

Abengoa and its People



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Principles and Commitments

In 2002, Abengoa signed the United Nations’ Business Leadership Global Compact, a commitment which entails, in the realm of human rights, support of and respect for the protection of said rights, and in the area of labor rights, it implies eliminating any and all forms of discrimination involving employment and work, eliminating all forms of forced or compulsory labor, effectively abolishing child labor and supporting freedom of association and the right to collective bargaining.

In its employment practices, Abengoa adheres to the United Nations Universal Declaration on Human Rights and its protocols, aligning the professional performance of its employees to the same. It also abides by the international agreements approved by the UN and the International Labor Organization (ILO) on social rights (expressly, the UN Convention on Children’s Rights, the UN Convention on the Elimination of all forms of Discrimination against Women, and those specifically related to forced child labor, health and safety at work, freedom of association, discrimination, disciplinary practices, working hours and compensation). Likewise, it adheres to the ILO’s Tripartite Declaration of Principles on Multinational Companies, its Social Policy and the OECD’s Principles for Multinational Companies.

Abengoa will neither accept nor abide by any action that entails discrimination of candidates in any hiring process due to race, color, sex, religion, political opinion or any other kind, nationality or social origin, economic or birth position, and upholds a policy of equal pay for equal work.

Abengoa upholds a policy of recruiting, hiring, training and promoting the most qualified individuals, regardless of race, religion, color, age, sex, marital status, sexual orientation, physical or mental disability, expressly and actively condemning any kind of discrimination.

Abengoa condemns all forms of child labor, in accordance with the terms of Convention 138 of the International Labor Organization (ILO) on minimum age.

In accordance with the social responsibility commitments acquired through its adhesion to the United Nations Global Compact and our own Code of Conduct, Abengoa is committed to its own policy on Labor-related Social Responsibility having established a social responsibility management system in compliance with the international SA 8000 model, assuring ongoing improvement in the company’s social performance and the commitments of which are the following:

- Integrating labor-related social responsibility management into the company’s corporate strategy.
- Guaranteeing compliance with prevailing labor regulations and any other commitment undertaken in this area.
- Promoting the principles of the Global Compact in our area of business: partners, suppliers and contractors.
- Promoting and encouraging the personal and professional development of the people who make up the Abengoa organization through the creation of ideal working conditions and ongoing training.
- Recruiting, hiring, training and promoting the most qualified individuals, regardless of race, religion, color, age, gender, marital status, sexual orientation, country of origin, physical or mental disability.
- Ensuring suitable preventive culture at Abengoa in accordance with the policy on Occupational Risk Prevention.
- Creating conditions for personal and professional life balance.
- Assessing and reviewing our social conduct, inform thereon in a transparent manner, and establish programs for continuous improvement.

Human Resource management in its Labor-related Social Responsibility aspect is backed by SA 8000 certification (GIRH), which guarantees that the policies and processes defined and implemented at Abengoa follow the standards of this norm. In 2008 no discrimination incidents were detected through the communication channels implemented by the company.



Equal Opportunities and Treatment between Men and Women

Abiding by the aforementioned statement on the condemnation of all types of discrimination, Abengoa actively encourages the promotion of equal opportunities and treatment between men and women.

Abengoa safeguards and promotes equality between men and women by applying this principle in all of its human resource management policies, such as hiring, recruitment, training, performance assessment, promotion, compensation, working conditions, family-work life balance, communication and prevention of harassment.

With the purpose of developing these values, perfecting its level of social action, in 2008 Abengoa started up its own Equality Framework Plan, applying to all people who work at the company.

This Equality Framework Plan is organized around a set of measures that seek, on the one hand, to ensure equality in the treatment and opportunities between men and women at Abengoa, and, on the other, to avoid any potential situation that may imply or constitute labor discrimination, either direct or indirect, for reasons of gender.

This Framework Plan, has created the Office for Equal Treatment and Opportunities, the mission of which consists of advocating for gender equality throughout the organization, promoting, developing and managing the Equality Framework Plan.

Likewise, it creates an international committee for monitoring and developing this matter. It is a committee which, on an annual basis, and presided over by the director of Human Resources, summons all of those in charge of Human Resources from each Abengoa business unit, the director of Development, and the director of Corporate Social Responsibility, as permanent members, being complemented by the contest and participation of international experts on the matter, as well as technicians and professionals from governmental and non-governmental institutions, as the case may be.

Human Resource Vision and Management

The Human Resources policy responds to Abengoa’s mission, vision, values, and operational strategy and is therefore at all times geared toward and aligned with its strategic objectives.

Meeting these objectives, through execution of the strategic plan is the *raison d’être* of the company’s structure and its human team.

Essential alignment between human resources and strategic objectives

Active in over 70 countries on five continents and with more than 20,000 staff members, Abengoa is a multinational, multicultural company with a business focus on achieving sustainability through innovation.

Abengoa’s successful management model has made it a leading company and a point of reference in the industries and markets in which it conducts its business.

This successful model is based on the right strategy and a suitable management model, but, above all, on having the ideal team of people to be able to achieve the strategic goals set.

Abengoa believes that its people constitute its differentiating value as a company, and it is these people, with their preparation and commitment, who really make the difference in the results obtained by the company.

People represent genuine capital, an asset that generates value and wealth, and Abengoa’s human resource policies therefore emphasize the importance of creating ideal conditions for people’s development, so that their talent can flourish and they may achieve excellent performance.

