

02

Corporate Social  
Responsibility

**ABENGOA**

Annual Report 2013

Innovative technology solutions for sustainability



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Letter from the chairman

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## Letter from the chairman

Last year, 2013, was better than expected, offering glimpses of growth possibilities that will help to put the financial crisis behind us. However, climate change continues to lie at the heart of the problems facing mankind. The UN's Intergovernmental Panel on Climate Change is warning that the planet's average temperature is increasing while glaciers melt, sea levels rise and CO<sub>2</sub> emissions grow, all of which are attributed to humankind with 95 % certainty. The Stern Report states that there is still no trend in emissions reductions, meaning that global warming will continue and that, by 2100, hundreds of millions of people would have abandoned their homes.

According to the World Energy Outlook for 2013, the decision facing the world requires greater emphasis on energy efficiency. Our sector will play a fundamental role in whether climate change targets are achieved or not.

The current trend is taking us towards a 3.5 °C long-term rise in the planet's temperature. To avoid this we have to accelerate the rate of renewable energy growth, currently around 2.5 % per annum.

Our company has viable solutions to these challenges. Knowledge creation and a commitment to technology form the basis of our competitive advantage in the energy and environment sectors, enabling Abengoa to become a scientific and technological leader in our business areas and a privileged place for training professionals in R&D and innovation.

Abengoa's global presence enables us to make the most of our opportunities for growth. This year revenues have grown by 17 % to € 7,356 M compared to 2012, and this growth is also reflected in our results, with an 44 % increase in ebitda to € 1,365 M.

At the financial level, this year we have successfully completed our listing on the Nasdaq stock exchange in the USA through a capital increase of € 517.5 M, we have raised € 1,280 M from five bond issues and made divestments totaling € 804 M, all of which have enabled us to cover the company's financing requirements for 2014, reduce our dependency on the banking market following the partial repayment of the syndicated loan, and to extend the maturity profile of our debt.

At Abengoa we know that the future depends on the creativity of the present, which in turn relies on the training and performance of the people that are part of the company. We are well aware of this fact and place special emphasis on our employees' professional development and training. In 2013 we carried out more than 1.8 M hours of training, many in collaboration with some of the world's most prestigious universities.

It is also important to highlight the constant preoccupation in our corporate culture for the safety of our teams and operations around the world, which is managed through a strict system of quality and occupational health and safety at every level of the organization.

In line with our commitment to transparency and diligence, we have subjected our internal control system to an independent valuation process, in accordance with PCAOB auditing principles. The Annual Report therefore includes five independently verified reports on the following areas: financial statements, SOX (Sarbanes Oxley) internal control system, Corporate Social Responsibility Report, Corporate Governance Report and the design and application of the company's risk management system in accordance with the specifications of the ISO 31000 standard.

## Letter from the chairman

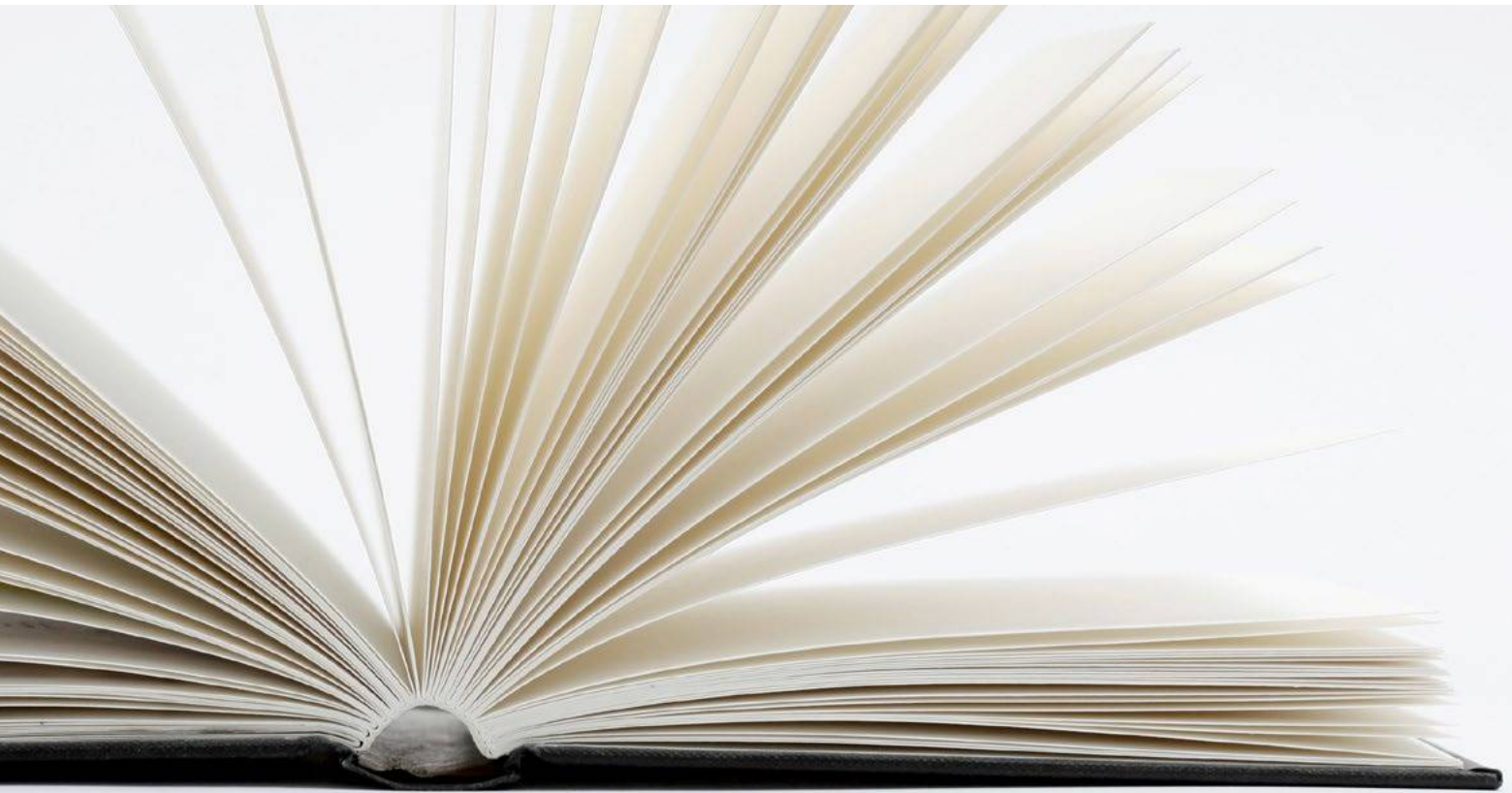
In a future defined by innovation and the challenges associated with sustainable development, Abengoa is committed to responsible management to reduce the negative impacts of its activities, contribute to developing the communities where we are present and building trusted partnerships with stakeholders. As a result of this commitment, in 2008 Abengoa designed a strategic corporate social responsibility plan and in 2013 we invested more than € 9.1 M in social actions through the Focus-Abengoa Foundation.

During 2013 we have intensified our partnerships with suppliers to reduce their impact and improve operations across the whole value chain.

Once again we have used the Corporate Social Responsibility Report, prepared in accordance with the principles of the Global Reporting Initiative (GRI) and the AA1000 sustainability assurance standard, to report on our social, environmental and financial performance during 2013, as well as the objectives, challenges and areas for improvements for the coming years.

We offer and use the Corporate Social Responsibility e-mail address ([rsc@abengoa.com](mailto:rsc@abengoa.com)), our website ([www.abengoa.com](http://www.abengoa.com)), our Twitter and LinkedIn profiles and our corporate blog ([blog.abengoa.com](http://blog.abengoa.com)) for this purpose.

Felipe Benjumea Llorente



## About this report

- \_ Principles governing this report
- \_ Verification of this report

## About this report

Abengoa's annual **Corporate Social Responsibility Report (CSRR)** consistently contains reliable information on the most important changes to have occurred over the year in relation to the social, economic and environmental impacts of company business, while also addressing any other aspects that may be relevant to company stakeholders, with an emphasis on progress achieved in 2013 and on challenges and goals for the following years.

Remaining true to its commitment to transparency, for the eleventh consecutive year Abengoa describes in this report the company's performance across the geographical areas where it operates, encompassing the three core activities around which business at Abengoa revolves: engineering and construction, infrastructures under concession, and industrial production.

In preparing this report, the guidelines provided in version 3.1 of the **Global Reporting Initiative (GRI) Guide** were taken into account, as well as the principles of the **AA1000AS Standard, the world's first sustainability assurance norm**, with the aim of aiding **comprehension, allowing for benchmarking, and providing the utmost transparency to Abengoa stakeholders**.

The information contained in this report reflects the reporting quality principles established by the GRI and provides balanced, comparable, accurate, periodic, clear and reliable information.

The CSRR also provides information on Abengoa's progress in its unwavering commitment to the **UN Global Compact**, the ten principles of which govern all company action, activity and strategy.

Similarly, in defining its **Corporate Social Responsibility Management System**, Abengoa has relied on the guidelines set down under the international standard **ISO 26000:2010 "Guidance on Social Responsibility"**.

Within the company, these rules and guidance are reflected in a set of internal norms of obligatory compliance for all Abengoa employees, without exception. Are the following:

### ISO 26000

Norm on **Corporate Social Responsibility (NOC 10/003)**, covering all aspects relating to CSR management and strategy, the associated reporting and auditing system, disclosure of company performance in terms of sustainability and CSR, analysis of material issues and management of social action, among others.

Norm on **Quality and Environmental Management (NOC-05)**, which includes aspects relating to quality management and customer relations, environmental concerns, the preparation of the Greenhouse Gas Inventory and the Social Responsibility Code for suppliers, among others.

Norm on **Human Resources (NOC 04)**, which encompasses all aspects relating to policies, principles and commitments involving labor practices, human rights, diversity, equality, staff training, industrial relations, professional development and compensation, occupational risk prevention, the system for managing Labor Social Responsibility (LSR), the Code of Conduct and the Whistleblower Channel, among others.

Norm on **Management of Legal Affairs, Risk Analysis and Insurance Management (NOC 03)**, which brings together aspects related to regulatory compliance, risk analysis and management (including sustainability risks and corporate social responsibility), contractual relations with suppliers and partners and good corporate governance, among others.

Norm on **Consolidation, Auditing and Management of Fiscal Affairs (NOC 08)**, covering all aspects relating to auditing and internal control, the audit committee, corporate governance, transparency and anticorruption policies, among others.

## About this report

Unless stated otherwise, all **performance indicators** included in this report relate to the activity undertaken in 2013 by all Abengoa companies that have a significant **social, environmental or economic impact** and whose management is under the effective control of Abengoa. The report also includes information on previous years, insofar as relevant and available, thus enabling readers to form a more comprehensive opinion regarding the company's evolution.

Due to the acquisitions and disinvestments that took place over the year, the consolidation perimeter is not the same as for 2012, with the main difference, with respect to previous years, being that all of the companies that made up the Environmental Services business unit (Befesa)<sup>1</sup>, accounting for approximately 8 % of Abengoa's overall sales in 2012, no longer belong to the company. In order to be able to show comparative data, the data relative to the Befesa business unit, were recomputed without taking the entity into account, and are indicated throughout the report.

## Principles governing this report

In order to identify material matters, determine the content of the report and guarantee the quality of the information contained herein, Abengoa has applied the following:

- The three principles established by the **AA1000AS Standard: inclusivity, materiality and responsiveness**.
- The four principles of the **GRI** guidance in **defining report content: materiality, stakeholder inclusiveness, sustainability context and completeness**.
- The principles for **defining quality** in report preparation: **balance, clarity, accuracy, timeliness, comparability and reliability**.

These principles are all interrelated, with the company choosing **materiality** as the cornerstone upon which the others rest.

## Materiality and relevance

The information contained in CSRR13 covers those aspects and indicators that reflect the significant social, environmental and economic impacts of the company or any such aspects or indicators that could **substantially influence** the assessments and decisions of **stakeholders**. This means any information which, if omitted or distorted, could influence the decisions or actions of the stakeholders of the reporting company. To ascertain which matters are material and relevant to the company and its stakeholders, Abengoa conducts a **yearly materiality analysis**.<sup>2</sup>

Note 1 Further information on the sale of Befesa is available in [Volume III](#) of Abengoa's Annual Report 2013.

Note 2 This chapter includes detailed information on the materiality analysis conducted in 2013 and the conclusions gathered from the same.

## About this report

### Stakeholder inclusivity and engagement

Abengoa identifies its **stakeholders** and takes them into account when defining its strategy. In addition to maintaining fluid ongoing dialog with them, the company endeavors to address and **respond** to all their expectations and concerns in its annual report.

In 2013, Abengoa conducted interviews with 22 stakeholder representatives selected by the members of the internal committee in charge of analyzing the company's material issues<sup>3</sup> for the purpose of taking an in-depth look at stakeholder perception of the company, the challenges it faces, and stakeholder expectations in regard to how these challenges should be approached.

Furthermore, for the sixth consecutive year since 2008, Abengoa was assessed by the **Independent Panel of Experts on Sustainable Development (IPESD)**. This panel voices the views and opinions of company stakeholders and ensures that Abengoa conveys stakeholder-relevant information in its report. The IPESD also offers advice on how the company should handle these matters accordingly. Abengoa's responses to the questions raised by the IPESD were **verified externally** by KPMG and were awarded a reasonable level of assurance<sup>4</sup>.

### Responsiveness

Abengoa has a variety of **resources** and **tools** in place for responding to the concerns and interests of its stakeholders. The company has made every attempt to ensure that the information requested by its stakeholders through its report is as **relevant** and **accessible** as possible for the parties concerned. The company therefore has a **Strategic CSR Plan** which defines the sustainability framework and guidelines the company must follow through a range of actions intended to integrate stakeholder expectations into company strategy.

Along these lines, in 2011 the company devised a [Responsible Management Balance Sheet](#), comprising a selection of CSR-relevant indicators and reported periodically since then, thus enhancing the trust of company stakeholders and enabling them to analyze changes in key figures. In 2013, via the corporate website, the company published the responsible management balance sheet containing data for the first half of the year which were verified by an independent third party. The company also has an **Integrated Sustainability Management System (ISMS)** in place, bringing together all material information relating to sustainability, thereby making the task of measuring and controlling company performance more accurate and, consequently, improving company management and decision-making<sup>5</sup>.

