



**06.5**  
Talent for  
business  
success



Commitments in 2013

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. (CSRR 2013, p. 99).

Challenges in 2014

- › New blended Abengoa Executive Development Program (AEDP) .
- › More than M2 hours of training instruction.
- › Consolidation of the Language School and desing of new specific programs aligned with the atrategic needs of the company.

Commitments for 2015

- › Maintaining Abengoa University excellence, with a target average score of 4.35 out of 5.
- › Promoting online training to achieve broader global scope and to facilitate enhanced personal and work life balance.
- › Designing and conducting programs reinforcing the manager and director capacities needed in Abengoa's strategic areas

Working areas

Periodic meetings with different areas of the Human Resources (HR) Department in order to detect areas for improvement in training programs. Analysis to determine employee training needs based on their performance.

Promoting training of young adults so they may acquire the best preparation and experience in getting ready to enter the working world (CSRR 2013, p. 31).

- › Implementation of new measures for selecting interns with the aim of maximizing benefit during the training period for the trainee and for the company.
- › Increased Abengoa presence among the main universities around the world in order to attract new talent

Promoting the internship grant program in order to attract and retain talent.

- › Implementation of a new methodology for increasing efficiency in selecting interns and obtaining a higher level of excellence.
- › Visits through Abengoa's training area to universities in order to promote talent attraction.

Ensuring compliance with a suitable prevention culture in accordance with Occupational Risk Prevention (ORP) policy (CSRR 2013, p. 95).

- › Over 800,000 hours of ORP training instruction.
- › Over 200,000 of ORP training instruction for subcontractors.
- › Execution of all internal auditing programs and worksite visits.
- › Implementation of a general ORP site.
- › Monthly ORP newsletters sent out to employees

- › Increasing the number of ORP training hours.
- › Securing efficient management systems to ensure exhaustive analysis of incidents and feedback to the system on lessons learned.

Continuous updating of ORP training for employees and subcontractors.

Commitments in 2013	Challenges in 2014	Commitments for 2015	Working areas
Bolstering the human rights protection policy by developing mechanisms for due diligence and remediation in line with the Ruggie principles. (CSRR 2013, p. 37)	Different lines of action related to ensuring due diligence and duty to remediation were included in the 2020 strategic plan.	Implementing measures to reinforce the protection of human rights in all geographies of company operation in line with the Ruggie Principles.	Implementation of due diligence mechanisms through the Compliance, Human Resources and Corporate Social Responsibility (CSR) Departments.
Holding a meeting of the Commission for Equal Treatment and Opportunities, at least once a year, to monitor issues related to this area worldwide (CSRR 2013, p. 93)	<ul style="list-style-type: none"> <li>&gt; Two committee meetings were held.</li> <li>&gt; Creation of guidelines and measures needed to meet the 2020 target <sup>(1)</sup>.</li> </ul>	Increasing the frequency of holding committee meetings to three times a year.	Planning and implementation of committee meetings through the CSR and HR Departments.

(1) A detailed description of 2020 targets is found in the chapter titled «Strategy».

People and their talent are an indispensable part of businesses and they have an unquestionable effect on their market success. The ever-increasing competitiveness that exists among organizations makes people a differentiating factor.

With a business base grounded in **innovation** and **technology**, Abengoa develops human resource policies aimed at the **development of employee talent**, abilities and **aptitudes by promoting and providing the training** needed to excel. This ensures that

the company is supported by top talent and personnel who are ideal for each position. All of this is approached with the aim of making Abengoa a highly **competitive company**.

The company lends particular importance to attracting, selecting and retaining its human capital and therefore has a comprehensive **management system** in place that encompasses all human resource processes and which is applied globally throughout the organization.

Independent Panel of Experts on Sustainable Development Recommendation 2014

**Social and environmental performance**

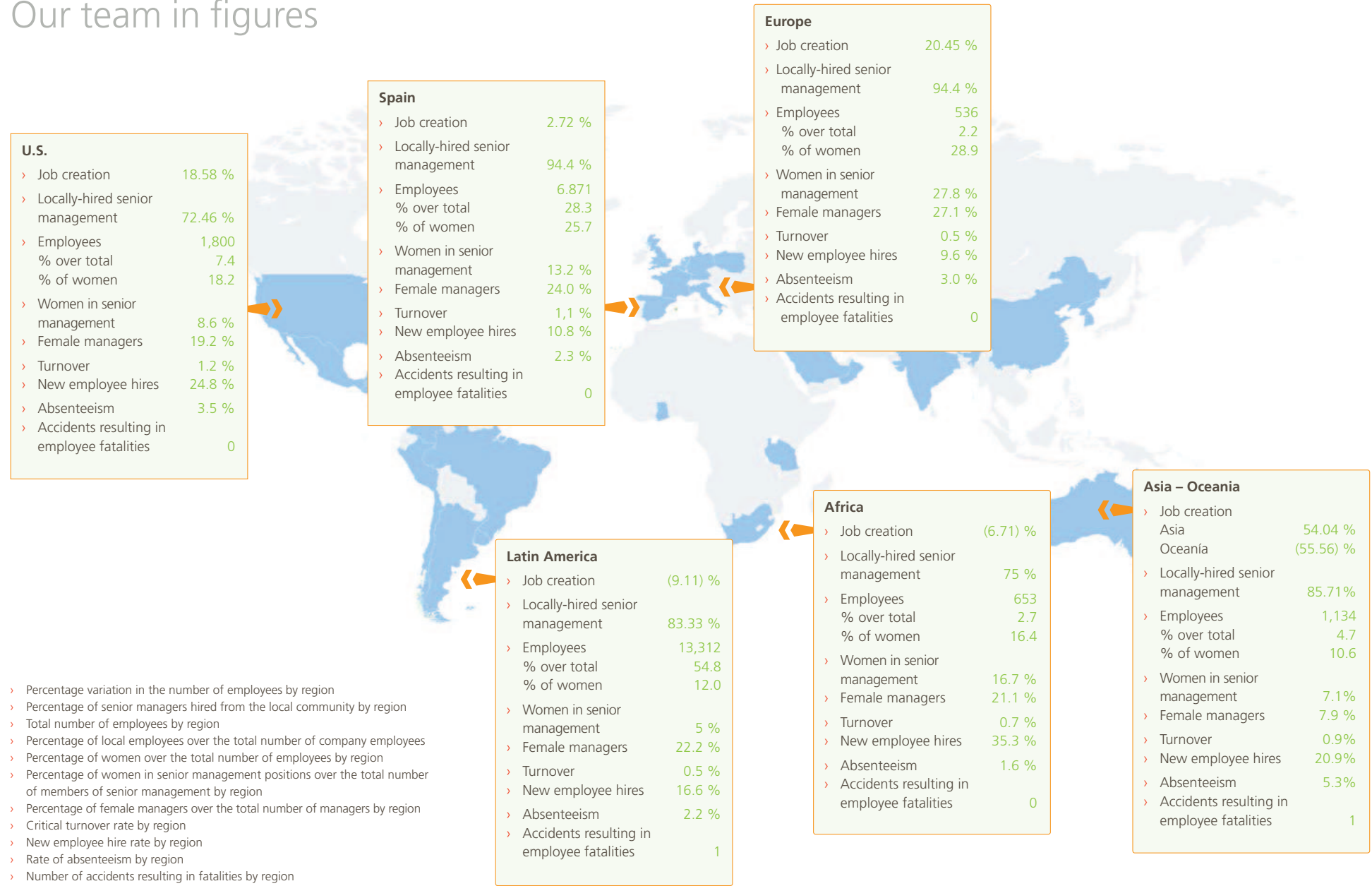
“In order to measure the impact of sustainability policies Abengoa should select a limited number of key performance indicators, both qualitative and quantitative.

