

03. Management of capitals

03.3. Human capital



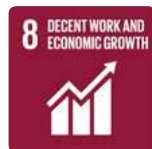
Goals set forth in the 2019-2023 SPCSR

Occupational health and safety and well-being



- › Disseminate a culture of Health and Safety across the company, ensuring it reaches all levels and areas globally.
- › Keep accidents with special severity at 0.
- › Achieve the progressive reduction of the frequency rate with sick leave.
- › Promote a healthy lifestyle amongst the company's employees.

Equal opportunities and diversity



- › Ensuring that at least 30 % of the members of the Board of Directors are women by 2020.
- › Ensuring that one of the committees of the Board of Directors is chaired by a woman by 2023.
- › Ensuring that at least 12.5 % of the members of the Executive Committee are women.
- › Ensuring that at least 25 % of the members of Business Committees are women.
- › Ensuring that at least 25 % of the members of the Management Committee are women.
- › Ensuring that at least 30 % of all managers are women, out of the total number of employees.
- › Ensuring that the number of women in the workforce is at least 35 %.
- › Conduct internal salary audits in all regions.
- › Implement work-life balance measures that help achieve the goals of the SCSR.

Talent



- › Achieve a score of at least 7 out of 10 in the climate surveys, conducted every two years.
- › Prepare and implement action plans on the results of the climate surveys.
- › Maintain the annual performance appraisal programmes.
- › Establish medium-term employee retention plans.
- › Foster training (40h/employee) and professional development.
- › Foster internal mobility.
- › Maintain and implement work-life balance measures to make Abengoa a great place to work for and a socially responsible company.
- › Foster social dialogue.
- › Foster the spirit of entrepreneurship and collaboration as the base of all management approaches.

Despite the demanding and complex financial challenges Abengoa had to face during 2018, the company continues to make progress in its recovery and transformation to become a **more efficient and flexible organisation that is capable of competing in any market with success.**

The company is fully aware of the fact that **its competitive advantage lies in its people, teams of professionals, know-how, skills and commitment.** Abengoa's strategy plan and viability plan would be worthless and completely ineffective without its human team.

Achieving growth and creating jobs and opportunities from the project's viability and sustainability is a true challenge for the team of executives and business managers in which significant progress is achieved.

Throughout 2018, the company has continued to make progress in expanding its portfolio and executing new projects, with new very important projects being awarded. Such an increase in projects has led to a proportional increase in the workforce, as proof of the company's recovery after a hard period, in which the organisation has faced some of the most difficult challenges in its history.

Another of the factors that confirms Abengoa's recovery is that the workforce turnover rates during 2018 have returned to normal, even below those of many companies in its sector.

Currently, Abengoa is a much more flexible and collaborative company that is committed to ensuring its employees achieve a good work/life balance, with a future vision that drives its responsible management model, ensuring its employees feel proud of working for the company.

Despite the challenges and problems that the company had to face over the past few years, Abengoa's capacity has remained unchanged and it continues to have an excellent team of motivated, committed and capable professionals, whose contribution is and will continue to be the company's differentiating element and the basis on which it will build its future.

Our team in figures

At the end of the year, Abengoa had 13,450 people¹, a 7.9 % increase when compared to the close of the previous year. In terms of its workforce, it is worth mentioning that the company has started to hire new employees for the first time since the start of its restructuring process, proof of Abengoa's recovery. [102-7](#)

The workforce is distributed as follows, by gender and professional category: [102-8, 405-1](#)

