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Our team



We have achieved a leadership position thanks to our people.

What really **drives Abengoa** forward is its **people**. Together they constitute the cornerstone of the company, differentiating the company and affording it a competitive edge. For this reason, attracting, developing and retaining talent is a strategic priority for Abengoa.

Integrity, creativity, commitment and professionalism are some of the values that make Abengoa's team of people unique. Our human talent shares the company's commitment to sustainability development and the fight against climate change.

Our team in figures

Thanks to the company's commitment to its human team, Abengoa's headcount continued to **grow** in 2012, particularly in territories such as Asia and Latin America. We would highlight the impressive growth witnessed in Europe despite the prevailing economic climate.

As of December 31, 2012, staff headcount totaled **26,402**, up **19 %** year-on-year.



Activity sector	2012	2011	2010	% 12-10
Engineering and construction	18,094	14,089	13,282	36.2
Infrastructure under concession	301	309	127	137
Industrial production	8,007	7,863	7,030	13.9
Total	26,402	22,261	20,445	-

Percentage variation in job creation by geographical location	2012	2011	2010
Spain	0.13	8.64	5
Europe	5.48	(1.43)	17
North America	19.90	42.96	(2)
Latin America	31.63	7.45	15
Africa	(10.79)	(6.63)	(23)
Asia	52.53	30.34	12
Oceania	133.33	-	1

Staff distribution by age bracket, average age and changes over the last three years is as follows:

Age pyramid (%)	2012	2011	2010
>60	3.2	3.2	2.6
51-60	11.3	11.7	10.7
41-50	20	20.5	18.7
31-40	36	35.4	32.5
20-30	29.6	29.3	28.9

Average age (years)	2012	2011	2010
Staff average	37.1	37.3	36.95
Male average	37.6	37.8	37.4
Female average	34.2	34.7	34.6

Women accounted for 15.2 % of the total workforce in 2012 and 30.66 % of total employees, in comparison to the 29.05 % seen in 2011.

According to the nature of their employment relationship, differentiating between employees and operators, the overall percentage of personnel with open-ended contracts in 2012 totaled 43 %.

Employment relationship	2012		2011		2010	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Employees	48.13	51.87	59.27	40.73	66.2	33.8
Operators	38.53	61.47	43.78	56.22	43.8	56.2

Abengoa is particularly watchful of non-discretionary voluntary terminations due to the loss of talent these entail. Employee turnover due to these terminations amounted to 0.53 %, down 0.35 % on the same figure for 2011. Turnover rates by region and by gender were as follows.

Region	Non-discretionary turnover rate 2012 (%)	Non-discretionary turnover rate 2011(%)
Africa	0.50	0.40
Asia	–	0.35
Spain	0.60	0.81
Europe	0.40	2.54
Latin America	0.35	0.50
North America	0.97	2.11

Gender	Non-discretionary turnover rate 2012 (%)	Non-discretionary turnover rate 2011 (%)
Men	0.62	0.93
Women	0.31	0.75

Spanish law allows workers to return to their job following a period of parental leave.

At Abengoa, 99.5 % of employees who requested parental leave returned to work in 2012. Of these, 99.56 % were men and 99.3 % were women.

Training

In order to be **competitive** and find the road to **excellence**, Abengoa is committed to training the people who make up the organization.

Abengoa believes that the **knowledge** and skills of its employees embodies one of the **company's greatest** assets, and therefore rolls out individual training plans each year, providing employees with innovative and up-to-date study programs in line with market demands through alliances with world-class schools and universities. These programs are refreshed periodically to offer new content and adapt to the needs of the people who work at Abengoa.

The **primary objective**, therefore, is to ensure **employee satisfaction** and **enhance employee performance** through mutually beneficial exchange.

Over 1.7 M hours were dedicated to training in 2012.

CEO addresses participants at the opening session of the 2012 Executive Development Program on November 5th.



