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## Human Resource Vision and Management

Abengoa's true  
Competitive  
Edge is found  
in its People

Abengoa's true competitive edge is found in its people, who, through their preparation, effort and dedication, contribute the **excellence** that helps the company to stand out for its results and achievements.

Human resource policies emphasize the importance of pursuing and creating ideal conditions for employees' personal and professional growth, embracing the development of talent as a key factor in achieving excellence in performance.

**Commitment, drive, initiative**, and effort are the key principles to which Abengoa's professionals adhere.



## Adherence to the Global Compact and Observance of Universal Declarations

In 2002, Abengoa signed up to the United Nations Business Leadership **Global Compact**. This commitment entails, on the one hand, supporting and upholding the protection of human rights; and, on the other, in the area of labor rights, implies eliminating any and all forms of discrimination in employment and occupation, and all forms of forced or compulsory labor; effectively abolishing child labor; and supporting freedom of association and the effective recognition of the right to collective bargaining.

Abengoa integrates these principles into the company's labor practices and aligns the professional conduct of its employees with the United Nations **Universal Declaration of Human Rights** and its protocols.



## Policy on Labor-Related Social Responsibility and Human Resources

In accordance with the social responsibility commitments acquired through adherence to the United Nations Global Compact and those derived from the company's own Code of Conduct, Abengoa has undertaken a policy on labor-related social responsibility consisting of the integration of a management system inspired by the international SA8000 model, which assures ongoing improvement in the company's social performance, and whose commitments are the following:

- Integrating labor-related social responsibility management into corporate business strategy.
- Guaranteeing compliance with legal regulations in force 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 through the creation of ideal working conditions and the promotion of ongoing training.
- Recruiting, hiring, training, and promoting the most qualified individuals, regardless of race, religion, color, age, gender, marital status, sexual orientation, nationality, or physical or mental disability.
- Ensuring appropriate preventive culture in accordance with the policy on Occupational Risk Prevention.
- Creating the conditions necessary to facilitate employees' personal-professional life balance.
- Assessing and reviewing company social performance, informing thereon in a transparent manner, and establishing programs for continuous improvement.

This policy was extended to include all Abengoa companies over the course of 2010.



## Labor Practices and Equal Opportunities

### Staff Data

In 2010 Abengoa's **average staff** headcount totaled 26,127 people, up by 12 % from last year.

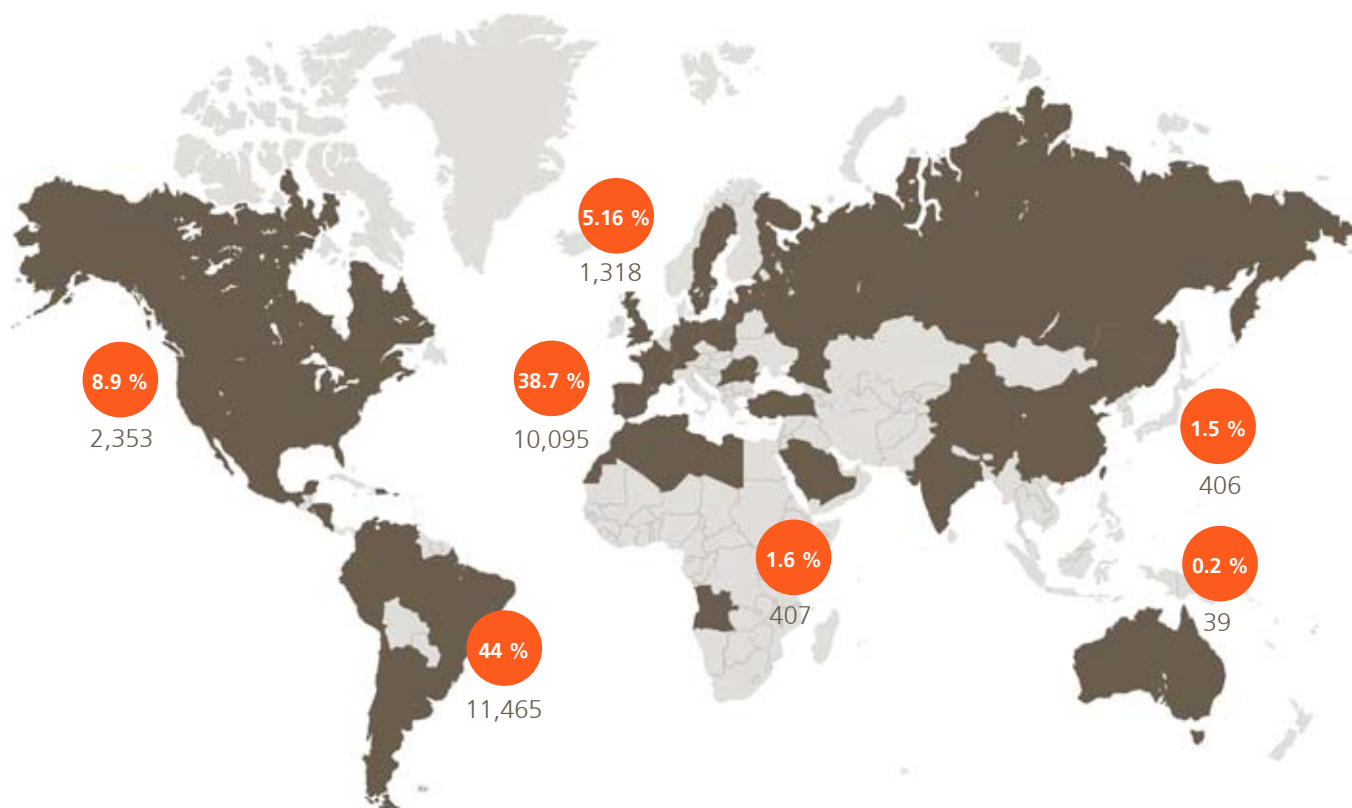
As of December 31, 2010, the company's staff number totaled 26,083 people, up by 9 % over year-end 2009.