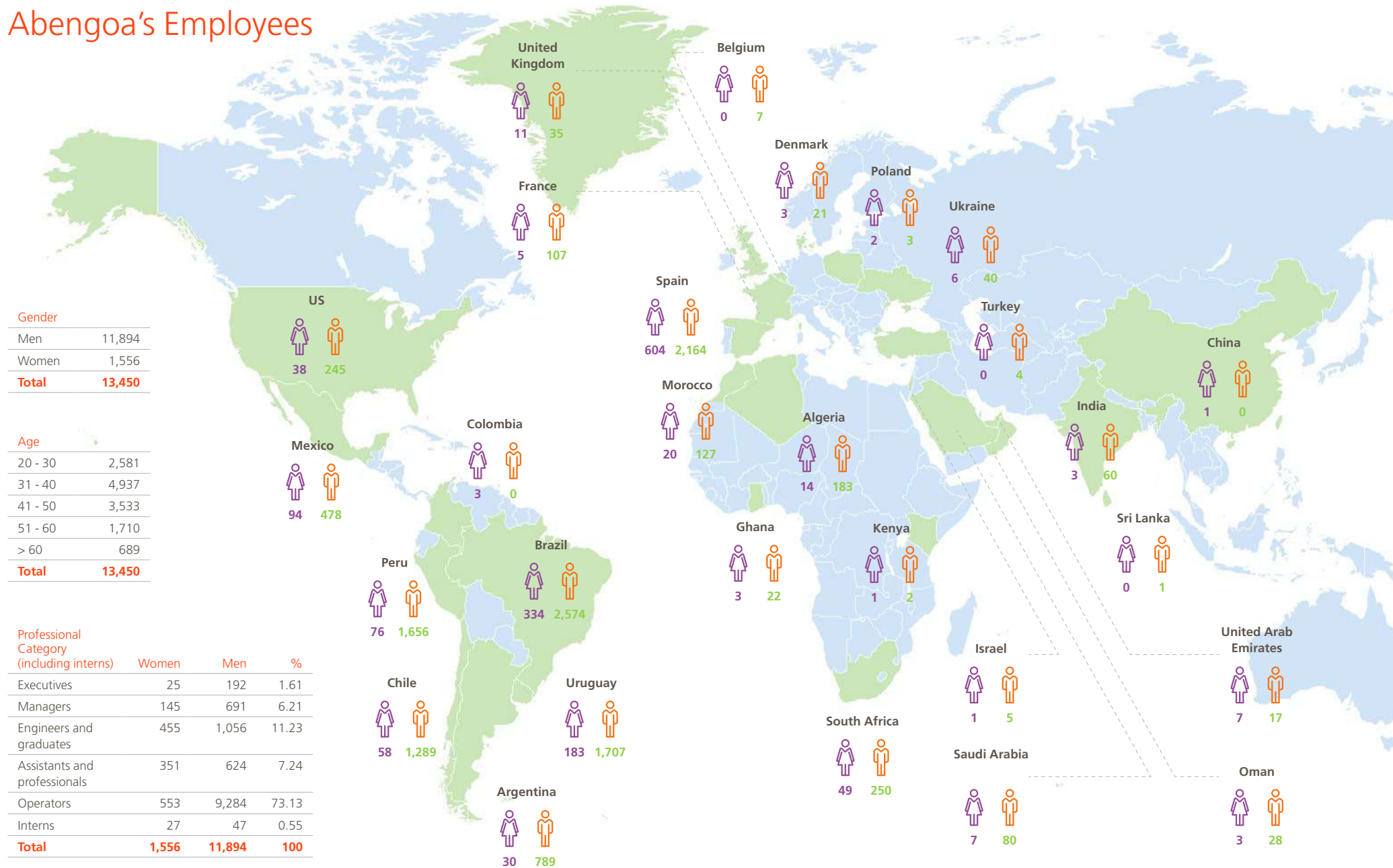
Professional Category	Men			Women		
	2018	2017	2016	2018	2017	2016
Executives	192	242	328	25	27	38
Managers	691	753	945	145	168	266
Engineers and graduates	1,056	1,349	1,740	455	508	753
Assistants and professionals	624	1,335	1,413	351	479	630
Operators	9,284	7,182	9,175	553	396	605
Interns	47	17	44	27	12	42
Total	11,894	10,878	13,645	1,556	1,590	2,334

Abengoa aims to make a positive contribution in the communities in which it is present through its portfolio of projects, as well as by hiring from and providing support to local communities. The map shows that 20.6 % of the company's employees are based in Spain, while 79.4 % work abroad.



