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Informe Anual 2011

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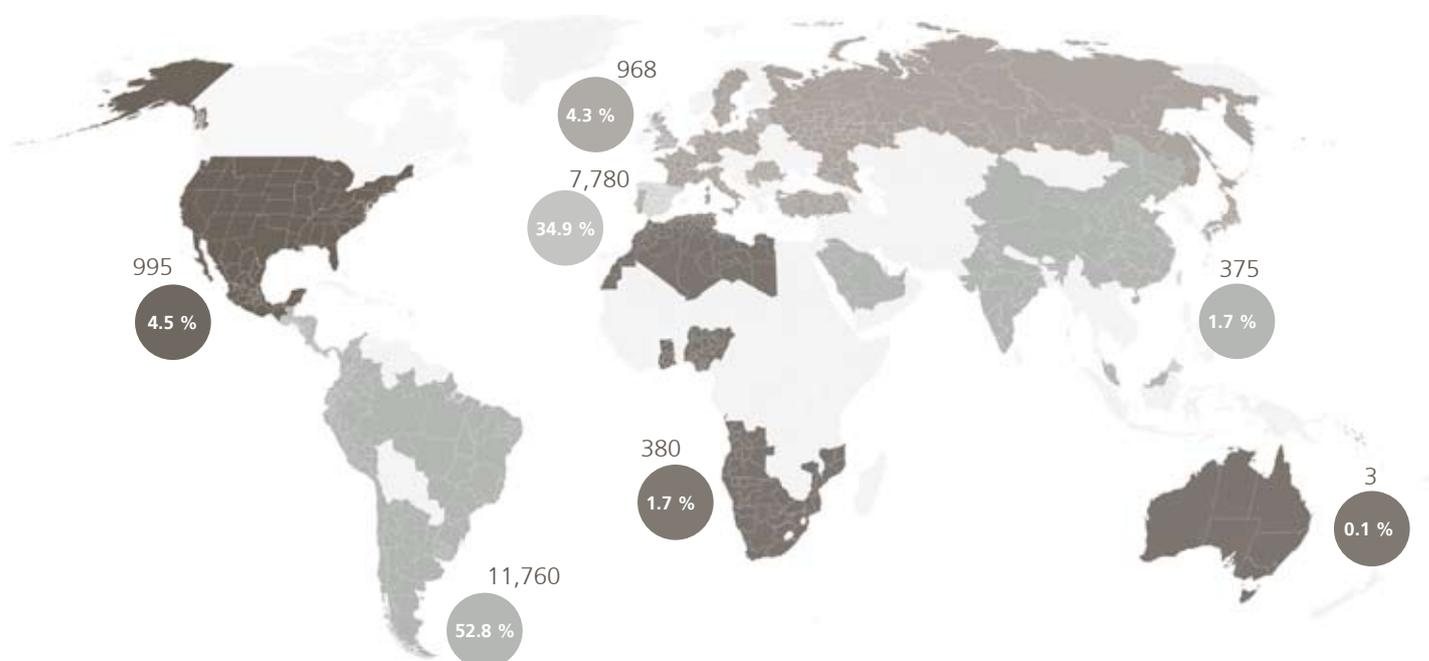
Our team

Abengoa is a leading company thanks to its people. Without our people, the organization wouldn't be what it is today. The key to the company's success is our team of highly skilled and committed people. They share in the company's bid to achieve sustainable development and combat climate change, and fully engage with every project.

Our team in figures

“People are key to our success”

As of December 31, 2011, the company employed **22,261 people**, almost 9 % more than in 2010¹.



Staff by area of activity	2011	2010	%11-10
Engineering and construction	14,089	13,282	6.72
Infrastructure under concession	309	127	143.31
Industrial production	7,863	7,030	11.85
Total	22,261	20,445	8.88

¹ The 2010 figures are stated exclusive of the Information Technology group – which was then still a part of Abengoa – to facilitate comparison with 2011.

In 2010, the regions where the most jobs were created were North America and Asia.

Percentage variation in geographical distribution of jobs created with respect to 2010	2011 (%)
Spain	8.64
Europe	(1.43)
North America	42.96
Latin America	7.45
Africa	(6.63)
Asia	30.34
Oceania	-

By type of employment relationship – employee or worker – in 2011 up to 50 % of Abengoa staff were on permanent contracts.

