

A photograph of a person working at a desk. The person's hands are visible, holding a pen and pointing at a laptop screen. The desk is cluttered with papers, sticky notes, a green highlighter, a smartphone, and two white mugs. The scene is lit with warm, golden light, suggesting a late afternoon or early morning setting. The background is slightly blurred, focusing attention on the work area.

03. Management of capitals

03.4. Social and relationship capital



Clients

In 2018, Abengoa has continued to make progress in the recovery of its business and in restoring the company's activity back to normal, thanks to the support, trust and loyalty of its main clients.

Despite the problems faced during the last period, in response to such support, the company has continued to work with the aim of maintaining **its commitment to achieving the highest possible quality standards**, ensuring that its clients' **needs and expectations are met** and maintaining a high degree of satisfaction.

Respect for its clients and a high product and service quality are the pillars of the daily effort of Abengoa's professionals, as well as its hallmarks.

Abengoa has strengthened work to cater to its client's needs, ensuring **fluid and transparent bidirectional communication** with its clients, to guarantee more effective management practices and a minimisation of impacts. It is also worth mentioning that project managers follow a personalised management approach in each region, offering their assistance to clients at all times throughout their relationship with the company.

The trust and loyalty of key clients have allowed the company to make progress on restoring the activity back to normal, and in the achievement of the milestones set forth and included in Abengoa's viability plan.

Abengoa's commitment to quality

Since the start of its operations, Abengoa has focused on the quality of its products and services as a key element of its strategy, developing its quality assurance and management systems in accordance with the latest excellence paradigms from time to time.

In 2017, the company started a process for the **internal reorganisation of its management systems**, which addressed all of its resources and an in-depth review of its processes. Without forgetting the inherent problems associated with the company's restructuring process, the goal was to **guarantee client satisfaction at all times, optimising resources and focusing on the execution of its projects and services**.

During 2018, its management procedures have been unified, seeking the transversal connection between verticals and regions. Indicators, inspection programmes and audits have been defined to guarantee the same level of quality and quality assurance for all of the company's activities.

Almost all works carried out throughout the year have been covered by a system that has been **certified externally with the ISO 9001:2015 standard**.

During 2018, **129 internal audits were conducted** on the quality management system and **more than 300 nonconformities were solved**.

Likewise, it has conducted over **125 audits of the environmental management system** with 127 nonconformities having been managed.

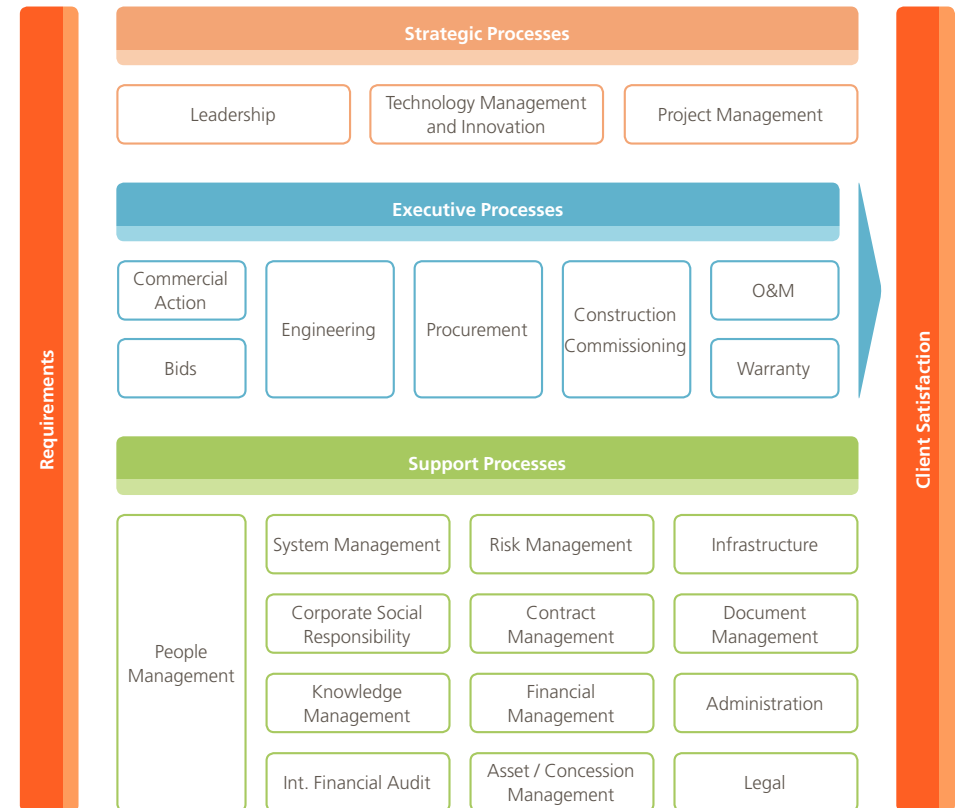
The organisation has **over 130 professionals specialising** in quality management for such tasks.