In 2012, 29,601 hours of training were given in sustainability development and the fight against climate change

Training plans

Abengoa's training plan encompasses all contents required for maintaining a team of highly qualified professionals that are committed to corporate culture. Noteworthy, among others, are the following programs:

- **Corporate training:** transmits company culture.
- **General training:** aimed at employees' professional enhancement in any discipline related to their position.
- **Training in occupational risk prevention:** reinforces on a variety of levels the importance of promoting and upholding safety standards in the workplace and the use of protective elements.
- **Languages:** considered a key component in a global context of continuous international growth.
- **Professional practices:** convey the company's commitment to occupational business training.
- **Training in managing environmental affairs:** facilitates assimilation and understanding of the company's commitment to sustainability. In 2012, 29,601 hours of training were given in sustainability development and the fight against climate change.
- **Training in environmental performance:** updating the company's systems for managing performance: the Integrated Sustainability Management System (ISMS) and ISO 14064.
- **Training in human rights and anti-corruption:** places special emphasis on Abengoa policies on human rights and the company's code of conduct, with 100 % of the company's employees receiving instruction in this area.
- **Online GHG Inventory training:** instruction on the updated Integrated Sustainability Management System (ISMS).

The average **number of training hours** received per person from Abengoa totaled **67.8** in 2012.

By activity (training hours)	No. of training hours 2012	No. of training hours 2011
Infrastructure under concession	34,236	12,775
Engineering and construction	1,037,728	1,017,598
Industrial production	719,214	420,990
Overall total	1,791,177	1,451,363

By activity	Total no. of participants 2012	Total no. of participants 2011
Infrastructure under concession	2,134	539
Engineering and construction ⁽¹⁾	100,885	103,789
Industrial production	75,251	94,412
Overall total	178,270	198,740

(1) Training presentations involving Occupational Risks Prevention were excluded from 2011 data.

By training category (training hours)	No. of training hours 2012	No. of training hours 2011
Language training	113,346	126,832
Corporate training	225,973	191,713
Risk prevention training ⁽¹⁾	451,034	420,407
General training	313,973	204,072
Professional practices	686,851	508,338
Overall total	1,791,177	1,451,362

(1) Of the total number of hours dedicated to risk prevention, 13,693 hours correspond to training in serious diseases.

By training category	Total no. of participants 2012	Total no. of participants 2011
Language training	4,611	3,806
Corporate training	67,428	66,178
Risk prevention training ⁽¹⁾⁽²⁾	59,285	91,298
General training	45,633	36,787
Professional practices	1,313	671
Overall total	178,270	198,740

(1) Of the total number of hours dedicated to risk prevention, 3,711 attendees took part in courses on serious diseases.

(2) Training presentations involving Occupational Risks Prevention were excluded from 2011 data.

Abengoa University

In 2011, a new concept in training was unveiled: Abengoa University, operating training programs for company employees in collaboration with world-class universities and business schools.

Over the course of 2012, thirty classes of students completed their studies for a total of 855 graduates (with respect to the previous year's total of 540) in nine different countries. The following training programs were conducted:

- **Project Management Program (PMP):** Program content is based on Abengoa's internal procedures and has enabled the company to train a large number of professionals in Europe, the U.S., Latin America and China.
- **Site Management Program (SMP):** Providing a comprehensive view of site management and enhancing site managers' skills. To date, 355 employees in Spain, the U.S. and Latin America have benefited from this program.
- **Management Skills Program (MSP):** Developing and reinforcing the leadership of Abengoa managers as the company's standard bearers. In 2012, more than 400 professionals took part in the programs held in Spain, the United States, Mexico and Abu Dhabi.
- **Management Development Program (MDP):** Providing managers with an overview of the company, its strategy and processes for the purpose of bolstering Abengoa executives' development and leadership. The second edition of the program, involving 41 students, began in 2012 and will be completed in June 2013. The first implementation of the program took place in the U.S. with support from the McDonough School of Business at Georgetown University in Washington, D.C.
- **Industrial Management Program (IMP):** This program sets forth universal concepts in industrial management in line with best international practices. The first edition of the program was completed in October.
- **Technology Management Program (TMP):** Reinforcing the skills required of Abengoa's technology managers. Implemented in 2012, the first edition of the program enjoyed collaboration from Deusto Business School.

