



# 08.1

## Our team

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## 08.1 Our team

We do things better thanks to the work of an outstanding team of people

Behind Abengoa's history, international expansion and consolidated growth is an **outstanding team** of people who, through their work, dedication and professionalism, have positioned the company as a leader in the main markets in which it operates.

Abengoa's leadership and competitive edge therefore lies in the team of **highly qualified professionals** with the ability to engage in the company's efforts to accomplish forward-looking objectives.

### Our team in figures

In 2013, despite the financial crisis the markets are undergoing, the company's team of people continued to grow, especially in Africa and the Asia-Pacific region, geographical areas where the company has consolidated its presence over the last year.



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As of December 31, 2013, Abengoa's employee headcount **totalled 24,748**, up by 3.44 % over year-end 2012.

Employees by business area	2013	2012	2011	% 13-11
Engineering and construction	19,449	17,501	14,996	29.7
Concession-type infrastructures	504	301	281	79.4
Industrial production	4,795	6,123	4,514	6.2
<b>Total</b>	<b>24,748</b>	<b>23,925</b>	<b>19,791</b>	

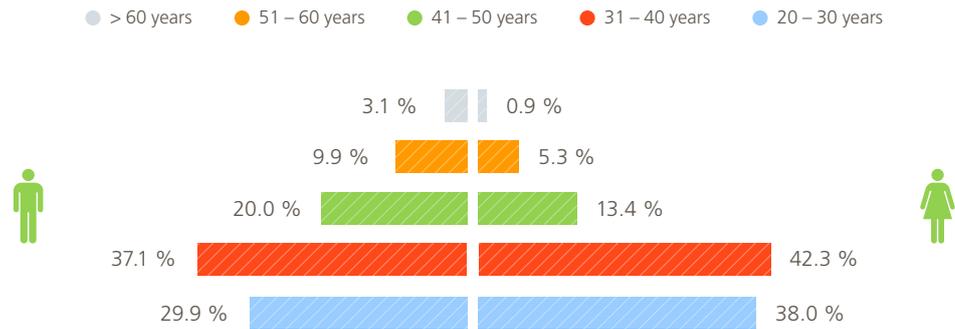
Percentage variation in job creation by geographical location	2013	2012	2011
Oceania	157.14	133.33	–
Africa	106.49	(10.79)	(5.49)
Asia	27.80	52.53	31.58
North America	27.24	19.90	47.12
Europe	7.23	10.08	(10.45)
Latin America	0.47	31.78	6.65
Spain	(1.92)	3.36	10.19

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



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The average age of Abengoa's staff in 2013 was 36.3, holding steady at ratios similar to previous years.<sup>1</sup>



The percentage of women over the overall staff total in 2013 was 15.7 %, and 29.88 % over the total employee<sup>2</sup> category, with respect to last year's figure of 30.03 %.



Female presence in executive and managerial positions totaled 20.57 %, up by 3.56 % over 2012.

Female presence in executive and mangerial positions	2013	2012
Total number of executive and managerial positions	2,377	2,499
Number of women in executive and managerial positions	489	425

Note 1 Average age in 2012: 36.7 years old; average age in 2011: 36.9 years old.

Note 2 Abengoa's staff is composed of three categories: employees, workers and trainers.

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Abengoa encourages local hiring in the geographies where it operates. An example of this is the high percentage of locally-hired senior managers in every region where the company has its activity.

<b>Locally-based senior managers</b>	<b>Total 2013</b>	<b>Local 2013</b>	<b>% 2013</b>	<b>Total 2012</b>	<b>Local 2012</b>	<b>% 2012</b>
Europe	373	345	92.24	373	333	89.28
America	176	137	77.84	202	150	74.26
Asia-Oceania	20	17	85	15	12	80
Africa	11	11	100	7	6	85.71

According to the nature of the working relationship, and making a distinction between employees and operators, the overall rate of personnel with an open-ended contract in 2013 was 45 %.

### **Distribution by type of contract (%)**

	<b>2013</b>		<b>2012</b>		<b>2011</b>	
<b>Working relationship</b>	<b>Permanent</b>	<b>Temporary</b>	<b>Permanent</b>	<b>Temporary</b>	<b>Permanent</b>	<b>Temporary</b>
Employees	58.80	41.20	45.94	54.06	57.47	42.53
Operators	37.55	62.45	32.74	67.26	39.55	60.45



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Abengoa pays particular attention to voluntary exits due to the loss of talent which they entail for the company. In 2013, this turnover rate was 3.99 %, with respect to the figure of 2.98 % in 2012. Considered critical among these exits were 0.72 %, versus 0.56 % in 2012.