Note 1 [As of 31 December 2018. Total staff, including interns.](#)

Abengoa's Employees



Gender

Men	11,894
Women	1,556
Total	13,450

Age

20 - 30	2,581
31 - 40	4,937
41 - 50	3,533
51 - 60	1,710
> 60	689
Total	13,450

Professional Category (including interns)

	Women	Men	%
Executives	25	192	1.61
Managers	145	691	6.21
Engineers and graduates	455	1,056	11.23
Assistants and professionals	351	624	7.24
Operators	553	9,284	73.13
Interns	27	47	0.55
Total	1,556	11,894	100

United Kingdom
11 35

Belgium
0 7

France
5 107

Denmark
3 21

Poland
2 3

Ukraine
6 40

US
38 245

Spain
604 2,164

Turkey
0 4

China
1 0

Mexico
94 478

Colombia
3 0

Morocco
20 127

Algeria
14 183

India
3 60

Peru
76 1,656

Brazil
334 2,574

Ghana
3 22

Kenya
1 2

Sri Lanka
0 1

Chile
58 1,289

Uruguay
183 1,707

Israel
1 5

United Arab Emirates
7 17

Argentina
30 789

South Africa
49 250

Saudi Arabia
7 80

Oman
3 28

The company's employees by the end of 2018 are shown below, by region and the percentage of distribution out of the total workforce:

Region	2018		2017		2016	
	Workers	%	Workers	%	Workers	%
US	283	2	328	3	357	2
Latin America	9,271	68	8,075	65	10,002	63
Europe	244	2	260	2	307	2
Spain	2,768	21	2,811	22	3,903	24
Africa	671	5	655	5	846	5
Asia	213	2	339	3	564	4
Total	13,450		12,468		15,979	

According to the type of contract, the workforce is distributed as follows: [102-8, 405-1](#)

Type of contract	Men			Women			Total		
	2018	2017	2016	2018	2017	2016	2018	2017	2016
Indefinite	6,282	6,218	7,328	1,106	1,097	1,373	7,388	7,315	8,701
Temporary	5,565	4,643	6,273	423	481	919	5,988	5,124	7,192
Interns	47	17	44	27	12	42	74	29	86
Total	11,894	10,878	13,645	1,556	1,590	2,334	13,450	12,468	15,979

The distribution of the workforce classified by age and gender over the past three years is shown below: [102-8, 405-1](#)

Age range	Men			Women			Total		
	2018	2017	2016	2018	2017	2016	2018	2017	2016
20 – 30	2,281	2,212	3,176	300	315	547	2,581	2,527	3,726
31 – 40	4,285	3,994	5,027	652	732	1,129	4,937	4,276	6,156
41 – 50	3,122	2,768	3,262	411	385	478	3,533	3,153	3,740
51 – 60	1,570	1,384	1,640	140	122	149	1,710	1,506	1,789
> 60	636	520	540	53	36	31	689	556	571
Total	11,894	10,878	13,645	1,556	1,590	2,334	13,450	12,468	15,982

Age range	% men			% women		
	2018	2017	2016	2018	2017	2016
20 – 30	88.38	87.53	86.44	11.62	12.47	13.56
31 – 40	86.79	84.51	82.17	13.21	15.49	17.83
41 – 50	88.37	87.79	87.24	11.63	12.21	12.76
51 – 60	91.81	91.90	90.88	8.19	8.10	9.12
> 60	92.31	93.53	94.20	7.69	6.47	5.80

Equal opportunities

The company maintains its commitment to equal opportunities and non-discrimination on the basis of race, gender, colour, religion, opinion, nationality or any other circumstance. Such a commitment and its effective regulation is clearly described in the company's Common Management Systems, which are applicable across the organisation, with no exceptions.

Abengoa created the **Equality Framework Plan** more than ten years ago, which is included in the **Equal Opportunities and Treatment Office**, based on the principles of the UN Global Compact, which was joined by Abengoa in 2002 and which is part of the Occupational Social Responsibility Policy.

On the one hand, the purpose of the plan is to guarantee equal treatment and opportunities throughout all levels of the organisation and, on the other hand, to avoid any situation that could result in direct or indirect labour discrimination. Likewise, it has a specific protocol to report mobbing, with the purpose of addressing any situation that could be a source of discrimination on the basis of gender.