Employment relationship	2011		2010	
	Permanent	Temporary	Permanent	Temporary
Employees	59.27	40.73	66.2	33.8
Workers	43.78	56.22	43.8	56.2

Age pyramid	2011	2010	2009
>60	3.2	2.6	2.7
51-60	11.7	10.7	13.1
41-50	20.5	18.7	21.1
31-40	35.4	32.5	33.4
20-30	29.3	28.9	29.7

Average employee age at Abengoa, among men and women:

Average age (years)	2011	2010	2009
Staff average	37.3	36.95	37.5
Male average	37.8	37.4	37.9
Female average	34.7	34.6	34.8

Employee turnover (non-discretionary voluntary departures) in 2011 was 0.88 %, significantly less than in the previous year, when the figure was 1.55 %.

Turnover rates by region and gender were as follows:

Region	Non-discretionary turnover rate (%)
Africa	0.40
Asia	0.35
Spain	0.81
Europe	2.54
Latin America	0.50
North America	2.11

Sex	Non-discretionary turnover rate (%)
Men	0.93
Women	0.75

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At year-end 2011, distribution among men and women at Abengoa was 15.9 %. Women accounted for 29.05 % of total Abengoa employees, as against 27.91 % the previous year.

Percentage of local executives in countries where the company operates:

Managers	Total	Local	%
Europe	437	425	97.25
USA	203	151	74.38
Asía-Oceania	9	7	77.78

Protection of human rights

As an international business, Abengoa advocates sustainable growth on the basis of respect for Human Rights within the organization, throughout its value chain, and to the extent of its influence. The company accordingly rigorously opposes forced labor and child labor, and supports all initiatives aimed at eradicating these evils.

In the awareness of its responsibility to abide by and ensure compliance with Human Rights, Abengoa submits all its operations to assessment and review in terms of their impact on human rights, across the more than 600 entities of the Group and the five continents where Abengoa does business. In 2011, no complaints relating to human rights were received via formal channels. Nor were any activities or incidents detected involving risks as to discrimination, freedom of association, child labor or forced labor.

To assure protection of human rights for all its employees, all persons within the company are covered by supra-company labor regulations, independently of the nature of their activities or of the countries where such activities are carried out. 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, depending on each case.

Abengoa abides by and supports its workers' freedom of association, which the company regards as an inalienable right. Via ongoing dialog with workers' representatives, Abengoa keeps employees informed about all topics that may be of their concern.

In addition, the company assures employees that they will be informed prior to any structural or organizational change, whether individually or via employees' representatives, pursuant to the notice periods prescribed by law and collective bargaining agreements, by way of a fundamental labor right.

Abengoa abides by these principles in its labor practices and assures that its employees' actions are in alignment with the United Nations Universal Declaration of Human Rights and its Protocols.

Training is one of Abengoa's most powerful tools in the prevention of human rights violations. Training is used to make employees aware of Abengoa's corporate culture and the values of the organization, as set out in its Code of Conduct.

The protection of human rights extends throughout the supply chain. Before undertaking any activity in cooperation with Abengoa, the company's suppliers and subcontractors are required to sign the Social Responsibility Code², which specifies company policy as to the protection of fundamental rights.

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These preventive measures have led to an absence of the situations referred to above. No violation of human rights has arisen, whether by Abengoa employees or suppliers or subcontractors.

Abengoa labor policy and its commitment to employees

In accordance with the corporate citizenship commitments acquired through adherence to the United Nations Global Compact in 2002, and the undertakings made under the organization's own Code of Conduct, Abengoa abides by a labor-related citizenship policy founded on a management system inspired by the **SA8000** international standard, which assures ongoing improvement in the company's corporate responsibility performance. The commitments under that standard include:

- Integrating **labor-related corporate citizenship** with the company's corporate strategy.
- **Assuring compliance with applicable law** and other commitments in this area.
- Promoting the **principles of the Global Compact** in the company's sphere of action: partners, suppliers and contractors.
- **Promoting and fostering the personal and professional development** of the people who make up the Abengoa organization through the creation of suitable working conditions and the promotion of continuing training.
- Recruiting, hiring, **training and promoting the most qualified individuals**, regardless of race, religion, color, age, gender, marital status, sexual orientation, nationality, or physical or mental disability.
- Assuring appropriate **preventive culture** in accordance with occupational risk prevention policy.
- Creating the necessary conditions to support employees' **work-life balance**.
- Assessing and reviewing the company's citizenship performance, reporting transparently on citizenship-related matters, and setting in motion **programs for ongoing improvement**.