To roll out this initiative, Abengoa has formed partnerships with widely acclaimed schools and universities that include the following: Loyola University Andalusia and the Loyola Leadership School (Spain); Esade (Spain); the Instituto Químico de Sarriá –IQS- (Spain); the University of Deusto and the Deusto Business School (Spain); Georgetown University and the McDonough Business School (U.S.); Santa Clara University (U.S.); Thunderbird Global Business School (U.S.); Ibero-American University (Mexico); St. Xavier’s College (India); Zayed University (Arab Emirates); the University of the Pacific (Peru); the Pontifical Catholic University of Rio de Janeiro (PCU) and the Instituto de Administração e Gerência (IAG) (Brazil); the Catholic University (Uruguay), and the Alberto Hurtado University (Chile).



Abengoa University also features its own virtual platform designed to facilitate communication between faculty and students.



We earmarks potential executives and helps their talent flourish

Attracting, developing and retaining talent

Abengoa has a competency-based management model in place to facilitate annual employee performance and development review. Each year performance assessment is conducted using 360° feedback methodology for key professionals. The number of employees that were evaluated using this methodology in 2012 totaled 977.



Presentation of the AEDP Action Learning Projects on May 24.

The company is aware of the fact that its **competitive edge** lies in its **people**, and much of the **company's success** is attributed to the extraordinary quality of its **management team**. Based on this conviction, Abengoa identifies potential senior managers and assists them in the process of developing their talent through the Executive Development Program, which ensures a highly qualified senior management team that is well prepared to execute the Strategic Plan.

In reference to the home country of the senior managers in the countries where the company operates, shown below is the percentage of locally-hired senior managers for the different geographical areas:

Senior managers	Total 2012	Locally-hired 2012	% 2012	Total 2011	Locally-hired 2011	% 2011
Europe	444	403	90.77	437	425	97.25
The Americas	206	151	73.30	203	151	74.38
Asia-Oceania	15	12	80.00	9	7	77.78

As a further step in talent management, each year an ambitious Intercommunication Plan is implemented, bolstering the identification programs already in place for developing and tracking professionals offering the greatest potential and ensuring a two-way information flow and effective information management.

In addition, every two years Abengoa prepares work climate surveys to gain further insight into employees' perception of the company and its management processes. A monthly work climate survey on employee satisfaction is also conducted at the company's headquarters. The results of these surveys are reported directly to senior management.

In 2012, a total of 12,252 climate and opinion surveys were administered, and the overall satisfaction rate was 71.6 %.

We believe
in talent and
promote
opportunities

Opportunities for students and recent graduates

Keenly aware of the difficulty young adults are having in gaining access to the job market, in 2012 Abengoa encouraged and helped domestic and international students and recent graduates join the company's internship program, increasing the number of grants in all company departments and activities.

Sustainable employee award

Sustainability development is part of the makeup of Abengoa. It is inherent to the essence of the company and embraced by all those who work at Abengoa. Thus, with the aim of fomenting increasingly more sustainable practices and acknowledging the efforts of those already engaged in them, in 2012, the company organized the 1st Abengoa **Sustainable Employee Contest** at Campus Palmas Altas (Seville), where more 2,000 employees work.

The aimed of the contest is recognizing the efforts of the most **conscientious workers in commuting** to work and whose routines are less polluting and have a lower impact on the environment.

The contest awarded three cash prizes allocated to the purchase of the most sustainable vehicle par excellence: the bicycle.

In selecting the three most sustainable employees at Abengoa, factors taken into account included each individual's thoroughness in analyzing their emissions inventory, the accuracy of the data reported, and innovation and effort in making routine daily travel sustainable.

Through this contest, Abengoa seeks to reinforce **sustainability values** among the entire company workforce, setting contest winners as examples to be followed by their peers.



We seek the work-life balance of our employees

Employee benefits

The employee benefits that Abengoa offers its workforce facilitate, among other things, the work-life balance of the people who work at the company.

This program of employee benefits is managed through the Focus-Abengoa Foundation, which directs its efforts wherever the company has a presence and wherever they are most needed.