Critical turnover rates by region, gender and age bracket were as follows:

**Undesired turnover rate (%)**

Region	2013	2012	2011
North America	1.32	0.97	2.11
Africa	0.82	0.50	0.40
Latin America	0.79	0.37	0.50
Spain	0.63	0.64	0.85
Europe	0.24	0.60	3.91
Asia	–	–	0.35
Oceania	–	–	–

Gender	2013	2012	2011
Men	0.82	0.66	0.96
Women	0.45	0.34	0.84

Age	2013 (%)
> 60	0.00
51 - 60	0.83
41 - 50	0.91
31 - 40	0.86
20 - 30	0.44

In 2013, the percentage of employees who returned to work following paternity leave was 512 (99.8 %), and 117 following maternity (98.9 %).

## Training

Training is the key tool for developing the talent of Abengoa's team of people and the cornerstone upon which the company achieves excellence in its undertakings. A team of highly qualified professionals constitutes one of the company's greatest assets, ensuring leadership and generating customer and market confidence.

### Training plans

To ensure the company has the very best team of people, highly qualified professionals who are committed to corporate culture, Abengoa develops comprehensive employee training programs that cover all important subjects that are necessary for professional growth. These include the following: corporate training, (general) professional enhancement, Occupational Risk Prevention, languages, professional practices, environmental management and performance, human rights and anti-corruption, and the struggle against climate change.

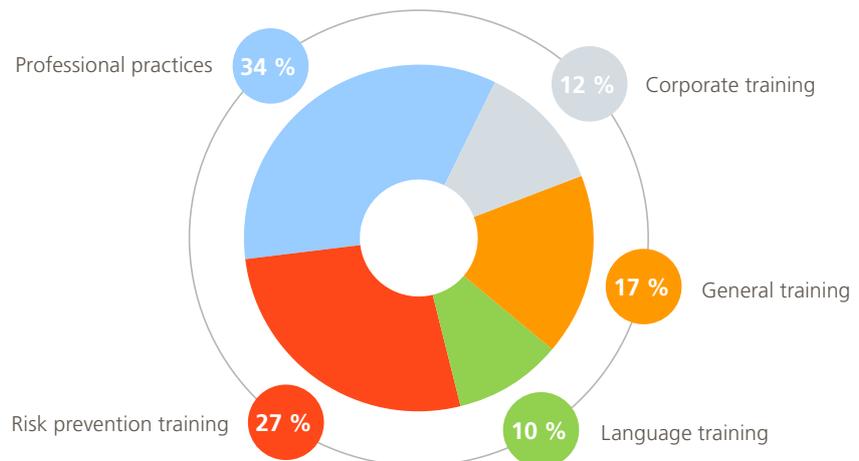
In 2013, our employees received more than 1.8 M hours of training

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In 2013, these new components were added to the training plans:

- **Language School**, aimed at providing quality language training in line with the needs of professionals in an increasingly more global environment. Keenly aware of today's reality, the school employs a semi-attendance-based system.
- **"English Executive Master"** Program as part of the "Executive Program", consisting of attendance-based classes over a six-month period to reinforce oral communication in English.
- **Training itineraries** covering Corporate Health and Safety Training for all company employees.
- **E-learning-based training** to promote professional learning efficiency. The advantage of the new design of this training modality already in place at the company lies in all contents being suitable for implementation using mobile devices without the need for internet connection.
- **Technology for Sustainable Development Course**, intended to provide a global perspective of the company's main technologies and their impact on the environment.

In 2013, Abengoa staff received more than 1.8 M hours of training, up by 5.9 % over the previous year, for a per-employee average of 47.98 hours<sup>3</sup>.



Note 3 The number of internship hours was not taken into consideration in calculating the average number of training hours per employee, and average staff number was computed without including scholarship or grant holders.

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In 2013, **30,158 hours of training** were conducted in the areas of sustainable development and the struggle against climate change.