Growth will come from people’s talent and excellent performances

For Abengoa, human capital is what makes it possible to achieve objectives, bringing to bear differentiating competitive values through the application of talent, conscientiousness and excellent performance.

Therefore, when considering employees the concept of the ideal is key: commitment, motivation, talent, initiative, conscientiousness and an ongoing pursuit of excellence in performance must constitute Abengoa’s professional base.

The search for the ideal is thus one of the basic pillars underpinning human resource policy; the ideal in terms of each particular position, the mission, and in technical and generic matters.



And in order to achieve this, Abengoa is committed to an integral and integrated management system:

- Integral, because it encompasses all Human Resource processes: definition, description and classification of job positions, recruiting and hiring to attract the best professionals in the market, training, and development, with the subsequent career plans, evaluation, performance management and compensation, as well as internal communication and social action
- Integrated, because it addresses not only interrelated processes, but also Abengoa's global dimension, as a whole, encompassing the different companies, regardless of sector, geographical area or the business unit to which they belong.

Staff

In 2008, at Abengoa the average figure for company staff was 23,234 people, up 35% from 2007. This increase is attributed to the company's own organic growth and to acquisitions that took place during the year.

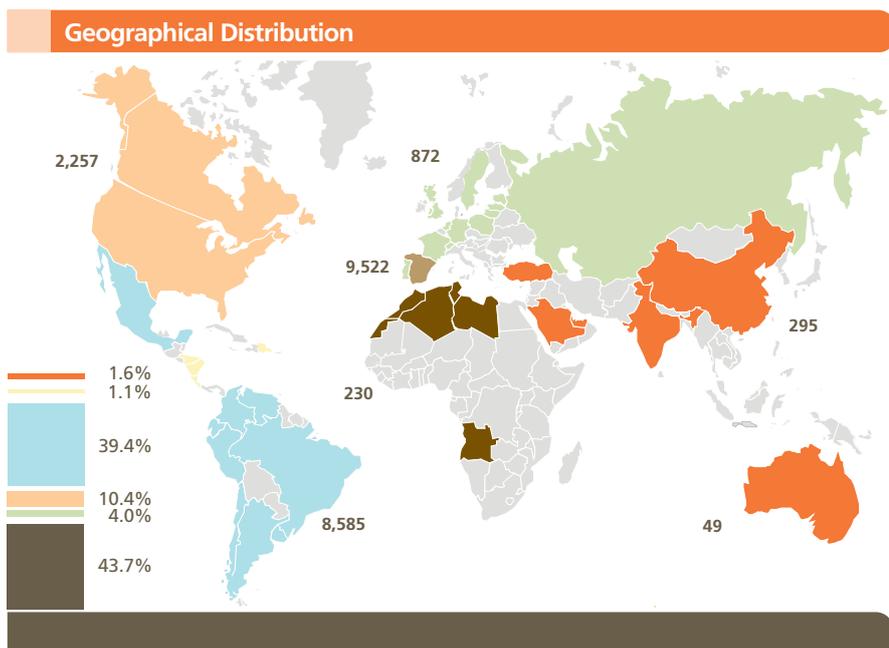
The following table shows average staff by business units and its evolution in comparison to 2007

As of December 31, 2008, Abengoa staff figures had risen to 21,810, up 5% from staff figures at the end of 2007.

Business Units			
	2007	2008	%
Solar	104	241	131
Bioenergy	2,430	6,172	154
Environmental Services	1,969	2,263	15
Information Technologies	3,895	5,324	37
Industrial Engineering and Construction	8,847	9,234	4
Total	17,245	23,234	35



In terms of the different geographical areas where Abengoa conducts its business, the percentage breakdown for company staff figures as of December 31, 2008 was as follows:



Evolution in the different geographical areas with respect to 2007 is as follows:

Geographies	%
Spain	12
Europe	17
North America	59
Latin America	-7
Africa	-47
Asia	6
Oceania	7

The following percentage tables give figures for employees and operators according to contract type. The overall rate for permanent staff is 54%.

Temporary Employees	
Permanent	Temporaries Employees
61.1%	38.9%

Operators	
Permanent	Temporaries Employees
50.2%	49.8%

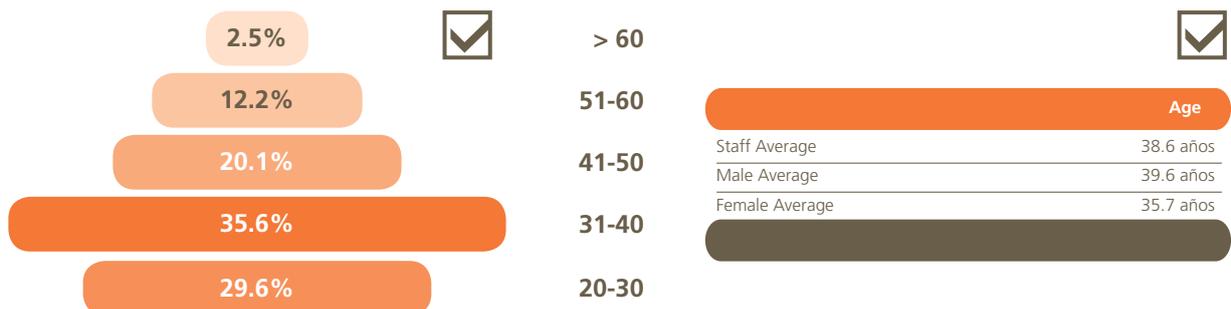
Most employees have a full-time contract, with the figures for half-day workers being of little significance.