Abengoa policy on employee pay

The company's employee pay scheme is compliant with laws and regulations and the commitments and principles that guide Abengoa's policies. The scheme takes account of employee skills, performance and quality of work, so assuring equal treatment and equal opportunities. Abengoa's pay scheme makes no distinction as to gender in any of the professional categories or physical locations where the company operates.

Comparison of average gross salary for women and men for the same professional category in different regions.

Average monthly salary	Men (€)	Women (€)
Graduate entrant	2,120.93	2,120.93

Value obtained from a representative sample of companies based Abengoa Campus Palmas Altas. Average gross monthly income calculated over 14 pays.

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Percent difference between the standard starting pay at Abengoa and the local minimum statutory pay, taking account of different professional categories.

2011	Average monthly salary by category (€)			Percentage paid above statutory minimum			
	Countries	Statutory minimum	Graduate	Administrative staff	Operator	Graduate	Administrative staff
Spain	641.40	1,954.08	1,217.72	1,151.77	305	190	180
Brazil	518.37	1,276.06	665.75	354.14	247	128	68
Uruguay	236.12	1,310.36	628.18	374.33	555	266	159
USA	898.08	2,776.68	1,762.03	1,579.33	309	196	176

Abengoa operates an executive development program and a specific scheme of executive performance assessment based on the 360 methodology, which evaluates a total 5 competencies on the basis of 25 questions and behaviors, such as: leadership, commitment, decision-making, strategic vision and results orientation. During 2011, 628 employees participated in the program.

This is a process of ongoing improvement that enables Abengoa and its people to track each individual's progress and adapt the system to new strategic aims.

Training

Training is vital to the development of Abengoa's people. Every year, a training plan is designed to meet staff training needs, combining face-to-face and online methodologies so as best to satisfy employee requirements. In 2011, the company provided more than 1.4 million hours of training.

Training topics

The Abengoa training plan embraces all topics required for the company to have in place a team of highly qualified professionals who are committed to the Abengoa culture. Highlights include the following programs:

- **Corporate training:** aimed at fostering the Abengoa culture: its values, principles and management model. The corporate topics address key issues such as the company's strategy, risk model, businesses and leadership vision.
- **General training:** aimed at improving each employee's professional skills in any of the disciplines relating to his or her job.
- **Occupational risk prevention training:** to reinforce awareness at all levels of the importance of supporting and abiding by occupational safety requirements and using protective equipment.
- **Environmental management training:** to help employees understand the organization's commitment to sustainability. In 2011, the company provided 30,853 hours of training on sustainable development and the struggle against climate change.
- **Environmental performance training:** relating to the systems supporting the company's environmental performance: Integrated Sustainability Management System (ISMS) and ISO 14064.
- **Online training on the greenhouse gas inventory.**
- **Language training:** as a key element in an environment of ongoing international growth and globalization.
- **Internships:** implemented via the interns program.



Abengoa University

2011 saw the setting in motion of Abengoa Universidad, a new concept in business education that operates training programs for the company's employees in partnership with world-class universities and business schools.

Over the year, Abengoa Universidad trained more than 500 professionals via the following programs:

- **Project Management Program:** enabling professionals to access best practices and the latest research literature on project management. The content and syllabus of the program are based on Abengoa's internal procedures. The program has underpinned the training of a large number of professionals in Europe, the United States, Latin America and China. In 2011, the first class of students graduated in the United States, having trained in a program implemented in partnership with Loyola Business School and McDonough Business School at Georgetown University.
- **Site Management Program,** aimed at providing a comprehensive view of site management and upgrading site managers' skills. To date, 240 employees in Spain, the United States and Latin America have trained in this program.
- **Management Skills Program:** designed to develop and reinforce Abengoa managers' leadership in their role as the points of reference of the organization. The program bolsters leaders' role as standard-bearers of Abengoa corporate culture, and assures that they are equipped with the necessary skills and capabilities to manage high-performance teams. Since its creation, 250 employees have trained in the various implementations of the program in Spain, Mexico, Peru and Abu Dhabi.
- **Management Development Program:** designed to provide managers with an overview of the company, its strategy and processes, so as to bolster Abengoa executives' development and leadership. The first implementation of the program, held in Spain, is training a class of 37 students and will come to completion in May 2012.