The table below shows average staff numbers by business unit, as well as a comparison to 2009.

Business units	2010	09-10 %	2009	2008	2007
Solar	450	26	358	241	104
Bioenergy	5,256	24	4,224	6,172	2,430
Environmental Services	2,835	5	2,698	2,263	1,969
Information Technologies	5,717	-1	5,787	5,324	3,895
Industrial Engineering and Construction	11,869	16	10,256	9,234	8,847
<b>Total</b>	<b>26,127</b>	<b>12</b>	<b>23,323</b>	<b>23,234</b>	<b>17,245</b>

In terms of the different geographical areas where Abengoa conducts its business, the staff percentage breakdown, as of December 31, 2010, is as follows:

Geographical distribution	2010	(%)	2009	(%)	2008	(%)
USA and Canada	2,353	8.9	2,371	9.9	2,257	10.4
America	11,465	44	9,961	41.5	8,585	39.4
Europe (Spain)	10,095	38.7	9,633	40.1	9,522	43.7
Europe (Rest)	1,318	5.1	1,125	4.7	872	4.0
Africa	407	1.6	530	2.2	230	1.1
Asia	406	1.5	360	1.5	295	1.4
Oceania	39	0.2	35	0.1	49	0.2
<b>Total</b>	<b>26,083</b>	<b>100</b>	<b>24,015</b>	<b>100</b>	<b>21,810</b>	<b>100</b>



Evolution of Abengoa's presence in 2010 in the different geographical locations, in comparison to 2009, is as follows:

Geography	2010 (%)
Spain	+5
Europe	+17
North America	-2
Latin America	+15
Africa	-23
Asia	+12
Oceania	+1

In terms of the nature of the labor relationship, distinguishing between employees and operators, the total percentage of employees with a permanent contract in 2010 is 60 %.

Labor relationship	2010		2009	
	% Permanent	% Temporary	% Permanent	% Temporary
Employees	69.7	30.3	68.2	31.8
Operators	43.4	56.6	32.7	67.3

Most employees (90 %) have full-time contracts.

The following table shows the age pyramid, and the average age of Abengoa's staff, distinguishing between men and women:

Age pyramid	2010 (%)	2009 (%)	2008 (%)
>60	2.5	2.3	2.5
51-60	10.9	11.2	12.2
41-50	20.5	21.1	20.1
31-40	36.1	36	35.6
20-30	30.0	29.4	29.6

Average age (years)	2010	2009	2008
Staff average	36.9	37	38.6
Male average	37.3	37.4	39.6
Female average	34.9	34.7	35.7

Average staff distribution into the different professional categories is as follows:

Professional categories	2010
Directors	819
Managers	2,301
Engineers and other degree holders	5,737
Assistants and technicians	4,224
Operators	13,002

Employee turnover rate (voluntary undesired leaves) is 1.53 %, which is shown in the table below according to breakdown by gender:

Turnover	2010
Men	1.54 %
Women	1.51 %

## Staff Diversity

### Equality Between Men and Women; Staff Diversity and the Integration of People with any Type of Disability

Abengoa safeguards and promotes **equality between men and women** and applies this principle in all of its human resource management policies: hiring, recruiting, training, performance review, promotion, compensation, working conditions, family-work life balance, communication, and the prevention of harassment.

Accordingly, Abengoa has its own **Equality Framework Plan** that applies to all company personnel, and which seeks, on the one hand, to ensure equality in the treatment and opportunities between men and women, and, on the other, to prevent any situation that may imply or constitute direct or indirect labor discrimination for reasons of gender.

The diversity of the company's staff is a fact: more than 26,000 people conducting their activities in more than 70 countries, a fine example of coexistence among diverse cultures and nationalities.

In 2009, Abengoa implemented a **whistleblower protocol for harassment** in the workplace in order to deal with any potentially discriminatory situation within the company.