### Completeness

Abengoa attempts to provide full coverage of all material data and aspects significant to its stakeholders so they can evaluate the company's performance over the period covered by this report.

Note 3 This chapter includes detailed information on the materiality analysis conducted in 2013 and the conclusions gathered from the same.

Note 4 For more information, see the [Independent Panel of Experts on Sustainable Development](#) section of this report.

Note 5 For more information, see the [Strategy for a sustainable future](#) section of this report.



## About this report

### Sustainability context

Throughout this report, Abengoa assesses its performance in terms of the contribution made to its **stakeholders**, to the **communities** in which it operates and to the **environment**. Over the course of 2013, the company also repeatedly communicated and disclosed aspects relating to sustainability so as to **raise awareness** among its stakeholders and society at large of the imminent need to ensure that further progress is rooted in sustainable economic growth that will empower future generations to enjoy the same resources available to us at present.

### Principles governing the quality of the information reported

The aim in preparing this report was to reflect the information in keeping with the principles for defining report quality stipulated by the GRI.

#### Balance

This report provides information on **positive aspects, areas in which performance can be improved** and also on the company's challenge. The process of identifying material issues (see section on Materiality) also helps us draw up the report. Furthermore, the opinion of the IPESD, as published in this report, affords the reader a picture of how society at large perceives the company's performance.

#### Comparability

The content and data published in this report allow readers to **analyze changes in the company and how it has evolved**. Comparative figures have therefore been included for the previous year, with any changes in calculation methods being duly indicated.

#### Accuracy

The independent review which this report underwent assures both accuracy of quantitative data and confirmation of evidence and appropriate context for qualitative information.

#### Timeliness

The report must be presented **on time and according to a regular schedule** so that stakeholders may make informed decisions based on the right information. Abengoa has been publishing its annual Corporate Social Responsibility Report since 2003. All of these reports are available on [the corporate website](#).

#### Clarity

The information must be presented in an **understandable** and straightforward manner so as to ensure that the report can be understood by readers. Abengoa publishes a pdf version and a [web](#) version of its report, both of which are available to the public, and sends the report out to its shareholders, main customers, the media and press, responsible investment institutions and any other interested parties who so request.

In preparing the CSRR, Abengoa has taken on board the recommendations from stakeholders on how the information should be presented. This report also includes a glossary containing definitions of technical terms and any others with which readers may be unfamiliar.

## About this report

### Reliability

The information and procedures followed in preparing a report should be gathered, recorded, compiled, analyzed and disclosed in such a way that they may be subject to examination, and which establishes the quality and materiality of the information.

### Analyzing materiality at Abengoa

For the sixth year in a row, Abengoa conducted a **materiality analysis** in 2013 in line with the requirements of the GRI G4 Guide<sup>6</sup>. This process involves examining issues of relevance to Abengoa's stakeholders (external perspective) and those that are relevant for company business (internal perspective). Making use of both perspectives is essential in upholding the **principle of inclusivity** defined under the AA1000AS (2008) Standard.

Furthermore, the distribution of these matters along the company value chain was also taken into account in the 2013 analysis. In other words, the importance for the company of issues deemed to be of material relevance for stakeholders was analyzed while also taking into consideration the entire value chain in order to factor in what is relevant as well as where it is relevant.

The following sources were taken into account in drawing up the list of material issues for stakeholders:

- **International reporting standards**, primarily the GRI and AA1000AS (2008).
- **Best practices analysis of the leading companies** in the fields of energy and environment.
- **Socially responsible investors**. Analyzing indexes such as the DJSI and the FTSE4Good enables us to pinpoint material issues for investors and shareholders alike.
- **International initiatives**, such as the UN Global Compact and Caring for Climate. These and other voluntary agreements make up a set of principles that impose commitments on the company. These commitments are assessed every year, allowing the company to identify new material issues.
- **Analyzing readers' reactions** to the report for the previous year, which are received through the communication channels set up for this purpose.
- The **press and media**, by analyzing press coverage and **presence** of Abengoa. This enables the company to identify CSR-related aspects that received the most attention from the media.
- **Endorsers**. The public documents of independent social and sector-specific (energy and the environment) associations and organizations involved in areas of interest to Abengoa and its activities were examined.
- Questions and recommendations put forward by the **Independent Panel of Experts on Sustainable Development (IPESD)**.

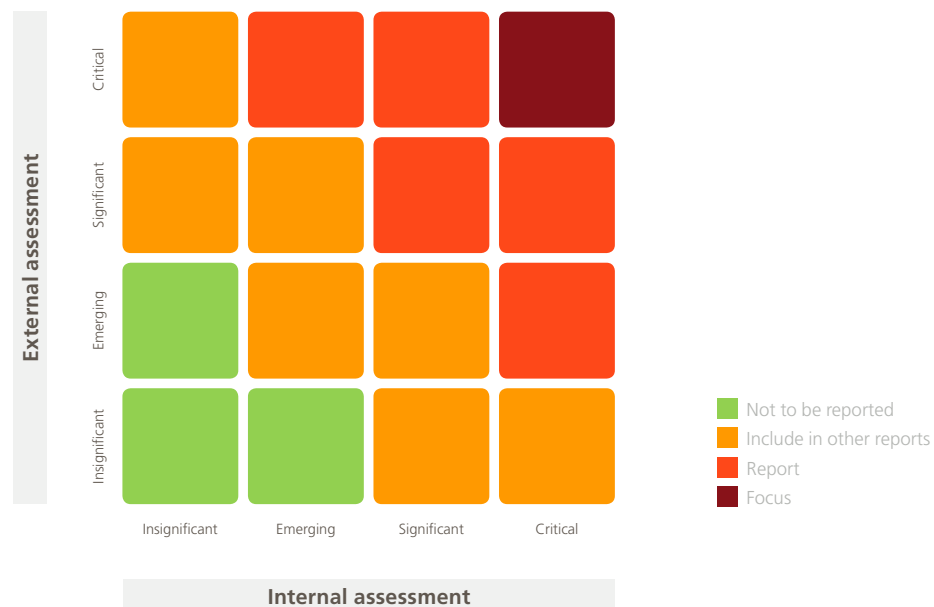
Note 6 Abengoa's CSRR 2013 was prepared in line with Version 3.1 of the GRI Guide; however, in order to progressively adapt the report's structure to Version 4 guidelines, the materiality procedure was carried out based on the new guide.

## About this report

- **Interviews with stakeholders:** the company has taken into account the main topics that emerged 13 through 22 interviews with stakeholders selected by Abengoa's Committee on Relevant Matters<sup>7</sup>.
- **Internal committees** on relevant matters attached to the different areas of the company.
- Analysis of the results of the **CSR risk assessment** process implemented at 52 Abengoa facilities in 2013.
- **Historical record** of aspects addressed by Abengoa in previous reports: material matters identified in previous reports.

And in order to analyze internal perspective and determine which matters are relevant for company business (the complete value chain) a **committee on relevant matters** was set up, comprising 14 employees representing different areas of the company and chaired by the director of Corporate Social Responsibility. The committee verified the company's value chain and assessed material issues for stakeholders (external perspective) and those it deemed to be material for the company and other components that make up the value chain.

Once the evaluations of both perspectives have been obtained, the results are presented using a matrix that enables us to determine which matters need to be reported in the CSRR and which do not.



Issues deemed to be more material or critical are found in the **"Focus"** area and must be **analyzed** in greater depth in the CSRR. Those found in the **"Report"** area should also be included in the report. In both cases, monitoring indicators have also been devised to enable the company to oversee their evolution over time.

Note 7 The remaining interviews were held after the RMD (PAR in its Spanish acronym) was carried out for this reason were not included as a source for the list of stakeholder relevant issues.

## About this report

In the materiality analysis conducted in 2013, 14 issues were considered to be materially relevant, 3 of which were flagged as critical.

### Critical issues (Focus)

Issues	Monitoring indicators <sup>(1)</sup>
Financing	G4-EC4
Corporate Governance	G4-LA12, G4-34, G4-38, G4-39, G4-38, G4-37, G4-49, G4-53, G4-51, G4-41, G4-40, G4-56, G4-45, G4-47, G4-44, G4-35, G4-36, G4-42, G4-43, G4-46, G4-48, G4-50, G4-52, G4-54, G4-55.
Need for a stable legal framework (associated with the sector and geographical locations where Abengoa operates)	G4-PR2, G4-PR4, G4-PR6, G4-PR7, G4-PR8, G4-PR9, G4-SO2, G4-SO7, G4-SO8, G4-EN29.

(1) Indicators corresponding to [GRI4 guidelines](#).

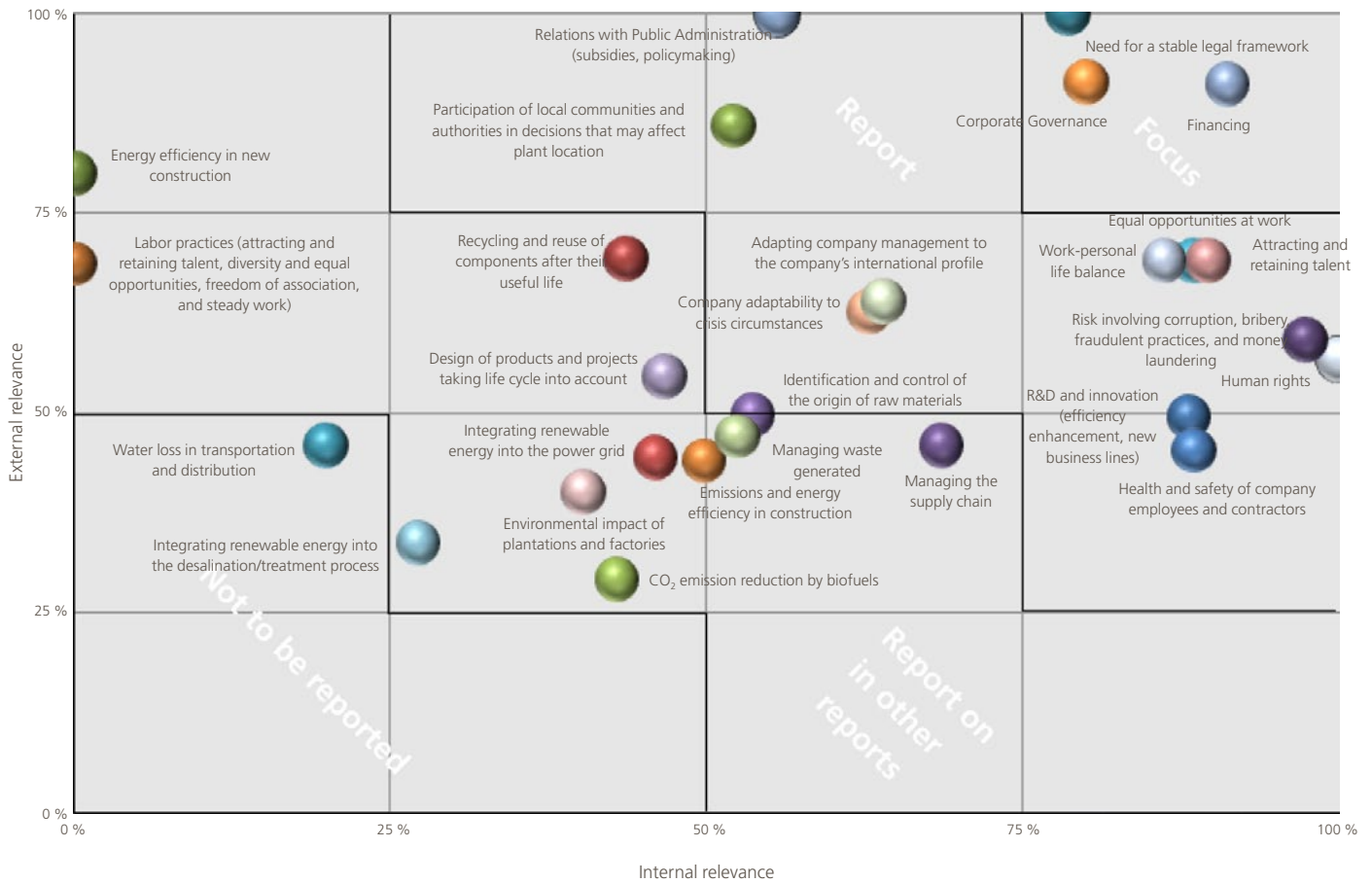
### Significant issues (Report)

Issues	Monitoring indicators <sup>(1)</sup>
Human Rights	G4-HR1, G4-HR2, G4-HR3, G4-HR4, G4-HR5, G4-HR6, G4-HR7, G4-HR8, G4-HR9, G4-HR10, G4-HR11 and G4-HR12
Adapting company management to the company's international profile	G4-4.1
Risks involving corruption, bribery, fraudulent practices and money-laundering	G4-SO3, G4-SO4, G4-SO5, Analyses conducted to meet FCPA compliance (Included in the <a href="#">Responsible Management Balance Sheet</a> )
R&D and innovation	ID1, ID2, ID3_4 (Included in the <a href="#">Responsible Management Balance Sheet</a> )
Attracting and retaining talent	G4-LA10 and G4-LA9
Health and safety of company employees and contractors	G4-LA6 and G4-LA8
Company adaptability to circumstances tied to the economic crisis	G4-1, G4-2, G4-4 and G4-8
Personal work/life balance	G4-LA2, G4-LA6 and G4-LA3
Equal opportunities in the company environment	G4-LA13 and G4-HR3
Participation of local authorities in plant location	G4-SO2, G4-HR8 and G4-SO1
Relations with Public Administration	G4-37, G4-49, G4-53, G4-24, G4-EC4, G4-2 and G4-EC2

(1) Indicators corresponding to [GRI4 guidelines](#).

## About this report

### Relevant issues in 2013



## Verification of this report

Abengoa has instruments in place for capturing and computing information that enable the company to gather reliable and consistent data in real time. As a product of the **Integrated Sustainability Management System (ISMS)**, Abengoa is able to **determine** the environmental, social and economic **impact** of company activity in the areas and locations where it operates.

In order for information to be reliable, consolidated data must be systematically consistent, traceable or reconstructible, accurate and complete in identifying and assessing the sources. Abengoa therefore has effective internal controls in place to help detect, prevent and correct any significant errors in the information it reports. All the reporting systems from which the indicators included in this report are obtained have undergone exhaustive control, oversight and audit processes, both internal and external.