In addition, the company's **Equal Opportunities and Treatment Office** was created to monitor the matters relating to gender equality across the organisation. The committee did not hold any meetings this past year as a result of the company's exceptional situation, but the restructuring and analysis work has been conducted to resume these meetings for 2019, which will be held once a year.

As mentioned at the start of this section, Abengoa has defined an equal opportunities line of action in its 2019-2023 Strategic Plan of CSR (SPCSR), which establishes specific medium-term goals and actions, in addition to a series of indicators that will allow it to monitor and establish specific guidelines to meet the requirements of the plan.

Some of the goals defined in this strategy line include increasing the presence of women in the board of directors and executive and governing bodies of the company, as well as in all professional categories, preparing a specific programme aimed at boosting the presence of women across all levels of the organisation and including points associated with diversity, equal opportunities and achieving the proper work/life balance in the climate survey, all with the aim of monitoring and measuring this situation.

In 2018, Abengoa joined the **Spanish Diversity Charter** through the OTP Group Foundation, a project sponsored by the European Commission and the Ministry of Equality. Therefore, the organisation acquires the commitment to foster a socially respectful, economically sustainable and legally rigorous environment.



The presence of women in executive and management positions during 2018 has been as follows: [405-1](#)

Women in executive and management positions	2018	2017	2016
Women executives and managers	170	195	304
(%)	16.14	16.38	19.27
Total executives and managers	1,053	1,190	1,577

Remuneration policy

According to the principle of equal opportunities, the company's remuneration system ensures equal remuneration, treatment and opportunities for men and women, establishing no differences in any professional category or region, in compliance with the current regulations and with the commitments and principles defined in the company's policies.

Employee remuneration takes into account the current salary brackets and legal regulations of the regions in which Abengoa operates, among other factors, but is always equal to or higher than the Minimum Inter-professional Wage (or similar indicator) of each country.

Below is a breakdown of the average remuneration figures² by age, gender and professional category³. [405-2](#)

Average global remuneration (thousands of euros)			
Professional Category	Men	Women	Variation (%)
Executives	90.3	86.5	4
Managers	50.4	50.1	1
Engineers and graduates	34.1	34.5	(1)
Assistants and professionals	21.9	20.7	5
Operators	15.7	15.4	2

Average remuneration, by age (thousands of euros)	
Age range	Remuneration
20 – 30	14.9
31 – 40	22.4
41 – 50	27.1
51 – 60	26.5
> 60	29.8

Note 2 Includes fixed and variable remuneration and remuneration in kind.

Note 3 This information corresponds to 94 % of the workforce (employees and operators) as of 31 December 2018, excluding those corresponding to the Brazilian company Abengoa Bioenergia Brazil, which was undergoing a judicial rehabilitation process and no reliable information about the process and the members of the Executive Committee and Management Committee is available.

Creation of employment opportunities for the disabled

Abengoa is firmly committed to the **labour market integration of the disabled** and, therefore, to offering equal opportunities to this group.

At the close of 2018, the number of employees in Spain with a disability greater than or equal to 33 % was 37 in total. Likewise, the company rolled out alternative procedures in observance of the Law for the Social Integration of Disabled Persons, including the request for exceptional measures to observe the legal requirements by cooperating with official special employment centres, such as for example cleaning or reception staff services.

Attracting and retaining talent

Abengoa considers that attracting, developing and retaining the most talented individuals is key to its success. That's why the measurement and appraisal of its staff is required, including the results and potential of its teams, ensuring all employees receive the necessary feedback for their development and career plan.

The performance appraisal process is carried out according to the **skill management model**, which guarantees that all professionals are in line with their post, mission and responsibility.

This process is conducted once a year, and it included over 2,000 employees in Africa, Asia/Oceania, Spain, Europe, Ibero-America and North America during 2018, covering all business and corporate units.

Abengoa is aware of the fact that the success of this new stage can only be achieved with a quality team of directors, managers and executives. It is for this reason that the company identifies potential executives through development programmes.