Focus on processes

The company continues to work on the improvement of its internal work processes. It is essential to become more effective and efficient to improve the company's competitiveness, consolidate the effectiveness of recovery processes and achieve the growth objective.

With this goal in mind, the company has rolled out an action plan to reinforce the focus on processes of management systems, which involves the definition and dissemination of Abengoa's process map, i.e., a map that identifies and codes each sub-process.

Abengoa's process map includes all the processes carried out by the company to prepare its products and provide its services and is used as the base to develop all elements of the company's management system.

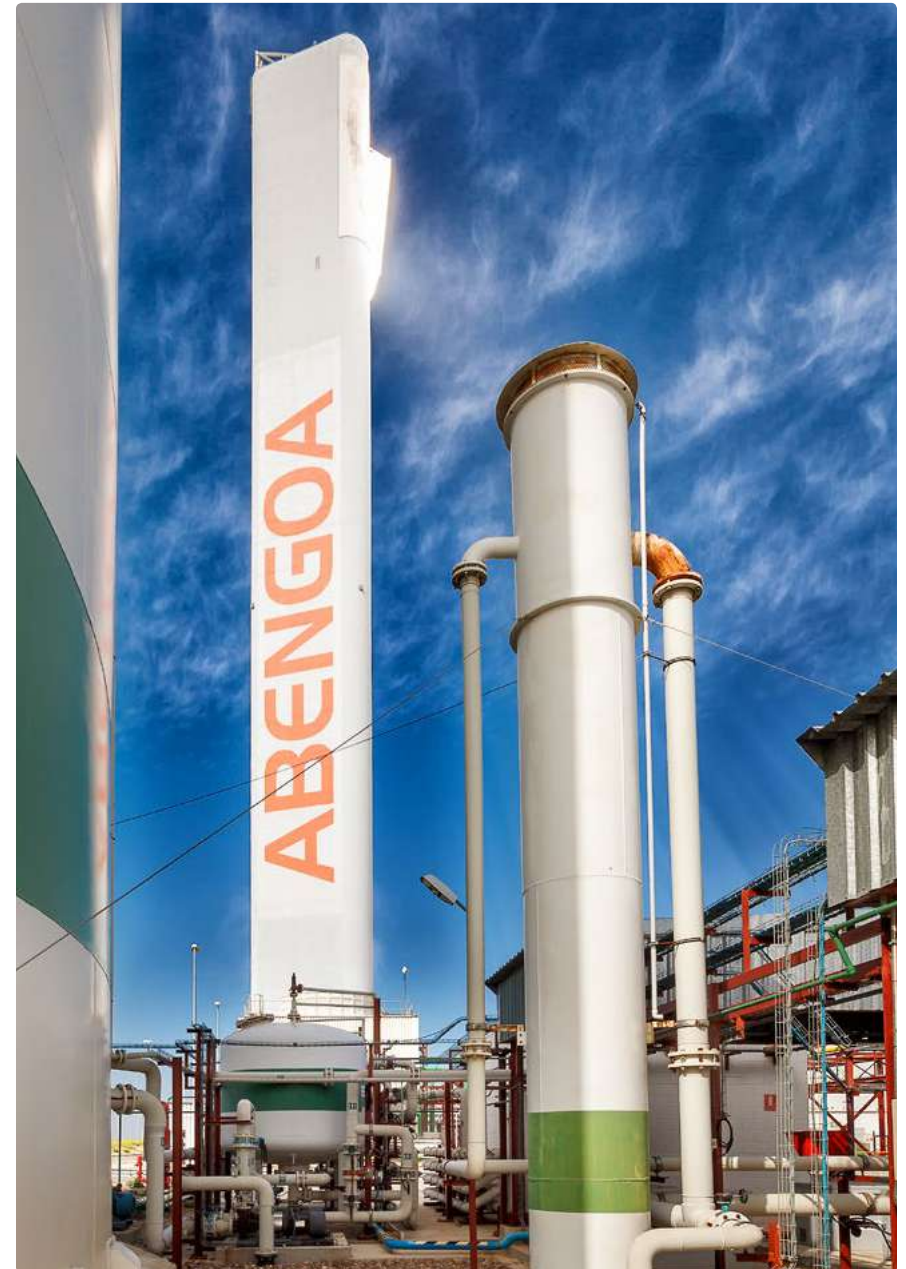
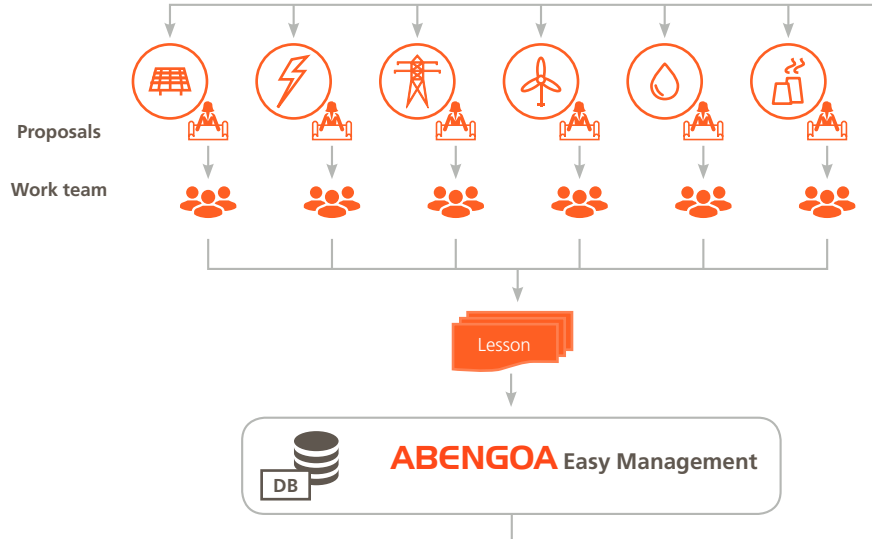


Our commitment to continuous improvement

In a cutting-edge and innovative project environment, two essential elements stand out: **experience-based learning and sharing the lessons learned** as required to improve all of the company's processes.

The company has developed a procedure to manage the lessons learned in all of its processes. All proposals presented are assessed by teams of experts, who analyse the causes and results obtained, focusing on the aspects that can help improve the organisation's performance. If the lesson learned is assessed as positive, it is transmitted to all applicable projects and activities. In this case, Abengoa Easy Management acts as an integrated database and an element that facilitates the dynamics of all process stages.

In 2018, **61 lesson learned proposals** from the interviews with the work teams of the Ashalim, Dead Sea Works, Xina, Centro Morelos, Denizli, PV Cerro Dominador, Durango, Luneng, Yumen, Zapotillo and WAS projects were added.