In terms of environmental performance can Abengoa move in the direction of explaining the return on investments made, such as the extent of cost reductions, process improvements, product innovation or the positive impact on local communities.

With the example of training activities, this would involve recording how improved skillsets and/or behavior resulted from training rather than just reporting training hours statistics.”

G4-DMA, G4-EC6

# Our team in figures



**U.S.**

- > Job creation 18.58 %
- > Locally-hired senior management 72.46 %
- > Employees 1,800
- % over total 7.4
- % of women 18.2
- > Women in senior management 8.6 %
- > Female managers 19.2 %
- > Turnover 1.2 %
- > New employee hires 24.8 %
- > Absenteeism 3.5 %
- > Accidents resulting in employee fatalities 0

**Spain**

- > Job creation 2.72 %
- > Locally-hired senior management 94.4 %
- > Employees 6,871
- % over total 28.3
- % of women 25.7
- > Women in senior management 13.2 %
- > Female managers 24.0 %
- > Turnover 1,1 %
- > New employee hires 10.8 %
- > Absenteeism 2.3 %
- > Accidents resulting in employee fatalities 0

**Europe**

- > Job creation 20.45 %
- > Locally-hired senior management 94.4 %
- > Employees 536
- % over total 2.2
- % of women 28.9
- > Women in senior management 27.8 %
- > Female managers 27.1 %
- > Turnover 0.5 %
- > New employee hires 9.6 %
- > Absenteeism 3.0 %
- > Accidents resulting in employee fatalities 0

**Latin America**

- > Job creation (9.11) %
- > Locally-hired senior management 83.33 %
- > Employees 13,312
- % over total 54.8
- % of women 12.0
- > Women in senior management 5 %
- > Female managers 22.2 %
- > Turnover 0.5 %
- > New employee hires 16.6 %
- > Absenteeism 2.2 %
- > Accidents resulting in employee fatalities 1

**Africa**

- > Job creation (6.71) %
- > Locally-hired senior management 75 %
- > Employees 653
- % over total 2.7
- % of women 16.4
- > Women in senior management 16.7 %
- > Female managers 21.1 %
- > Turnover 0.7 %
- > New employee hires 35.3 %
- > Absenteeism 1.6 %
- > Accidents resulting in employee fatalities 0

**Asia – Oceania**

- > Job creation
- Asia 54.04 %
- Oceania (55.56) %
- > Locally-hired senior management 85.71 %
- > Employees 1,134
- % over total 4.7
- % of women 10.6
- > Women in senior management 7.1 %
- > Female managers 7.9 %
- > Turnover 0.9 %
- > New employee hires 20.9 %
- > Absenteeism 5.3 %
- > Accidents resulting in employee fatalities 1

- > Percentage variation in the number of employees by region
- > Percentage of senior managers hired from the local community by region
- > Total number of employees by region
- > Percentage of local employees over the total number of company employees
- > Percentage of women over the total number of employees by region
- > Percentage of women in senior management positions over the total number of members of senior management by region
- > Percentage of female managers over the total number of managers by region
- > Critical turnover rate by region
- > New employee hire rate by region
- > Rate of absenteeism by region
- > Number of accidents resulting in fatalities by region

G4-10

In 2014, contract awards and implementation of new projects enabled Abengoa to increase its employee headcount in some regions, such as Europe, the U.S. and Asia. In other geographies, completion of projects under construction has led to a drop, although not significant, in the number of employees <sup>1</sup>.

Overall growth in the workforce amounted to 1.4 % with respect to 2013, having ended the year with a headcount of 24,306 employees.

The company promotes local employment, which empowers the organization in adapting to the challenges posed in each of its more than 57 countries of operation.

Abengoa staff distribution by gender, activity area, employee category and contract type was as follows <sup>2</sup>:

Categories	Groups	Men			Women			Total		
		2014	2013	2012	2014	2013	2012	2014	2013	2012
Employee category	Senior managers	507	506	531	62	74	65	569	580	596
	Middle managers	1,668	1,382	1,543	466	415	360	2,134	1,797	1,903
	Engineers and other degree holders	3,120	3,460	2,555	1,392	1,311	1,122	4,512	4,771	3,677
	Assistants and technicians	1,531	1,407	1,468	1,111	1,079	1,070	2,642	2,486	2,538
	Operators	13,045	13,844	14,129	791	772	614	13,836	14,616	14,743
	Interns	366	268	259	247	230	209	613	498	468
	<b>Total</b>	<b>20,237</b>	<b>20,867</b>	<b>20,485</b>	<b>4,069</b>	<b>3,881</b>	<b>3,440</b>	<b>24,306</b>	<b>24,748</b>	<b>23,925</b>
Activity segment	Engineering and construction	16,120	16,421	15,130	3,262	3,028	2,371	19,382	19,449	17,501
	Concession-type infrastructure	298	366	213	164	138	88	462	504	301
	Industrial production	3,819	4,080	5,142	643	715	981	4,462	4,795	6,123
	<b>Total</b>	<b>20,237</b>	<b>20,867</b>	<b>20,485</b>	<b>4,069</b>	<b>3,881</b>	<b>3,440</b>	<b>24,306</b>	<b>24,748</b>	<b>23,925</b>
Contract type	Indefinite	9,260	9,252	7,481	2,084	1,884	1,712	11,344	11,136	9,193
	Temporal	10,610	11,347	12,745	1,739	1,767	1,519	12,349	13,114	14,264
	Trainee	366	268	259	247	230	209	613	498	468
	<b>Total</b>	<b>20,237</b>	<b>20,867</b>	<b>20,485</b>	<b>4,069</b>	<b>3,881</b>	<b>3,440</b>	<b>24,306</b>	<b>24,748</b>	<b>23,925</b>