As part of the ISMS, which is the application used to manage and report most of the information contained in this report, the Corporate Social Responsibility management system has its own control systems which supplement those already in place in the data source systems to ensure information reliability and consistency.

## About this report

In addition, in 2009 Abengoa created a specific area for internal auditing of non-financial information tasked with conducting regular periodic internal controls to guarantee the effectiveness and efficiency of the company's sustainability information. The system therefore undergoes periodic internal audits at all levels to ensure the reliability of the information contained in the system.

The following internal audit, review and control processes are carried out on an annual basis:

- **Exhaustive corporate audits:** verification of the corporate social responsibility indicators, the Greenhouse Gas Inventory and the degree of systems implementation.
- **Monitoring and follow-up visits:** reviewing quality, environment, prevention, GHG Inventory, Labor Social Responsibility (LSR) and Corporate Social Responsibility systems.
- **Internal audits** from the business units.
- **Review and control** from the **companies**.

The CSRR was prepared in accordance with Version 3.1 of **the Global Reporting Initiative Guide**, with an **A+ level** of application as self-declared by company management, which was confirmed by the Global Reporting Initiative (GRI), having evaluated this report in its entirety.

As an independent external verifier, the firm, KPMG, reviewed the application of the **AA1000 APS (2008)** Standard, with a **reasonable level of assurance** as well as the answers given to IPEDS, the main and supplementary indicators reported in the CSRR and the Responsible Management Balance Sheet, thereby obtaining sufficient evidence to reduce the risk of material error to an acceptably low level. The report issued by KPMG outlines the scope of review, relevant standards, tasks conducted and conclusions drawn, and can be found in Section 10 of the CSRR.

The verification report provides a detailed description of the scope of the work conducted and the resulting conclusions. The method followed in the review was defined in accordance with the ISAE 3000 Standard.

The Greenhouse Gas (GHG) Inventory was verified in 2013 in accordance with the specific requirements set forth in Section 7.3 of the **ISO 14064-1 Standard**. The report was verified by means of a systematic, independent process documented by Aenor, with a reasonable level of assurance.

In addition, aslo has been reviewed the coherence of Abengoa's Integrated Sustainability Management System (ISMS) with the ISO 26000:2010 guide criteria.



01

**Abengoa in figures**



# 01 Abengoa in figures

## Economic dimension



**781**  
persons engaged in  
R&D and innovation

**16.5** %  
increase in  
revenues over 2012

**261**  
patents applied for





# 01 Abengoa in figures

## Environmental dimension



**30,158**  
hours of employee training in  
sustainable development and in the  
fight against climate change

**92.92** %  
of the group companies have ISO 14001  
certified environmental management  
systems



# 01 Abengoa in figures

## Social dimension



**14,389**  
human rights-related  
screenings performed  
among suppliers

More than **4,700**  
direct beneficiaries of the PE&C  
social development program





02

## Innovative technology solutions for sustainability

- \_ Business model and areas of activity
- \_ Innovation for sustainable development
  - \_ Main projects in 2013
  - \_ Abengoa presence map



## 02 Innovative technology solutions for sustainability

Society is facing major challenges such as natural resource scarcity, rising energy demand and climate change. By 2050, world population is estimated to reach 9.6 billion people<sup>1</sup>, which will entail, among other things, unfair competition in gaining access to limited resources, including water and fossil fuels, as well as a significant rise in the amount of waste generated.

The current change in paradigm is therefore compelling companies to adapt their business model towards a more sustainable model to ensure lower consumption of resources and efficient resource management by applying new technologies that do not compromise our future generations.

Abengoa applies **innovative technological solutions** for sustainability in the **energy and environment sectors**, bringing value to its stakeholders through a management system based on advancing enterprise, social responsibility, transparency and rigor.

### Abengoa mission, vision and values

**Mission:** Abengoa is a technology company that applies innovative solutions for sustainability in the energy and environment sectors, bringing long-term value to its shareholders through management characterized by fostering the entrepreneurial spirit, social responsibility, and transparency and rigor in management.

**Vision:** to be a global benchmark in the development of innovative technology-based solutions for sustainable development.

Management at Abengoa is based on a set of **values** that govern the corporation's relations with all its companies:

**Integrity:** Abengoa conducts its affairs in an honest fashion in every endeavor, both within the company itself and in the communities in which it operates.

**Legality:** each action carried out by the company is compliant with applicable law so as to ensure legal security in undertakings and reduce risks.

**Professional rigor:** involvement and commitment to service in all activities conducted by the company are essential to its ongoing success.

**Confidentiality:** discretion and prudence govern each of Abengoa's relations with its stakeholders, which is a key aspect in forging trust and improving communication and rapport between the company and its environment.

**Quality:** excellence is realized in all of the products and services the company offers.

## 02 Innovative technology solutions for sustainability

### Business model and areas of activity

Abengoa focuses its business on three core areas of activity:

#### Engineering and construction

With over 70 years of experience in the market, this area encompasses the company's traditional engineering business dedicated to executing complex turnkey projects in the energy and water sectors: solar thermal, solar-gas hybrid, conventional power generation and biofuel production plants; hydraulic infrastructure, including major desalination plants and transmission lines, among others.

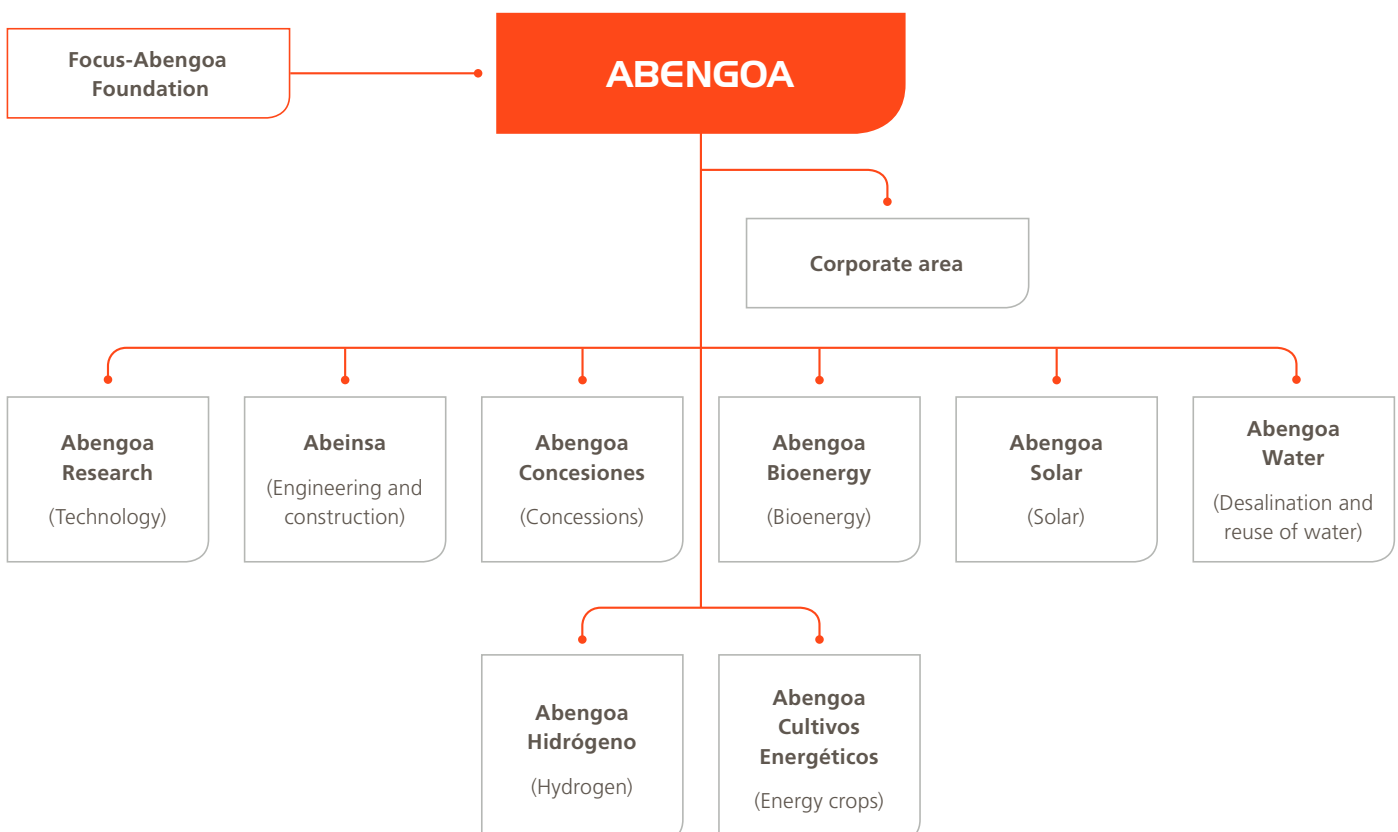
#### Infrastructures under concession

Abengoa boasts an extensive portfolio of proprietary assets under concession, all of which generate income through long-term sale agreements, guaranteed purchase (take or pay) agreements and power purchase agreements. This business line encompasses the operation of electrical power plants (solar, cogeneration and wind power), desalination facilities and transmission lines.

#### Industrial production

This includes technology-heavy businesses such as biofuels and the development of solar technology, being areas in which Abengoa enjoys a strong position of leadership in the geographic markets in which it operates.

#### Organizational chart



## 02

## Innovative technology solutions for sustainability

As part of Abengoa's commitment to sustainable development, the company addresses present and future needs

### Innovative technology solutions

Abengoa, in its unwavering commitment to **sustainable development** and the **struggle against climate change**, has been able to recognize today's needs in the energy and environment sectors and address these needs through technological innovation to generate energy from renewable sources, produce drinking water from sea water and turn biomass into biofuels.



To tackle the issue of **energy sustainability**, Abengoa develops solutions in response to the challenge of **energy challenge through solar power and hydrogen**. The company, which has been researching and developing technologies for producing energy from renewable sources since the 80s, has become a global leader in the two main concentrating solar power technologies: parabolic trough and tower.



At present, more than 80 % of the company's energy resources come from **fossil fuels**. To address the challenge of replacing fossil fuels with fuels of vegetable or organic origin, Abengoa is **developing second-generation biofuels and energy crops**.



With the aim of tackling the **problem of water resource scarcity**, Abengoa has developed technology featuring innovative designs for **generating drinking water from sea water**, water treatment and the creation of processes for reusing water for industrial and domestic purposes.



The **generation of municipal waste** is already a problem for the world's major cities. Abengoa has been working on the development of **new Municipal Solid Waste (MSW) management models** for producing ethanol through a process involving treatment via fermentation and enzymatic hydrolysis, as well as recycling of materials that can be reused, minimizing the environmental footprint, and reducing both dependence on fossil fuels and greenhouse gas emissions into the atmosphere.



## 02

## Innovative technology solutions for sustainability

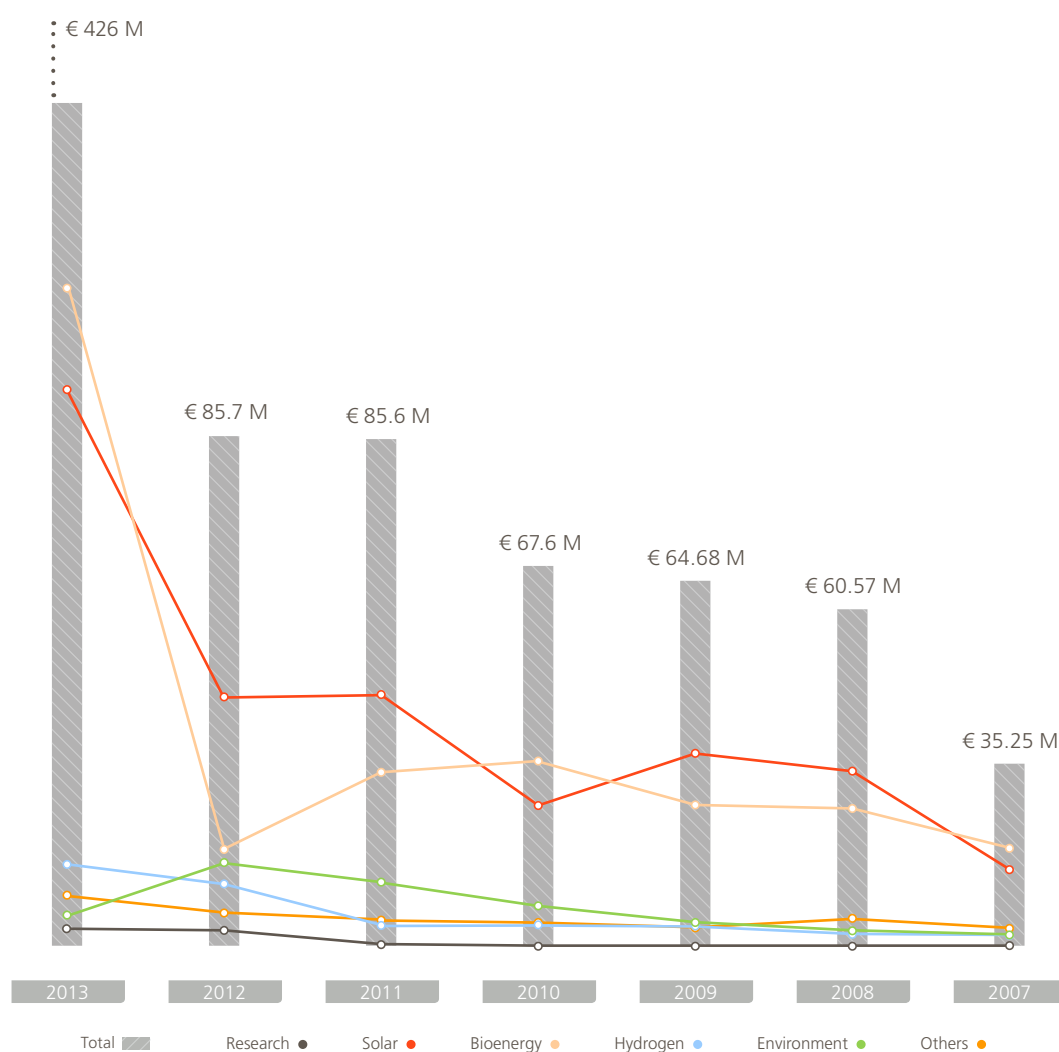
In 2013, the company invested over € 426 M in R&D and innovation. This figure represents approximately 5.79 % of overall sales

Abengoa remains committed to R&D and innovation, ramping up its investment year after year.