This protocol addresses whistleblower procedure and defines the situations that may constitute harassment. This is handled in accordance with the principles of confidentiality, credibility and timeliness in order to ensure and protect the privacy, dignity and rights of company employees.

There were no reports of any incidents involving discrimination in 2010 via Abengoa's information channels to this effect. Nor were recorded incidents of violations of indigenous rights.





## Staff Breakdown by Gender; Percentage of Female Representation in Managerial Positions and Origin of Locally-Based Managers

The distribution between men and women at Abengoa, at year-end 2010, totals 17.37 %, which represents an increase over 2009 of 3 %.

In terms of the total number of employees, the proportion of women totals 27.73 %.

Female representation on the Abengoa Board of Directors totals 20 %.

Also worth noting are the company's figures in terms of the different countries of operation, which is reflected in the percentage of locally-based directors in the company organization chart, as illustrated below:

Local directors	2010 (%)	2009 (%)	2008 (%)
Europe	97	96	98
America	85	75	87
Asia - Oceania	44	75	67
<b>Average</b>	<b>92</b>	<b>90</b>	<b>94</b>

## Abengoa's Remuneration Policy

The remuneration system adheres to legal regulations, as well as the commitments and principles that govern Abengoa policies. This procedure takes into account structure, **capacity, performance and work quality**, thereby ensuring **equal treatment** and opportunities. Therefore, there are no gender-based wage significant differentials.

Average monthly salary of employees who are degree holders and under the age of 35	Men (€)	Women (€)
Degree holder	1,980.69	1,949.64

\* Data obtained from a representative sample of Abengoa companies headquartered at Campus Palmas Altas. Monthly gross salary calculated over 14 monthly payments

The table below shows the percentage difference between Abengoa's standard starting salary and local minimum inter-professional wage (MIW), taking different professional categories into account.

2010 Countries	Average monthly starting salary paid out by categories (€)			% paid above MIW		
	Degree holder	Administrative personnel	Operator	Degree holder	Administrative personnel	Operator
Spain	1,846.02	1,074.36	1,054.44	292	170	167
Brazil	1,010.14	683.06	365.15	435	294	157
Argentina	1,191.61	712.08	648.30	343	205	187
USA	2,705.87	1,731.76	1,303.99	296	190	143

\* Brazil, Argentina and USA are calculated over 12 payments per year. Spain has been calculated over 14 payments

## Condemnation of Forced and Child Labor, and the Right to Freedom of Association and Union Representation

Abengoa **condemns forced labor and the exploitation of children**, and, furthermore, supports any and all efforts to abolishing these practices.

All company employees are under the scope of application of labor regulations, according to the nature of their activities and the countries involved, in addition to the company's own standards. Furthermore, as applicable under the national legal system of each country, special emphasis is placed on the collective bargaining agreements of the industry, territory, or those of the company itself, signed up to by workers or their union representatives, depending on each case.

Therefore, Abengoa respects and supports the free association of its workers, holding it to be an inalienable right. Through ongoing **dialogue** with workers' representatives, employees are kept abreast of any matters potentially of interest to them.

Considered to be a basic labor right, the company also guarantees prior informing of all employees of any structural or organizational changes taking place within the company, whether individually or through their representatives, in accordance with prior notice time requirements established by law or by collective agreements.

## Training and Developing Human Capital

### The Importance of Training in Human Resource Policy

Abengoa, convinced that companies raise their level of excellence through employee training and development to thereby increase opportunities, success, and market recognition, is deeply committed to personnel instruction and updating. Proof of this is the fact that the company devoted more than **1,2 M hours** to training in 2010.

### Abengoa's Training Strategy: Existing Methodologies and Management Model

Abengoa's approach to training is a product of the key objectives in accordance with the strategic plan that has been drawn up for successfully meeting these objectives. Based on these objectives, general training requirements are determined for the company, as well as **Abengoa's annual training plan**, which gives rise to specific training programs for each company.

Company training combines a variety of instruction methodologies: **attendance-based, semi-attendance-based**, and **online**, among others.

### Training Content Areas

Abengoa's training plan encompasses all contents required for maintaining a team of highly qualified professionals in alignment with corporate culture. Noteworthy, among others, are the following areas:

- **Corporate training**, which transmits corporate culture; company values and principles, and management system. It also covers key aspects of company strategy; understanding of risks and business, and the vision of leadership.

- **General training**, aimed at employees' professional enhancement in any discipline related to their position, mission, function, and duties.
- **Training in occupational risk prevention**, based on health and safety standards in the workplace and the use of protective elements.
- **Languages**, as a key component in Abengoa's model of ongoing international growth.
- **Professional practices**, carried out through the company's grant program.

### Professional Programs

The professional programs are an important part of the Abengoa training model and are designed to reinforce strategic competencies and advance professional careers within the company:

- **Project director program**, enabling professionals to access best practices and the latest pertinent theoretical material. Program contents and themes are based on Abengoa's internal procedures. This program has served to train numerous professionals in Europe, Latin America, and China. Program development in the United States is scheduled to take place in 2011.
- **Project manager program**, geared towards company employees with a very specific background and designed according to company needs. This program lasts ten months and provides high-level training. The semi-attendance-based training mode allows trainees to manage their own instruction.
- **Worksite manager program**, which to date has provided valuable instruction to 140 employees in Spain and Latin America.