By training category (hours)	2013	2012	2011
Corporate training	220,092	210,777	174,564
General training	325,312	292,784	185,131
Language training	176,587	102,592	116,982
Risk prevention training <sup>(1)</sup>	502,710	435,033	410,121
Professional practices	639,550	686,851	467,798
<b>Total general</b>	<b>1,864,251</b>	<b>1,728,037</b>	<b>1,354,596</b>

(1) Of the total number of instruction hours dedicated to risk prevention in 2013, 9,177.2 correspond to training in serious illnesses. In 2012, this figure was 12,946.

### No. of training hours conducted in 2013

### Participants in 2013

Training categories	No. of training hours conducted in 2013				Participants in 2013			
	Employee	Operator	Professional practices	Total	Employee	Operator	Professional practices	Total No. of participants
Corporate training	215,967	4,125	—	220,092	80,625	810	—	81,435
General training	205,075	120,238	—	325,312	41,884	19,877	—	61,761
Language training	168,915	7,672	—	176,587	5,556	167	—	5,723
Risk prevention training	110,264	392,446	—	502,710	17,007	35,750	—	52,757
Professional practices	—	—	639,550	639,550	—	—	501	501
<b>Overall total</b>	<b>700,221</b>	<b>524,481</b>	<b>639,550</b>	<b>1,864,251</b>	<b>145,072</b>	<b>56,604</b>	<b>501</b>	<b>202,177</b>

Consolation prize winning photograph of the V Edition of the Photo Contest on Sustainable Development.

Photographer: Carlos Lebrato Martínez.



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## Abengoa University

Through Abengoa University, the company offers innovative training programs that have been adapted to market demands and aligned with employee needs.

Abengoa maintains partnerships with a variety of schools and universities of renowned prestige in implementing these programs.



In 2013, there were **23 graduating classes**, totaling **627 students** in **8 different countries**, through the programs designed to ensure best practices in line with the Abengoa vision and business model.

## Attracting and retaining talent

Abengoa works to **identify and develop the talent of its people** and does so through a competency-based management model which reviews employee performance and development on an annual basis. This serves to make sure that personnel profiles and backgrounds are in line with each position, mission and duty.

Along these lines, employees that have greater responsibility within the company undergo more exhaustive evaluation using **360 ° Feedback methodology**. In 2013, the number of employees evaluated by means of this method was 860, which represents 3.5 % of the staff total.

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The company also tracks **potential executives** and assists them in developing their capabilities through specific training, which affords them the opportunity of accelerated growth as future leaders of Abengoa.

Retaining talent necessitates fluid communication between the company and its employees, and requires the company to be able to adapt to the needs and expectations of its personnel. For this reason, in conjunction with the aforementioned tools, each year Abengoa implements the "**Executive Intercommunication Program (EIP)**", aimed at enhancing the development and follow-up of professionals offering the greatest potential, managing their expectations, career plans and internal mobility, and ensuring an ongoing, two-way flow of information between these employees and the company.

In 2013, an internal senior manager-specific online platform was launched to serve as a point of encounter and source of information for the **company's** more than **600 executives**.

In addition, Abengoa conducts work climate surveys every two years 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 Seville and Madrid office locations.

### Attracting local talent

Abengoa engages in attracting local talent in the geographical regions of company operation. Included under this commitment is the **recruitment project** the company implemented in **India**, which is being carried out at prestigious universities such as the Indian Institute of Technology in Bombay, the Indian Institute of Technology in Delhi and the Delhi Technological University.

The aim of the program is for students at these universities to receive exclusive practical training in a variety of Abengoa's international projects to later incorporate them into company subsidiaries in India, where they may bolster locally-based teams through a global perspective of the company.

Since this initiative was launched in May 2013, the recruitment team has taken in more than 400 applications, and from among these, seven people have joined the company.

## Abengoa's internship training program

Abengoa has embraced a commitment to training young adults in order for them to acquire optimal experience and expertise in preparation for their entry into the job market. Through this program over one thousand students has had the opportunity to carry out training internships in 2013 in a variety of territories where Abengoa conducts its business. More than 60 % of the program participants who completed their internships in 2013 have joined the company.