### Innovation for sustainable development

Abengoa believes in and backs technological innovation as a driver of company growth. In 2013 the company's R&D and innovation investment totaled € 426 M. This figure represents approximately 5.79 % of overall sales and a significative increased from 2012.

The total number of employees dedicated to R&D and innovation in 2013 was 781.



#### R&D and innovation indicators

	2013	2012	2011
Number of R&D and innovation-dedicated employees	781	737	661
Patents applied for	261	200	151
Patents granted	106	74	35
Number of PhDs in R&D and innovation activities	85	49	36
Investment in R&D and innovation (M€)	426	85.7	85.6
Investment effort (%)	5.8	1.35	1.36

## 02

## Innovative technology solutions for sustainability

261 patents applied for and 106 already granted

### R&D and innovation principles and structure at Abengoa

The company's R&D and innovation strategy revolves around three key areas:

- Alignment with company strategy.
- Being a driver for growth.
- Constituting a competitive edge over other companies operating in the industry.

Abengoa has implemented a set of tools for systematizing and standardizing R&D and innovation management throughout the different stages and levels of development.

The following are among the primary mechanisms employed to this end:

- **TechValue:** a tool used to evaluate the contribution of R&D and innovation to generating competitive advantage based on measuring the effects on cost reduction in Abengoa products and services.
- **R&D Value:** economic assessment of research and technological development that takes markets and their evolution into account to obtain the value of each R&D and innovation program and the R&D and innovation portfolio as a whole.
- **Stage-Gate Methodology:** this procedure aids in managing all company R&D and innovation projects in a uniform fashion, facilitating their monitoring and understanding with a view to decision-making and lower risks.
- **Patents and Technology Watch Office (PTWO):** body in charge of managing all activities involving intellectual property. As of year-end 2013, Abengoa had applied for **261 priority** patents, 106 of which have already been granted.

### Doctoral candidate program

Training is one of the cornerstones of Abengoa's R&D and innovation division. The **PhD program** was therefore unveiled in 2012 for the purpose of training highly qualified personnel in scientific and technical fields.

In 2013, fifteen of the 21 students who began the program have continued with their research in collaboration with a variety of **universities around the world** under the direction and supervision of recognized PhD. As part of this program, the company, through the Focus-Abengoa Foundation, has signed an agreement to fund three two-year scholarships from the [Fulbright Commission](#) for young men and women residing in Andalusia to study their master's degree or doctorate programs in the area of renewable energy and the environment in the US.

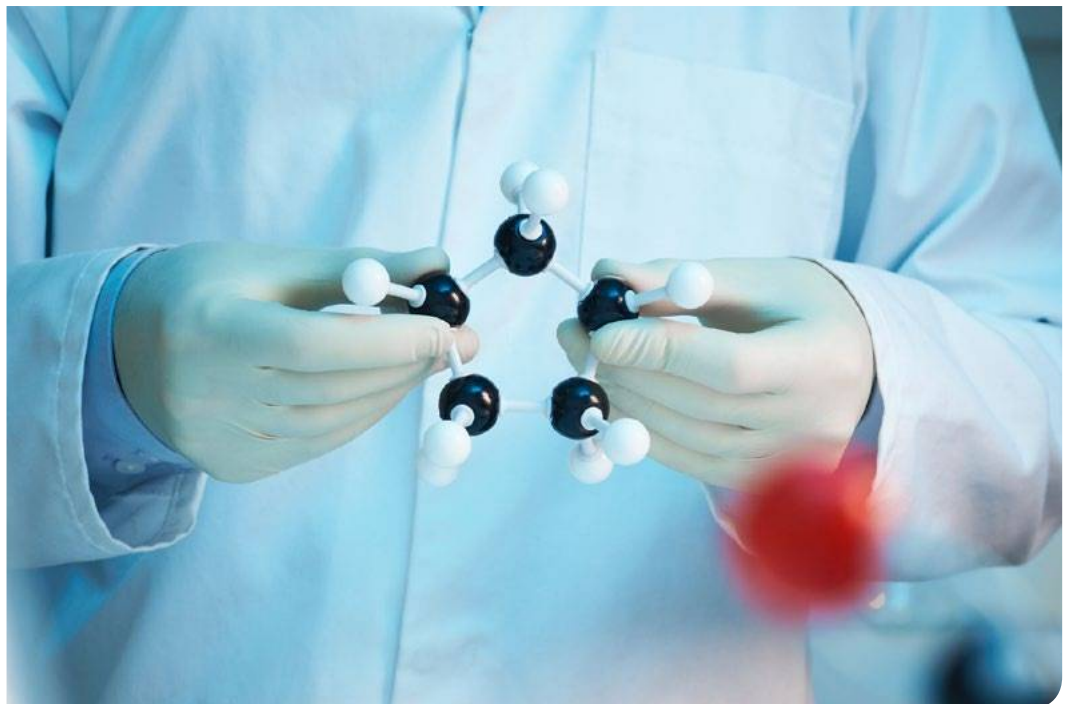


## 02 Innovative technology solutions for sustainability

For the development of proprietary technology it is indispensable to have suitable means in place to enable the company to attain excellence in research. For this reason, the company has added **specialized facilities** to its existing infrastructure:

- **Soland Laboratory:** R&D and innovation facility located at the Soland Business Innovation Complex in Sanlúcar la Mayor, Seville, dedicated to concentrating solar power and high-concentration photovoltaic (HCPV) technology.
- **Abengoa Research Laboratory:** located at Campus Palmas Altas in Seville, the laboratory has experimental facilities for most of Abengoa's scientific areas:
  - Biological laboratory.
  - Electrical laboratory.
  - Materials laboratory.
  - Thermal fluids laboratory.
  - Chemical laboratory.
  - Biomolecular and biochemical laboratory.

The innovation model and managements tools have enabled Abengoa to **lead the ranking of Spanish companies** in European patent applications, and become the number-one Spanish company (eighth among European companies) in returns obtained from European research funds.



## 02

## Innovative technology solutions for sustainability

### Main projects in 2013

The current energy model based on fossil fuel sources poses problems that include depletion, supply security and high environmental impact. Coupled with accelerated population growth and a higher standard of living, this will lead to an ever-increasing cost of resources.

The solution lies in producing **new forms of clean and renewable energy** to gradually replace fossil-based energy sources. Abengoa continued to work in 2013 on developing technological solutions that will help attain a **sustainable future for all**.

#### Abengoa Solar

- Commercial operation startup in Arizona (US) of [Solana](#), the **world's largest concentrating solar plant** with 280 MW of power and 6 hours of thermal energy storage capability. This plant yields an emissions **reduction of 475,000 tCO<sub>2</sub>eq** per year and contributes to **direct employment by generating 1,069 jobs**.
- Construction of the [Mojave Solar Plant](#), a parabolic trough plant with 280 MW gross power output located 150 km northeast of Los Angeles, near Barstow, California (US) that will curb CO<sub>2</sub> emissions by **350,000 tCO<sub>2</sub>eq** per year, and will create **1,000 direct jobs**.
- Completion of construction on [Khi Solar One](#), South Africa's first solar thermal superheated steam tower with 50 MW of power and two hours of storage capability, located close to Upington in the Northern Cape province (South Africa). This plant **curbs** CO<sub>2</sub> emissions by **183,000 tCO<sub>2</sub>eq per year**. In addition, **600 jobs** were created during plant construction, and **35 more positions** will be created to handle plant operation and maintenance.
- Advancement in operating the [Solugas pilot plants](#) (combining solar energy with a Brayton Cycle) and [Salt Tower](#), both of which are located at the Solúcar Complex in Sanlúcar la Mayor, Seville (Spain).

The Solana, Mojave Solar and Khi Solar One plants together yield emissions savings totaling over 1 Mt of CO<sub>2</sub> equivalent to the emissions from more than **250,000 passenger cars per year**<sup>2</sup>.

#### Water

- Startup of commercial operation of the [desalination plant in Qingdao](#), the second largest commercial port in northern China, in the province of Shandong (China). This plant generates 100,000 m<sup>3</sup>/day of drinking water from sea water, a volume which is equivalent to 40 Olympic swimming pools, with the capacity to **meet the supply needs of half a million people**.

Note 2 Figures from the Department of Energy (DoE) from the US and the European Commission (EC).

## 02 Innovative technology solutions for sustainability

### Biofuels

- Operational startup and inauguration of the first Waste to Biofuels (W2B) technology demonstration plant with the capacity to **process 25,000 t of Municipal Solid Waste (MSW)**, from which up to 1.5 ML of fuel-grade bioethanol can be obtained. The plant is located in Babilafuente, Salamanca (Spain) <sup>3</sup>.
- Operational rollout of the Hugoton plant, the first commercial-scale plant to produce second-generation ethanol from biomass, located near Hugoton in Stephens County, Kansas (US), and which will **replace the use of over 60 ML of gasoline each year**, and **1,300 new positions will be created**.



## 02 Innovative technology solutions for sustainability

### And what if we could use garbage as a fuel to run cars?

To solve the problems linked to waste management and the production of clean biofuels, Abengoa has developed a **solution** which simultaneously addresses efficient management of the organic fraction of municipal solid waste and sustainable energy production through **Waste to Biofuels (W2B) technology**.

In June, the company has been operating the Waste to Biofuels (W2B) technology demonstration plant in Babilafuente, located in the province of Salamanca (Spain). The plant has the capacity to process **25,000 t of Municipal Solid Waste (MSW)** and **produce up to 1.5 ML** of bioethanol for numerous applications: as a gasoline additive to increase octane levels; to fuel cars; as a product for use in the chemical and pharmaceutical industries (in solvents and cosmetics, for example) and even as an intermediate product in the production of jet fuel.

The plant comprises the infrastructure already in place for the second-generation plant which converts biomass into bioethanol, the operation of which, for more than **6,000 hours**, enables technical and economic viability validation of enzymatic hydrolysis technology for transformation of lignocellulosic material, an innovative treatment process representing a revolution in MSW management.

W2B technology decreases the time involved in landfill management, which contributes to **minimizing the environmental footprint** of waste management, in addition to significantly reducing the emission of particles and greenhouse gases per kilometer traveled by 70 %. It also maximizes the recovery of the organic fraction of municipal solid waste and prevents the dumping of more than 80 % of waste.

W2B technology demonstration plant in Babilafuente, Salamanca (Spain).



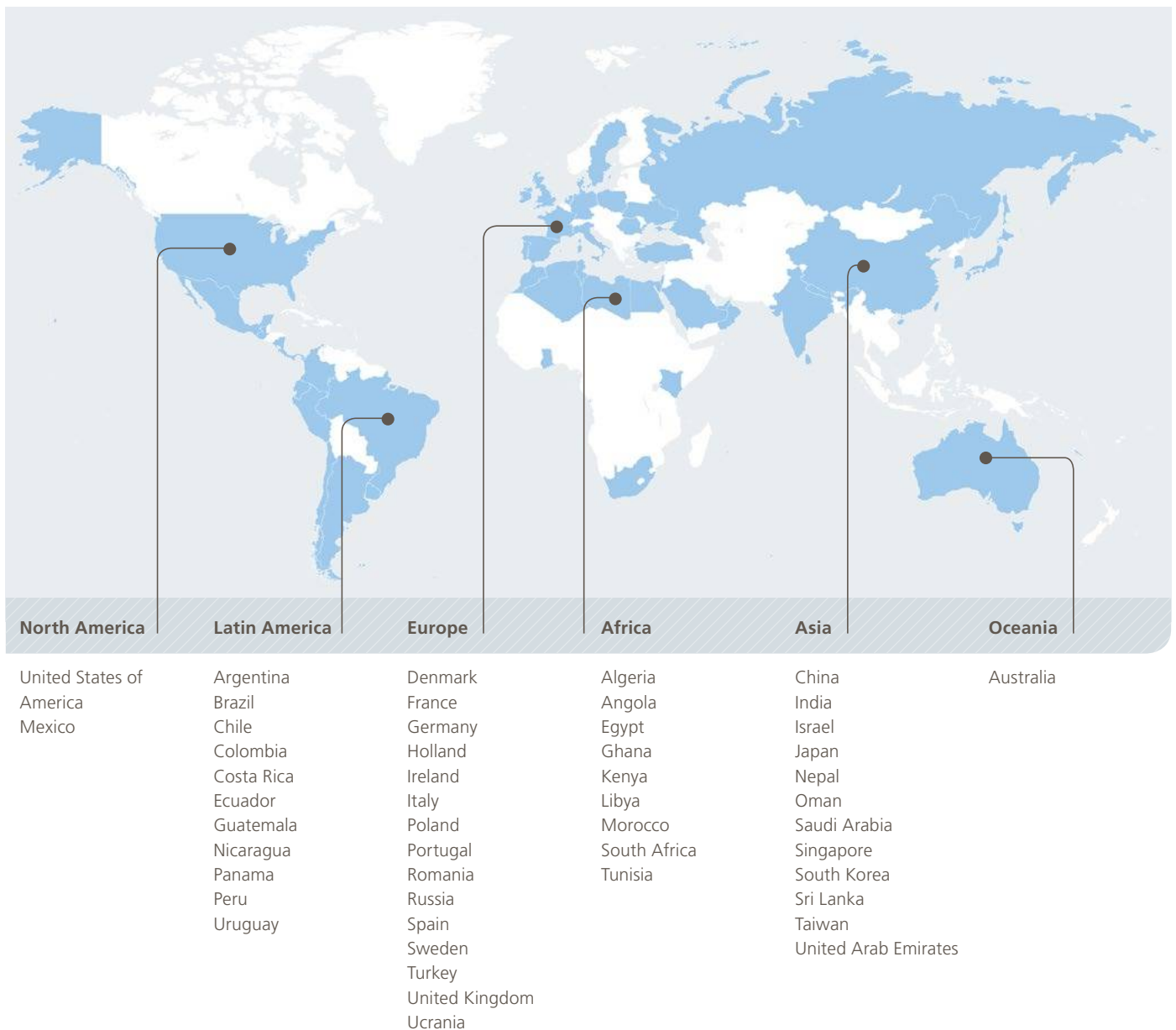
If we were to make use of the bioethanol obtained using W2B technology to treat the more than 24 Mt of MSW that are generated in Spain each year, meaning about 2,100 ML of bioethanol, **we could cut gasoline consumption by 1,900 ML**; in other words, 31 % of the total amount of gasoline consumed in Spain.