## 2010 Abengoa Training Plan

	Participants 2010	Hours 2010	Participants 2009	Hours 2009
Languages	3,091	96,591	1,996	59,903
Corporate	80,920	194,566	61,999	125,764
Prevention	345,211	303,624	182,448	270,162
General	53,317	260,918	50,258	202,969
Professional practices	676	351,476	678	344,380
<b>Total</b>	<b>483,215</b>	<b>1,207,175</b>	<b>297,379</b>	<b>1,077,484</b>

Comparison of the number of training hours and participants between 2009 and 2010:

Training hours by business unit	2010	2009	2008	2007
Bioenergy	206,096	195,717	135,662	74,490
Industrial Engineering and Construction*	656,384	534,585	358,514	24,7070
Environmental Services	89,000	92,149	93,297	37,389
Solar	52,621	39,093	30,475	20,768
Information Technologies	203,074	215,937	326,730	227,876

\*Industrial Engineering and Construction includes information on Corporate

Number of participants by business unit	2010	2009	2008	2007
Bioenergy	71,759	14,362	11,822	9,573
Industrial Engineering and Construction	351,197	224,757	78,147	44,123
Environmental Services	11,502	12,450	10,098	6,231
Solar	7,740	5,807	3,599	839
Information Technologies	41,017	40,003	31,846	15,996

\* 2008 attendance data was calculated based on 71 % of company staff

The average number of training hours per person in 2010 was 46.2.

Abengoa conducts annual courses on the Common Management Systems (NOC) for all of its employees. These courses are aimed at, among other matters, explaining the Code of Professional Conduct and the norms of conduct that are specified in the company's anti-corruption policies.

NOC training initiatives in 2010 totaled 35,583 attendance-based sessions and 70,016 sessions in online mode, that benefiting more than 7,300 employees.

## Attracting and Retaining Talent

### Human Resource Management Model

Attracting, developing and retaining talent is the key to Abengoa's success. As a product of the company's management model, Abengoa boosts the capabilities and competencies of its employees so that their contributions meet company needs.

Abengoa has an **executive development program** and a **specific system for evaluating their performance** based on the 360-degree methodology. In 2010 more than 500 company employees were participating in the program.

Abengoa also has a **competency-based management model** in place in all of its companies. This model facilitates integration of personnel with the strategic objectives, annual performance assessment and development in each group company. In 2010, the percentage of employees participating in performance assessment programs totaled 45 %.

2010 marked a further step forward in **managing talent** with the implementation of an ambitious Intercommunication Plan; empowering identification programs already in place to develop and conduct follow-up on employees with greater potential and to ensure both a two-way exchange of information as well as effective management thereof.

Abengoa prepares **work climate surveys** every two years in order to ascertain employee perception of the company and its management. A total of 14,500 surveys were conducted in 2010. The results of the 2010 survey are as follows 64.4 %

In addition, the company implemented a range of initiatives in 2010 to favor family and work life balance:

- **Flexible Compensation (FC) Plan** for Abengoa company employees in Spain, including daycare vouchers, health insurance, training, and computer equipment.
- **Work schedule flexibility** at the company's main office locations.
- **Employee social assistance.** Abengoa has a social action department, through which employees can receive advice, support and orientation; raise doubts or seek follow-up on specific family, medical, social or economic problems. The Focus-Abengoa Foundation, through GIRH, also has social funds available to provide economic aid to employees in situations of need.
- **Free transportation service** to the Campus Palmas Altas headquarters from various locations in the city of Seville.
- **Medical service** to enhance employee healthcare coverage at work facilities with a headcount of over 300. The company's major worksites have specific medical facilities staffed by specialized personnel and equipped with the latest in modern technology.
- Subsidized **daycare service** at the main company work locations.
- **Gymnasiums** at the company's major work facilities, equipped for physical exercise and providing areas for group activities, including dance, aerobics, step aerobics, pilates, etc.

Employee benefits are enjoyed by all company personnel, regardless of the contractual relationship.

Management procedures require that all Abengoa employees have life and disability insurance coverage, and the companies in each country are responsible for taking out these policies for all employees.

## Occupational Health and Safety

### Occupational Risk Prevention Policy

Abengoa's occupational risk prevention policy abides by the different occupational health and safety regulations in force in the countries in which the company operates, while seeking the **integration of occupational risk prevention into company strategy** through information and training.

### Occupational Health and Safety Management Objectives

Fulfillment of the objectives set throughout the year within the companies, the integration and participation of workers in the execution of prevention activities, follow-up and control of the system by management, and the advice received by the company in prevention issues ensure implementation at Abengoa of an occupational risk prevention culture that has a significant impact on reducing work-related accidents and illnesses and on the continuous improvement of safety conditions in the workplace.