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## Employee benefits

Abengoa offers company employees a series of benefits beyond those stipulated by law which seek to improve work and personal life balance, among other aspects. Noteworthy among such employee benefits are the following:

Flexible pay - 4,800 requests management

**440 k€ – La Antilla vacation complex**, Huelva (Spain)  
2,558 employees in 2013

**179.6 k€ – Fitness center** at corporate headquarters, Seville (Spain). 906 employees in 2013

**Healthcare service at 8 facilities**

**587.8 k€ – Food court** at corporate headquarters, Seville (Spain). 1,781 employees per day on average

**2,800 k€ – Transportation services** at corporate headquarters, Seville (Spain) 196 employees per month on average in 2013

**110 k€ – Day care center** at corporate headquarters, Seville (Spain). 113 infants of employees

(\*) Graph figures related to the food service, day care, free transportation service and fitness center employee benefits refer to the corporate headquarters located at the Palmas Altas Complex (CPA), and flexible pay refers to employees in Spain.

In addition to these benefits, Abengoa also offers company employees **life and accident insurance and pension plans** which are designed in accordance with the particularities of each country in which the company operates, applying the regulations in force in each region.

In 2013, 9,602 instruction hours were dedicated to training in anti-corruption

## Protection of human rights

Abengoa upholds an unwavering commitment to upholding human rights, both within the company and throughout its sphere of influence.

Nevertheless, with the aim of ensuring effective observance and protection of human rights, Abengoa has adopted the principles underpinning the **Universal Declaration of Human Rights adopted by the United Nations**, the **SA8000 Standard**, and the principles of the **Global Compact** as its own, integrating them into the **Common Management Systems** of obligatory compliance by all members of the organization.

Abengoa backs training as one of the most powerful tools in preventing the occurrence of incidents related to violations of human rights or corruption. Accordingly, each year company staff members receive instruction on the Common Management Systems, involving 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**.

More than **21,055 instruction hours** were dedicated to training related to these areas.

	Training hours 2013	Participants 2013	Training hours 2012	Participants 2012
Human rights courses	11,453	8,727	9,366	8,209
Anti-corruption policies	9,602	8,727	9,319	8,209

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Along these lines, given 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 in 2013 totaled 39.92 % with respect to the total, with the number of hours of training received by subcontracted security personnel totaling 533 hours.

In 2013, there were no human rights-related complaints or cases of non-compliance reported through the formal whistleblower channels in place at Abengoa. Nor were there any 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.

In 2013, there were no significant investment agreements undertaken in which it was necessary to include clauses pertaining to human rights in accordance with internal regulations regarding CSR.

At Abengoa  
we foster  
and promote  
equality  
between men  
and women

## Policies on equality and integration

Abengoa promotes equality between men and women and condemns all forms of direct or indirect discrimination for reasons of gender; the company therefore 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).

With the aim of furthering these values, in 2009 Abengoa created its Equality Framework Plan and the **"Equal Treatment and Opportunities Office"**, whose mission is to advocate gender equality throughout the company, promoting, developing and managing the Equality Framework Plan and associated programs.

All Abengoa companies must follow the guidelines of the ETOO, and compliance is reviewed during the annual company visits conducted within the framework of the SA8000 Standard.

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 divisions and geographies and the Corporate Social Responsibility director as permanent members, seeks to engage in global monitoring of issues related to this area and meets once a year. In 2013, the committee met in September and, in addition to the aforementioned permanent members, invited female company executives to join them in analyzing the year's equality ratios and prospects for the years to come.

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### The "Inserta & Integra" Project: fostering and promoting integration into the job market

The **integration of disabled people into the job market**, and hence equality opportunities for the disabled, is a deep commitment for Abengoa. To this end, the company carries out a range of initiatives and programs, noteworthy among which is the "[Inserta & Integra](#)" research project launched in 2009 in collaboration with the Focus-Abengoa Foundation and the University of Seville. Project results were presented in 2013.

Under the direction of Dr. Francisco José Medina Díaz and Dr. Lourdes Munduate Jaca of the Department of Psychology at the University of Seville, this research project, conducted over more than four years, analyzed how to break barriers in the process of employing and integrating people with disabilities into organizations.



The project seeks for these conclusions to aid companies in suitably managing employment processes involving the disabled to thereby improve their potential for integration.

The product of this research endeavor has materialized in a manual aimed at people in positions of responsibility in organizations and human resource departments which offers recommendations on working with this group of people, their families and with the associations that are often involved in their integration.

From left to right:  
Lourdes Munduate Jaca, professor of Social Psychology at the University of Seville;  
Álvaro Polo Guerrero, director of Human Resources for Abengoa;  
Anabel Morillo León, managing director of the Focus-Abengoa Foundation;  
Ana María López Jiménez, director of Community Social Services at the University of Seville,  
and Francisco José Medina Díaz, a member of the department of Social Psychology at the University of Seville.