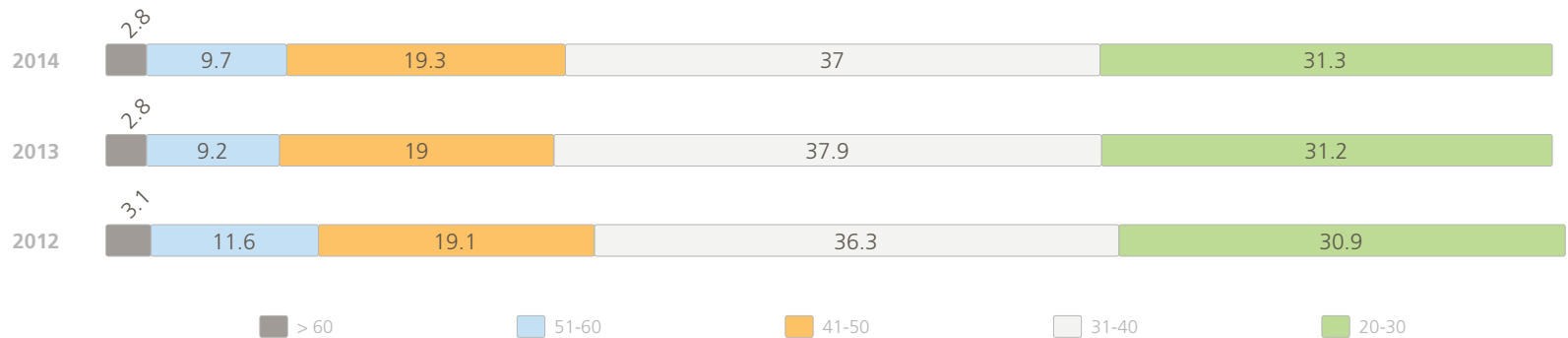
**Note 1** This is the case of Latin America, where the a accomplishment of some projects, most of them transmission lines projects, and the end of collection of sugar cane have been made to decrease the volume of employees at December 31.

**Note 2** The data breakdown by region in 2014 and evolution over the past three years can be consulted in the Appendix C.

Staff distribution by age bracket, gender, average age and evolution over the past three years was the following:

	Men			Women			Total		
	2014	2013	2012	2014	2013	2012	2014	2013	2012
Age > 60	639	647	698	41	36	34	680	683	732
51 - 60	2,137	2,062	2,357	218	209	187	2,355	2,271	2,544
41 - 50	4,124	4,179	4,144	562	520	433	4,686	4,699	4,577
31 - 40	7,272	7,744	7,266	1,713	1,640	1,412	8,985	9,384	8,678
20 - 30	6,066	6,234	6,020	1,534	1,477	1,374	7,600	7,711	7,394
Media	37.0	36.8	37.3	33.9	33.8	33.6	36.4	36.3	36.7

The percentage of company staff over the age of 50 is 12.5 %, and for those under 30 years of age the figure is 31.3 %.

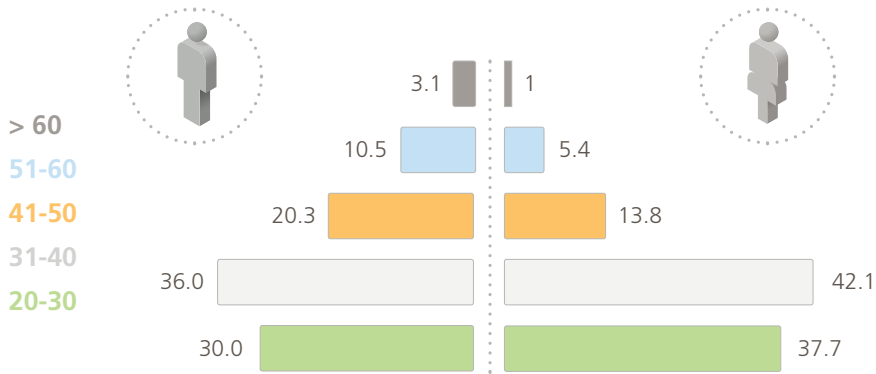


More than  
**24,000**  
employees

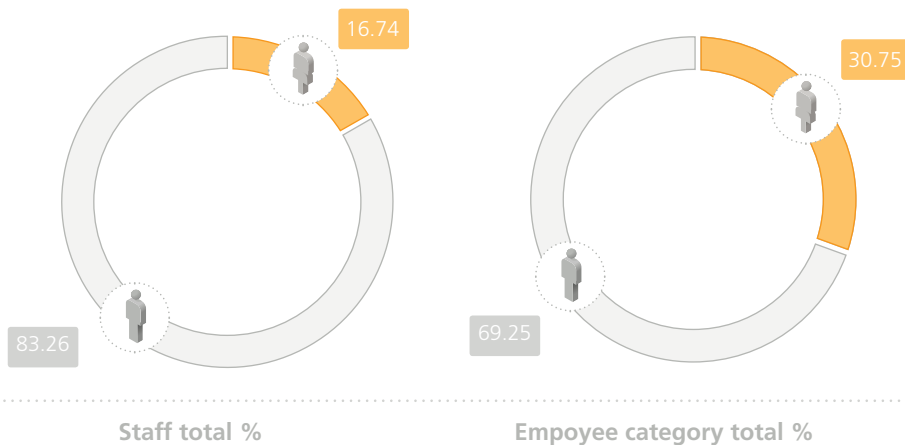
**72.2**<sub>/100</sub>  
overall satisfaction

**2.4 M**  
hours of training

The average age of Abengoa's workforce in 2014 was 36.4 years, holding steady at ratios similar to those in previous years.