To this end, Abengoa ensures all engineering and staff profiles receive comprehensive **technical and management training**, offering professional career paths adapted to each profile, as well as the opportunity to participate in international projects, ensuring mobility and development options across the organisation.

Likewise, the company's **2018 Internship Programme** was completed successfully within the year, having managed over 150 internships in different countries and signing 24 internship agreements with different universities and business schools. A year on, we can highlight the highly-successful Work experience seminars, a key element of the programme aimed at young students, which has managed to achieve its two-fold goal: giving students their first experience in the world of business and helping students choose a university degree or higher-education course.

Abengoa considers talent is key to the organisation's success and for this reason pays special attention to the company's turnover indexes. In this regard, the voluntary rotation rate during 2018 was 7.69 %, as compared to a rate of 8.69 % during 2017. **401-1**

Voluntary rotation		2018	2017	2016
Gender (%)	Men	7.83	8.37	18.84
	Women	7.33	9.60	16.65
Age (%)	20 – 30	24.83	2.37	25.07
	31 – 40	47.59	4.97	20.55
	41 – 50	20.34	8.14	13.47
	51 – 60	5.52	9.49	6.97
	> 60	1.72	2.86	6.14

The voluntary rotation rate by region was as follows:

Region	Rotation (%)
Africa	6.51 %
Asia and Oceania	11.09 %
Spain	7.90 %
Europe (excluding Spain)	19.00 %
Latin America	6.15 %
North America	15.18 %

Abengoa has established the **Management Incentive Plan (MIP)**, a four-year incentives plan (2017-2020) used to retain and motivate critical staff of the organisation who are key to the company's future, as well as to the achievement of the company's strategic goals. **404-2, 404-3**

Training

The training actions rolled out throughout 2018 continue to be coherent with the current situation, since the company continues to establish the priority and strengthen training on health and safety and internal training, without forgetting refresher training and specific new training on other technical areas of specialisation.



Technical training is scheduled as a consequence of the needs detected for the personnel in different business units, with the outlook of the Strategy Plan for the next ten years, which was recently presented, and according to the performance management results of the previous year.

It is worth mentioning that the proactive approach of the company's personnel is allowing the company to address its progress while providing training in both categories, as in previous years; employees have shown their interest in participating in the online and classroom-based training programmes in Spain and abroad.

The number of training hours given as compared to last year has increased by 93 %, from 249,164 hours in 2017 for 12,439 employees to 480,018 hours for 13,437 employees in 2018.

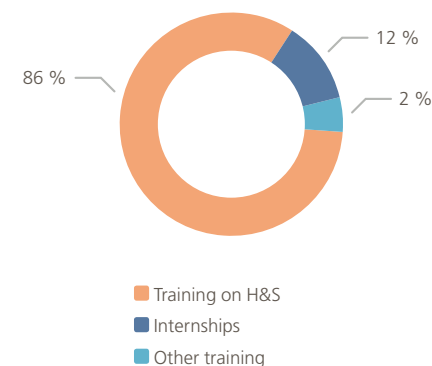
404-1

Training	2018	2017 ⁽¹⁾	2016
Training hours	480,018	249,164	115,669
Internships	66,627	73,557	155,925
Variation in training hours ⁽²⁾ (%)	93	115	(48)

(1) The 2017 training hours have been regularized due to a modification in the training procedure, which was approved in November 2018.

(2) Excluding internships.

The total training hours by category during 2018 are classified as follows: 404-1



Protection of human rights

Abengoa is firmly committed to respecting human rights within the organisation and its area of influence.

The company applies regulations that go beyond the business to guarantee that human rights are respected and protected, regardless of the type of activity or location where its activities are carried out.