As far as distribution between men and women is concerned, at the end of the year 2008 Abengoa was at 16.75%, up by 1.7 points over 2007, representing an increase of 7%.

In the employee section, the percentage of women of this total group rose to 27.59%, up by 2.1 points over the previous year, representing an increase of 4%

Female representation on Abengoa’s Board of Directors totals 20%.

There are no gender-related wage differentials for positions of equal responsibility
 The following show the age pyramid and the average age of the Abengoa staff distinguishing between men and women:





In terms of turnover, (that is to say, the rate of voluntary, undesired leaves) the average percentage for the 2008 fiscal year was 3.40%, with there being variations according to geographic zones, ranging from 4.37% in North America to 2.66% in Latin America.



Managing Talent

Abengoa has implemented a competency-based human resource management model enabling alignment between strategic objective, position and the individual and, in turn, facilitating identification and discovery of talent.

Abengoa is aware that in the current environment that is characterized by innovation and change, the performance of its professionals, and its ability to attract, develop and retain talent is key to the success of any company. Abengoa is therefore firmly committed to a Human Resource policy with the dual aim of:

- Promoting, capitalizing on, transmitting and managing knowledge; capitalizing on the experience of its highly-qualified professionals, guiding the development of competencies, and at all times striving to make sure that Abengoa has the professionals required for each position, mission and responsibility.
- Making Abengoa a company with the right conditions for developing talent, one that is attractive in terms of its conditions and its environment, and in its people management model.

Attracting, developing and retaining talent is the key to success

Developing, promoting and rewarding human resources so they can give the best of themselves so that their contribution is in line with Abengoa's needs.

At Abengoa we are fully aware of the importance of motivation.

A sense of belonging to the company, feeling part of the project, participating, the capacity to influence events, solutions, to take advantage of opportunities are all elements clearly involved in professional motivation. Thus, valuable personnel are self-motivated, as it is part of the capacity to develop oneself both professionally and personally.



Understanding this, employee participation in ongoing improvement forms part of Abengoa’s culture; participation at all levels and improvement in all fields.

It is the role of the organization as a whole to take the initiative in improving business processes, working conditions, improving environmental conditions and solving problems. To enable this to happen, a wide range of programs and groups of improvement actions are promoted, computer tools (IRP/AM) are provided, and permanent suggestion boxes are available on the intranet. In addition, work climate surveys are conducted in order to measure satisfaction levels, thereby identifying labor issues where corrective or improvement action is required. Commitment

Commitment

Employee commitment is key; initiative, proactiveness. Abengoa believes that the company must ensure the required elements, but once the resources and conditions are in place, employees must take on responsibility and commitment and respond, and not only by means of their participation, but also through excellent performance levels.

Performance thus becomes the backbone of the system

Talent without the right performance is not profitable

For Abengoa, the natural allies of excellence in performance are commitment, motivation, tenacity and attaching importance to daily tasks.

As part of this culture, Abengoa must exercise its commitment to information and communication. It is an essential part of the overall process, since the foregoing would make no sense without ensuring that people participate, are informed, and make themselves known. Abengoa therefore makes full use of its communication channels, with the flow of information being key to our culture. Sharing information enriches, brings people together, and generates opportunities.

Sharing information creates opportunities

Business development is based on the development of the people who make up the organization, and fulfilling strategic objectives is a product of the performance of teams of people.

Therefore, the key to success lies in the quality of the organization’s employees, and very particularly, in the quality of its executives.

Abengoa thus has an Executive Development Program and a specific system for evaluating their performance based on the 360° methodology. In 2008 over 600 professionals from the different business units participated in the program.

Following this Executive Development Program, on a monthly basis, with the strategy committees of each one of the business units, presided over by the directors involved and composed of their highest level of management, director profiles and those of potential directors of the organization are analyzed evaluating the professional development plan and the training plan for each of these individuals, so that, depending on each case, career opportunities can be specified, as well as new responsibilities, destinations and missions.