Noteworthy among the company's employee benefits are the following:

- **Academic grants** and scholarships for company employees and children of company employees.
- **Life and accident insurance.**
- **Employee welfare assistance** through a social welfare department in place to keep track of specific personal, family-related, social or economic problems, as well as a social fund set up to provide economic support to deal with them.
- **La Antilla summer residence** in Huelva, Spain, which offers employees the chance to enjoy a vacation at the beach at affordable prices.
- **Pension plans** designed in accordance with the specific features of each country in which the company operates, applying the regulations of each region.
- **Flexible pay** for Abengoa employees in Spain. Implemented in 2010, this measure enables employees to make the most of available net compensation, allocating a portion of their annual compensation to the acquisition of products and services at highly competitive prices. The scheme includes day care vouchers, health insurance, training, computer equipment and restaurant vouchers.
- **Canteen service** at work facilities with a large number of employees.
- **Fitness centers** equipped accordingly for physical exercise and group activities.
- Subsidized **day care service** with a capacity for 145 children at Abengoa's main headquarters, Campus Palmas Altas, located in Seville.
- **Medical service** to enhance employees' healthcare coverage at work facilities with a headcount of over 300 people.
- **Free transportation** at a number of Abengoa work facilities.

Protection of human rights at Abengoa

The company advocates **sustainable growth** based on **upholding human rights** within the organization, along the value chain and throughout its sphere of influence.

To this end, Abengoa embraces and integrates into its activities the principles underpinning the **Universal Declaration of Human Rights adopted by the United Nations, the SA8000 standard, and the principles of the Global Compact**. In 2013, the company will also conduct an analysis of the Ruggie Principles in order to adapt business management to this framework.

Training is thus one of the most powerful tools in preventing the occurrence of incidents related to violations of human rights. Conscious of this, Abengoa organizes courses related to these matters and anti-corruption. Each year, company staff members receive instruction on the Common Management Systems, undergoing courses that explain the norms and principles governing the company, and inform employees regarding any updates or modifications, placing particular emphasis on anti-corruption policies and the Code of Conduct.

In 2012, more than 35,782 attendance-based hours and 74,932 online instruction hours were dedicated to training related to these areas.

Along these lines, as a product of the importance the company lends to upholding human rights, training is also conducted in this area for subcontracted security personnel. The percentage of personnel trained in this area over the year totaled 56.2 %.

In 2012, there were no human rights-related claims or complaints filed through the formal whistleblower channels in place at Abengoa, nor were there any incidents involving human rights infringements by Abengoa employees. Likewise, there were no reports of any activities or incidents implying risks involving discrimination, freedom of association, child exploitation or forced labor.

To ensure **protection of the rights of its employees**, all company personnel are included under supra-company labor regulations, regardless of the nature of their activities or the countries where such activities are carried out. In addition to the legislative protection offered in each country, of particular importance are collective bargaining agreements for the industry, territory, or those of the company itself, signed up to by workers or trade unions, depending on each case.

In addition, as a fundamental labor right, the company **assures employees** that they will **be informed in advance of any structural** or organizational change to occur within the company, either individually or via employees' representatives, pursuant to the notice periods prescribed by law and collective bargaining agreements.

We promote and foster equality between men and women

Policies on equality and integration

Abengoa **promotes and fosters equality between men and women** and applies this principle in all of its human resource management policies (hiring, recruitment, training, performance review, promotion, compensation, working conditions, family-work life balance, communication and prevention of harassment), condemning all forms of direct or indirect discrimination for reasons of gender.

With the aim of furthering these values, Abengoa created an **Equal Treatment and Opportunities Office (ETOO)** within the Equality Framework Plan in 2009. The mission upheld by this corporate body is to advocate gender equality throughout the company, promoting, developing and managing the Equality Framework Plan and associated programs.

Abengoa also set up the **Equal Treatment and Opportunities Committee**, which, presided over by the Human Resources director and comprising the individuals in charge of human resources from the different business areas and geographies and the CSR director as permanent members, seeks to engage in global monitoring and further develop issues related to equal opportunities between men and women at Abengoa. The committee is scheduled to meet in 2013.

All Abengoa companies follow the guidelines of the ETOO and in 2012 every company was reviewed through internal control and monitoring visits, and there were no reports of non-compliance of any kind.