Focus on the client

Abengoa operates in a highly competitive environment, in which it is essential to have a solid client strategy that is in line with the health and safety excellence, integrity, transparency, reliability, client focus, innovation, environmental protection and professional rigour values, which are the company's hallmarks. **102-2, 416-1**

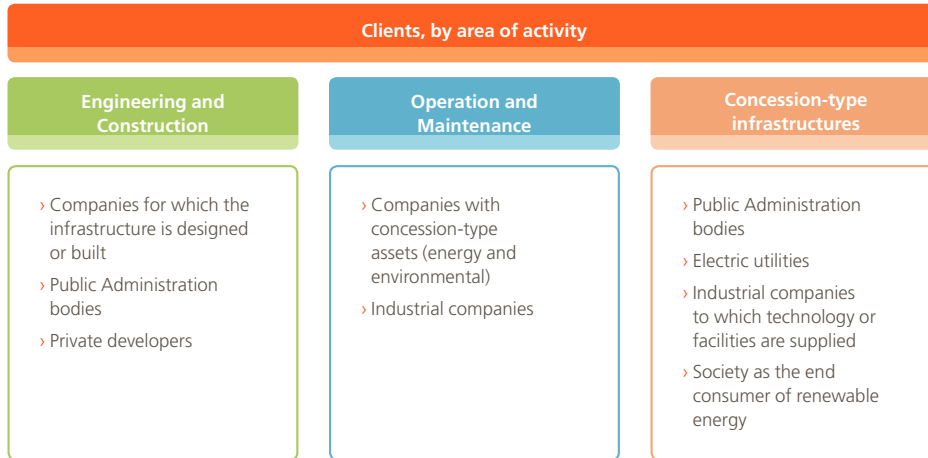
In 2018, **Abengoa supplied the following main products and services** to its clients:

		Sectors					
		Energy			Environment		Other
		Renewable energies	Conventional generation	Transmission and distribution	Water	Environment	
Areas of Activity	Engineering and Construction	Solar power plants (solar thermal, photovoltaic and hybrid solar-gas)	Combined cycle plants	Transmission lines AC ⁽³⁾ and DC ⁽³⁾	Desalination plants	Waste recovery plants (W2E ⁽⁴⁾ , other)	Railway electrification
		Wind farms	Cogeneration plants	Electrical substations	Water treatment and reuse plants		Telecommunications, electrical and mechanical installations, marketing and ancillary manufacturing, industrial plants, singular building
		Hydroelectric power plants			Transport and distribution of water (pipelines and aqueducts, among others)		
	Operation and Maintenance	O&M ⁽²⁾ of solar plants (solar thermal, photovoltaic and hybrid solar-gas)	O&M ⁽²⁾ of combined cycle plants	O&M ⁽²⁾ of major transmission system (transmission lines and substations), AC ⁽³⁾ and DC ⁽³⁾	Desalination plants		Marketing of components for solar power plants, O&M equipment ⁽²⁾ and industrial applications
		O&M ⁽²⁾ of wind farms	O&M ⁽²⁾ of cogeneration plants	O&M ⁽²⁾ of electrical substations	Water treatment and reuse plants		
		O&M ⁽²⁾ of hydroelectric power plants			Transport and distribution of water (pipelines and aqueducts, among others)		
	Concession-type infrastructures	Generation of energy in solar power plants (solar thermal, photovoltaic and hybrid solar-gas)	Generation of electricity in combined cycle plants	Major transmission systems (transmission lines and substations), AC ⁽³⁾ and DC ⁽³⁾	Production of drinking water and water for industrial uses, and for irrigation systems with the desalination of seawater or brackish water.	Waste recovery plants (W2E ⁽⁴⁾ , other)	Singular buildings (hospitals, prisons, cultural centres and courts)
		Generation of energy in wind farms	Generation of electricity / heat in cogeneration plants		Management of water resources in river basins	Municipal Solid Waste (MSW) and forestry waste	
		Generation of electricity in hydroelectric power plants			Treatment, purification and regeneration of industrial or urban wastewater		
				Purification of water for human consumption			