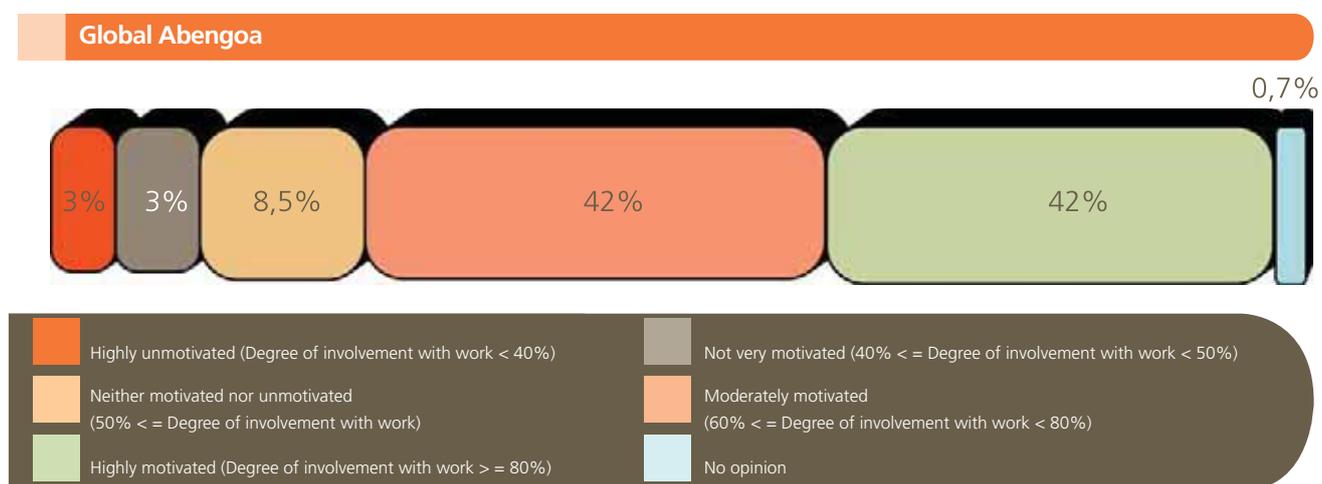
Results of Talent Management

For the second year in a row, Abengoa is listed among the Top Companies to work for, according to the analysis conducted by CRF, the international consulting firm that selects the preferred companies for working.

Abengoa scored 9 out of 10 in Work Environment and Culture (the highest score among the companies in Spain), 9.5 in working conditions (ranked third), 8.5 in Talent Development (ranked fourth), 8 in Commitment to Society (ranked third), and 8.5 in Commitment to Innovation (ranked second).

In terms of the total score, Abengoa is in second place, just one point below the leader, and more than 6 points above the average of the best companies selected.

This recognition lends value to the personnel management model developed by Abengoa and its measures for attracting, developing and retaining talent, making it one of the most attractive companies for professionals.



This acknowledgment is likewise backed by the results obtained in the work climate surveys conducted on a regular basis among employees, where a high degree of motivation and sense of belonging to Abengoa can be observed among company staff members:

The results obtained from the 2007 Work Climate Survey were translated into the 2008 action plan, the sole aim of which was to have an impact on the development of measures for those issues which were emphasized by the employees. Thus, the plan established:

- Improving external and internal communication through the Web, portal and other information channels, improving and increasing possibilities for participation by employees and other stakeholders.
- Both initiatives were undertaken in 2008, and the web initiative and remodeling of the Employee Portal are currently in progress.
- Reinforcing director and manager capabilities in developing teams and managing talent; stressing values and corporate culture.

In 2008 training efforts aimed at improving executive abilities increased, rising 130% from 2007; the duration of the modules for personnel management through the professional programs increased, and specific actions

were defined with this focus on the Executive Development Program, in addition to the implementation of a 360° evaluation.

- **Strengthening on-line training through C@mpus Abengoa.**
 Strengthening on-line training through C@mpus Abengoa. In 2008 the proportion of on-line training, both in relative and absolute terms, grew by 450% with respect to 2007, representing 20% of the training plan.
- **Improving the general performance evaluation management system.**
 Improving the general performance evaluation management system. In 2008 a simplification of the model was put into practice, which has led to its enhanced effectiveness; thus, the standard objective related to the position background is established; evaluation and target-setting are unified; and greater importance is given to defined critical competencies.
- **360° Executive Feedback Program.**
 In 2008, in most business units (Solar and Bioenergy under development in 2009) a 360°-based executive evaluation system was implemented. Almost two hundred executives were evaluated in 2008 using this model, and nearly a thousand professionals from all business units and geographical areas participated.
- **Emission control and reduction program.**
 In 2008, Abengoa started up a system of greenhouse gas (GHG) calculation and reporting in order to gain in-depth knowledge in each company activity of the direct and indirect emissions entailed, assess the situation, and identify options for improvement. In addition, this inventory will enable labeling of Abengoa products and services, identifying the GHG emissions associated with each one, and to value suppliers depending on the GHG emissions involved in the production of products and services acquired by the company.
- **Volunteer Programs.**
 Abengoa promotes volunteerism by encouraging employees to devote their time and skills to community service in social and environmental endeavors. Abengoa's employees have generously dedicated their time to numerous initiatives that are being carried out in the different countries in which the company operates, and they include providing aid and materials in response to the humanitarian crisis caused by the earthquake in the Chinese region of Sichuan, planting trees in Mexico as a way to mitigate climate change and deforestation, and helping children and senior citizens in places all over the world, including Spain, the United States and Peru.
- **CSR SA 8000 Certification.**
 In 2008 Abengoa began the process of certifying its human resource management model in matters of labor-social responsibility according to the international standard established under the SA 8000 norm, as indicated above in Section 2.1.

Noteworthy in this regard is the fact that GIRH, Abengoa's company specializing in human resource management, has joined the ISO 9001, ISO 14001 and OSHAS 18000 certifications already obtained in the areas of quality, the environment, occupation health and safety, respectively, with its award from the Excellence in Management Club of European Excellence + 400 in EFQM, audited by AENOR.



Quality of Life and Work-Home Life Balance

Abengoa has launched series of actions to make the environment more human and pleasant by increasing quality of life at work and promoting a balance between work and home life.

The following stand out among these initiatives:

Mobility and Telecommuting.

Abengoa realizes that in today's environment, employee mobility is key to achieving company business objectives, and it therefore invests in increasing accessibility to corporate applications, thereby attaining a significant increase in process efficiency.

In order to fulfill the objective of employee mobility, Abengoa has a variety of channels for accessing corporate applications, all developed under conditions of security for protecting the information contained in the applications.