**Turning** garbage into **bioethanol** is an innovative way to manage waste that in turn generates a product that is beneficial to everyone. W2B technology therefore brings **technological innovation** and **social responsibility together**.

## 02 Innovative technology solutions for sustainability

### Abengoa presence map

Headquartered in Seville (Spain), Abengoa operates in 50 countries on every continent through its, approximately, 600 companies, subsidiaries, holding companies, facilities and office locations.



In September 2013, Abengoa inaugurated its **new headquarters in Madrid**. Located at No. 43 on the Paseo de la Castellana, the **375-employee**-capacity building brings together the activities of the Abengoa companies in the nation's capital in order to combine company business and to apply the social model in place at Campus Palmas Altas, with activity focusing on advanced technologies, environmental excellence and sustainable development.

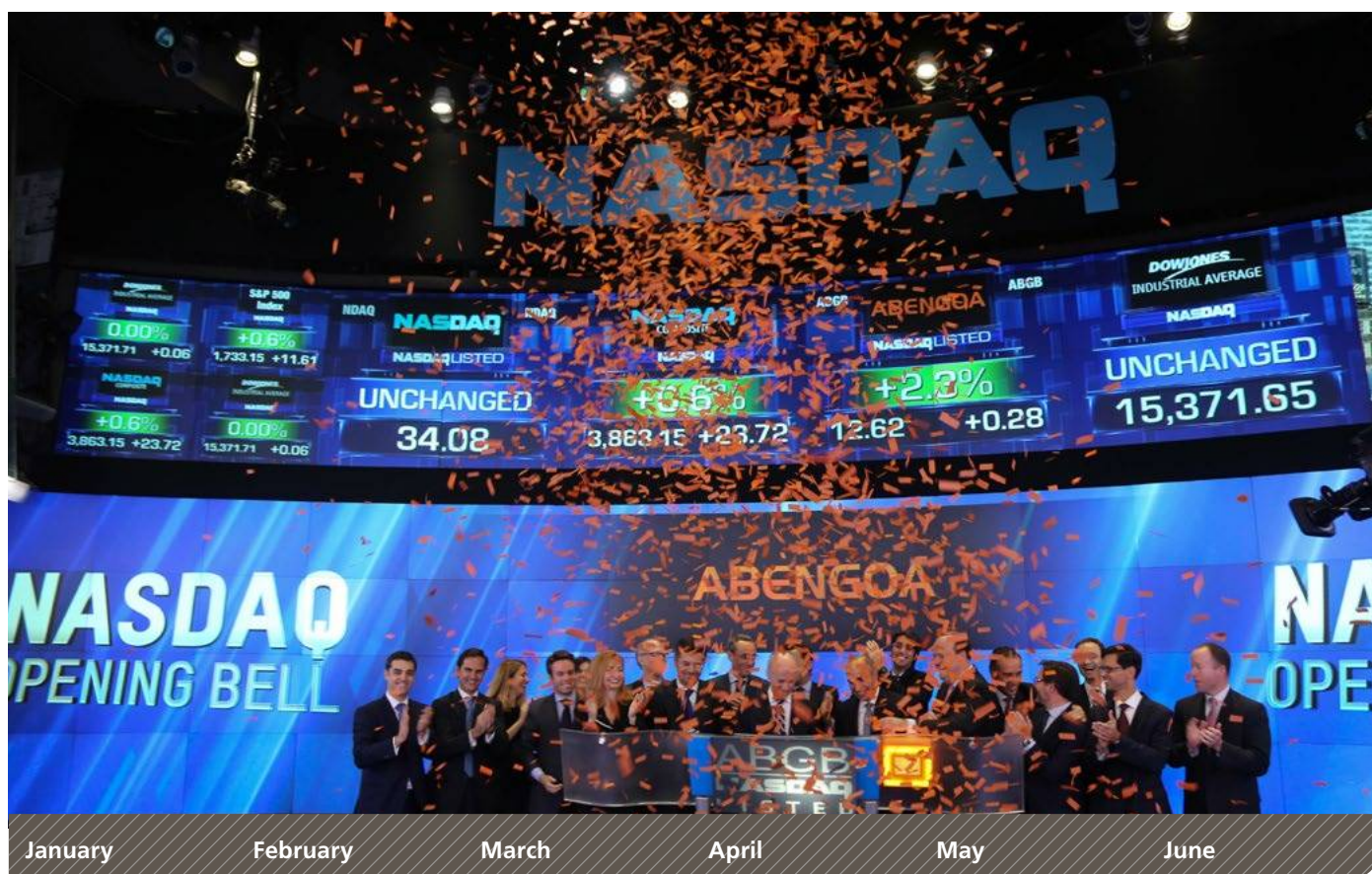




03

**Milestones in 2013**

## 03 Milestones in 2013



### January

Creation of the new American subsidiary, Abengoa US. [\(+ info\)](#)

Commencement of commercial operations at the Qingdao desalination plant in China. [\(+ info\)](#)

### February

Sale of Bargoa to Corning Incorporated. [\(+ info\)](#)

Publication of Corporate Social Responsibility Report 2012. [\(+info\)](#)

### March

Agreement reached with BrightSource Energy to build and operate the world's two largest solar power towers in California (US). [\(+ info\)](#)

Inauguration in Abu Dhabi (United Arab Emirates) of the largest solar parabolic trough plant in the Middle East. [\(+ info\)](#)

### April

Sale of Befesa, a subsidiary specializing in recycling and environmental services, to Triton Partners. [\(+ info\)](#)

### May

Twelfth edition of the global conference on biofuels, World Biofuels 2013. [\(+ info\)](#)

Contracts awarded for three electrical power transmission projects in Brazil, totaling 2,920 km. [\(+ info\)](#)

First implementation of Solidarity Vacations, the onsite volunteer program for Abengoa employees

### June

Inauguration of the demonstration plant using Waste-to-Biofuels (W2B) technology in Salamanca. [\(+ info\)](#)

2012 Focus-Abengoa Prizes awarded. [\(+ info\)](#)

## 03 Milestones in 2013



July	August	September	October	November	December
<p>Inauguration of Soland Center, housing Abengoa's new solar R&amp;D and innovation facility. <a href="#">(+ info)</a></p> <p>Abengoa becomes a member of Forética. <a href="#">(+ info)</a></p>	<p>Construction of South Africa's first solar thermal tower, Khi Solar One, in the Northern Cape. <a href="#">(+ info)</a></p> <p>Start-up of the PE&amp;C social development program in Seville. <a href="#">(+ info)</a></p>	<p>Completion of the largest solar thermal complex in Europe, Solar Extremadura. <a href="#">(+ info)</a></p> <p>Contract awarded to build and operate a 70 MW wind park in Uruguay. <a href="#">(+ info)</a></p>	<p>Abengoa is listed on the Nasdaq Global Select Market. <a href="#">(+ info)</a></p> <p>"Nur: Light in Art and Science from the Islamic World" exhibition. <a href="#">(+ info)</a></p> <p>Solana, the world's largest parabolic trough plant, with an installed capacity of 280 MW, goes into commercial operation. <a href="#">(+ info)</a></p>	<p>Commencement of the 2<sup>nd</sup> edition of the Focus-Abengoa Sustainable Business Award for Abengoa suppliers. <a href="#">(+ info)</a></p> <p>Abengoa recognized as CDP leader for its transparency in climate change management. <a href="#">(+ info)</a><sup>1</sup></p>	<p>Prizes awarded in the 30<sup>th</sup> edition of the Focus-Abengoa International Painting Award. <a href="#">(+ info)</a></p> <p>Contract awarded by the US Department of Energy to develop new-generation parabolic trough technology. <a href="#">(+ info)</a></p> <p>Inauguration of a new plant for manufacturing metal structures for transmission lines in India. <a href="#">(+ info)</a></p>

Note 1 Abengoa is part of the CDP Iberia 125.





04

## Strategy for a sustainable future

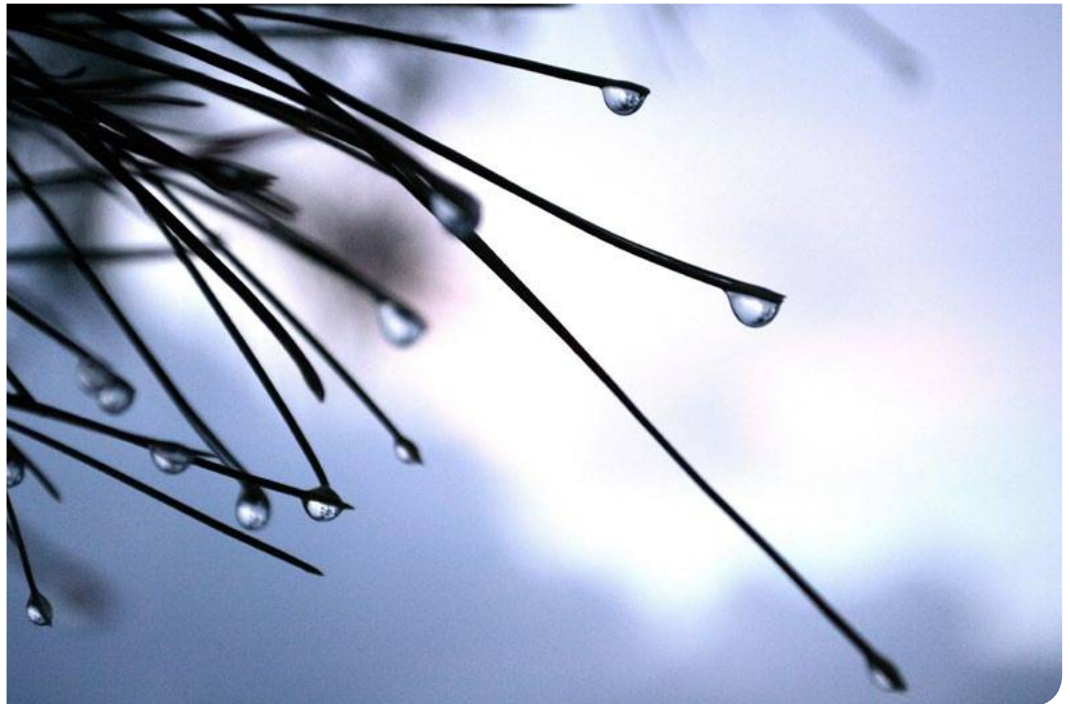
- \_ Responsible management at Abengoa
  - \_ United Nations Global Compact
    - \_ Future global challenges
  - \_ Future challenges by geography
  - \_ Awards and acknowledgements

## 04 Strategy for a sustainable future

Responsible business management is the key to facing the challenges in achieving a sustainable future

Award-winning photograph from the 5th Edition of the Sustainability Photography Contest  
Photographer: Fernando Suviri Iglesias.

In the current socioeconomic context, marked by a severe crisis of trust, it is essential that companies commit to responsible management of the environment in which they interact, meeting the expectations and demands of their stakeholders. A **business strategy** based on **responsibility** and **sustainability** is paramount to generating credibility in the markets and in tackling **the challenges of a sustainable future** from a competitive position.



We are looking ahead to 2020 with our new CSR Strategic Plan

### Responsible management at Abengoa

Abengoa applies innovative technology solutions for sustainability, and does so through a **business model** that is respectful of **social and environmental surroundings**. The company is committed to ensuring that its performance contributes to the economic development and social progress of the communities in which it enjoys a presence, while at the same time mitigating impact on the environment.

With this aim in mind, Abengoa has powerful strategic and management tools in place to enable the company to set continuous improvement targets as part of a strategy grounded in sustainability.

### 2020 Strategic Plan for Corporate Social Responsibility

In 2008, Abengoa developed a Corporate Social Responsibility (CSR) Strategic Plan which established the **strategic lines** to be followed throughout the company in matters relating to responsible business management in its three dimensions: economic, social and environmental.

Since then, the CSR Strategic Plan at Abengoa has become a key tool for defining solid CSR policy for all businesses and geographies in which the company operates, based on reliable and consistent management systems.



## 04 Strategy for a sustainable future

Although the plan has been revised on an ongoing basis for the purpose of aligning it with the company's strategic goals, in 2013, Abengoa began working on the definition of a new one. It is focused on the target period of **2020** and the goal is to turn **CSR** into a **competitive advantage** and a tool for **achieving business objectives**.

The implementation of this new plan is envisaged for 2014, and preparation of the plan has taken into consideration the recommendations of the Independent Panel of Experts on Sustainable Development (IPESD)<sup>1</sup>, the materiality analyses<sup>2</sup> performed in recent years and the global challenges in social and environmental affairs (macro-trends). A total of **28 interviews** were held with key senior managers to analyze the company's positioning in light of the macro-trends and the business strategy from now until 2020.

Runner-up prize-winning photograph from the 5th Edition of the Sustainability Photography Contest.  
Photographer: Sadananda Nayak.



Note 1 For more information, see the chapter on "[Independent Panel of Experts on Sustainable Development](#)" section.

Note 2 More information in the chapter "[About this report](#)" section.

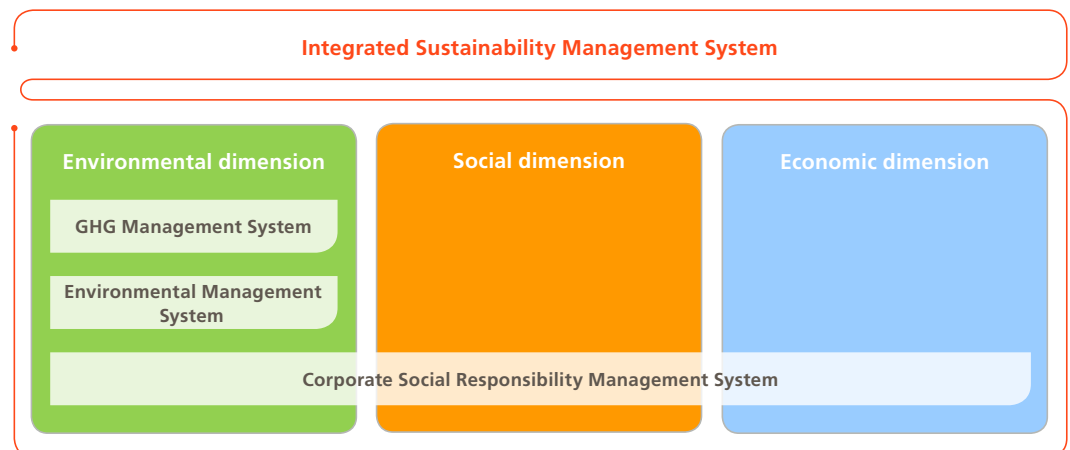
## 04 Strategy for a sustainable future

The ISMS which now has 3,024 users, guarantees the reliability of the information reported.