In addition to the legal protection in each country, the regulatory coverage pays special relevance thanks to the collective bargaining agreements signed in each sector, region or the specific agreements signed by workers, their representatives or trade unions, as appropriate, as well as the internal regulations protecting workers and their rights. [102-41, 403-4](#)

In 2018, 93.4 % of the employees were covered by collective bargaining agreements, as shown below:

Country	Total	Collective bargaining agreements
Saudi Arabia	87	–
Algeria	197	197
Argentina	819	819
Belgium	7	7
Brazil	2,908	2,908
Chile	1,347	1,347
China	1	–
Colombia	3	–
Denmark	24	24
United Arab Emirates	24	–
Spain	2,768	2,762
France	112	112
Ghana	25	–
India	63	63
Israel	6	6
Kenya	3	–
Morocco	147	147
Mexico	572	–
Oman	31	–
Peru	1,732	1,732

Country	Total	Collective bargaining agreements
Poland	5	5
United Kingdom	46	46
Sri Lanka	1	–
South Africa	299	299
Turkey	4	–
Ukraine	46	–
Uruguay	1,890	1,890
US	283	198
Total	13,450	12,562
	93.40 %	

All employees have a basic labour right to being informed about any organisational change through their supervisors or representatives before such change occurs, as established by law and according to the specific collective bargaining agreements. [402-1](#)

In accordance with the social responsibility commitments acquired after adhering to the UN Global Compact and established in its Code of Conduct, Abengoa uses its own Occupational Social Responsibility policy (OSR) to guarantee the commitment to the above, establishing a social responsibility management system in accordance with the international model SA8000.

No complaints were received during 2018 in relation to human rights through any whistleblowing channel. [102-17, 419-1](#)

Abengoa's commitment to a good work/life balance 201-3, 401-2

Abengoa considers that creating a nice work atmosphere and achieving a good work-life balance are essential to ensure employees trust in the company and to create a mutually beneficial relationship with them.

To this end, it offers different social benefits which help them achieve a good work-life balance:

- › **Catering services** at the company's headquarters (Seville).
- › **Gym** with the equipment required to practice physical exercise and have a space for group activities at the company's headquarters (Seville).
- › **Flexible remuneration** (medical insurance, travel card, meal vouchers, nursery school vouchers and training) for all employees in Spain.
- › **Nursery school** and daycare service (Seville) and special room for **breastfeeding** (Seville and Madrid).
- › **Medical service** to ensure employees receive the adequate assistance (Seville).
- › **Car park with special parking spaces** for pregnant women, drivers with reduced mobility and parents taking their children to the nursery school at the company's headquarters (Seville).
- › **Life and accident insurance.**

The company has a firm commitment to ensuring its employees achieve a good work-life balance. As a result, it has implemented a series of **measures to disconnect from work** that maximise the efficiency of time dedicated by the employee to his/her personal and professional life. Therefore, the headquarters in Seville (Spain) have established an hour on which the lights are automatically switched off and the office is closed.

This management model includes the need to reduce the presence of managers with special responsibilities at the office out of the normal working hours to the bare minimum.

In addition, new measures were added during 2018 to make more flexible the holiday periods and allow all employees to optimise and enjoy their days off as much as possible.

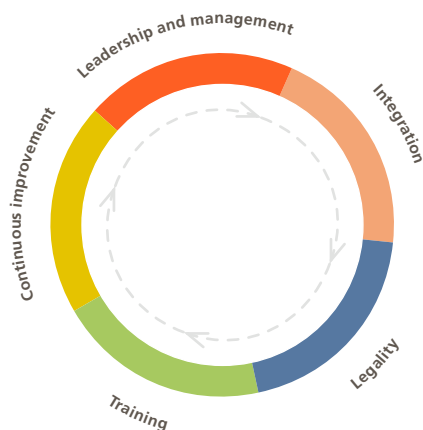
Occupational Health and Safety

Abengoa has a firm commitment to prevention and the improvement of the health and safety conditions at the workplace, both of its own facilities and in the areas in which its subcontracted activities are carried out.

One of Abengoa's main priorities is to ensure the optimum conditions in all of the company's work centres and projects from the point of view of health and safety. For this reason, the company is firmly committed to the implementation of effective health and safety management systems, which are audited at regular intervals by certified entities to guarantee that they have been implemented correctly, according to the reference regulations.

