

## 04 Strategic challenges



Abengoa is undeniably facing one of the most demanding and complex challenges of its entire trajectory as a company. The year 2015 was a year that will no doubt stand out in its history, which spans over 75 years.

Due to the present restructuring process in which the company is engaged, lying ahead of Abengoa is an important period of transition, after which, with the confidence of its creditors, the company will again operate as usual in the market.

In the meantime, however, the company must tackle various major challenges, which involve not only business aspects, but management and human affairs in diverse areas of the company.

Thus, once Abengoa has regained market and stakeholder credibility, it will continue to conduct its business, **operating in sectors** in which it boasts **consolidated know-how**, a high level of competitiveness and talent.

This why the company's survival and success depends to a large extent on its capacity to manage these important challenges. Abengoa's ability to adapt to the new situation will be a determining factor in assuring the future of the organization.

Response to these major challenges, comprising those the company has identified as having **greater relevance** for its business model and management processes, are covered throughout this Integrated Report, which seeks to thereby contribute further information and detail to the information required by Abengoa stakeholders over the course of this period.



## Strategic Corporate Social Responsibility Plan (SCSRP)

In 2015, Abengoa approved its Strategic CSR Plan, which defines the company's framework and directives in this area through a set of actions that facilitate the integration of stakeholder expectations into company strategy, identify specific targets and design specific initiatives aimed at creating closer ties with society.

Due to the current situation in which the company finds itself, this plan was temporarily put on standby until the new structure has been determined. Once this structure has been defined, the plan will be updated according to the company's new challenges in furtherance of generating new business opportunities.

Despite the trying circumstances the company is navigating, both the plan and the CSR department continue to rely on the commitment of the company's highest governing bodies<sup>1</sup> and the degree of maturity of its management tools have made it possible to continue with periodic monitoring of the established indicators.

### 2020 objectives

When the Strategic CSR Plan was drawn up, a series of targets linked to performance enhancement were established with an outlook to 2020.

In order to achieve these objectives, those in charge of company departments were to carry out monitoring of each one of them for the purpose of mapping out the most suitable measures to enable rectification of any deviations.

This follow-up on objectives was not feasible in 2015 due to the fact that implementation of the plan and monitoring thereof were interrupted for the reasons cited above.

**Note 1** On July 27, 2015, the Board of Directors unanimously approved the company's CSR policy. More information can be found on the [corporate website](#) and in the chapter titled "Abengoa today".