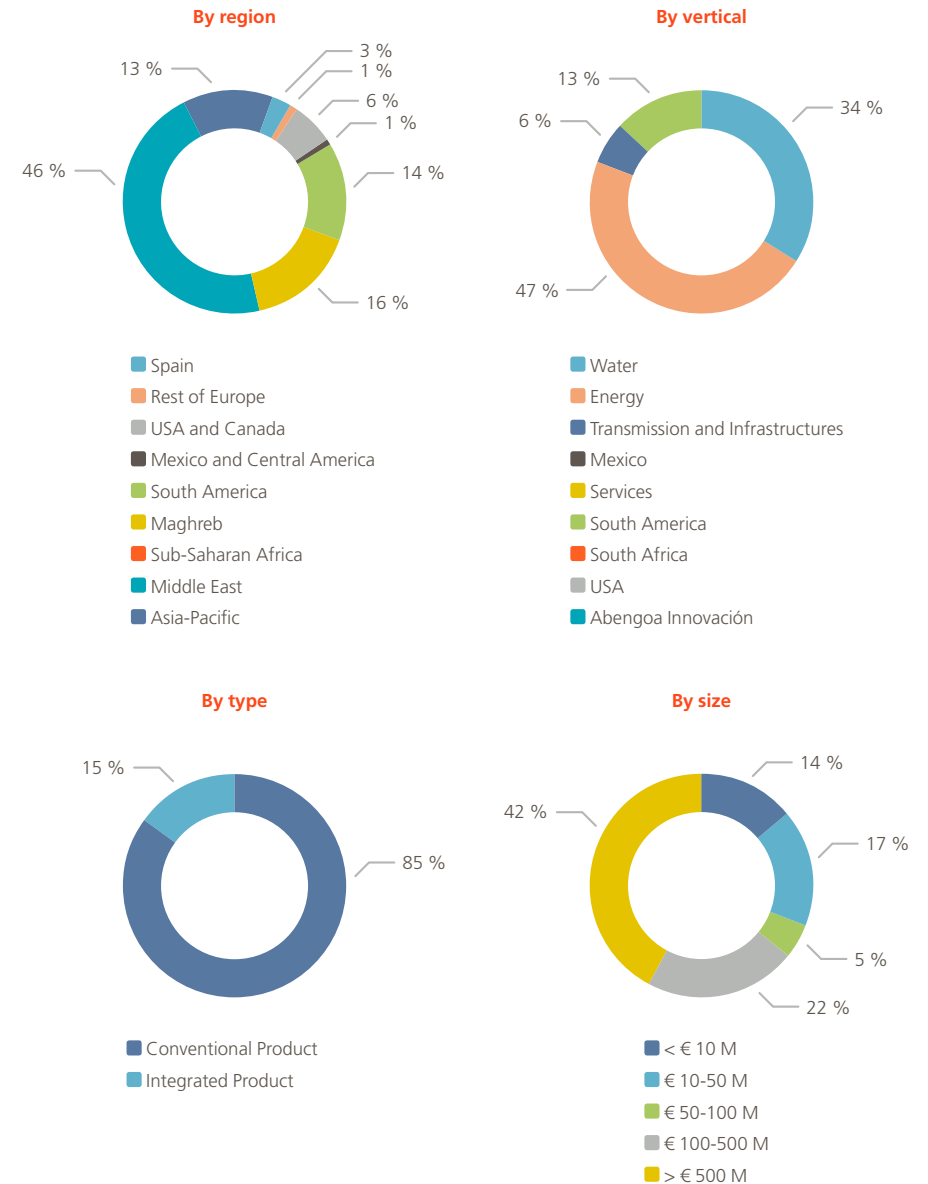
Technology Licensing ⁽¹⁾ proprietary technology to third parties

(1) "Licensing" refers to owning the technology but giving a third party the right to use it under specific terms and conditions. (2) Operation and Maintenance. (3) Alternating Current and Direct Current. (4) W2E: Waste to Energy, generation of energy from waste.