These assurances of mobility are supplemented by a solid user computer support service with the ability to effectively deal with any needs that may arise. To this end, Abengoa has an assistance service that is available 24 hours a day, 365 days a year, that can be reached via computer application, telephone or mobile devices, providing services in several languages.

Promotion of physical activity and sports.

To contribute to employees' quality of life, Abengoa has installed gyms at its primary work centers. They are equipped with everything necessary for physical fitness, and have space for different activities (dance, step, aerobics, Pilates etc.).

Day care centers

Another one of the projects included within Abengoa's quality of life policy as a work-home life balance measure is the subsidized Day Care service for children under three years old. This measure is also projected for the new headquarters in Seville (Palmas Altas).

Also, Abengoa has launched the Day Care Voucher Plan, by means of which employees who are parents will be able to handle payment to the day care centers of their choice, thereby extending the tax benefits provided for under the law. More than 100 people joined the plan in 2008.

Work schedule flexibility

In its work schedules, Abengoa has established different alternatives for the morning start time, lunch-time, and evening finish (or start) times, enabling employees to select the schedule that best suits their professional and family life.

Social assistance for employees.

Abengoa's social action department, a service aimed at building relationships with a human side in which employees can raise specific and very diverse situations, such as the need to be heard, to receive support and orientation, to get information, or to control specific family, medical, social or economic problems. The Focus-Abengoa Foundation, through GIRH, has social funds to provide economic aid in situations of need.

Medical services.

As part of our reinforcement of coverage for employees, we have a policy to provide a medical service at our work centers with more than 300 people. Currently the work centers have their own medical service, staffed by specialized personnel, equipped with the required health-care material.

In addition to health center opening times and the appointment service for medical examinations in accordance with the specific health monitoring programs, both also have an emergency service available throughout the working day, and there is a telephone extension to call said service available in each building.

Palmas Altas Technological Center

In April of 2007, construction work began on the Palmas Altas Technological Center (CTPA), the future headquarters of Abengoa, which in 2009 will concentrate in Seville the Company's activity in the latest technologies, environmental excellence and sustainability. The CTPA is the largest private technological business complex in southern Spain.

This new complex is the best example of Abengoa's commitment to halting climate change, and thus to sustainable architecture; a place identified with the symbols of high technology, and an example of excellence in environmental management, integrating the latest concepts in sustainability, particularly everything associated with the latest developments in energy saving and efficiency, being integrated with the environment and its future. Thus, the CTPA will reduce energy consumption by 50%, lowering CO₂ emissions in turn, through the efficient use of renewable energies..

With 50,000 m² of useable space, the building design reflects in all of its details the aim of maximum comfort for its 3,000 workers (around 1,900 Abengoa employees, and between 1,000 and 1,200 from other businesses and institutions), who will be distributed into seven buildings, all connected to a central courtyard; in perfect harmony with the landscape, and featuring maximum use of energy sources.

Construction of the CTPA will offer Abengoa employees modern facilities featuring state-of-the-art technology and a painstaking design. In addition to the office area, workers will enjoy 4,000 m² intended for common areas, where they will find a variety of services: day care center, gymnasium, medical center, travel agency, restaurant, etc.

Moving to the new headquarters is aimed at unifying all of Abengoa into a single working environment in the city of Seville, to thereby foment the synergies among the different companies, encouraging direct communication and a closer working relationship between the different departments in order to share knowledge.

Furthermore, through the CTPA, Abengoa seeks to show customers its deep commitment to them, promoting improvement of future products and services.

Abengoa's commitment to sustainability and protecting the environment will be reflected in the Palmas Altas Technological Center, to which the Green Building Council awarded Platinum LEED pre-Certification in 2008. This non-profit organization promotes sustainable architecture and its classification system is the most widespread in the world. This system was created to define the concept of "sustainable building" through establishing a standard for common measurement; and promoting practices.

Training

In the Abengoa framework, training is essential; one of the pillars underpinning its policy on human resources.

Training is the main channel for achieving professional enhancement of its employees; with each member of the company's growth, Abengoa will reach a higher level of recognition and success in the market.

Training enables greater competitiveness and, to the extent that it transmits culture, proves to be a powerful cohesive element, essential in dealing with the global challenges that face us today.

Abengoa strives to develop and maintain a team of high-qualified and highly-skilled professionals, aligned with corporate culture and demonstrating the best market practices.

Almost a million hours of annual training, throughout the world, are a true reflection of the strategic importance and Abengoa's commitment to training its professionals.



And to this end Abengoa combines, attendance-based training with new methods employing technological innovation, which, in today's environment can contribute to meeting the new and changing needs in this field more efficiently.

Hence, our commitment to e-learning, and as a result thereof, C@mpus Abengoa, a virtual space on the Employee Portal where on-line training contents are hosted. Campus facilitates tutoring, virtual forums, learning assessment, follow-up and recording of training conducted.

C@mpus Abengoa is a power training tool that bases its success on the confidence that our company instills in people and in their commitment and desire to develop personally and professionally.

In a context of rapid growth that includes innovative management, financial, technical and scientific concepts, it is essential to train many people in a short amount of time in a variety of subjects. Thus, e-learning has proved to be an ideal alternative that complements attendance-based learning, given its high potential and future prospects in the tasks of developing and retaining talent. Abengoa wishes to make the most of it.