In accordance with prevention policy and the Common Management Norms, **committees on prevention** have been set up at all group companies to be responsible for monitoring and control of the system. These committees comprise company management, individuals in charge of each area, and the prevention service technicians.

### Data on Work-Related Incidents

Work-related accident rates are remarkably low at Abengoa in comparison with data from similar sectors and taking into account the nature of the company's activities. Thus, the number of accidents in 2010 totaled 26.69 (number of accidents entailing leave for every one thousand workers), and a serious accident rate of 0.28 (number of lost working days for every one thousand working hours).

The following are data from 2010:

- The total percentage of absenteeism at Abengoa (sanctions, illnesses, accidents, and justified and unjustified leaves of absence) totaled 2.50 %.
- Absenteeism deriving from common illness totaled 1.31 %, and the total for labor-related accidents was 0.21 %.

By geographical areas, the absentee rate is as follows:

Europe (Spain), 2.21 %; Europe (rest), 5.08 %; Asia, 0.85 %; Latin America, 2.74 %; North America, 0.53 %; Oceania, 7.74 % and Africa, 3.65 %.

The number of work-related accidents leading to authorized medical leave over one day totaled 837, of which 77 occurred during commutes to and from work. These accidents entailed 15,948 lost working days, of which 1,714 are attributed to in itinere accidents.

Three work-related accidents resulting in fatality occurred in 2010, due to cardio-respiratory arrest, falls from an electrical tower and shaft, and chest trauma.

### Occupational Health and Safety Training, ongoing Improvement of the Occupational Risk Prevention System

Involvement and commitment of all employees to ongoing improvement of the prevention system at each Abengoa company continue to constitute the cornerstones to the management system.

In order to verify the safety conditions under which the activities of the work centers and worksites are carried out, visits were conducted to assess occupational health and safety conditions. Based on deficiencies and anomalies observed, the corresponding Troubleshooting Report (TSR) and Improvement Action (IA) systems were generated.

In accordance with defined goals and programs, in 2010 the number of visits made to companies and organizational units totaled 2,387, including audits, inspections, and measurements. Subsequently, depending on the cases of non-conformity detected and the recommendations issued, the corresponding TSR and IA were implemented, totaling around 2,783 TSR and 1,546 IA.

In 2010, Risk Prevention sessions were held in Spain and Brazil for managers. The purpose of these sessions is to raise awareness and disseminate company culture with respect to occupational risk prevention on all levels. For the company, combating work-related stress and preventing other problems that may affect employees as a result of their activity constitutes a priority and source of concern and therefore the company strives to prevent and mitigate these problems through, among other initiatives, training programs and informational talks.

Based on the different pathologies detected among the staff, lectures and information sessions were held on acute respiratory disease, parasitosis, high cholesterol, high blood pressure, HIV among others. In addition, workshops were organized to raise personnel awareness of the consequences that emotional and mental stress brought on by different factors (work, family-related, etc.) can have on their health.



## OSHAS 18001-Certification of Prevention Models

Abengoa's Common Management Norms establish, as a strategic objective for all companies, the implementation and certification of prevention management models in accordance with the **OHSAS 18001:2007** Standard.

At present the number of certified companies is 79 of a total of 116, which represents 84.22 %.

## Occupational Safety-Related Contractor Supplier Requirements

In accordance with the company's internal norms, companies evaluate compliance by contractors in the area of Occupational Risk Prevention. These internal norms require that suppliers and contractors sign up to **Abengoa's Social Responsibility Code**, which expressly specifies occupational health and safety conditions for all employees.

### Gold Seal Award for European Excellence (+500) from the European Foundation for Quality Management (EFQM)

Abengoa's Human Resource function (GIRH) was awarded the **Gold Seal for European Excellence (+500)** from the European Foundation for Quality Management, thereby becoming the first company to earn this seal in the human resource area and joining the exclusive group of 35 companies in Spain to have earned this recognition. This international endorsement is awarded by the **Club of Excellence in Management** to entities and organizations that apply management principles based on quality and excellence as a strategy for ongoing improvement.

GIRH was conceived in 2002 as a product of the trajectory, expertise and experience already in existence at each one of the Human Resource Departments throughout the range of Abengoa companies.

Since its inception, GIRH managers deemed it essential to align the company's organizational structure with work and task organization, and this led to the adoption of a process-based model to enable fulfillment of the strategic plan. Efforts were also dedicated to standardizing company processes to obtain:

- **Quality Management System**, certified by AENOR in 2004 in accordance with ISO 9001:2000 under company registry number ER-1129/2004.
- **Environmental Management System**, certified by AENOR in 2005 in accordance with ISO 14001:2004 under company registry number GA-2005/0316,
- **Occupational Risk Prevention System**, initially certified by TUV in 2004, under registry number 35117008.05, in accordance with OHSAS 18001:1999, and by AENOR at the end of 2007, under registry number SST-0047/2008. The results of the mandatory audits conducted in accordance with Law 31/1995 and 54/2003 have been satisfactory throughout this period of time.
- As part of Abengoa, GIRH employs the **Joint Prevention Service (JPS)** as an organizational prevention method pursuant to Article 31 of Law 31/1995 pertaining to Risk Prevention. The JPS is made up of advanced ORP technicians specialized in occupational safety, industrial health, ergonomics, and applied psycho-sociology. The occupational medicine area is supported by collaboration from the occupational accident mutual insurance company, with which health monitoring has been arranged.



