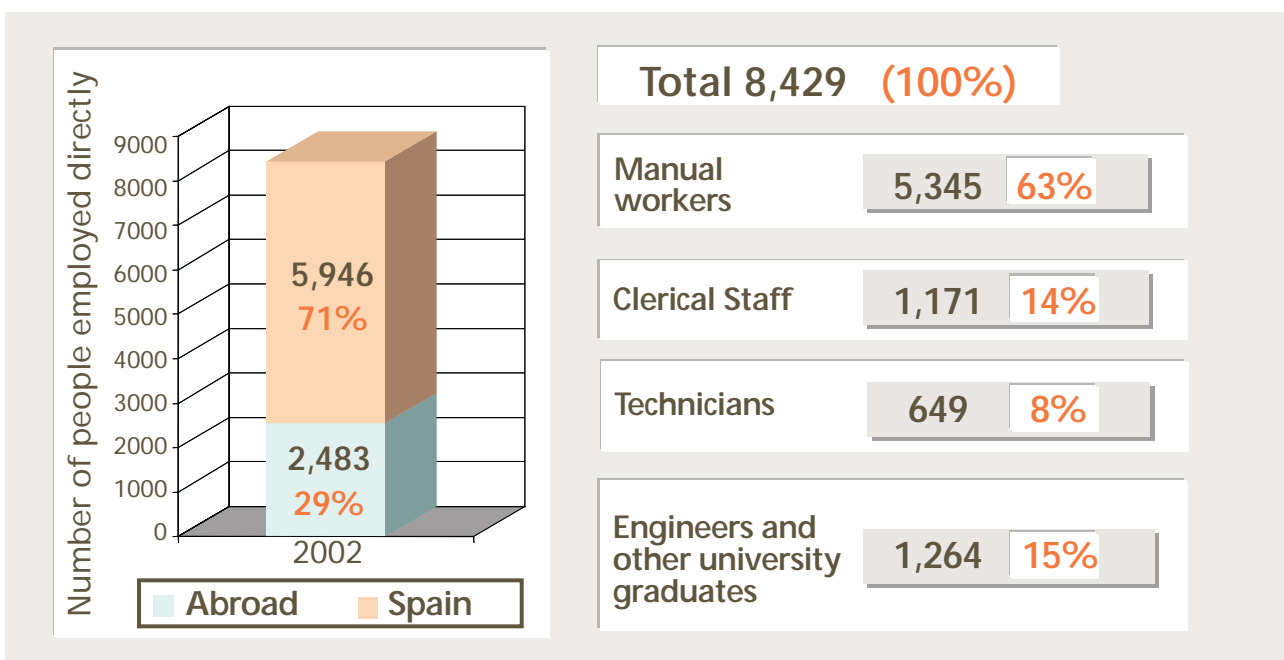
In 2002 Abengoa decided to implement a human resources competency management system covering all its business segments.

A competency management system can be defined as a set of common values in the organisation and is designed to identify and develop the skills and abilities that underlie the workforce competencies needed to achieve corporate objectives.

The implementation of a competency management system is the most effective way of aligning workforce performance with Abengoa's strategy. The system facilitates the process of matching employee profiles to assignments, establishing the performance of the best members of the workforce as a benchmark for excellence to assess the capability of other employees. The system can be used for a whole range of human resources management tasks including recruitment, development, evaluation and training.

Competency management is an effective way of attracting, evaluating and motivating the talent needed in the organisation.

Average figures for human resources in 2002



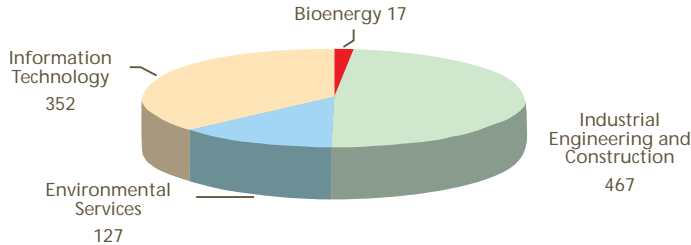
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Training

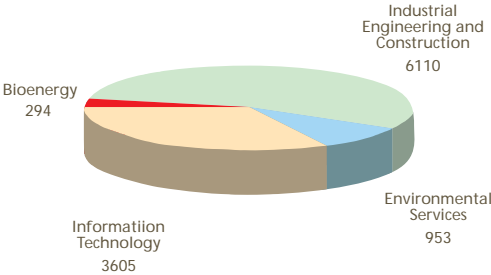
The main areas addressed by training events in 2002 include skills development, new technologies, occupational health and safety, language learning, information technology, management skills, administration and production. Our ongoing quest to improve the competitiveness of our companies and enhance the knowledge and skills of our workforce has led to a significant increase in training activities aimed directly at workforce competency development.