In 2014, the number of female staff members rose by 4.6 % with respect to last year, going from 15.7 % in 2013 to 16.7 % in 2014. Under the employee category<sup>3</sup> women represent 30.75 % of the company's staff, with respect to the figure of 29.88 % from the previous year. However, the percentage of women in senior and middle management positions has dropped.



Female presence in senior and middle management positions was 19.5 %.

Female presence in executive and managerial positions	2014	2013	2012
Total number of executive and managerial positions	2,703	2,377	2,499
Number of women in executive and managerial positions	528	489	425

As the result of the decrease in the number of women holding senior and middle management positions, Abengoa has set a target of 20 % for women in senior management positions and 35 % for women in middle management by 2020.



Note 3 There are two major categories: employees and operators.

G4-DMA, G4-LA1, G4-LA3



Integrity, innovation, commitment and professionalism are the core values of our team of people

## Employee commitment

Abengoa is aware that the future of the company and the international **prestige** of its projects **rest upon** the work and **commitment of its team** of people. Human capital is one of the fundamental levers in meeting expectations for growth and addressing arising business opportunities. This will require fresh talent trained in and focused on market demands. The importance Abengoa attaches to talent lends particular relevance to turnover indicators. In 2014, the turnover rate was 6.9 %, with respect to a figure of 4 % in 2013. Among these exits, those considered critical amounted to 0.9 %, over a figure of 0.7 % in 2013.

Critical turnover rates<sup>4</sup> by gender and age bracket were as follows:

	Groups	2014 (%)	2013 (%)	2012 (%)
Gender	Men	1.0	0.8	0.7
	Women	0.5	0.4	0.3
Age	> 60	0.3	0.0	0.3
	51 - 60	0.0	0.8	0.6
	41 - 50	0.7	0.9	0.7
	31 - 40	1.1	0.9	0.7
	20 - 30	1.0	0.4	0.0
Voluntary turnover rate		6.9	3.4	3.0
Critical turnover rate		0.9	0.7	0.6

In cases of voluntary terminations, questionnaires and interviews are conducted in order to gain deeper understanding of a worker's reasons for leaving the company to thereby determine potential areas for improvement.

**Note 4** Critical turnover: leave of people considered essential for the company because of their performance or position.

The table below shows new employee hire rates<sup>5</sup> by gender and age brackce:

	Groups	2014 (%)
Gender	Men	14.6
	Women	16.7
Age	> 60	5.3
	51 - 60	7.6
	41 - 50	10.4
	31 - 40	11.3
	20 - 30	28.6

With respect to returns of workers following parental leaves, it can be observed that the percentage of employees who returned to their jobs holds steady at over 99 %, a figure that is similar to that seen in previous years.

	Men			Women		
	2014	2013	2012	2014	2013	2012
No. of employees who exercised their right to parental leave	466	513	419	187	179	127
No. of employees who returned to work following parental leave	466	512	417	184	177	125

**Note 5** There is not comparable data verified by an external auditor dueto this is the first year publishing this information.



G4-DMA, G4-LA9, G4-HR2.

## Training



In 2014 we conducted more than 2 M hours of training

Abengoa operates in a competitive industry, where employee knowledge and skills must be continually reinforced through specialized training in order to reach professional goals and meet the needs of the company's businesses.

### Training plans

In order to have a top team of people in place, Abengoa draws up individualized training programs as the product of the analysis of each employee's competencies and which is part of company's Strategic Plan framework.

Abengoa's training plan covers all of the contents needed to boast a highly qualified team of people who are committed to corporate culture. This is achieved by combining attendance-based and **online** methodologies to adapt to worker requirements. As part of its commitment to mobility and new technologies, Abengoa raised the number of **online** courses available by 42 % in 2014 for a total of 503<sup>6</sup>.

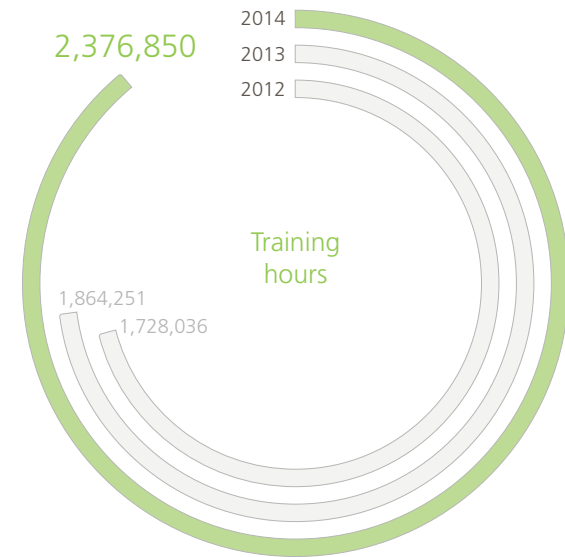
Over the course of the year, 2.4 M hours were dedicated to training, up by 33 % over 2013. The company achieved an average of 63.7 h<sup>7</sup> per employee and made a direct investment totaling € 6.58 M, with an average investment of € 242 per person.



**Note 6** Online training is carried out through the Campus Abengoa platform, which coordinates and systematizes all of the company's online training and is accessible from any computer or mobile device.

**Note 7** Internship hours were not taken into account in computing the average number of training hours per employee, taking the average staff data without including trainees.

The increase in the number of training hours over the past three years is shown below:



+21.5 %

2013 - 2014

+7.9 %

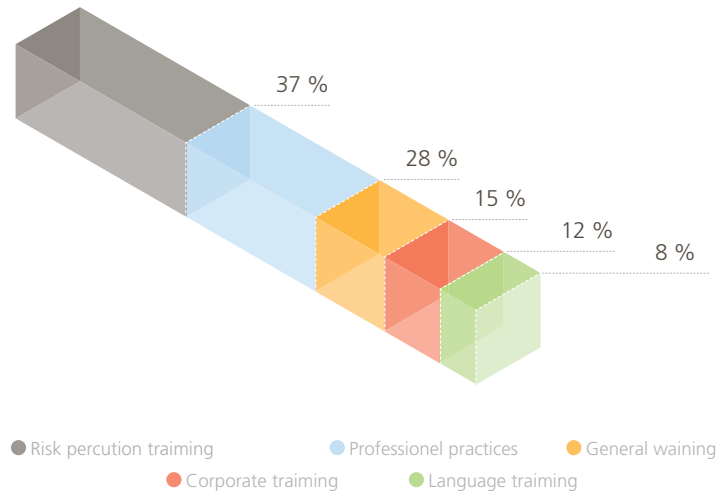
2012 - 2013

The training provided within the company encompasses both general topics and specific training plans geared towards the different personnel categories and duties