In 2012, two new programs will be set in motion: **Industrial Management Program; Technology Management Program.**

To implement this initiative, Abengoa has formed partnerships with the following higher education institutions:

- Universidad Loyola de Andalucía and Loyola Leadership School (Spain).
- Esade (Spain).
- Instituto Químico de Sarriá, IQS (Spain).
- Georgetown University and McDonough Business School (United States).
- Santa Clara University (United States).
- Thunderbird Business School (United States).
- Universidad Iberoamericana (Mexico).
- St. Xavier's College (India).
- Zayed University (United Arab Emirates).
- Universidad Pacífico (Peru).
- Universidad Pontificia Católica de Río de Janeiro (PUC) and IAG (Brazil).

In addition, to support communication among faculty and students, the platform has been created to enable access to teaching materials, group work and online tutorials.

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Training plan

	Attendees	Hours	Attendees	Hours	Attendees	Hours
	2011	2011	2010	2010	2009	2009
Language	3,806	126,832	2,545	91,910	1,452	49,871
Corporate	66,178	191,713	59,818	140,471	39,114	91,430
Prevention	316,101	420,407	342,617	290,124	186,570	246,466
General	36,787	204,072	37,817	228,214	36,292	152,664
Professional practice	671	508,338	510	271,209	539	333,816
Total	423,543	1,451,362	443,307	1,021,927	263,967	874,247

Training hours and attendees per activity during 2011:

Training hours per activity	2011
Engineering and Construction	1,017,598
Infrastructure under Concession	12,775
Industrial Production	420,990

Attendees per activity	2011
Engineering and Construction	328,592
Infrastructure under Concession	539
Industrial Production	94,412

In 2011 Abengoa taught an average of 65.2 training hours per person.

Every year, Abengoa provides all its employees with Common Management Systems courses, so that they can gain an understanding of the standards and rules by which the company is guided and keep abreast of updates, with a special emphasis on policy against corrupt practices and the Code of Conduct. Common Management Systems training actions in 2011 came to a combined total of 25,035 face-to-face teaching hours and 27,780 on line hours.



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Employee benefits

For Abengoa it is crucial to achieve a pleasant work environment, undergirded by a healthy relationship with employees. That is why the company provides its people with a range of **social benefits** in support of a **good work-life balance**, bolstering the commitment between company and employee, including:

- Scholarships.
- Life and accident insurance.
- Canteens at workplaces with large numbers of employees.
- Flexible pay³ for Abengoa Group employees in Spain, including kindergarten vouchers, medical insurance, training and IT systems.
- Workplace gym fully fitted for physical exercise and with areas for group activities.
- Subsidized childcare facilities at the main work centers.
- Medical department to improve employees' healthcare coverage, at workplaces employing more than 300 people.
- Leave: Spanish law entitles an employee to return to his or her job after maternity or paternity leave. In 2011, 96 % of employees taking maternity/paternity leave at Abengoa returned to work, and 90 % stayed in their original positions. Of this total, 68 % were men and 32 % were women.
- Pension plans are designed in compliance with the specific features of each jurisdiction in which Abengoa operates, with reference to the local laws in effect in each region.
- Social support.
- The La Antilla complex in Huelva, Spain, offers affordable summer accommodation to all employees.
- Flexible working hours at the main work centers.
- Employee social assistance: Abengoa has a social welfare department in place to keep track of personal, family-related, social or economic problems. Similarly, the Focus-Abengoa Foundation has a social fund set up to provide economic support to struggling employees.
- Free shuttle service to the central Campus Palmas Altas headquarters from various stops in the city of Seville.

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Abengoa's employee benefit scheme is managed through the Focus-Abengoa Foundation, which handles the overall management of the schemes and focuses its attention wherever the company is present and wherever most needed.

Employee benefits are applied equally among all Abengoa workers, regardless of whether they work full or part-time.