The overall result of training efforts in 2002 was excellent. A total of 963 training events were carried out involving 10,962 employees and a total of 91,966 hours of training. The figures below provide details of training events by business segment.

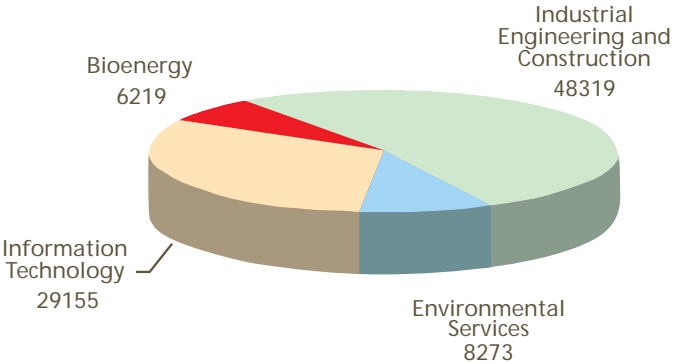
Training events by business segment



Participants by business segment



Hours of training by business segment



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With regard to the scope of training activities, courses for employees with degrees, primarily aimed at conveying corporate culture, were further developed. Such courses, which have already been run in most of our companies in Spain, have also been extended to our companies in Latin America over the last two years.

The figures for subsidised training courses are recorded according to the period established in the call for applications. Courses for which subsidies were granted in 2001 ended in May 2002, and most of the courses for which applications were made received grants.

Subsidies amounting to 244,638.37 euro were granted by the FORCEM continuing education foundation, financing 54 training activities totalling 28,375 hours for 948 employees at 21 of our companies.

Occupational health and safety

Efforts aimed at reducing occupational accidents in the Group's companies, particularly in high-risk areas, and improving safety conditions in the workplace included the continued revision of the safety system implemented in all our companies and the mechanisms designed to provide information and consultation and to ensure that the entire organisation is involved in achieving these objectives. The most significant activities carried out in this area include the following:

- In compliance with current occupational safety regulations in Spain, a body accredited by the Ministry of Labour performed the required audit over the year in the 27 companies included in the in-house Joint Occupational Health and Safety Service. Each company was issued with a compliance certificate, and Abengoa received an audit report and a general certificate for all the companies audited.

- Within the framework of the implementation of the chairman's policy statement, a process was set in motion to certify the occupational safety system implemented in Abengoa companies, according to specification OSHAS 18001. As a result of these efforts, Teyma Uruguay was the first Abengoa company to have its occupational health and safety

management system certified. The company received the corresponding certificate in October from the Instituto Uruguayo de Normas Técnicas (Uruguayan Technical Standards Institute).

- The External Occupational Health and Safety Service of the Mutual Insurance Company for Occupational Accidents and Diseases has been commissioned to monitor the health of employees working in the companies included in the Joint Occupational Health and Safety Service.

- The new version of the problem management and resolution of the problem improvement action software application has been installed in 55 companies. It was successfully implemented over the year, and a system of awards for the best problem resolution and improvement action has been established to encourage employees to use it effectively.

Activities carried out within the framework of the occupational safety action plan for companies and organisational units included:

- A total of 503 modular training activities totalling 15,433 hours of training attended by 5492 participants. A further 178 courses not requiring attendance were provided for site managers (elementary course approved by the INSHT – National Institute for Health and Safety in the Workplace).

- A total of 165 visits were made to check safety conditions in the workplace and at project sites. The relevant problem resolution reports and improvement actions were produced as a result, specifying any irregularities observed. A new self-assessment system was also introduced, consisting of checklists to be used by those responsible for workplaces and project sites to identify shortcomings, with a view to ensuring that their occupational safety system complies with current regulations.