		2014				2013				2012			
		Men		Women		Men		Women		Men		Women	
Categories	Groups	Hours conducted	Attendees	Hours conducted	Attendees	Hours conducted	Attendees	Hours conducted	Attendees	Hours conducted	Attendees	Hours conducted	Attendees
Type of training	Corporate training	182,321	47,009	93,736	23,817	148,279	54,477	71,814	26,958	146,351	41,338	64,426	19,594
	General training	262,563	44,595	96,067	12,864	245,264	46,503	80,049	15,258	200,759	28,830	92,025	10,555
	Language training	115,701	3,293	67,917	5,137	101,215	3,271	75,372	2,452	56,759	2,564	45,833	1,890
	Risk prevention training	798,959	122,518	78,597	15,523	446,702	46,560	56,008	6,197	392,618	34,848	42,415	4,861
	Professional practices	422,204	850	258,784	521	355,795	279	283,755	222	402,243	–	284,608	–
<b>Total</b>		<b>1,781,748</b>	<b>218,265</b>	<b>595,102</b>	<b>57,862</b>	<b>1,297,254</b>	<b>151,090</b>	<b>566,997</b>	<b>51,087</b>	<b>1,198,730</b>	<b>107,580</b>	<b>529,307</b>	<b>36,900</b>

		2014						2013					
		Employees		Operators		Professional practices		Employees		Operators		Professional practices	
Categories	Groups	Hours conducted	Attendees	Hours conducted	Attendees	Hours conducted	Attendees	Hours conducted	Attendees	Hours conducted	Attendees	Hours conducted	Attendees
Employee categories	Corporate training	273,013	70,063	3,045	762	–	–	215,967	80,625	4,125	810	–	–
	General training	242,229	34,512	116,402	22,947	–	–	205,075	41,884	120,238	19,877	–	–
	Language training	178,891	8,253	4,727	177	–	–	168,915	5,556	7,672	167	–	–
	Risk prevention training	96,916	31,659	780,640	106,382	–	–	110,264	17,007	392,446	35,750	–	–
	Professional practices	–	–	–	–	680,988	1,371	–	–	–	–	–	639,550
<b>Total</b>		<b>791,049</b>	<b>144,487</b>	<b>904,814</b>	<b>130,268</b>	<b>680,988</b>	<b>1,371</b>	<b>700,221</b>	<b>145,072</b>	<b>524,481</b>	<b>56,604</b>	<b>639,550</b>	<b>501</b>

The distribution of training hours by training category in 2014 was as follows:



Abengoa has developed an **evaluation** procedure to gauge learner satisfaction with the training received in order to determine whether training is in line with personnel needs, from the standpoint of improving both employee performance and business results. This exercise enabled us to determine that in 2014 overall employee satisfaction scored 3.35 out of 4, which represents an increase of 3 % in the degree of satisfaction with respect to 2013.

In addition, progress was made in 2014 in implementing the **Language School**, through which more than **1,200 employees** in Seville and Madrid received instruction. This has also enabled the unification of class methodology and adaptation to the company's present reality and needs.

### Mobile Learning

Abengoa has taken yet another step forward in incorporating new technologies for employee training. In addition to the already existing catalog under the **e-learning** mode, new contents are being developed that are especially geared for mobile devices.

The first phase of implementation included training in human resources and the Common Management Systems.

These new contents are based on a more visual, user-friendly and motivating offering for the purpose of reaching the end user in a more efficient and practical manner, especially intended for those who have to travel on a regular basis.



*G4-DMA, G4-LA10*

## Abengoa University

Since 2012, Abengoa University acts as a catalyst for bolstering the strategic abilities of Abengoa's executives. Through the more than 90 editions of the variety of attendance- or semi-attendance-based programs implemented, it has consolidated to become an example in the realm of business training. Thus, Abengoa University has collaborated with more than **18 universities**, close to **2,900 employees** have participated, and over **250,000 hours of training** have been accumulated. All of this takes place in 17 different locations in 12 countries.

The new training contents developed in 2014 within the Abengoa University framework are the following:

**Abengoa Executive Development Program (AEDP):** in 2014, learning program design restructuring was carried out, adapting contents to Abengoa's global reality (presence in numerous geographies). This change began with application to the AEDP, modifying structure toward a blended<sup>8</sup> format in order for employees to have access wherever they may be, whether it's a worksite or on business. During the first year of the model change, the AEDP had a total of 14 **e-learning** blocks and four in-person locations (two in Seville at the Loyola Leadership School, one in Washington, D.C., and one in Chicago at Loyola University Chicago). The program obtained a satisfaction score among participants of 4.42 out of 5.

**Abengoa Direct Execution Management (ADEM):** program designed to train project managers. This program has a highly practical component and is conducted around personal experiences of company heads, enabling the company to train 199 participants in different geographical locations (30 in Mexico and the U.S., 129 in Brazil, 17 in Poland and 23 in South Africa). The program received an average final evaluation score of 4.49 out of 5.

**Abengoa Direct Execution Management (ADEM):** a practical workshop with the primary aim of providing training and improving oral communication skills of company executives. This is a key tool in developing executive leadership and in increasing company productivity and competitiveness. The program received an average score of 4.48 out of 5.

## Internship program

The pursuit of people with talent is characteristic of Abengoa, and this holds true for those seeking their first opportunity in the job market.

**Abengoa's internship program** is intended to help complete the training of future professionals through training internships. To this end, the company has signed 76 agreements with different academic institutions. This model of training integration enables interns to have access to a personal tutor who provides them with support for their personal and professional needs.

Abengoa is committed to young talent and, for this reason, of the more than 1,400 program participants who began their internships in 2014, 55 % of those who completed the program with a favorable evaluation have joined the Abengoa workforce

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**Note 8** Blended learning: training system which integrates face to face and on line methods.