### Tools for responsible management

To ensure proper management of its performance, Abengoa has an Integrated **Sustainability Management System (ISMS)**<sup>3</sup>, a tool created by the company itself. This application is used to gather data connected with the environmental, social and economic impacts of its activities in order to obtain consistent and reliable information that will enable the company to enhance the decision-making process, set improvement targets, mitigate negative impacts, and report information to stakeholders.

The ISMS, which has more than **3,024 users** within the company, consists of three management systems associated with the different dimensions of CSR: the Greenhouse Gas Management System (environmental dimension), the Environmental Management System (environmental dimension) and the Corporate Social Responsibility Management System (social, environmental and economic dimensions).



Each year independent external entities audit the ISMS to ensure the truthfulness of the information reported. These independent review processes are carried out with a reasonable level of assurance<sup>4</sup>.



### United Nations Global Compact

Since 2002, Abengoa continues to uphold its commitment to the United Nations Global Compact (Global Compact), by which it undertakes to implement the [ten principles](#) in its activities and strategies.

From 2005 onwards, the company has annually published its [Progress Report](#) on the Global Compact website to report to stakeholders on the actions it has taken over the previous year in relation to implementation of the ten principles of the Global Compact. The purpose of the report is twofold: on the one hand, to identify progress with respect to the previous year and, on the other, to afford the company greater transparency.

Note 3 More information can be found in the [Environment](#) section of this report.

Note 4 See more information in the chapter ["About This Report"](#) section.

# 04 Strategy for a sustainable future

## Future global challenges

### Social

- Reinforcing and systematizing stakeholder **dialog**.
- Consolidating **pride in being a part** of Abengoa by enhancing the company's relationship with its employees.
- Creating a **policy of responsible purchasing** based on unified procedures for all Abengoa companies.
- Successfully implementing the **new 2020 CSR Strategic Plan**.
- Intensifying specific training associated with the company's **Code of Conduct** and the use of the **whistleblower channels**.
- Bolstering the **human rights protection** policy by developing mechanisms for due diligence and remediation in line with the Ruggie principles.

Runner-up prize-winning photograph from the 5th Edition of the Sustainability Photography Contest. Photographer: Antonio López Mayor.



## 04 Strategy for a sustainable future

### Environmental

- Boosting decision-making at all levels by including environmental criteria.
- Implementing **Global Footprint labelling** in company projects to inform the market of their impact on the environment.
- Continuing to move forward in CO<sub>2</sub> labelling
- Strengthen the system of risk assessment associated to climate change
- Systematize the establishment of emission reduction initiatives through directed actions

### Economic

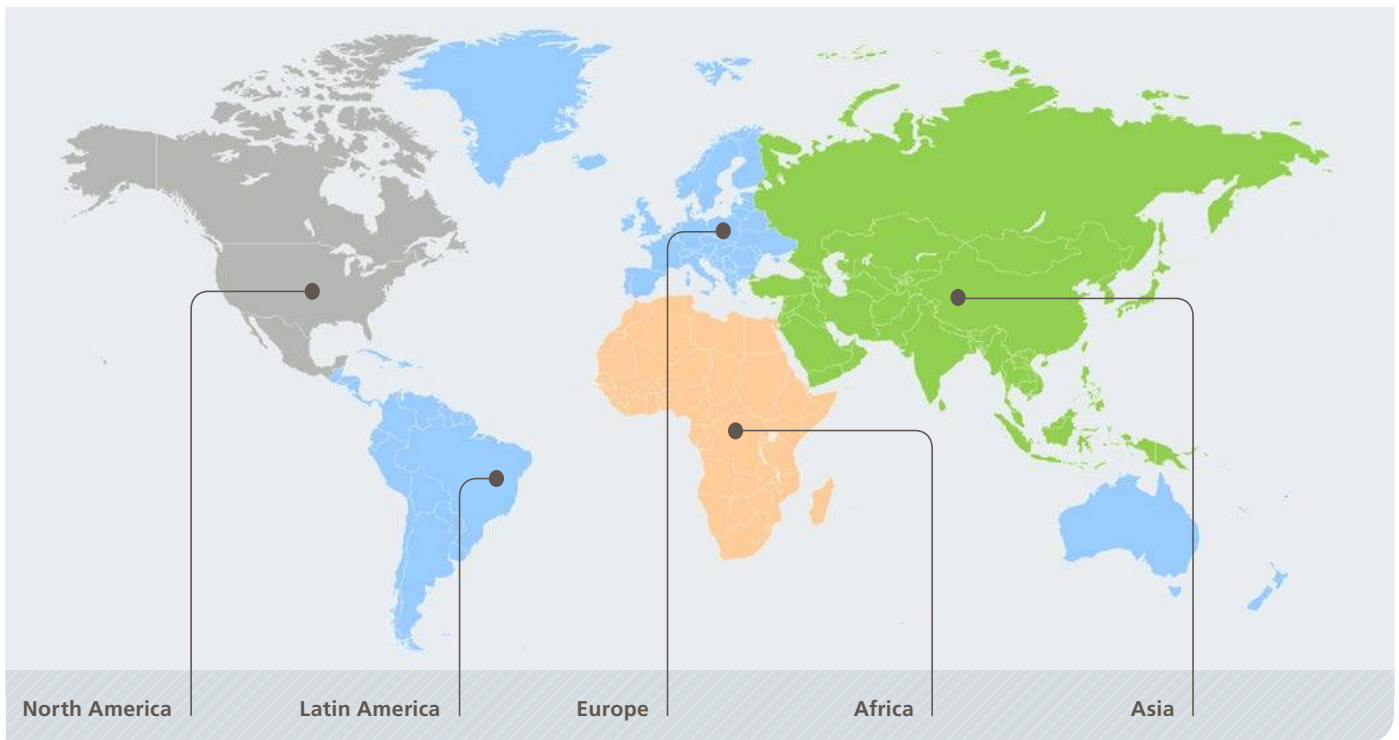
- Stepping up independent review of **governing bodies**.
- Establishing common policies to improve **customer satisfaction**.
- Increasing and intensifying contact with **ESG investors** (environmental, social and governance-related responsibility-driven).
- Increasing company value and ensuring maximum market **visibility and transparency**.
- Creating **dialog channels** adapted to new technologies to enable a better flow of information between the company and domestic and international financial communities.
- Maintaining **continuous information** flow with investors and shareholders.
- Consolidating Abengoa as a technology company by centralizing the company's innovation and technological development capabilities through **Abengoa Research**.
- Promoting **new businesses** based on technological development to contribute to Abengoa's diversification and growth.
- Consolidating and continuing to increase the number of activities conducted by the **anti-fraud auditing team**.
- Implementing the improvements needed in the Common Management Systems for compliance with the components and principles of the **Committee of Sponsoring Organizations (COSO)**<sup>5</sup>.
- Creating a monitoring and follow-up program to ensure compliance with the stipulations of the **Foreign Corrupt Practices Act (FCPA)**.

Note 5 Organization that defines internal control system methodology.



# 04 Strategy for a sustainable future

## Future challenges by geography



- Consolidating relations with organizations that promote CSR in the country in question.
- Promoting international presence of the Focus-Abengoa Foundation.

- Increasing and strengthening the relationship with the media and stakeholders.
- Stepping up supplier audits in areas entailing human rights violation risks.
- Driving forward social development-based training programs in more companies (Powerline Technician School).

- Strengthening the relationship between the Focus-Abengoa Foundation and employees.
- Increasing participation in joint projects.

- Implementing the Digital Identification program (Print project).
- Ensuring proper implementation of the management systems.
- Increasing and strengthening the relationship with the media and stakeholders.
- Stepping up supplier audits in areas entailing human rights violation risks.
- Adapting and reinforcing internal control and the Common Management Systems in smaller companies located in strategic territories under expansion.

- Implementing the Digital Identification program (Print project).
- Implementing management systems accordingly.
- Stepping up auditing of suppliers in areas entailing risk of human rights violations.
- Adapting and reinforcing internal control and the Common Management Systems in smaller companies located in strategic territories under expansion.

# 04 Strategy for a sustainable future

## CSR contributes to financial performance

In 2013, Abengoa, together with **Forética**, whose organization the company joined this very year, undertook an exhaustive analysis of **CSR performance** and its influence on the most relevant financial indicators (KPI), for the company and in the business sector.

Using a record of more than 60 CSR indicators and cross-checking them against critical financial variables, the analysis involved examining which elements maintain greater correlation between CSR performance and a favorable evolution in the financial component. The results of the analysis are consistent for Abengoa and for the rest of the companies in the sector.

Three levels of correlation between CSR and financial performance were observed:

- High, with **positive contribution** to business, which includes the cost of capital and growth.
- Medium, with **neutral contribution** to business, which encompasses profit margins, *profitability* (ROE, ROA and ROI) and stock market evaluation (PER, Price/Cash Flow, Price/Book Value).
- Low, with (high) **negative contribution** where there is efficiency in the balance sheet (asset rotation).

Whith capital cost bearing the highest correlation with CSR performance, it can be observed that CSR elements have greater **potential to contribute** to improving our financing cost drivers. Thus, the battery of indicators linked to society, innovation and environmental performance are those most strongly correlated for both Abengoa's CSR and for the company's business.



Note: The figures indicate the degree of positive or negative correlation (from 0 to 1) between CRS indicators and financial performance.



## 04 Strategy for a sustainable future

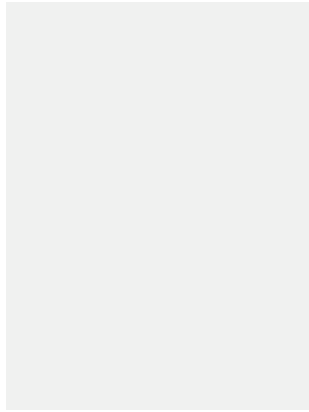
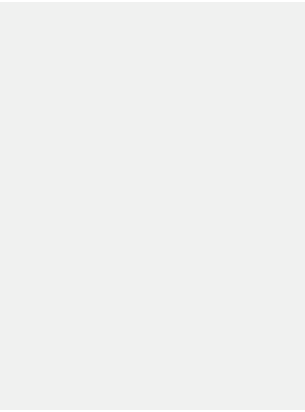
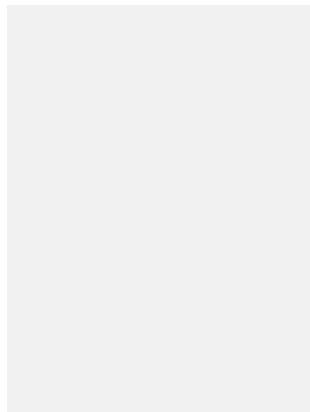
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This leads to two conclusions of the utmost importance to Abengoa. In the first place, **CSR** has tremendous potential for **contributing to business** and for **creating value** from the **financial standpoint**; secondly, part of this potential is not being fully gleaned by the markets.

While Abengoa integrates CSR into its global strategy and measures performance rigorously and systematically, it would seem to be necessary to **enhance communication** with **stakeholders**, particularly with socially responsible investors, regarding the company's commitment to responsible management, which will result in a positive contribution to their portfolios—through risk management and business quality—while at the same time enabling the company to gain access to more stable investors with excellence in risk management.

### Awards and acknowledgements

In 2013, the company received **more than 20 awards and recognitions** in the realms of Innovation, Corporate Governance, Excellence in Quality Management, Safety and Occupational Risk Prevention, Environmental Sustainability, and Social Development.



05

## Independent Panel of Experts on Sustainable Development

- \_ Recommendations of the IPESD
- \_ Questions formulated by the panel to Abengoa

## 05 Independent Panel of Experts on Sustainable Development

For the sixth consecutive year, a Panel of Experts on Sustainable Development (IPESD), composed of six professionals of renowned international prestige in a range of areas related to Corporate Social Responsibility (CSR), analyzed Abengoa's CSR policies and reporting and issued a concluding report which has been published herein.

Abengoa voluntarily undergoes this analysis with the aim of incorporating the expectations of its stakeholders, represented in the opinion of the independent panel, into company strategy.

### Recommendations of the IPESD

This year, the IPESD formulated its recommendations on the basis of a process of analysis consisting of the following: review by all members of the panel of Abengoa's CSRR12; an in-person meeting of the members of the panel with those in charge of the company's most representative CSR-related areas, which took place in September 2013 in Seville; and the evaluation of ten questions formulated by the panel for response by company management, the answers to which were verified with a reasonable level of assurance by KPMG.

### Concluding Report

The IPESD (« the Panel ») was appointed again in June 2013, with the same membership as in the previous year.

The Panel conducted an analytical review of Abengoa's 2012 Corporate Social Responsibility Report in line with the following objectives:

- To provide an external and independent viewpoint on Abengoa's CSR reporting from the perspective of the Panel member's individual expertise.
- To provide Abengoa with feedback and challenge on its performance regarding CSR issues as reflected in the CSR report mainly via the submission of questions to the management of Abengoa.
- To advise on improvements in the clarity, consistency and structure of the Abengoa CSR report, also through an internal letter of recommendations to management.
- To evaluate Abengoa's process of determining which issues are most significant for inclusion in the CSR report.
- To provide Abengoa with insight on the latest CSR developments and practices around the world.
- To advise Abengoa on how to achieve the maximum value from the process of reporting and from the Panel's review.

Specifically, this involved the Panel in conducting the following steps:

- A reading of the 2012 report;
- The formulation of ten questions for response by management, following the same process and scope as in the previous year;
- A review of the company's responses to these questions.

## 05 Independent Panel of Experts on Sustainable Development

As in 2012, the Panel had the opportunity to visit Abengoa's head office to discuss the company's sustainability strategy, activities and its CSR reporting.

The ten questions directed by the Panel to Abengoa management had been prepared this year in time for face-to-face discussion with Abengoa in Seville.