Flexible pay scheme

In 2010, Abengoa set in motion its flexible pay scheme for Spain-based employees. The scheme optimizes available net annual pay by allocating a part of it to purchasing products and services that the company can offer in a highly tax-efficient way. Each employee can therefore adapt his/her pay package to his/her own needs and choices.

In 2011, new products and services were added to the scheme, which now includes: residential rentals, medical insurance, restaurant cards, training, IT equipment and childcare vouchers. The more than 2 M€ of purchasing associated with the scheme garners a personal income tax saving of over 400,000 €.

Since the scheme has been such a success in Spain, in 2012 Abengoa will undertake research on the tax law prevailing in each country where it operates, with a view to extending the scheme internationally.

Occupational health and safety

Abengoa's occupational risk prevention policy is compliant with the various occupational health and safety regulations prevailing in the countries where the company operates, and is designed to integrate occupational risk prevention with the company's mainstream strategy by means of training and awareness-raising.

In accordance with the company's prevention policy and its Common Management Systems, all Abengoa Group entities have set up prevention committees, comprising senior management, department heads and dedicated prevention officers. The committees are in charge of tracking and monitoring implementation of the system.

In 2011, an Occupational Risk Prevention Officer was appointed. His brief is to integrate, bolster and improve Abengoa's prevention capability. In addition, a new occupational risk prevention committee has been set up to provide a worldwide channel for communication, information and coordination.

Accident data

Abengoa has achieved an occupational accident rate that is remarkably low when compared to the average for the industries in which it operates, particularly bearing in mind the nature of its activities.

In 2011, the company's accident rate was 2,806.35 (number of accidents requiring absence from work per hundred thousand employees), while the severity index was 0.30 (number of working days lost per thousand hours worked).

The overall rate of absence from work at Abengoa was 2.78 % (disciplinary penalties, accidents, absence with and without leave).

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Absence caused by common illness came to 1.47 %, while absence caused by occupational accidents came to 0.19 %.

By region, the absence rate (excluding strike) was as follows: Europe (Spain), 2.61 %; Europe (rest), 5.33 %; Asia, 1.90 %; Latin America, 2.98 %; North America, 1.55 % and Africa 2 %.

The number of occupational accidents requiring medically prescribed absence of more than one day was 752. Of these incidents, 69 arose while traveling between the work place and the employee's home. The accidents caused the loss of 14,413 working days, 1,416 of which related to the travel accidents.

In 2011, there were two fatal occupational accidents. One fatality was caused by the collapse of a tower, while the other was caused by collision with a traction unit.

The engagement and commitment of all employees to achieve ongoing improvement of the Abengoa risk prevention system continues to be the bedrock of the Management System.

A team of evaluators visited workplaces and sites to assess the occupational health and safety conditions under which the various activities were being conducted. Any detected shortfalls and irregularities give rise to appropriate troubleshooting reports and improvement actions.

In 2011, two events were hosted for executives in Spain and Latin America to raise awareness at all levels of company culture regarding occupational risk prevention.

Abengoa accords priority to minimizing occupational stress and preventing any disorders employees might suffer as a result of their jobs. The company accordingly runs training programs and informational talks, and healthy workplace guidance is provided in the company newsletter.

2011 milestones

- Founding of Abengoa Universidad and an IT platform for training programs.
- Reinforcement of e-learning methods.
- Establishment of the social work-life balance model at Campus Palmas Altas in Seville.
- Integration of different executive assessment processes.
- Introduction of the flexible pay scheme in Spain.
- International rollout of the POC PRL occupational health and safety initiative at entities in different business divisions.
- Launch of the FFA competition in support of integrating employees with disabilities.
- Implementation of a new Group-wide candidate assessment system.
- Design of the new internship program and recruitment of 200 people.
- Development of content and new functionalities for the Abengoa employment website.
- Integration of the Executive Intercommunication Plan with the rest of assessment mechanisms and tools.

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Improvement areas

- Skills upgrade for team management, dispute resolution and general management skills.



Future goals and challenges

- Executive information in the various regions and creation of new programs in support of company activities.
- Introduction of the Industrial Management Program and the Technology Management Program.
- Implementation of the Flexible Pay Scheme in the regions where the company operates.
- Preparation for implementing PPDA in the United States.
- Climate surveys conducted across the entire organization.