These management systems are based on **five pillars**, which are used to define the company's Health and Safety Policy:

- › **Integration of Health and Safety across all levels** of the organisation as its corporate strategy.
- › Leadership driven from management in relation to Health and Safety, with the aim of having a proactive impact on increasing the **culture of prevention** across the organisation.
- › Firm commitment to **on-going training on Health and Safety**, as a basic pillar to have an impact on the change in the behaviour of its employees and, as a result, as an element that drives the culture of prevention across the organisation.
- › Implementation of a Health and Safety management system that focuses on the continuous improvement of its production processes with the **regular assessment and review** of all activities inherent to the system.
- › Ensuring strict compliance of all activities carried out within the organisation with the **Occupational Health and Safety regulations** at all times.



All sessions of the Executive Committee and Management Committee start by addressing the matters associated with Health and Safety, which is a priority to Abengoa. Likewise, committee meetings are held on a regular basis with the Chairman's Office to monitor and alert on the aspects that could represent a risk to the occupational safety of employees, analyse the accident rates and implement the necessary measures to achieve the goals in this area. **403-1**



Accident rates

As regards safety, the company has focused this year's efforts in reducing the incidents associated with work at heights, preparing specific plans and campaigns. In addition, the company has rolled out a Health Plan aimed at promoting a healthy lifestyle amongst its employees and contractors.

The company's top priority is to reduce fatal accidents at all construction sites, projects and facilities to zero.

There were no fatal accidents during 2018 in the company's construction sites, projects and facilities. **403-2**

Personnel	2018	2017	2016
Own	0	0	1 ⁽¹⁾
Subcontracted	0	0	0

(1) The victim was a man.

The company pays special attention to the changes in the accident and absenteeism rates, in particular, in all companies and professional spaces in which works are executed.

Own Staff	OFR ⁽¹⁾	FRSL ⁽²⁾	SR ⁽³⁾	LTI ⁽⁴⁾
2018	10.88	4.9	0.11	126
2017	13.3	6.6	0.12	173
2016	14.2	8.8	0.23	286
Subcontracted Staff	OFR ⁽¹⁾	FRSL ⁽²⁾	SR ⁽³⁾	LTI ⁽⁴⁾
2018	3.4	1.1	0.01	24
2017	3.1	1.6	0.02	27
2016	7.8	5.4	0.08	86
Global	OFR ⁽¹⁾	FRSL ⁽²⁾	SR ⁽³⁾	LTI ⁽⁴⁾
2018	7.5	3.2	0.07	150
2017	9.3	4.6	0.08	200
2016	12	7.6	0.18	372

(1) Overall Frequency Rate (OFR) = (accidents total amount (with and without lost time) / hours worked)*1,000,000

(2) Lost time injury frequency rate (LTIFR) = (lost time accidents / hours worked)*1,000,000

(3) Severity Rate (SR) (number of work days lost / hours worked)*1,000

(4) Lost Time Injury (LTI).

The following relevant milestones can be mentioned in this area, thanks to the work and commitment shown by all of the company's members, from senior management to staff working at the construction site:

- › More than two years with no major accidents (fatal and very serious).
- › The solar power platforms in Extremadura and Écija (Spain) and in Ain Beni Mathar (Morocco) reach four years of operation with no accidents requiring sick leave.
- › The cogeneration plant in Villaricos (Spain) reaches five years of operation with no accidents requiring sick leave.
- › Four million hours worked with no accidents requiring sick leave in the Shuaibah project (Saudi Arabia).
- › Ten million hours worked with no accidents requiring sick leave in the Waad Al Shamal project (Saudi Arabia).

Abengoa held the **Second Health and Safety Seminars** on 25 October in all regions in which it operates during the European Week for Health and Safety at Work. The purpose of the seminar led by the Chairman was to promote and raise awareness on the need to establish accident and risk prevention mechanisms in this area, recognising employees, clients and suppliers for their best practices in occupational safety.



With the aim of fostering the commitment to health and safety, **Abengoa** rolled out its **Health Plan**. The ultimate purpose of the plan is to start initiatives aimed at fostering and raising the awareness of employees on matters associated with employee health and to provide them with the tools to measure, assess and review out activities, operations and work centres, ensuring they are healthier.



Abengoa joins Sanitas "Healthy Cities" health promotion initiative.