G4-DMA, G4-LA11



Attracting, developing and retaining talent is the key to our success

Evaluation tool	For whom is it intended?	What does it involve?	Evaluation scope
Performance management.	All employees.	Based on a previously defined competency profile, by position and duty, every employee is evaluated annually by his or her direct superior.	8,712 people were evaluated using this system over the course of the year. The percentage of completed reviews was 99.17 %.
360° Feedback.	Executive Development Program (EDP) personnel.	Participants include superiors, colleagues, collaborators and the individual being evaluated, and the review is carried out by having all participants complete identical questionnaires.	In 2014, 936 people were reviewed using this method, with 3,610 people involved in the evaluation process, including superiors, colleagues and collaborators.
Executive Intercommunication Program.	Executives and managers.	Program for ascertaining staff perception of personal and career development.	1,108 executives participated in the program in 2014.

## Attracting, developing and retaining talent

Abengoa firmly believes that the key to the company's success lies in **attracting, developing and retaining** top talent.

With the aim of **attracting** new generations and the very best people, Abengoa has reinforced its recruitment strategy through a broader and enhanced presence on the internet and in social networks..

As a result of this strategy, 25,110<sup>9</sup> job applications were received through the employment website in 2014.

In order to **further the professional** development of its employees, the company considers having a formal performance review procedure in place to be essential. To this end, the company has tools in place, through which to evaluate each one of the people who make up the Abengoa team.

Among the tools in place at Abengoa for monitoring employee satisfaction is the **Work Climate Survey**. This survey is conducted every two years and helps the company to gather valuable information for gaining an understanding of employee perception of the company and company management. It is, without a doubt, a key instrument to concentrating efforts on improving working conditions and **retaining** personnel talent.

In the last implementation of the survey, which took place in 2014, 12,470 surveys were administered, with a response percentage of 86.3 %, up by 0.3 % over the previous edition, held in 2012. The overall satisfaction score was 72.2 out of 100, which represents an increase of 1.1 % with respect to 2012 results.

**Note 9** Applications were also received through social networks and a variety of employment portals. These were not factored into this number.

G4-DMA, G4-LA4, G4-LA8, G4-LA11, G4-LA16

This survey has given rise to initiatives for **promoting pride in belonging** to the company, such as the open house events at Campus Palmas Altas (corporate headquarters located in Seville), Kaxu Solar One (South Africa) and the Solucar Complex (Seville).

In 2014, more than **60 different initiatives** were carried out, with an associated investment totaling close to **€ 70,000, for the purpose of promoting a smooth and pleasant working environment within the company.**

Noteworthy are the following initiatives:

- › Photography contests on different themes in different geographical areas.
- › Sports competitions.
- › Publication of in-house newsletters, by geography or business, to provide information on the company's day-to-day matters and employee experiences.
- › Talks on disease (unrelated to work) prevention linked to daily activities, particularly in countries with a high rate of communicable diseases.

Pictures about the open house events held during 2014.



On October 4, Abengoa held its 2<sup>nd</sup> Annual Open House at Campus Palmas Altas. The event was attended by around 400 people, including employees, family and friends. During the visit, participants had the chance to enjoy a guided tour of the campus, during which they learned details of the facilities and then enjoyed appetizers at the food court of the company's Sevillian headquarters. At the end of the activity, a satisfaction survey was conducted to learn about participant perception. The scores out of 5 obtained were the following: 4.88 in the Overall aspects and satisfaction with the event category; 4.98 in Attention received by organizing personnel and volunteers; 4.71 in Interest and suitability of content; and a 4.76 in Intention of continuing to attend upcoming events.

## Protection of human rights

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 under collective bargaining agreements.

The entire company is called upon to take the initiative in improving business processes, working atmosphere conditions and in problem-solving. To this end, the company promotes the use of a variety of channels and computer tools, such as Abengoa Easy Management, suggestions through the Employee Portal and satisfaction surveys.

G4-DMA, G4-HR2, G4-HR3, G4-HR7, G4-R7, G4-SO4

In 2014, among the companies accounting for 62 % of the employees in the social perimeter that include the main geographies where the company operates, 211 claims involving labor practices ended up in lawsuits. Claims derived from collective proceedings were grouped together. Anticipated for inclusion in 2015 are data on the entire social perimeter.

In order to forestall incidents related to the violation of human rights, the company conducts training courses based on this issue, as well as in matters dealing with anti-corruption. In 2014, **more than 18,792 h of training were dedicated** to these areas for company employees and subcontracted personnel.

Categories	2014		2013		2012	
	Hours conducted	Attendees	Hours conducted	Attendees	Hours conducted	Attendees
Employee training in human rights	10,438	8,122	11,453	8,727	9,366	8,209
Employee training in anti-corruption	7,348	7,467	9,602	8,727	9,319	8,209

The percentage of subcontracted security personnel receiving training in aspects of human rights was 71.4 %, amounting to an increase of 31.5 % over 2013, with a total of 1,006 hours of training instruction.

Through the systems in place for this purpose, Abengoa reported six notifications in 2014 regarding discrimination-related issues. Two of them were resolved in favor of the company, three are pending resolution and one of the cases resulted in the termination of the employee reported. The Abengoa companies where these notifications were registered have undertaken a commitment to provide their employees with training in order to prevent future incidents of this kind.

## Diversity and equality

Abengoa upholds an explicit commitment to equal opportunities and non-discrimination regardless of gender, race, color, religion, opinion, nationality, economic status or any other circumstances.

These principles are expressly stated in the company's different policies (regarding hiring, recruitment, training, performance review, promotion, compensation, working conditions, family-work life balance, prevention of harassment, etc.).

With the aim of ensuring equal treatment and opportunities with respect to gender, and to prevent any situations that might constitute labor discrimination, be it direct or indirect, Abengoa created its own **Equality Framework Plan** in 2008. This applies throughout the company and compliance therewith is evaluated through the established channels and in annual visits to group companies to verify compliance with SA 8000 directives.

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. Within the framework of this plan, the company has a work harassment whistleblower channel aimed at addressing any situation susceptible to being considered discriminatory. The Committee for Equality was also set up and tasked with conducting worldwide monitoring of issues related to gender equality.

In 2014, the **Equality Committee** met twice for the purpose of analyzing and evaluating the company's status and to draw up measures to achieve the 2020 target<sup>10</sup>.

**Note 10** Attaining a 20 % ratio in women holding senior management positions and 35 % in women holding middle management positions.





We are working to incorporate disabled persons into social and work life by promoting employment, integration and accessibility

Among the measures that have already been implemented are the following:

- › Quarterly committee meetings to address two essential variables: 1) potential cases of discrimination or violations of the principles established under the plan, and 2) devising measures to promote equality.
- › Internationalization of the member profile to better address all possible cases.
- › Conducting an analysis of “invisible barriers” within the company.
- › Setting up lactation stations at work facilities with more than 50 employees<sup>11</sup>.