- **Labor-Related Social Responsibility**, SA8000:2001, certified in 2009 under registry number S1040-ES, with certification being renewed recently in 2010.

The European Excellence model, moreover, implies a **global approach** to business management aimed at fully meeting the **needs and expectations** of all stakeholders in a balanced manner, and increasing the company's competitiveness in the medium and long term. It also enables individual and integrated assessment to be conducted in order to gain a global overview of the company.

### Managerial Intercommunication Program

For Abengoa, commitment is the key to achieving excellence in performance and obtaining the best results.

Therefore, the **Managerial Intercommunication Program (MIP)** was implemented in 2010. The primary objective of this program is to ascertain workers' perceptions of their professional career and development through questionnaires and interviews. The aim is thus to make the most of participants' abilities and talents by finding the best place for them within Abengoa. Knowing their concerns, expectations, **commitments and motivations** contributes to direct and personalized management of their professional careers, and is realized, depending on each case, through the application of individualized solutions and plans.

MIP participants were addressed in a personalized manner by company management, and in some cases through the Human Resource Department. A variety of individual and group action plans were also drawn up.



## Online Instruction Progress: Campus Abengoa

Campus Abengoa, an online training and management platform, has been consolidated to become the key tool for applying the **company's training model**.

Since the initiative was launched in 2007, there has been a remarkable progression in online training. 2009 saw an increase of 57 % with respect to 2008, and this year there was an even higher progression, placing the company above the average of major Spanish companies in this area.

Online instruction focuses primarily on corporate training and risk prevention, two essential underpinnings of the company's training model.

The company has therefore designed its own major catalog of extensive contents, including, among others, courses on finance, social responsibility, climate change, Common Management Systems, occupational risk prevention, and the use of corporate applications.

Employees highly value being able to **manage their own** time devoted to training, which has led to very positive overall satisfaction throughout the company.

## Internal Communication

Communication is a key component of Abengoa's philosophy. For the company, **external communication** and **internal communication** constitute a strategic tool for meeting objectives and in fostering fluid, straightforward and direct dialog with all of its stakeholders.

Effective internal communication can help to involve all employees in fulfilling corporate mission and meeting company objectives, while at the same time fostering integration and cohesion among the entire staff from a professional and personal standpoint.

Noteworthy among the company's internal communication channels and tools made available to its employees to carry out and promote multidirectional communication are the following:

- **Connect@**, the corporate intranet, a platform offering its users up-close and local personalized information on company and department activity; as well as the latest news from national and international media outlets.
- The **Corporate Identity Manual**, which outlines the main guidelines for protecting company image.
- The **Style Guide**, a manual containing the main guidelines for proper text preparation, basic grammatical and lexical rules for proper usage of Spanish, specific spelling recommendations and a brief compendium of common doubts aimed at helping all employees to contribute to clear, proper and transparent communication.
- The **Welcome and Integration Manual** for welcoming new employees, facilitating their adaptation and offering them a general overview of company activities, structure and internal regime.
- The **Abengoa Magazine**, a bimonthly corporate publication in Spanish and English, containing sections on each one of the business units, corporate activities, and news items related to innovation, and other news of interest to the company. This bulletin, which is published thanks to employee collaboration, is distributed in print form to the work centers, suppliers and customers, and other stakeholders, and is also available in digital format via Connect@, as well as the Abengoa Web site.
- The **Abengoa Web** site, the company's global communication tool. This is where the company transmits information related to businesses and activities in a clear and transparent manner to all of its stakeholders.

- The **Abengoa blog**, a virtual corporate platform through which the company offers its vision and perspective on themes involving sustainable development, climate change and environmental conservation, facilitating close, open and fluid dialog with all of the company's stakeholders.

## Campus Palmas Altas, Corporate Headquarters

As a result of the relocation at the end of 2009 to Campus Palmas Altas (CPA), the new Abengoa corporate headquarters in Seville, a specific communication program was launched and implemented over the course of 2010. The aim of the initiative was to provide the 3,000-plus employees who moved to the new facilities information on the new business complex: location, distribution, services, etc.

Worthy of special mention among the initiatives carried out under the communication program are the following:

- Creation of the **Campus Palmas Altas Community** through Connect@. A new section includes the following segments: Sustainable Mobility Office, Food Court, Air Conditioning, Daycare Centers, News and Calendar, in addition to the other common segments in place at the other worksites: Notices, Bulletin Board, and Suggestion Box.