The Panel's visit to Seville was organized so as to allow interactive sessions with key company contributors to the Report. This was of particular value in explaining some of the data and figures included in the Report and in providing preliminary answers to the Panel's questions.

Our concluding comments are therefore augmented both by explanations and written documentation received during our visit to Seville. The Panel does not review the accuracy of the data included in the report; assurance of this data is provided by the company's external auditors.

### General observations on the 2012 report

The Panel commends Abengoa's continuing commitment to sustainability and to transparent reporting. The report contains a large volume of valuable information, amply demonstrating this commitment to transparency as well as compliance with leading corporate sustainability and reporting standards.

The company again demonstrated to us that it is open to discussions both on the substance of CSR and also on ways of improving the reporting. The Panel therefore continues to take a strong view that further progress can be achieved by reducing general descriptions of external standards and regulations, assuming that readers will either know these or can refer to them outside of the report.

Rather than concentrating on how internal processes are designed, the report would benefit from more focus on the actual performance of the company's systems and procedures, including reports of outcomes against quantified targets, what challenges the company is facing, and using examples and case studies to illustrate these. The same comments apply to some of the answers to this year's questions.

Several of the Panel's previous suggestions have been reflected in the 2012 report. This relates both to further improvements in the section on the GHG inventory and in the focus on supplier compliance with Abengoa standards. This in turn provides the Panel with the opportunity to enquire with further questions on the new information provided. We have also repeated some more specific questions where previous years' questions were not fully taken up by the company.

We believe that progress was made in 2012 to reduce the length of the report, but it is still a long read and tries to contain comprehensive information on the company's sustainability efforts and processes. It is therefore not easy to identify the most material issues that Abengoa wishes to communicate. We continue to encourage efforts to use the materiality analysis to focus on a reduced number of key issues in the report and leave more comprehensive descriptions to an interactive website designed around the needs of the different stakeholders. We believe that this will serve to enhance the quality of the report as an instrument of good and effective communications.

In determining these key issues there is room for more active selection of and outreach to external stakeholders and using their input alongside the company's own sustainability priorities to respond in the report to these more company-specific sustainability issues.

## 05

## Independent Panel of Experts on Sustainable Development

An explanation of how external stakeholders are selected for interview based on their materiality from Abengoa's perspective would be helpful. Current procedures still concentrate principally on a review of general external information which can only provide non-company-specific insights. Our questions on the 2012 CSRR continue to press for this emphasis given the pressure of complying with GRI's G4 set of criteria and, further ahead, the challenge of integrated reporting.

### Specific comments on Abengoa's responses to the Panel's questions

GHG emissions - The Panel recognizes the greater effort in the report to provide information and trends on GHG emissions. As revenues are used as the common measure at group level, this information remains difficult to interpret and we welcome the additional information provided in answer to this year's question 4 against three different measures to assess relative GHG reductions. We have recommended further analysis by areas of activity where performance can differ strongly.

Information on sustainability efforts in major locations – given the large volume of Abengoa's business in Latin America, it would be valuable for the reader to understand in more detail Abengoa's CSR efforts and special challenges in this continent and in any other countries, such as the USA, with significant investment and activities.

#### Jermyn Brooks

President of the Panel, December, 2013

## Questions formulated by the panel to Abengoa

### 1. Materiality of sustainability issues and report contents

**Abengoa continues to use a combination of internal and external sources to determine a matrix of material items. The results are not satisfactory: the number of relevant issues is very long (29 items), includes numerous overlaps, and the links between this analysis and the content of the report remain unclear. By contrast, the 2012 report begins with five clear sustainability principles, which could frame the main focus of the report. The new GRI G4 calls for reporting on material issues only, using the new concept of boundaries. Will Abengoa move in future reports towards a more concentrated form of reporting along the lines of the «Big Five»?**

Abengoa's relationship with its stakeholders (employees, customers, suppliers, shareholders, society, communities and public administration) unfolds within a context of transparency and trust based on truthful, ongoing, two-way communication. The primary objective of such communication is to strengthen the organization's relationships with all stakeholders and to uphold the commitments undertaken with each and every one of them.

In this regard, each year Abengoa conducts materiality analysis that enables the company to ascertain the issues of most relevance to stakeholders and their expectations in relation to the company. The information included in the CSRR is structured as a product of the outcome of this analysis because the report seeks to address all issues considered to be important by Abengoa's stakeholders.



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In addition, indicators that will enable the company to carry out follow-up on the evolution of these matters and improvement management thereof are defined or identified on an annual basis.

In line with the new guide published by the GRI (G4), Abengoa is redesigning the process that enables the company to determine which matters are of relevance to stakeholders and include new perspectives in order to be able to group issues into areas of materiality, thereby facilitating the reporting and disclosure process.

The five major issues mentioned by the panel involve values of the organization that could be taken into consideration as constituting core concepts upon which to construct the report, but which cannot replace the aforementioned materiality process, given that Abengoa deems it essential to determine the issues of relevance to stakeholders through a formal, periodic process based on two-way communication and the analysis of expectations.

### **2. The 2012 report states the intention of introducing the Ruggie principles for human rights in 2013. What progress in implementing the relevant human rights policies, due diligence procedures and remediation measures has been made so that these can become effective in 2014?**

Abengoa advocates sustainable growth that is based on, among others, respect for human rights, both within the organization, and in the company's value chain and sphere of influence.

As set forth under the Ruggie Principles, the labor practices carried out at Abengoa, including the professional conduct of all company employees, are governed by the standards and protocols of the Universal Declaration of Human Rights, international agreements approved by said organization and, concerning labor rights, by the International Labor Organization (ILO). The company rejects all forms of discrimination and child and forced labor, and promotes equal treatment between men and women in all of its areas of influence.

The company's commitment to upholding human rights is formalized in the Common Management Systems that apply without exception to the entire organization. These norms establish guidelines and policies in relation to protecting these rights and the principles thereof extend to include 100 % of the company's providers. Abengoa suppliers have an obligation to sign the Social Responsibility Code (SRC), which contains 11 clauses based on the principles of the United Nations Global Compact and inspired by the international SA8000 Standard. Over the course of 2012, we conducted more than 19,000 supplier screenings in relation to human rights in order to watch over compliance with the code.

In addition, external and internal whistleblower channels are available to employees and society at large, with the aim of providing a channel for reporting any action that may be considered to indicate the occurrence of an infringement of human rights.

In keeping with the commitment to protecting human rights and implementing these principles within the company, analysis was conducted in 2013 on the requirements dictated under the Ruggie framework in order to draw up courses of action for fulfilling these requirements.

Furthermore, with the aim of ensuring smooth operation of control, prevention and regulatory compliance procedures in all company areas, a Compliance program involving direct reporting to chairmanship was created in 2013.

In 2014, we shall continue to work in this direction and on aligning our policies and systems with these principles in terms of due diligence and remediation of human rights-related impacts.

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### **3. Can Abengoa describe how it sets the criteria for its efforts and pull together in one place – perhaps as a kind of introduction to the Report - data from the various chapters of its report, highlighting the contribution which the company makes to society and using the format envisaged, for instance, by the IIRC (International Integrated Reporting Council), to cover not only financial and manufactured but also natural, intellectual, human, social and relational capital?**

Abengoa, in pursuance of offering quality, useful information that brings value to its stakeholders, seeks to provide through its Annual Report, among other channels, the most complete and integrated contents that are able to communicate the company's challenges and future goals in all spheres of influence and areas of performance.

We are working on and analyzing different criteria for integrating information, including the guidelines established by the International Integrated Reporting Council (IIRC), with a view to making continued progress in providing our stakeholders with quality contents that are easily accessible and capable of addressing their information needs.

Thus, for example, the company is conducting an analysis of materiality to define issues that are relevant for the company value chain in a globally integrated fashion, which will enable us to incorporate stakeholder interests into our communications in line with the suggestion of the panel and the trend indicated by benchmark institutions such as the IIRC and the Global Reporting Initiative (GRI).

We are currently immersed as well in the process of updating the Strategic CSR Plan (SCSRP) to 2020. In addition to establishing the company's performance guidelines in the realm of Corporate Social Responsibility, this new plan seeks to reinforce integration thereof into all company areas as a business lever. In order to accomplish this, the process involves collaboration from all relevant business- and sustainability-related areas so that the integration of objectives has the capability to create real value for the company.

### **4. Both energy consumption and Greenhouse Gas (GHG) emissions are increasing. At the same time Abengoa calculates relative emissions reductions, with an intensity ratio measured by reference to revenue growth only. Could Abengoa provide more detail on this calculation and link both growth and relative reductions to a breakdown by business unit?**

Abengoa computes its CO<sub>2</sub> emissions through the GHG Inventory Management System, which enables the company not only to calculate emissions, but also to set annual reduction plans and improvement targets.

In 2012, Abengoa's GHG emissions dropped by 725,932 t<sup>1</sup> over the GHG inventory for the previous year, representing a decrease of 6 %. This reduction stems primarily from Scope 3, which includes emissions associated with work-related travel, employee work commutes, losses in electrical power transmission, the value chain of fuels for generating acquired energy, and products and services supplied.

Note 1 In June of 2013 Befesa ceased to form part of Abengoa, with the GHG emissions reduction being affected for this reason. Further information can be found in the Environment chapter of CSR Report 2013.

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Based on the formula shown below, Abengoa compares the emissions in 2011 with the activity data in 2011.

$$\frac{\text{Emissions 2011}}{\text{Activity perimeter 2011}} \times \text{Activity perimeter 2012} - \text{Emissions 2012} = \text{Emissions cut 2012}$$

Once the company has done that, it extrapolates the 2011 status to 2012, and obtains the theoretical emissions the company would have excluding the effect of the activity variation between the two years. Once we have these theoretical emissions, they are compared with actual emissions to obtain the theoretical emission variation.

This calculation is performed globally using 'revenue' as the activity parameter for comparison against emissions. This is done in this manner due to the fact that Abengoa has so many different subsidiaries with so many different activities that there is no common activity parameter to be used apart from revenue. And that's what Abengoa does. The company uses revenue, aware that while it is definitely not the best parameter to use, it is the only one in common.

If we calculate this relativized reduction according to revenue using the formula shown above, the reduction amounted to a total of 1.9 Mt in 2012.

In addition, the CDP requires companies to carry out this analysis using two other parameters: the number of full-time employees and another one chosen by the participant. In the case of Abengoa, we have chosen ebitda as the other parameter to be used.

Although the Index only requires this analysis for Scope 1 and 2, we have also done so for Scope 3, as shown below:

### Ratio tCO<sub>2</sub>/k€ of revenue

	2012	2011	2010*
Revenue (k€)	7,783,000	7,089,000	4,860,000
<b>GHG inventory/k€</b>			
Scope 1/k€	0.38	0.42	0.50
Scope 1 biomass/k€**	0.38	0.35	0.37
Scope 2/k€	0.08	0.09	0.12
Scope 3/k€	0.59	0.82	0.96
<b>Total</b>	<b>1.43</b>	<b>1.68</b>	<b>1.94</b>
Variation 2012-2011	(14.48)		

(\*) For purposes of enhanced comparability, 2010 data do not include Telvent, which ceased to form part of Abengoa in 2011.

(\*\*) Direct generic emissions linked to productive processes (excluding emissions associated with biomass).

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### Ratio tCO<sub>2</sub>/M€ ebitda, also included in CDP

	2012	2011	2010*
Ebitda (M€)	1,246	1,103	812
<b>GHG inventory/ebitda</b>			
Scope 1/ebitda	2,403.83	2,677.26	2,991.10
Scope 1 biomass/ebitda**	2,342.89	2,233.25	2,211.42
Scope 2/ebitda	528.24	584.05	692.26
Scope 3/ebitda	3,684.56	5,284.67	5,726.72
<b>Total</b>	<b>8,959.52</b>	<b>10,779.23</b>	<b>11,621.51</b>
Variation 2012-2011 (%)	(16.88)		

(\*) For purposes of enhanced comparability, 2010 data do not include Telvent, which ceased to form part of Abengoa in 2011.

(\*\*) Direct generic emissions linked to productive processes (excluding emissions associated with biomass).

### Ratio tCO<sub>2</sub>/FTE also included in CDP

	2012	2011	2010*
FTE**	26,402	22,261	20,445
<b>GHG inventory/FTE</b>			
Scope 1/FTE	113.44	132.65	118.80
Scope 1 biomass/FTE***	110.57	110.65	87.83
Scope 2/FTE	24.93	28.94	27.49
Scope 3/FTE	173.89	261.85	227.44
<b>Total</b>	<b>422.83</b>	<b>534.10</b>	<b>461.56</b>
Variation 2012-2011 (%)	(20.83)		

(\*) For purposes of enhanced comparability, 2010 data do not include Telvent, which ceased to form part of Abengoa in 2011.

(\*\*) FTE: full time employee.

(\*\*\*) Direct generic emissions linked to productive processes (excluding emissions associated with biomass).

As shown in the table below, despite the fact that in 2012 there is an increase in the emissions associated with Scopes 1 and 2, it can be seen that the rise in emissions is lower than the rise in revenue, yielding a better emissions intensity ratio.

<b>GHG inventory</b>	2012	2011	2010*
Scope 1	2,995,171	2,953,020	2,428,777
Scope 1 biomass	2,919,240	2,463,272	1,795,673
Scope 2	658,190	644,209	562,113
Scope 3	4,590,957	5,828,989	4,650,100
<b>Total</b>	<b>11,163,558</b>	<b>11,889,490</b>	<b>9,436,663</b>

(\*) For purposes of enhanced comparability, 2010 data do not include Telvent, which ceased to form part of Abengoa in 2011.

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This rise in emissions (scopes 1 and 2) was mainly attributed to increased energy consumption in 2012, the year in which projects under execution rose, production increased (i.e. Abengoa Solar increased its installed capacity in operation by 300 MW with respect to the previous year), and more than 4,000 new employees were hired.

In line with the company's other communications and as a product of its strategy of information accessibility, beginning in 2011 reporting of information has been conducted on performance around the company's three business segments: engineering and construction, concession-type infrastructure, and industrial production. The information published in reports prior to 2011, which can be found on the [Abengoa website](#), was not prepared on this basis for information.