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Abengoa watches over equality in compensation, treatment and professional opportunities between men and women

## Remuneration policy

In keeping with the **principle of equality**, the company's compensation system watches over 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. In establishing salaries for certain positions, the company is also supported by different international consulting firms which provide relevant information on market compensation schemes.

Below is a comparison of the average gross salary between women and men for the same employee category 1 in different geographical areas:

Average monthly salary <sup>(1)(2)(3)</sup>	Men (€)	Women (€)
Newly recruited degree holder - Spain	1,885	1,885
Newly recruited degree holder - US	2,154	2,154
Newly recruited degree holder - Uruguay	2,007	2,007

(1) Data obtained from a representative sample of companies in significant geographic regions.

(2) Figures for the US and Uruguay were calculated on the basis of 12 annual salary payments. Figures for Spain are based on 14 annual salary payments.

(3) Trainee contracts have not been included in calculating wage ratios.

The table below shows the percentage difference between standard starting salary at Abengoa and local minimum inter-professional wage (MIW), taking into account the different employee categories, thus providing an indicator of the competitive salaries the company offers.

Countries	MIW	Average monthly starting wage paid by employee category (€)			% paid above MIW by employee category		
		Degree holder	Administrative staff	Operator	Degree holder	Administrative staff	Operator
Spain	645.30	1,951.86	1,061.47	1,256.38	302	164	195
US	937.85	2,153.52	1,662.23	1,602.55	230	177	171
Uruguay	336.40	1,914.62	1,132.79	720.48	569	337	214

We provided 502,710 hours of ORP training in 2013

## Occupational health and safety

The health and safety of the people who work at Abengoa is essential to the company. For this reason, Occupational Risk Prevention (ORP) is integrated into and managed on all company levels.

With the aim of guaranteeing the **health and safety** of every worker, regardless of employee profile and duties, the company implements ORP systems that are effective, efficient and certifiable and based on four essential underpinnings:

- Principles of Abengoa's ORP policy.
- Applicable law in each country of company operation.
- Contractual requirements of the company's customers in this area.

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- Requirements of the OHSAS 18001 Standard <sup>4</sup>, an international norm pertaining to occupational health and safety management systems.

Certified companies according to sales volume (%)	2013	2012	2011
OHSAS 18001-certified	92.81	91.56	87.92

In accordance with the specifications of Abengoa's Common Management Systems, all group companies hold monthly prevention committee meetings in which executives and ORP heads gather to analyze, among other issues, work-related accidents, evolution thereof over time, improvement targets and steps needed to achieve them: training, periodic controls, health monitoring, etc.

In addition to **training, monitoring** and **follow-up**, essential is raising ORP awareness among company personnel. Conscious of this, Abengoa conducts specific ORP training, and in 2013 company employees received 502,710 hours of ORP training, representing an increase of 5.02 % over 2012.

In 2013, eight Safety Day sessions were held at the company's solar complexes in operation in Spain for the purpose of raising employee awareness of the importance of safety at work through occupational risk prevention.

These sessions are going to be carried out annually in all national and international territories where plants being commercialized or in operation are located.