Knowledge of the Common Management Systems, the channels of Abengoa's Corporate Culture and of its commitment to Human Rights and integrity is the cornerstone of the annual training program.

Management Model

At Abengoa, training includes subjects required to line up a team of highly-qualified professionals with corporate culture and the best market practices:

- Corporate Training. Understood to mean training that transmits corporate culture, the Common Management Systems, strategy, financial models, corporate identity, and the values it represents..
- General Training. Focusing on the professional improvement of employees, by teaching new working tools and techniques, and updating professional contents, and management methods, among others.
- Training in Occupational Risk Prevention, including training regarding the health and safety levels required at work and the use of protection elements. It also involves training risk prevention technicians at different levels (basic, medium and higher levels). Training is specific to the legislation in force and how to interpret its regulations, and covers the official authorization required to undertake certain responsibilities in this field.
- Languages, a key element in an international growth model such as Abengoa's. Our future demands employees that are prepared to tackle and develop projects in any location worldwide.
- Professional Practice. These entail all types of knowledge acquisition as a result of following a program based on the implementation of competencies with regard to a given position. Company scholarship holders fall under this category.

Detecting training needs is a process in which both the professionals for whom training is geared as well as their direct managers participate very actively. People Center is especially significant in this process; it is an integrated, multi-language and universal computer management system that deals with all human resource processes, including training.

Professional programs.

Abengoa, in its professional development model, has designed a set of professional itineraries, based in turn on training itineraries, which aim to achieve highly-qualified professionals in the key disciplines of the business, professionals who are aligned with corporate culture and demonstrate the best market practices. The following are the Abengoa Professional Programs:

- Project Director Program: With promotions in different geographical areas. This past year the following completed the program successfully: 4 participants in Argentina, 8 in Brazil, 6 in Chile, 12 in Mexico, 7 in Peru, 13 in Uruguay, and 40 in Spain. Another 96 students, including France and China, will complete the program in 2009.
- Project Manager Program: with five promotions put into place since October, 2006, in which a total of 116 professionals have participated

- Worksite Manager Program. There are currently three programs in progress in which a total of 66 employees have participated.
- Team Manager Program in Telecommunication activities: Fifty-eight professionals have received training in the 4 existing promotions
- Solar Energy Management Program: Twenty-one professionals are being trained through this program.
- Lidera Program: aimed at executives and/or potential executives in Latin America, it has 35 students. Its purpose is to reinforce three different areas (personnel management, leadership and executive skills and marketing management) through blended methodology.

Executive Development Program

Apart from the specific Professional Programs, Abengoa requires a program for key people, to enable the assurance of having a highly qualified team for taking on the strategic challenges that arise, and therefore it has an Executive Plan. More than 600 employees are in this program, where they receive specific training that enables them to broaden competencies and executive skills.

This program addresses a dual need:

- identifying potential executives, and,
- developing executive talent of future leaders

And we thus not only carry out the necessary follow-up on their professional reality, but also supplement the executive background of each individual, reinforcing values and his or her own knowledge of our corporate culture.

The Potential Executives Program considers that developing executives means making being an executive attractive, so that the most capable will opt for this and will reach optimal levels of capacity, skill and attitude for facing the aforementioned challenges.

In a company such as Abengoa, transmitting culture and improving and standardizing executive training, within the context of diversity, is essential in strategic messages.