## Creating business opportunities for disabled people

Since it began doing business, Abengoa has backed absolute integration of disabled people by carrying out efforts focused on social responsibility.

The company is working to achieve the incorporation of disabled people into social and working life by fomenting employment, integration and accessibility. To this end, the company promotes initiatives aimed at integration into the job market of groups which for different reasons suffer from exclusion, and giving priority to the person above his or her limitations.

In Spain, there were 110 disabled people among the company's workforce as of December 31, 2014.

Worth of special mention among the diverse programs and initiatives developed by Abengoa to promote the **integration of people with different disabilities** is the Inserta & Integra research project and the organization of contests for funding assistance for companies in integrating the disabled through the Focus-Abengoa Foundation, as well as courses conducted, including secretarial training, which is now in its sixth edition. The aim of this course is to help bring people with different disabilities into the job market through professional training. Students have the opportunity to receive theoretical and practical training while enjoying paid internships at a variety of Abengoa companies.

All of these programs are intended to attract and train people with some type of disability in order to facilitate their entry into the job market in the different dimensions of Abengoa activity.

## Remuneration policy

Having a remuneration policy that is fair and competitive constitutes an indispensable aspect of ensuring success in attracting and retaining talent.

The company's remuneration policy reflects utmost observance of legal regulations and safeguards equal pay and equal treatment and opportunities between men and women, in keeping with the principles of equality and non-discrimination demanded by the policies and commitments undertaken by the company.

**Note 11** This measure will be implemented during the first quarter of 2015.



G4-DMA, G4-EC3, G4-EC5, G4-LA2, G4-LA13

Employee compensation is established according to the wage reality and legal regulations of each geographical territory where Abengoa conducts its activities.

The table below shows the male-to-female salary ratio in the countries where the company has a greater presence.

Average monthly salary <sup>(1,2,3)</sup>	Female-to-male salary ratio in degree holder categories (%)
Brazil	96
Chile	102
Spain	100
United States	98
Uruguay	96

- (1) Data obtained from a representative sample of companies in significant geographic areas.
- (2) Trainee contracts were not taken into account in computing salary ratios.
- (3) The calculation took into consideration personnel from the degree holder category without taking differences in duties or positions into account.

The table below shows the percentage paid above the minimum inter-professional wage (MIW), taking into account the degree holder, administrative staff and operator categories, thus providing an indicator of the competitive salaries the company offers.

	Percentage over MIW		
	Degree holder	Administrative staff	Operator
Brazil	489	218	121
Chile	237	198	139
Spain	298	165	197
United States	264	182	152
Uruguay	579	290	197

The company's remuneration policy establishes supplementary variable remuneration as compensation for some company employees depending on their activity performance and the degree to which personal objectives are fulfilled. 30 % of company employees<sup>12</sup> have variable target-based remuneration.

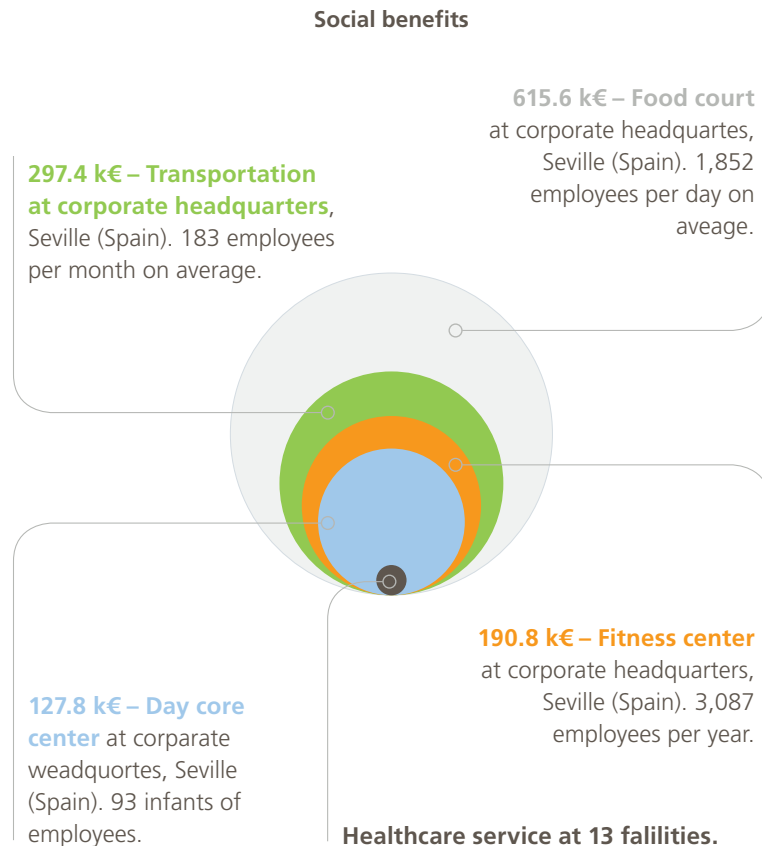
## Employee benefits

Abengoa makes a series of benefits available to its employees with the aim of enhancing quality of life and **facilitating work and personal life balance**.

Employee benefits provided comprise a wide range of advantages and services in line with each geographical location and workforce.

Note 12 The data was calculated based on the employee category.

Shown below are some of the benefits available to company employees.



## Occupational health and safety

Ensuring optimal working conditions in the area of occupational health and safety is a top priority for the company. Abengoa therefore implements occupational risk prevention systems that are audited periodically by authorized entities which certify their degree of alignment with legal regulations and efficiency level. These systems have four essential underpinnings:

- > **Principles of Abengoa's Occupational Risk Prevention (ORP)** policy.
- > **Legal provisions** that are applicable in each country of company operation.
- > **Contractual specifications** of the company's customers in this area.
- > Requirements of the **OHSAS<sup>13</sup>, Standard**, the international set of norms pertaining to occupational health and safety systems.

### Certified companies according to sales volume (%)

	2014	2013	2012
OHSAS 18001 certified	85.64 <sup>(1)</sup>	92.81	91.56

(1) In the process of being certified are plants that were under construction in previous years and which began operating in 2014.