Our clients have the following profiles, classified by area of activity.



Client portfolio details, by region, vertical sectors, size and type of product:



Abengoa uses **Chatter Salesforce** as a tool that facilitates **decision-making processes** and guarantees proper **monitoring of sales-related matters** in real-time.

It allows the sales network to optimise its processes, registering the opportunities detected across the world, so all users can follow their progress, creating synergies between different vertical sectors and regions.

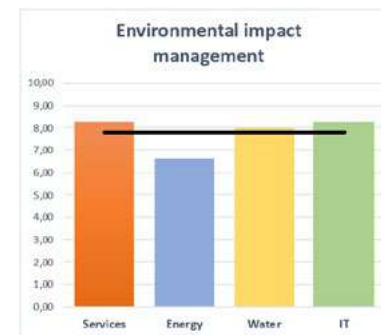
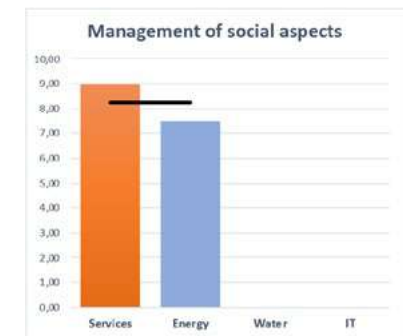
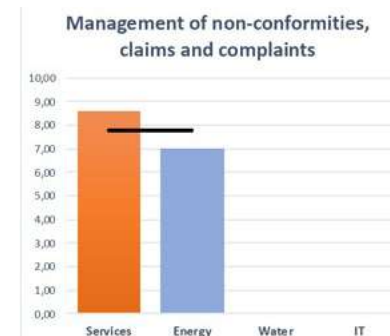
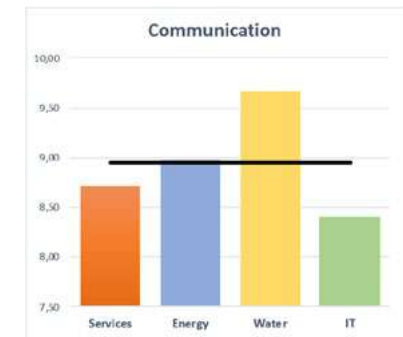
Our clients' satisfaction

All of Abengoa's activities are guided by fulfilling its commitments and ensuring the full satisfaction of its clients, which are the hallmarks of its projects, products and services. The complex situation derived from its financial restructuring process has increased the quality requirement indexes associated with fulfilling its commitments and obligations.

Abengoa has implemented **a unified client satisfaction measurement system in all of its verticals and regions**, guaranteeing that consistent data can be gathered through the different metrics, by means of which all conclusions are analysed and handled as required.

It assesses the following dimensions:

- > product or service quality;
- > communication with the client;
- > management of nonconformities, claims and complaints;
- > management of the environmental aspects and impacts associated with the product or service;
- > management of social aspects, and
- > occupational risk management.



Management of claims and complaints

Abengoa is committed to ensuring that its **communication channels** are permanently open **for its clients**, with the purpose of understanding their needs and expectations and handling their claims and complaints when they occur.

Complaints are registered and carefully analysed. A supervisor, work team and observers are assigned to each complaint. The aim is to guarantee the satisfactory solution for both parties, with the application of corrective measures that prevent the incident from repeating in the future as much as possible.

The company uses **Abengoa Easy Management** (AEM) to manage all complaints, the corporate tool that manages any of the company's action plans and records incidents and the corresponding corrective actions. 44 claims or complaints were recorded during 2018, a low figure when compared to the 239 received the previous year. *102-44*

Complaints typology

Process definition errors	3 %
Activity coordination errors	3 %
Execution errors	11 %
External causes	23 %
Organisational, supervision and control measure errors	51 %
Other causes	9 %

