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People

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> Communica-tion is the key to managing the expectations of our stakeholders

For Abengoa, stakeholders are key players in the company's performance in its range of activities, which therefore makes two-way communication within a context of trust and transparency essential that enables the company to manage the expectations of its stakeholders and to uphold the commitments undertaken with each and every one of them. A joint effort in pursuing common interests is a fundamental part of tackling present and future challenges facing the company.

Employees
Commitment to attracting, retaining and developing talent.

Shareholders
Commitment to sustainable value creation.

Suppliers
Commitment to the supply chain to achieve the highest levels of trust and mutual benefit.

Customers
Commitment to obtaining maximum customer satisfaction through products and services.

Local communities
Commitment to the development and growth of the communities where Abengoa operates.

Society
Commitment to meeting the needs of present and future generations through products and services ensuring sustainable development.

Communication channels

Conscious of the diversity of its business and the particularities of each of its stakeholders, Abengoa establishes dialog channels suited to each type of stakeholder.

	From Abengoa to stakeholders	From stakeholders to Abengoa
Employees	· Corporate website. · Corporate intranet: Connect@. · Employee self-service. · Welcome handbook. · Bimonthly newsletter. · Human Resource partners. · Health and Safety Committee. · Works Committee. · Committee on Equal Treatment and Opportunities. · Departmental sessions. · Mailing. · People Center: computer application for employees. · Online training through Campus Abengoa. · Annual Report. · LinkedIn and Twitter.	· Business unit and corporate website. · Stakeholder mailbox. · Corporate intranet: Connect@. · Suggestion box. · Employee self-service. · Working environment and satisfaction surveys. · Troubleshooting (TSR) computer tool. · Improvement Action (IA) computer tool. · Online training. · Evaluation surveys. · 360° executive feedback program. · Employee welfare assistance. · Human Resource partner. · Internal Whistleblower Channel. · Health and Safety Committee. · Works Committee. · Committee on Equal Treatment and Opportunities. · Open-house events. · Annual Report opinion survey · Evaluation interviews. · CSR mailbox. · LinkedIn and Twitter.

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	From Abengoa to stakeholders	From stakeholders to Abengoa
Shareholders	· Corporate website. · Information on relevant events. · Investor Relations Department. · Roadshows. · Gatherings with analysts and investors. · Investor Day. · General Shareholders' Meeting. · Publication of quarterly reports. · Quarterly presentation of results via audio and video systems accessible through the Abengoa website. · Q&A segment following presentation of results. · Annual Report. · Press releases. · LinkedIn and Twitter.	· Investor Relations Department. · Shareholder assistance mailbox. · Satisfaction surveys. · Roadshows. · Gatherings with analysts and investors. · Investor Day. · General Shareholders' Meeting. · Quarterly presentation of results via audio and video systems accessible through the Abengoa website. · Q&A segment following presentation of results. · Investor visit to company facilities. · External whistleblower channel. · Annual Report. · Opinion survey. · Interviews. · IR (Investor Relations) mailbox. · LinkedIn and Twitter.
Suppliers	· Corporate website. · Structured procedure for gauging supplier effectiveness. · Safety and security management system tool. · Periodic visits to suppliers. · Annual Report. · LinkedIn and Twitter.	· Satisfaction surveys. · Structured procedure for taking in supplier information and opinions. · Abengoa Easy Management (AEM) computer application for managing company decision-making and action plans. · Safety and security management system tool. · Stakeholder mailbox. · External Whistleblower Channel. · Annual Report opinion survey. · Interviews. · CSR mailbox. · LinkedIn and Twitter.
Customers	· Corporate website. · Customer focus groups. · Safety and security management system tool. · Advertising and marketing. · Trade fairs, forums and conferences. · Periodic visits to customers. · Annual Report. · LinkedIn and Twitter.	· Customer focus groups. · Satisfaction surveys. · Troubleshooting (TSR) computer tool. · Abengoa Easy Management (AEM) computer application for managing company decision-making and action plans. · Safety and security management system tools. · Stakeholder mailbox. · CSR mailbox. · Training sessions on products. · External Whistleblower Channel. · Annual Report opinion survey. · Interviews. · LinkedIn and Twitter.
Local communities	· Corporate website. · Annual Report. · Focus-Abengoa Foundation website. · Press releases. · Corporate Social Responsibility Department. · Gatherings with NGOs and academic institutions. · Open-house events. · Trade fairs, forums and conferences. · Corporate blog. · LinkedIn and Twitter.	· Communications Department. · Corporate Social Responsibility Department. · Gatherings with NGOs and academic institutions. · Open-house events. · Trade fairs, forums and conferences. · Corporate blog. · CSR mailbox. · Beneficiary assessment of social outreach programs. · External Whistleblower Channel. · Annual Report opinion survey · Interviews. · Stakeholder mailbox. · LinkedIn and Twitter.

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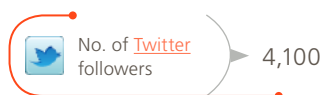|	From Abengoa to stakeholders	From stakeholders to Abengoa
Society	· Corporate website. · Annual Report. · Focus-Abengoa Foundation website. · Press releases. · Corporate Social Responsibility Department. · Gatherings with NGO and academic institutions. · Open-house events. · Trade fairs, forums and conferences. · Corporate blog. · LinkedIn and Twitter.	· Press releases. · Communications Department. · Corporate Social Responsibility Department. · Gatherings with NGO, media outlets and academic institutions. · Open-house events. · Trade fairs, forums and conferences. · Stakeholder mailbox. · Corporate blog. · CSR mailbox. · External Whistleblower Channel. · Annual Report opinion survey · Opinion survey. · Interviews. · LinkedIn and Twitter.

Abengoa once again conducted individual interviews, for a total in 2013 of 22, with different company stakeholder representatives that were selected by the members of the internal committee in charge of analyzing the material issues for the purpose of taking an in-depth look at stakeholder perception of the company and the challenges it faces, and their expectations in regard to how these challenges should be approached.

The results obtained from these interviews [1] served to provide input for the Relevant Matter Procedure (RMP) [2], carried out in accordance with the GRI4 Guide in order to determine the most important aspects —whether company-related or not— for all Abengoa stakeholders.

Working environment surveys

Abengoa conducts work climate surveys in order to find out about employee perception of the company and company management. In addition, supplementary monthly satisfaction surveys are conducted at company facilities with a significant employee headcount. Thus, for example, the scores obtained in December at the company's Seville and Madrid locations was 7.99 and 7.38, respectively, out of 10.

No. of Twitter followers   4,100

No. of LinkedIn followers: 39,357

No. of press releases published   98

Note 1   Of the total of 22 interviews conducted, 13 of them served to provide input to the Relevant Matter Procedure. The other interviews were held at a later date.

Note 2   The 2013 Relevant Matter Procedure (RMP) and results can be found in the "About this report" section.