Data on the 2008 Training Plan

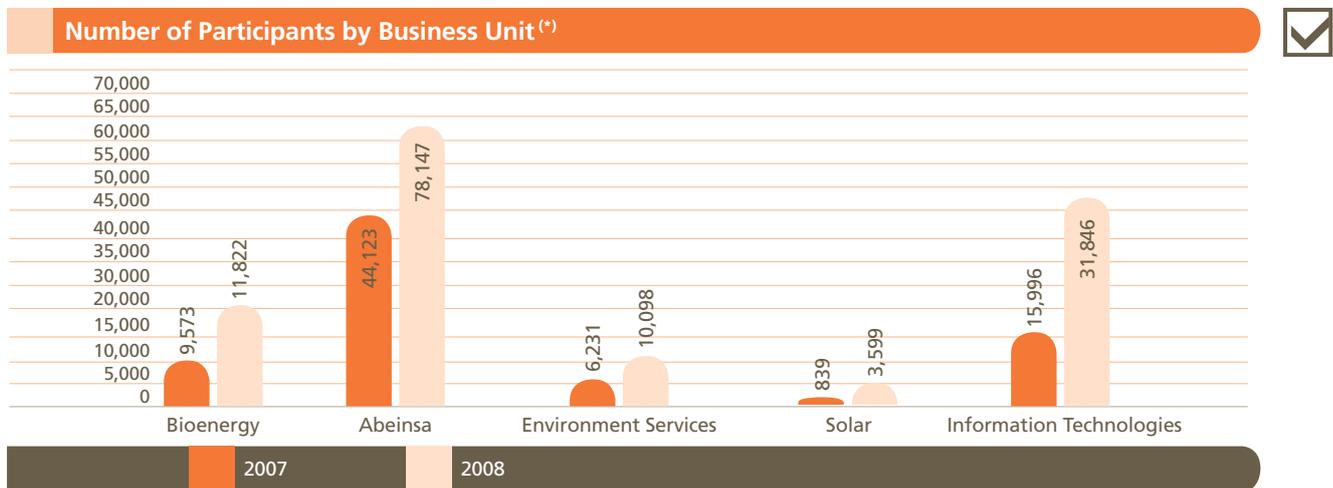
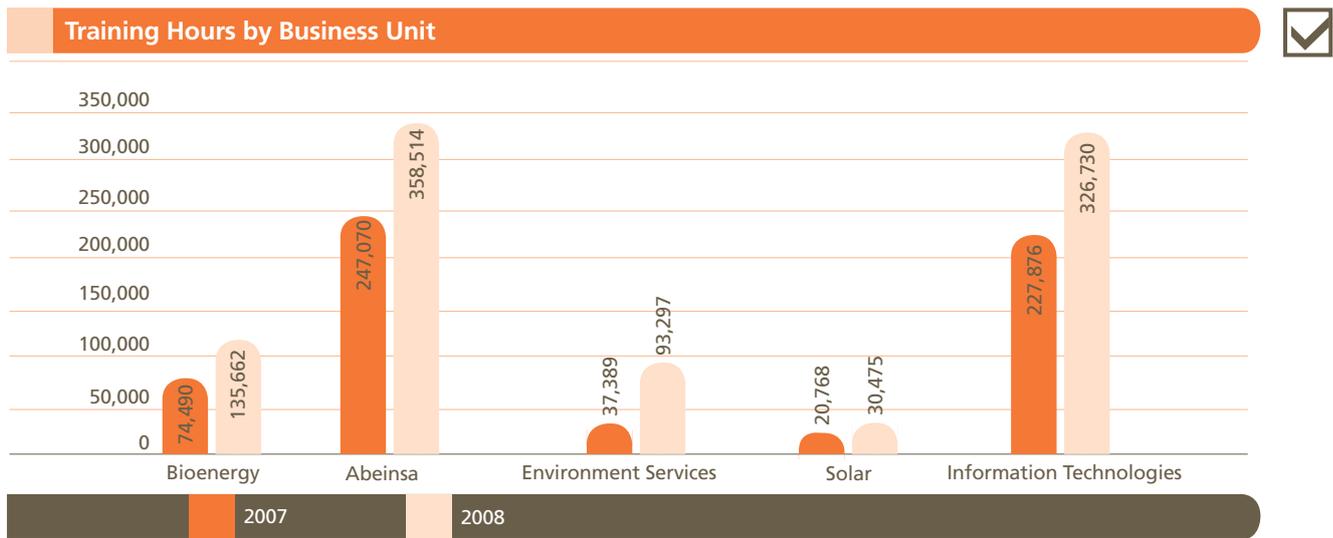
Abengoa's 2008 Training Plan was successfully executed, achieving the objectives set in each area, both in terms of participant numbers and hours of training:

	Participants 2008 (*)	Hours 2008
Languages	2,804	75,560
Corporate	44,220	116,138
Prevention	63,901	185,636
General	24,048	206,799
Professional Practices	539	360,545
Total	135,512	944,678



(*) The Attendance figure has been calculator considering 71% of the employees.

Comparison to 2007 in terms of training hours and participants:



The average number of training hours received per person in 2008 was 39.7.

(*) Participation has been calculated over 71% of the total staff.

Training in values and principles: code of conduct and corporate social responsibility

Abengoa, by means of the NOC training initiatives, implements courses for all employees through which they receive training on Abengoa's Professional Code of Conduct, updating and transmitting values of conduct, where the company's anti-corruption policies are specifically reflected. The Human Resources NOC (04-005) sets down the aforementioned Code of Conduct.

NOC training actions total 103 attendance-based courses distributed over more than 22 countries in 2008. These attendance-based courses are complemented by on-line NOC training via Campus.

In the specific area of labor-related social responsibility, specific training was conducted for each area, including the SA 8000 standard.

Labor regulation

All Abengoa employees are under the scope of application of labor regulations, according to the nature of activities and the countries involved, in addition to the company's own standards. Furthermore, as applicable under the national legal system of each country, special emphasis is placed on the collective bargaining agreements of the industry, territory, or those of the company itself, signed up to by workers, or their union representatives, as appropriate.

It should be emphasized that the Abengoa Professional Code of Conduct applies to everybody and that is based on the idea that the company's reputation and success depend on the honesty, integrity and the sound judgment of employees, managers and directors in their relations with customers and prospects, colleagues, competitors and administration entities, the media, and all the other parties or institutions with which Abengoa has contact.

Similarly, the application of Abengoa's principles and commitments, outlined at the beginning of this chapter, must be emphasized.

Thus, Abengoa respects and supports the free association of its workers, holding it to be an inalienable right. In addition, dialogue with workers' representatives is ongoing and they are kept informed on all areas of interest to them.

Forced labor and child exploitation are condemned by Abengoa, which supports all endeavors to eradicate child labor.

As a basic employment right, Abengoa guarantees prior informing of all workers of any structural or organizational changes produced in the company, whether individually or through their representatives, in accordance with notice time requirements established by law or by collective agreements.

Health and Safety at Work

Abengoa's policy on occupational risk prevention, with respect to the different regulations on health and safety in the different countries, seeks the integration of prevention into company strategy and in all areas and levels of activity; information and training for all; and a desire to achieve continuous improvement in this area, in pursuit of a truly preventive culture.



Development of the goals planned throughout the year within the companies, the integration and participation of workers in the development of health and safety activities, follow-up and control of the system designed by senior management, and advice received from health and safety organizations created in the companies ensure the development of a health and safety culture in Abengoa that has a significant influence on the reduction of work accidents and professional illnesses, and on the continuous improvement of safety conditions at work.