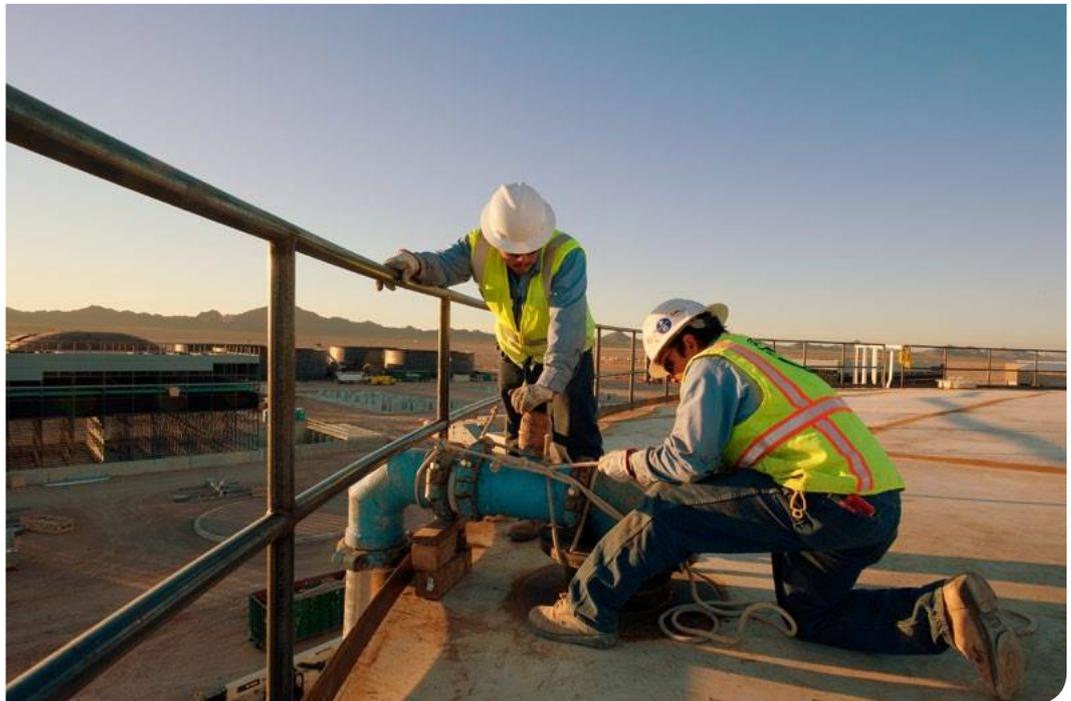
Aware that shared knowledge is one of the most important assets of our community of ORP specialists, a virtual platform was implemented in 2013 for technical personnel to be able to exchange working experiences with no geographical barriers. Over 400 professionals are now part of this learning network.

Note 4 Abengoa has voluntarily signed up to the OSHAS 18001 Standard, which serves as an instrument for improving the company's risk prevention management.

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On October 8, 2013, Abengoa held its 8th Executive Session on Occupational Risk Prevention (ORP) in Latin America, bringing together senior managers from the region in order to reinforce management leadership in risk prevention affairs. Sessions were dedicated to accident analysis, conducting a review of key indicators, follow-up on targets proposed for 2013, and analysis of serious accidents that occurred over the course of the year, and examining causes and sharing corrective measures applied in each case.



Our policy:  
zero accidents

### Work-related accidents and absenteeism in figures

Abengoa has a **zero-accident policy**, and thus directs special efforts to all prevention-related aspects, and this is reflected in the number of accidents entailing leave from work.

Abengoa's efforts dedicated to aspects related to prevention are reflected in the **drop** in the number of accidents entailing leave, which has resulted in a **reduction** in frequency rates. The severity rate rose slightly in 2013 with respect to the previous year given that, without there being an increase in the number of accidents, the severity of occurrences was greater and therefore entailed a higher number of lost days due to accidents.

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	Frequency rate <sup>(1)</sup>	Severity rate <sup>(2)</sup>	N° of work-related accidents entailing medical leave of more than one day
2013	15.41	0.26	440
2012	15.09 <sup>(3)</sup>	0.21	502
2011	23.33 <sup>(3)</sup>	0.30	607

(1) Frequency rate: accidents per million of working hours.

(2) Severity rate: working hours lost per thousand worked hours.

(3) Data in 2012 and 2011 have been modified due to change in the criteria to calculate the number.

	Lost working days due to accidents	Total % of absenteeism due to illness	Total % of absenteeism due to work-related accidents
2013	12,033	1.13	0.17
2012	8,802	1.06	0.19
2011	11,038	1.22	0.25

Regrettably, one serious accident occurred in 2013 involving Abengoa personnel, resulting in the death of a person in Brazil as the result of the injuries sustained. Abengoa thus upholds a commitment to continuing to drive down its accident rate.

	2013	2012	2011
No. of fatal accidents	1	4 <sup>(1)</sup>	2

(1) In itinere accidents.

### Absenteeism by geographical area

	Spain	Europe	Asia	Latin America	North America	Africa
2013	2.05	2.76	2.30	2.86	4.44	2.70
2012	2.03	3.12	2.95	2.55	3.12	1.44

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## Labor-related social responsibility

The Abengoa [Code of Conduct](#) and the commitments derived from adherence in 2002 to the [United Nations Global Compact](#) 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 potential physical or mental disability.
- **Ensuring** appropriate **preventive culture** in accordance with the Occupational Risk
- **Ensure** the 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 the SA8000 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 International Certification Network (IQNET). This association performs an annual audit to verify the company's performance in areas related to this standard.