In 2012, female presence in director and managerial positions³ totaled 17.08%, up by 1.04% over 2011

	2012	2011
Total executive officers and managers	2,787	2,687
Female executives officers and managers	476	431

In keeping with the principle of equality, the company's compensation system **ensures equal pay and equal treatment and opportunities** by complying with legal regulations and the commitments and principles set forth in Abengoa's policies, without making any distinctions with respect to gender in any employee category or geographical area.

Note 3: Employees in charge of a team of people (department heads, project manager, etc.)

Compensation at Abengoa is determined on the basis of employee capacity, performance and work quality.

Below is a comparison of the average gross salary between women and men for the same employee category in different geographical areas:

Average monthly salary ⁽¹⁾⁽²⁾⁽³⁾	Hombre (€)	Mujer (€)
Newly recruited degree holder - Spain	2,196	2,196
Newly recruited degree holder - United States	2,612	2,612
Newly recruited degree holder - Uruguay	1,325	1,325

- (1) Figures obtained from a representative sample of companies in significant geographic regions.
- (2) Figures for the United States and Uruguay calculated on the basis of 12 annual salary payments. Figures for Spain based on 14 annual salary payments.
- (3) The figures for the United States come from a study covering 65 % of employees

The table below shows the percentage difference between standard starting salary at Abengoa and local minimum wage (MW), taking into account the different employee categories, thus providing an indicator of the competitive salaries we offer.

2012	MW	Average monthly starting wage paid by employee category (€)			% paid above MW		
		Degree holder	Administrative staff	Operator	Degree holder	Administrative staff	Operator
Spain	641.4	1,911.09	1,129.72	1,160.00	298	176	181
Uruguay	311.74	1,473.27	915.50	594.98	473	294	191
USA ⁽¹⁾	975.21	2,409.99	1,899.92	1,470.87	247	195	151

- (1) The figures for the US come from a study covering 85.4 % of employees.

Labor integration and equal opportunities is one of the commitments that Abengoa has acquired based on this principle. The company has implemented a variety of initiatives along these lines. Thus, in conjunction with the Focus-Abengoa Foundation, the company carries out an annual training program in administrative secretarial skills for the disabled in collaboration with the Sagrada Familia Foundation (SAFA) and the Regional Government of Andalusia.

Abengoa has entrusted the coordination of cleaning service for its Campus Palmas Altas and Torrecuellar headquarters, located in Seville, to Cycle, a company that champions labor integration and the professional development of disabled people. The global services company will be increasing the number of disabled cleaning service workforce members in the coming months and hopes to achieve a total of 50 staff members by mid-2013.

Through its People, Education and Communities (PE&C) social development program operating in six countries, Abengoa promotes social integration of people with disabilities, providing them with education, training and welfare.⁴

Note 4: More information on PE&C can be found in the chapter titled Community.

Labor-related social responsibility

The **Code of Conduct** and the commitments derived from adherence to the **United Nations Global Compact** in 2002 provide the framework for the company's Labor-Related Social Responsibility (LSR) policy, which has led the organization to develop a management system based on the **SA8000 standard**. The primary objective of this norm is to **ensure ongoing improvement** in the company's social performance and to assist the organization in upholding the following commitments:

- Ensuring **compliance with applicable laws** and regulations and any other commitments undertaken 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 by creating optimal working conditions and promoting 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.
- **Ensuring appropriate preventive culture** in accordance with the Occupational Risk Prevention (ORP) policy.
- Creating the conditions necessary to facilitate **employee work-life balance**.
- **Evaluating and reviewing the company's stewardship performance**, reporting on such performance in a **transparent manner**, and devising programs for ongoing improvement.

In order to ensure fulfillment of the objectives and commitments associated with this standard, Abengoa holds monthly human resource committee meetings and conducts two control visits per year to those Abengoa companies flagged as material. In addition, the company in charge of managing the organization's human resource policy has been certified since 2009 in SA8000 application by the IQNET (International Certification Network). This association performs two annual audits to verify the company's performance in areas related to this standard.

Occupational risk prevention is essential to Abengoa

Occupational health and safety

Occupational risk prevention is a strategic element at Abengoa and ORP management is integrated throughout the organization and the entire network of group companies and work facilities.