Each one of the sections offers employees practical CPA information, including the latest news, services available, etc. Thus, through the **Sustainable Mobility Office**, conceived to promote, implement, manage and coordinate initiatives geared towards achieving more sustainable mobility at CPA, users can check information on company bus service routes and schedules; as well as other sustainable transportation alternatives for commuting to and from work, including bicycle use, *carpooling*, in addition to further information on efficient driving courses, demonstrations and promotions involving bike and conventional and electric motorcycle sale and rental, etc.

The screenshot displays the Abengoa Connect@ portal interface. At the top, the Abengoa logo is on the left, and the text 'Connect@. Tu punto de encuentro' is in the center. Below this, there are navigation options for 'Acceso por Grupos de Negocio' and 'Webs de los Grupos de Negocio'. The main content area is titled 'Oficina de Movilidad Sostenible' and features a central graphic with the text 'Oficina de Movilidad Sostenible Smart moving'. To the left, there is a sidebar menu with categories like 'MI Comunidad' and 'Estamos para ayudarte'. To the right, there is a 'Más Información' sidebar with various links and options. The overall layout is clean and professional, typical of a corporate intranet.

The **Food Court** section includes information on restaurant service: restaurant hours, weekly menu options, nutritional information on the different food choices, a camera link to see restaurant occupancy rate, recommendations and advice for leading a healthy lifestyle, location and availability of vending machines, etc.

The **Daycare** section includes useful data and information on the facilities for parents whose children between the ages of three months and three years of age make use of this service: rules of operation, ideology, activities, schedules, installations, etc.

The **Notices** section also keeps all CPA users up to date on the latest news, changes, etc. related to day-to-day events at corporate headquarters.

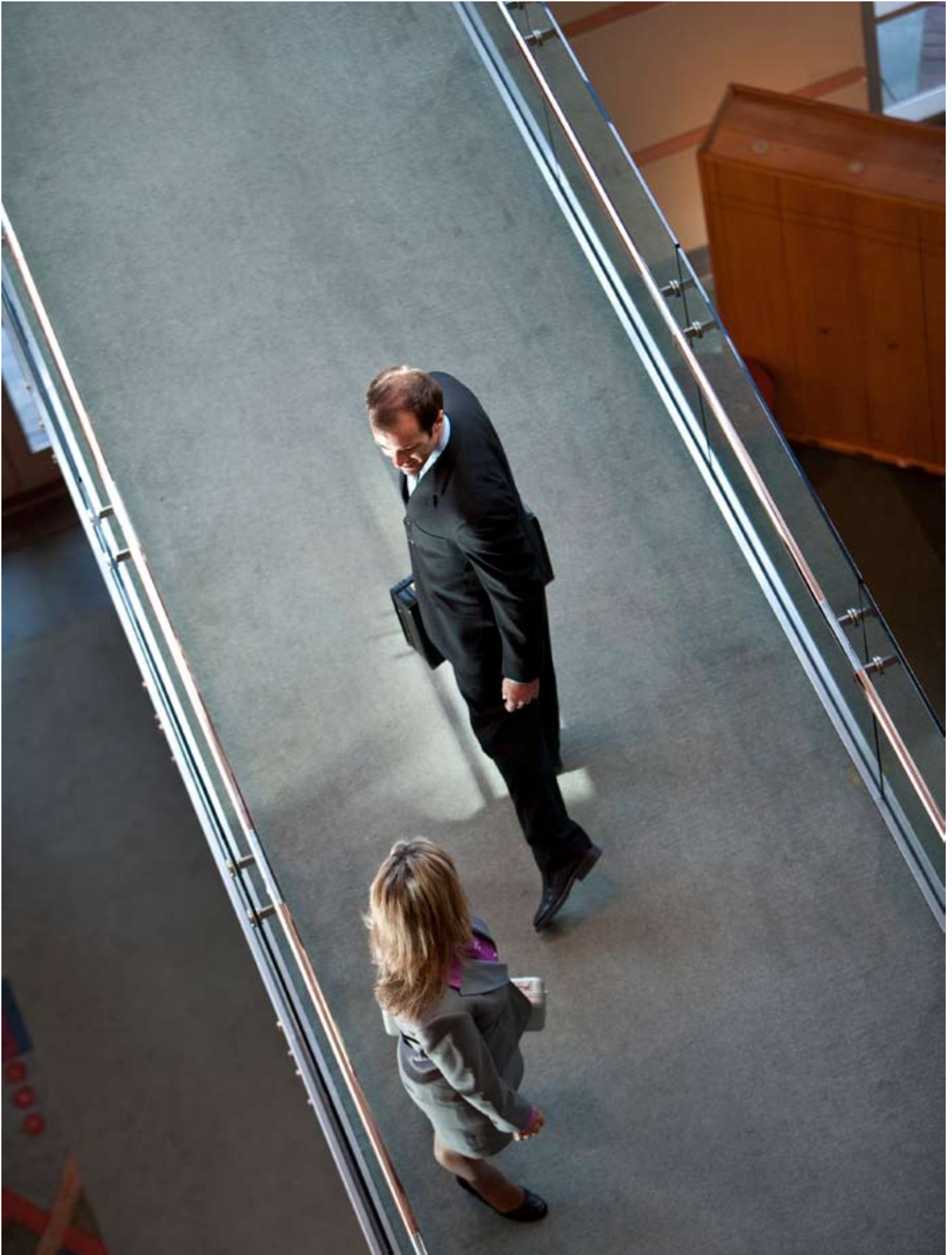
- **Creation of the Campus Palmas Altas Information Bulletin.** An information bulletin was designed as a supplementary channel for disseminating and communicating the latest news at CPA. In **newsletter** format, this weekly bulletin is sent out by email to all employees located at corporate headquarters. Bulletins include messages related to the employee flexible compensation plan, new corporate applications available for BlackBerry use; changes to Abengoa bus routes; updates on food court schedules and menu options, etc.