In 2014, the company worked on development and implementation of computer tools such as Abengoa Easy Management and the Global Footprint. These applications constitute a significant improvement in controlling occupational risks in group companies, work facilities and project sites, particularly in the construction and startup of Abengoa's major projects.

**Note 13** OHSAS 18001: international certification for occupational health and safety management systems.

G4-DMA, G4-LA5

The company considers that the success of its occupational risk prevention campaigns, as well as the effectiveness of improvement measures, requires joint commitment and collaboration from everyone involved. With this aim in mind, **all Abengoa companies** have set up **health and safety committees** that meet **monthly** to monitor and warn about any aspects that may pose risks to the occupational safety of workers, analyze accident rates and implement the measures needed to meet objectives set in this regard.

These committees are made up of executive and ORP heads and represent 95 % of the company's entire workforce.

A fundamental part of meeting these objectives lies in training all company employees through specific ORP courses. These courses are extended to include subcontracted personal working in Abengoa activities or installations.

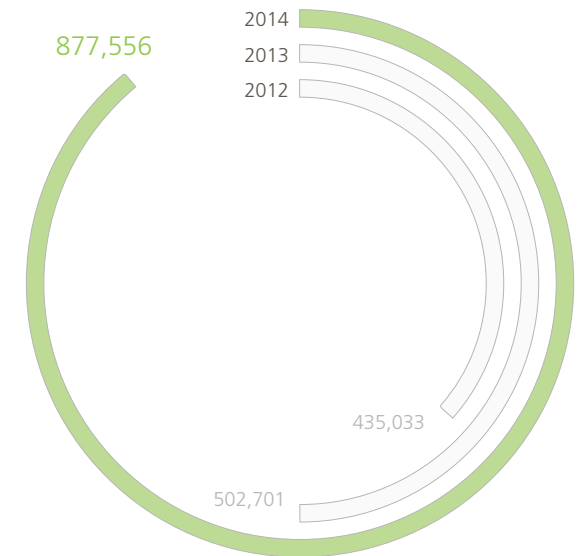
Hours dedicated to ORP training

	2014
Abengoa personnel	877,556
Subcontracted personnel trained by Abengoa	235,457
<b>Total number of ORP training hours</b>	<b>1,113,013</b>



The number of hours of ORP training provided to company employees continues to rise with respect to previous years.

The graph below shows the evolution since 2012:



+ 74.6 %

2013 - 2014

+ 15.5 %

2012 - 2013

In 2013, the Colabora computer platform was implemented for the company's technical personnel to exchange work experiences and best practices. Today there are more than 3,000 employees, up by 48 % over 2013, who are part of this network.

Abengoa continues to augment means and resources for meeting the objectives established under the company's «**zero accident**» policy.

The company places particular emphasis on evolution of work-related accidents and absenteeism, especially in the companies and working areas where construction work is being executed.

G4-DMA, G4-LA6, G4-LA7

Health and safety indicators	Employees		
	2014	2013	2012
Frequency rate	14.22	15.41	15.09
Severity rate	0.23	0.26	0.21
No. of work-related accidents entailing medical leave of more than one day	416	440	502
Lost working days due to accidents	11,731	12,033	8,802
Total absenteeism due to illness (%)	1.15	1.13	1.06
Total absenteeism due to work-related accidents (%)	0.20	0.17	0.19

Distribution of such data in the countries where the company has a higher presence was as follows:

	No. of work-related accidents entailing medical leave of more than one day	Lost working days	Frequency rate	Severity rate	Total absenteeism due to illness (%)
Brazil	141	1,326	12.62	0.1	1.47
Chile	5	45	2.58	0.01	1.29
Spain	68	3,397	21.2	0.33	1.63
United States	4	7	18.89	0	0.82
Uruguay	69	2,289	31.84	0.7	2.01

Some activities, due to the country of project location or associated processes, may result in employee exposure to certain risks or occurrences of communicable diseases. Abengoa strives to minimize these risks and, to this end, a range of preventive measures were carried out in 2014.

Among **specific illnesses** with a high rate of occurrence in particular geographical areas, **malaria, cholera** and **tuberculosis** are those which pose the greatest risk to employees. To prevent these diseases, Abengoa carries out vaccination of personnel transferring temporarily or permanently to countries with risks of these and other diseases, in addition to conducting medical checkups and tests and providing training on preventing and contracting diseases.

With respect to other **work-related** health conditions, **loss of hearing**, which can affect employees who carry out their work in an environment with high noise levels, or **legionnaire's disease** for those working in laboratories, are two examples that can potentially be linked to professional duties. At Abengoa, **risk minimization plans** are implemented, as well as **ongoing training, prevention and monitoring** of these and other health conditions. These plans are drawn up by project and by geography. To prevent hearing loss, for example, one measure is the mandatory use of individual protection equipment. Machinery maintenance is ongoing and pertinent rooms are soundproofed. In the case of legionnaire's disease, apart from requiring the use of protection equipment, chemical treatment is applied to prevent the presence of legionella bacteria.

«Zero accident» policy

Abengoa's target is zero accidents resulting in fatalities in all company works, projects and installations. The company promotes supervision, monitoring and training as fundamental tools in fulfilling this objective.

**Employee and subcontractor accidents resulting in fatalities**

	2014	2013
Employees	2	1
Subcontracted workers	6	–

In 2014, 2 serious accidents occurred among the company's own personnel. Despite these incidents, Abengoa is committed to continuing to reinforce its ORP policies and reduce the accident rate within the company.

**Project Fingerprint**

In 2013, Project Fingerprint was set in motion. This innovative project aids in managing all of the information pertaining to the health and safety of providers and employees involved in construction work and includes personal identification using fingerprints. The aim of the project is to ensure that all personnel accessing worksites meet the legal, safety, security and training requirements set down by the company.

This year implementation was carried out in more than 20 countries, including registration of over 20,000 people between company employees and subcontractors. Last year's figure was 14,000.

Abengoa's Human Resource unit received the highest award granted by the [European Foundation for Quality Management \(EFQM\)](#), the European Seal of Excellence +500. This recognition underscores the quality of this leading management model implemented in accordance with international standards.



The EFQM European Seal of Excellence was obtained following the successful completion of a rigorous external assessment process endorsed by AENOR and the Management Excellence Club. The evaluation rendered a score of over 600 points, thereby surpassing the 500 level achieved in the last examination.

The assessment process involved evaluation of different variables, including the capacity to maintain outstanding results over time; leadership with vision, inspiration.