All of the Abengoa companies have designated, named persons, working part-time or full-time or on the development, management and control of the health and safety system. The organization models implemented in health and safety are aligned with the legal requirements of each country in which Abengoa operates. Abengoa has chosen to have its own health and safety services staffed by specialist technicians.

In all the companies, in accordance with Abengoa’s prevention policy and the Common Management Rules, committees have been created to be responsible for monitoring and control of the health and safety system. The health and safety Committee comprises senior company management, departmental heads, and the health and safety service technicians. The Committee meets regularly to approve goals and set follow-up actions to be performed. Its work includes analysis of the labor accident rate, the creation of statistical indicators, and the annual planning of health and safety activities (PAP) in accordance with the results of the risk assessments undertaken, the TSR and IA, the internal audit reports, published legislation, etc. Senior management reviews results and recommends actions for the ongoing cycle of improvement.

As established by the health and safety policy statement, training in prevention is essential to the Prevention Management System. The contents of training actions are designed to ensure that employees are qualified to identify labor risks at their workplace, and that they know the prevention, protection and emergency measures to implement for their elimination or control. There is a special focus on workers subjected to serious risks and on new recruits.

In 2008 the 7th Seminar on Risk Prevention for Executives was held. On an annual basis, it serves to advocate for continuing effort in raising awareness on all levels, stressing the importance of maintaining the preventive culture dictated by Abengoa in all areas. This past year it was presided over by Mr. Antonio Fernández, councillor of Employment of the Andalusian Regional Government, and featured the participation of renowned experts in the field. This seminar is led by the chairman of Abengoa.

With the aim of forestalling and controlling factors that could create an imbalance for workers, a wide range of training events are being offered. These range from stress prevention to an explanation of ergonomic, hygiene and psycho-social issues. The events are informative and also provide participants with the guidelines to stimulate physical and/or psycho-social situations to diminish the stress factors acting to block effective professional, personal, social and family development. Here the work climate surveys play an important role.

Labor incident rates are remarkably low at Abengoa in comparison with the data from similar sectors and taking our activity into consideration. The incident rate is 43,36 (number of accidents entailing leave for every one thousand workers) and a serious incident rate of 0.57 (number of lost working days for every thousand working hours).

Each company monitors the work accidents and professional illnesses that occur at their work centers (official reports, sick leave certificates etc.), as well as the research reports made by health and safety service technicians and others involved in health and safety, in accordance with an internal management regulation and the general procedure of the health and safety system, PGP-000/08. This information is communicated to Integral Human Resource Management (GIRH) on a monthly basis for preparation of the corresponding indicators by company, and the consolidated reports, to enable efficient follow-up and control with a view to an Improvement Action (IA) proposal where appropriate.

In accordance with the aforementioned management rule, serious accidents must be immediately communicated to the management departments involved and to top Abengoa management, conducting analysis and investigation of the particular circumstances immediately, by means of the two aforementioned paths: the Event and/or Accident Investigation Report, and the corresponding Troubleshooting Report.

Below are some figures from 2008.

The total percentage of absenteeism at Abengoa (sanction, illness, accidents, and justified and unjustified leaves of absence) was 1.91%. Common illness-related absenteeism was 1.33%, and that related to accidents at work, 0.27%

The number of work accidents leading to authorized sick leave of over one day totaled 1,139, of which 53 occurred during journeys to and from work. Said accidents led to 25,122 lost working days, of which 1,022 were caused by in itinere accidents.

Two very serious work-related accidents occurred in 2008, both resulting in fatality, one due to electric shock and the other to a fall.



The promotion of participation, staff or group initiative, pro-activity, in short, the implication and commitment of everybody with the continuous improvement of the Risk Prevention System at each of the Abengoa companies is still one of the pillars underpinning our management system.

Computer applications for management and troubleshooting (TS), and for dealing with improvement actions (IA), support this model. All personnel working for the companies have access to them and it is the duty of management to promote their usage throughout the organization.

As a support to the documentation of the ORP Management System, there is a very useful computer application for companies and the various Group risk prevention services.

The Common Management Rules at Abengoa establish as a strategic goal for all Companies, the implementation and certification of Prevention Management models according to the OHSAS 18001:2007. There are currently 65 certified companies.



In order to verify the safety conditions under which the activities of the work centers and worksites are developed, visits were made to worksites and hygienic measurements taken. From detected defects and anomalies, the corresponding Troubleshooting Reports (TSRs) and Improvement Actions (IAs) were created.

The implemented checklist self-assessment system is still being promoted; it allows the people in charge of work centers and worksites to know the elements lacking in the application of the risk prevention system.

In accordance with the goals and programs, 1,048 visits were conducted, including internal audits performed and measurements taken in the companies and organizational units. Regarding the non-conformities and recommendations made, the corresponding TSRs and IAs have been set into motion at the companies.

In 2008, the Accident Prevention Association (APA) awarded Abengoa the first place DIPLOOS prize, for organization and management of the system implemented and in recognition of sound preventive practices.

Abengoa was also awarded, in the business category, the Prize for Excellence in Occupational Risk Prevention in the first edition of these awards instituted by the Andalusian Regional Government through the Council on Employment and its General Department of Occupational Health and Safety. The award was presented to Abengoa on January 14.