## 2010 Milestones

- **European Foundation for Quality Management (EFQM)** Gold Seal for European Excellence (+500) awarded to Abengoa's corporate Human Resource area (GIRH).
- Top Ten in the MERCO study on Human Resource management.
- Corporate human resource certification maintained under the new version of the **SA 8000 Standard**.
- Implementation of the Labor-Related Social Responsibility Policy at all Abengoa companies.
- Consolidation of the **social model at Campus Palmas Altas**,
- Implementation of a **Flexible Compensation (FC) plan** for Abengoa company employees in Spain.
- Deployment of the **Equality Framework Plan** in all Abengoa companies.
- More than 1.2 M hours of training, of which more than 191,479 hours were devoted to themes involving occupational health and safety.
- Implementation of the **Managerial Intercommunication Program**.
- Creation of the Abengoa **Project Manager Program** in the United States.
- Consolidation of **People Center** as a global human resource tool.
- Occupational risk prevention sessions for managers.
- Sessions on awareness of occupational health and safety for middle managers.
- Implementation of **the Procedure of Obligatory Compliance (POC)** to ensure worksite safety and security standards.
- Creation of a **working group** made up of people in charge of **ORP** at Abengoa Brazil, Abengoa Chile, Abengoa Peru, Befesa Argentina, Teyma Argentina and Teyma Uruguay to establish common improvement measures for all holding companies.
- Implementation and execution of the Campus Palmas Altas-specific **internal communication plan**.
- Implementation of the Campus Palmas Altas Community through Connect@,
- Creation of the Campus Palmas Altas **Information Bulletin**.
- **2010 Style Guide**, including a new appendix covering preparation of the company's Annual Report.

## Improvement Action

Abengoa draws up a biyearly working **climate survey** to gauge employee perception of the company and its management team. In 2010, the survey was conducted throughout all business units. The findings reveal that the improvement actions rolled out during the previous cycle have had a positive bearing on the results this year round.



As well as continuing work on the projects and initiatives started in 2008, the company embarked on a number of new projects, which will be carried out in 2011 once the results have been analyzed. One of the questions to have stirred up the most interest in recent surveys **concerns employee training and professional development.**

Abengoa has been working tirelessly to reconfigure all internal training programs so as to increase their effectiveness at developing and honing its professionals.

2010 witnessed the arrival of a new **management skills program.** Geared not only towards the senior management but also towards middle management and team leaders, the program will get under way in 2011.

Targeting one of the company's key profiles, the **Project Managers Program has been rolled out in the United States.** The company has signed a collaboration agreement with the **McDonough business school,** attached to **Georgetown University.**

Abengoa's Project Managers Program provides the strategic conceptual notions and the hands-on knowledge required to continue expanding and advancing in innovation. The 10-month program will be given by lecturers from **Georgetown University** and Abengoa directors at the McDonough business school in Washington (USA).

Focusing on management skills and capacities, human resource and team management, and an in-depth awareness of the company, participants will explore best market practices through real scenarios and situations.

In addition to specific course content, which is intended in particular for Abengoa managers, the study plan designed with the McDonough school will provide core knowledge for those students who also wish to obtain the Project Manager association from the **Project Management Institute (PMI),** an international association for project management professionals

## Future Goals and Objectives

- **Manager Training Program.** In 2011, the company will continue forward in its firm commitment to improving manager training programs through a new content focus and quality enhancement, backed by collaboration from the best business schools.
- Reinforce and deploy the **Flexible Compensation** concept, broadening scope to include new companies and expanding the range of products offered.
- Promote **the Scholarship and Grant Program.** Professional practices constitute the ideal vehicle for attracting and developing future employees.
- **Online training.** Boost and develop new methodologies and make training more accessible to better serve today's mobility needs.
- **Occupational risk prevention.** Keep making progress within a "zero accident rate" culture" and establish procedures to enable global exchange of expertise, experiences, objectives, and improvement measures.