With the aim of **guaranteeing occupational health and safety of workers**, the company implements occupational risk prevention systems that are effective, efficient and certifiable and based on four essential underpinnings:

- 1.- Principles of Abengoa's occupational risk prevention policy.
- 2.- Applicable law in each country of company operation.
- 3.- Contractual requirements of the company's customers in this area.
- 4.- Requirements of the OHSAS 18001 Standard, an international norm pertaining to occupational health and safety management systems.

All group companies hold Prevention Committee meetings in compliance with OHSAS⁵ in accordance with the specifications of Abengoa's Common Management Systems. As an instrument for ongoing improvement of the occupational risk prevention system, workers are provided with tools enabling them to generate Troubleshooting Reports (TSR) and Improvement Actions (IA), which optimize steps to be taken in the event of a work-related accident.

The company has joint **prevention-related committees** in place with participation from executive and ORP individuals in charge of analyzing work-related accidents, changing patterns, targets and planning (training, periodic controls, health monitoring, etc.).

Proof of Abengoa's awareness in the realm of Occupational Risk Prevention is found in the rise in the number of hours dedicated to training in this area; **instruction hours increased** by 7.3 % from 2011 to 2012.

In 2012, **Abengoa held its 11th Occupational Risk Prevention (ORP) Session**, with 128 senior managers in attendance. The presentations, delivered by the different people in charge of occupational risk prevention across the range of business divisions, focused fundamentally on methodologies for managing risks associated with the organizational model and on ORP as a source of competitive advantage.

Abengoa also carried out **global analysis of the psychosocial risks** linked to **work activity** in 2012. To this end, questions related to this area were added to the questionnaire on work climate, using CoPsoQ Istars 21 methodology ⁶ (ISTAS 21 Questionnaire for Evaluating Psychosocial Risks in the Workplace as the basis, as well as assorted assessment criteria).

Our objective:
zero accidents

Work-related accidents and absenteeism in figures

The following tables show the accident rates for 2012 and 2011. Abengoa's ongoing **efforts to prevent** accidents are reflected in the **drop in the number of accidents entailing leave from work**, leading to a reduction in the accident frequency and severity rates.

	Work-related accident frequency rate	Severity rate	No. of work-related accidents entailing medical leave of more than one day
2012	2,181.21	0.22	626 (41 attributed to work commutes)
2011	2,806.35	0.3	752 (69 attributed to work commutes)

Regrettably, four Abengoa employees were killed 2012 on the road while travelling to and from work. The company remains fully committed to driving down its accident rate.

No. of fatal accidents in 2012	No. of fatal accidents in 2011	No. of fatal accidents in 2010
4 ⁽¹⁾	2	3

(1) Accidents travelling to and from work.

Note 5: The percentage of certified companies can be found in the chapter titled Customers.

Note 6: Adaptation for the country of Spain of the Copenhagen Psychosocial Questionnaire (CoPsoQ).

Thanks to the reduction in the number of accidents and in the severity of these when they do occur, the number of working hours lost for this reason has also fallen.

	Lost working days due to accidents	Total % of absenteeism due to illness	Total % of absenteeism due to work-related accidents
2012	10,982	1.16	0.20
2011	14,413	1.47	0.19

% Absenteeism by geographical area						
	Spain	Europe	Asia	Latin America	North America	Africa
2012	2.16	4.10	2.95	2.57	3.12	1.44
2011	2.61	5.33	1.9	2.98	1.55	2

STOP Accidents

Abengoa understands the strategic importance of creating a safe and secure work environment. For this reason, the company has developed a variety of programs throughout its range of facilities aimed at ensuring maximum performance in occupational safety. One of such initiatives aimed at meeting the "zero accident" target is the DuPont® STOP™ Safety, Training and Observation Program. This program has been implemented in company facilities in Europe and Brazil since 2008.

The ultimate aim of the program is to uphold the highest safety standards in order to make all work-related accidents and illnesses preventable. This is carried out through observation, audits and training.

This process encourages employees to get accustomed to observing their colleagues while they perform specific work tasks. Although the results of observation are documented, the name of the individual being observed is not recorded, but rather is treated confidentially. To promote employee participation, those who prove themselves most engaged in safety receive monetary compensation.