Thus, listed below are tCO<sub>2</sub>eq/M€ of revenue ratios by activity segment:

	Emissions/revenues 2012 (tCO <sub>2</sub> eq/M€)	Emissions/revenues 2011 (tCO <sub>2</sub> eq/M€)
Engineering and construction	223.69	510.64
Concession-type infrastructure	2,650.13	1,409.69
Industrial production	3,183.71	3,022.14

See the CSR reports published on the Abengoa website for more information on the emissions-related performance of Abengoa and its business units.

### 5. Can Abengoa explain what specific energy efficiency measures they are adopting and what is their impact?

Abengoa drives energy efficiency measures in all activities for two basic reasons: to reduce the energy cost supported in all activities, and to reduce the company's environmental footprint.

As evidence of this corporate strategy, Abengoa has established the implementation of a GHG Inventory as an internal requirement among its subsidiaries for the purpose of calculating emissions and setting reduction targets.

Energy efficiency measures are defined and implemented by each Abengoa subsidiary by drawing up initiatives aimed at cutting greenhouse gas emissions and they are reported in the Corporate Social Responsibility indicator system.

Most of the specific energy efficiency measures are implemented in Industrial Production activities, and in facilities where Abengoa has control of management and can therefore establish improvements in the different processes.

In EPC (Engineering Project Construction) activities, specific energy efficiency measures are implemented during the design/engineering stage, when permitted by the customer, and in projects where Abengoa is the promoter, as in the case of a number of solar plants. The main specific energy efficiency measures adopted in 2012 were the following:

- Replacement of the gas turbine for a higher efficiency turbine at the Bioenergy Plant (Ecocarburantes Españoles). Energy ratio will be improved. This measure involves an investment of € 2,927,617. The positive impacts are 1.5 % gas savings, and a 2,369 t CO<sub>2</sub> reduction.



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- Installation of a variable-flow climate control system at Campus Palmas Altas. This measure involves an investment of € 77, 220. Positive impact up until July 2013 was reflected in savings totaling € 126,249 and a 311 t CO<sub>2</sub> reduction.

Noteworthy among the initiatives of less significance are light fixture replacement aimed at ensuring efficient consumption and enhancements to central air conditioning or heating systems for domestic use in most of the company's office locations.

### **6. Can Abengoa explain what collaborative measures they are taking with suppliers to reduce the carbon footprint of their supply chain?**

Abengoa's commitment to sustainable development and the struggle against climate change extends to include the entire supply chain.

Thus, preparation of the GHG Inventory, which we implemented in 2008 to quantify the emissions from all of our products and services, requires suppliers to calculate the emissions associated with the products and services they provide to the company (scope 3)<sup>2</sup>.

Along these lines, one of the main objectives Abengoa pursues in the medium term is that of evaluating and comparing its suppliers in order to choose those who emit the least in line with the reduction targets undertaken by the company itself.

If a supplier wants to keep working with Abengoa in the future, they will therefore be encouraged to work on reducing their carbon footprint.

At present, Abengoa does not require its suppliers to develop emission reduction plans as a prerequisite in the purchasing process. We are currently in the initial phase of providing support and assistance to our suppliers so they may begin to develop their own GHG inventories with the aim of gathering truthful and reliable information. This is carried out thanks to the many GHG specialists from our subsidiaries who offer ongoing support to Abengoa suppliers by addressing queries and conducting specific training.

### **7. With nearly 60 % of the workforce in Latin America, can Abengoa explain more clearly the focus of sustainability efforts and the activities in the countries and communities of Latin America? Do sustainability-related targets exist for these countries?**

Latin America is one of Abengoa's most representative geographies, and here, as in all other locations, the same policies and strategies related to CSR and sustainable development are applied.

Thus, for example, the company requires that every subsidiary meet environmental sustainability-related targets focused on the development and implementation of their own GHG inventories and verification thereof in accordance with the ISO 14064 Standard. In addition, in keeping with the principle of continual improvement, each subsidiary has an obligation to establish reduction initiatives in order to reduce their environmental footprint.

In the specific case of Latin America, Abengoa's subsidiaries establish initiatives to reduce their CO<sub>2</sub> emissions, such as: use of machinery, utilization of efficient vehicles, increasing the number of purchases from local suppliers, and prioritization of holding videoconferences over on-site meetings.

Note 2 More information can be found in the chapter titled Environment.

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Other initiatives aimed at achieving higher energy efficiency were likewise implemented over 2012, including the improvement of the air conditioning system and the use of more efficient office lighting systems for the purpose of lowering energy use and CO<sub>2</sub> emissions.

In addition, exhaustive monitoring is conducted on the evolution of the other environmental and social indicators designed to measure the local and global impact of the company's activity. The aim of such follow-up is to achieve ongoing improvement in the organization's performance in every geographical area of operation, at all times taking into account the particular features and characteristics of each location.

In 2012, investment totaled over € 10 M, of which 0.7 was invested in Latin America in social engagement programs and community development in Abengoa locations of operation. Noteworthy among such programs is the PE&C: People, Education and Communities social development program. This program was launched in 2005 in Argentina and has since become Abengoa's flagship initiative in social action through the more than 65 projects the company carries out in seven countries (five of which are in Latin America): Argentina, Brazil, Chile, India, Mexico, and Spain. These programs provide assistance to children, women, senior citizens, the disabled, and families living in conditions of poverty and social isolation.

Abengoa works with a variety of local organizations in each country that enable the company to determine community needs and organize adapted programs for promoting social development through education.

In addition, the company conducted more than 250,000 hours of training in Latin America in 2012 through programs involving, among others, Occupational Risk Prevention (ORP) and language training.

Furthermore, since 2011, the company continues to manage the Transmission Line Technicians School in Peru dedicated to providing training in high-voltage tower assembly for people without experience in the country's communities where the company operates.

The second edition of the program, focusing on the personal and professional development of young adults in the region of Apurímac, was held in 2012 in the city of Abancay (Peru).

As a result of the importance the company attaches to professional development and training, a new grant program aimed at achieving agreements with the most important universities in Latin America was unveiled in 2013. More than 200 people are now part of the program, with most participants coming from Peru and Brazil.

### **8. Can Abengoa explain how the ISMS provides for incorporation of emerging issues and development of tools around biodiversity and what progress was made in evaluating and acting upon findings from supplier audits?**

The ISMS is a tool that is made up of three systems: the GHG emissions management system, the environmental management system, and the CSR reporting and management system. The three components evolve year after year through continual updates and improvements in response to new requirements, potential opportunities, the recommendations of our stakeholders, and recommendations derived from the external review process.

New developments are addressed and prioritized in internal multidisciplinary committees in which detected needs are analyzed and the most viable solutions for introducing the information into the ISMS are assessed. Thus, for example, in 2013 the results obtained following a process for analyzing all social and economic indicators reported in 2012 were added to the CSR Reporting and Management System; improvements to reporting process automation were implemented; and new indicators were added, including 'Supplier Training' and others pertaining to R&D and innovation (number of patents, investment effort, R&D and innovation workforce).

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In relation to biodiversity, the ISMS has evolved in recent years to incorporate the tools needed for companies to manage their impact on the natural environment. We believe that having information on the reporting organization's significant direct and indirect impacts on protected areas and unprotected areas of high biodiversity value provides the background needed to understand and develop a company strategy for mitigating these impacts.

The ongoing process of improvement has enabled the development of a tool that performs all of the functions related to the company's non-financial information and which has the capability to adapt to the organization's CSR management and reporting needs.

Along these lines, Abengoa is working to create a supplier registration and qualification platform that will enable us to include sustainability criteria in current procurement procedures. This tool will also facilitate the process of carrying out more exhaustive evaluation of the supply chain, generating an assessment and rating for each supplier, which will enable us to acknowledge provider excellence or terminate commercial relations.

In order to determine the extent to which Abengoa providers ensure fulfillment of the principles included under the Social Responsibility Code (SRC), in 2012 Abengoa performed 99 in-person audits, which amounts to 16 % of the critical suppliers identified.

Over the first half of 2013, Abengoa conducted 66 in-person audits, without having detected any cases of non-compliance or non-conformity. These audits have resulted in suggestions and improvement plans for suppliers such as, for example, enhancements to air conditioning and lighting systems in certain areas and increasing the number of training hours for particular employee categories.

Since the Responsible Procurement project began, the aim of Abengoa's Internal Sustainability Auditing area is to gradually move forward in identifying critical suppliers in order to ensure compliance with our principles of conduct by mitigating the risks which particular actions of our suppliers may entail for us.

### 9. Risk assessment

**New risks are emerging from the consequences of climate change that will affect Abengoa, including rising temperatures, drought and water stress. By contrast, highest risks are identified as relating to the certification of suppliers and other partners and to emergencies arising from environmental incidents. Can Abengoa explain why these latter risks were classified as of the highest category?**

Abengoa has its own methodology, referred to as the URM (Universal Risk Model), for identifying, understanding and evaluating risks that affect the company globally. The primary aim of this model is to gain a full perspective of such risks, designing an efficient system in alignment with the organization's business objectives.

The URM, included within the Common Management Systems that are applied company-wide, encompasses 56 risks from 20 different categories that are divided into four major areas: financial affairs, strategy, regulations, and operations.

Within the Strategy area of the URM lie specific CSR risk and risks associated directly with climate change, including potential natural disasters.

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Furthermore, in reference to the question posed by the panel, in 2012 an analysis was conducted on specific CSR risks for 52 relevant Abengoa facilities in order to identify, monitor and control potential CSR-related risks involving all of these installations.

Analysis is carried out on the basis of a closed questionnaire containing a total of 27 risks selected from the relevant CSR issues identified under the company's Strategic CSR Plan and encompassing six areas: labor practices; occupational health and safety; supply chain; social engagement and local impact; environmental management and climate change; and ethics, integrity and compliance.

The questionnaire is completed by the person in charge of the facility, mandatorily taking into consideration at least five of the total number of risks.

This analysis is also performed on an annual basis and enables the company to determine not only the CSR risks involving each facility, but also yields information on third-party perception of these risks for subsequent implementation of a risk mitigation, control and follow-up plan.

Very few highly significant risks were detected during the 2012 assessment, in proportion to the risks categorized as being low or moderate, among which were environmental commitments along the supply chain, matters related to climate change, and potential environmental emergencies resulting from a catastrophe. Given the aggregate nature of the data, it is difficult to determine a single cause, but what they have in common is the fact that both are matters that do not lie under complete company management, hence this is categorized as an issue to which the organization must pay the utmost attention.

Moreover, although the questionnaire specifically asks managers about climate change, it was not considered to be of the highest risk category due to the fact that the approach revolves around the measures adopted to mitigate the risk, and all Abengoa companies have an obligation to conduct the ISO 140064-certified GHG inventory and to establish mitigation targets and plans.

In this regard, the URM and the CSR risk analysis are not the only means for measuring climate change-related risks; in 2011, a specific analytical method was developed for examining the consequences of climate change for our facilities.

Climate change in turn constitutes one of the cornerstones around which Abengoa's business resolves in pursuit of innovative technology-based solutions for achieving sustainable development.

### **10. Many complaints mechanisms exist in the areas of human rights, and for customers and suppliers, but it is recorded that no complaints were registered at all in 2012. Can Abengoa explain more about how these complaints mechanisms work to understand how code of conduct training or other factors may be influencing such results?**

At Abengoa we believe that the honesty, integrity and sound judgment of all employees are essential to smooth company operation. As part of its unwavering support of these principles and the fight against bad practices such as extortion, fraud and bribery, the company adheres to the terms stipulated under the US Foreign Corrupt Practices Act (FCPA).

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Along these lines, Abengoa has a variety of measures in place to prevent the occurrence of these types of situations:

- The Common Management Systems, applicable to 100 % of the company, include specific rules regarding compliance with FCPA requirements pertaining to supplier contracting, company mergers, and other types of collaboration.
- Whistleblower channels, internal and external, available to both employees and third parties via electronic mail and the website.

The principles of ethics are of mandatory compliance for each and every company employee in performing their tasks and duties. These principles are listed under the code of professional conduct that can be found on the Abengoa website and intranet.

The Code suggests that employees share their doubts, concerns or complaints with someone who can guide them accordingly, such as, for example, their supervisor or any other member of the management team.

Furthermore, supervisors and directors should report or communicate alleged cases of failure to comply with the Code of Conduct directly to Abengoa's secretary to the Board of Directors or the director of Internal Auditing, individuals who have the specific and exclusive duty of reporting to the Audit Committee on all reported cases of non-compliance.

In addition, all internal complaints, except those involving management, should be reported in writing, in English or Spanish, via a specific mail box ([audit\\_channel@abengoa.com](mailto:audit_channel@abengoa.com)) or by means of a sealed envelope addressed to the director of Internal Auditing or the secretary to the Board of Directors.

If the claim directly involves management, it should be submitted in writing to the chairman of the Audit Committee.

Once the complaint has been issued, the sender will receive confirmation of receipt of the reported communication. The Audit Committee shall investigate claims and the appropriate corrective measures will be taken.

In order to protect the confidentiality and anonymity of the whistleblower, a single identification number will be provided to facilitate follow-up and give feedback on the investigation of the matter.

In the event that an individual does not feel comfortable contacting the director of Internal Auditing or the secretary to the Board of Directors, or is unable to contact them, he or she may contact the chairwoman of the Audit Committee.

Complaints made through the external channel should be issued using a form available on the corporate website ([www.abengoa.com](http://www.abengoa.com)) and will likewise be addressed and handled by the director of Internal Auditing and the secretary of the Board of Directors.

Additionally, with the aim of improving and streamlining the functioning of the whistleblower channels and raising awareness with regard to upholding the Code of Conduct, in 2013 the Internal Auditing Department prepared an online training course for the first quarter of 2014 that will enable company employees to gain further knowledge of the principles and values which underpin the company, as well as the rules for using the whistleblower channels.

The company's internal portal has a specific section (Whistleblower Channel Policy) that was updated in 2012 in order to make procedures for lodging complaints accessible to all employees and to provide a concise explanation of how the whistleblower channel works, as well as its governing principles.





06

**Responsible Management  
Balance Sheet**

## 06

## Responsible Management Balance Sheet

The Responsible Management Balance Sheet comprises a selection of the most relevant CSR indicators

The Responsible Management Balance Sheet was devised in 2011 for the purpose of grouping together the CSR-related indicators which, due to their relevance, are critical for the company and for its stakeholders. Given their importance, the company carries out more exhaustive ongoing monitoring of such data in order to ensure higher reliability in information management and reporting.

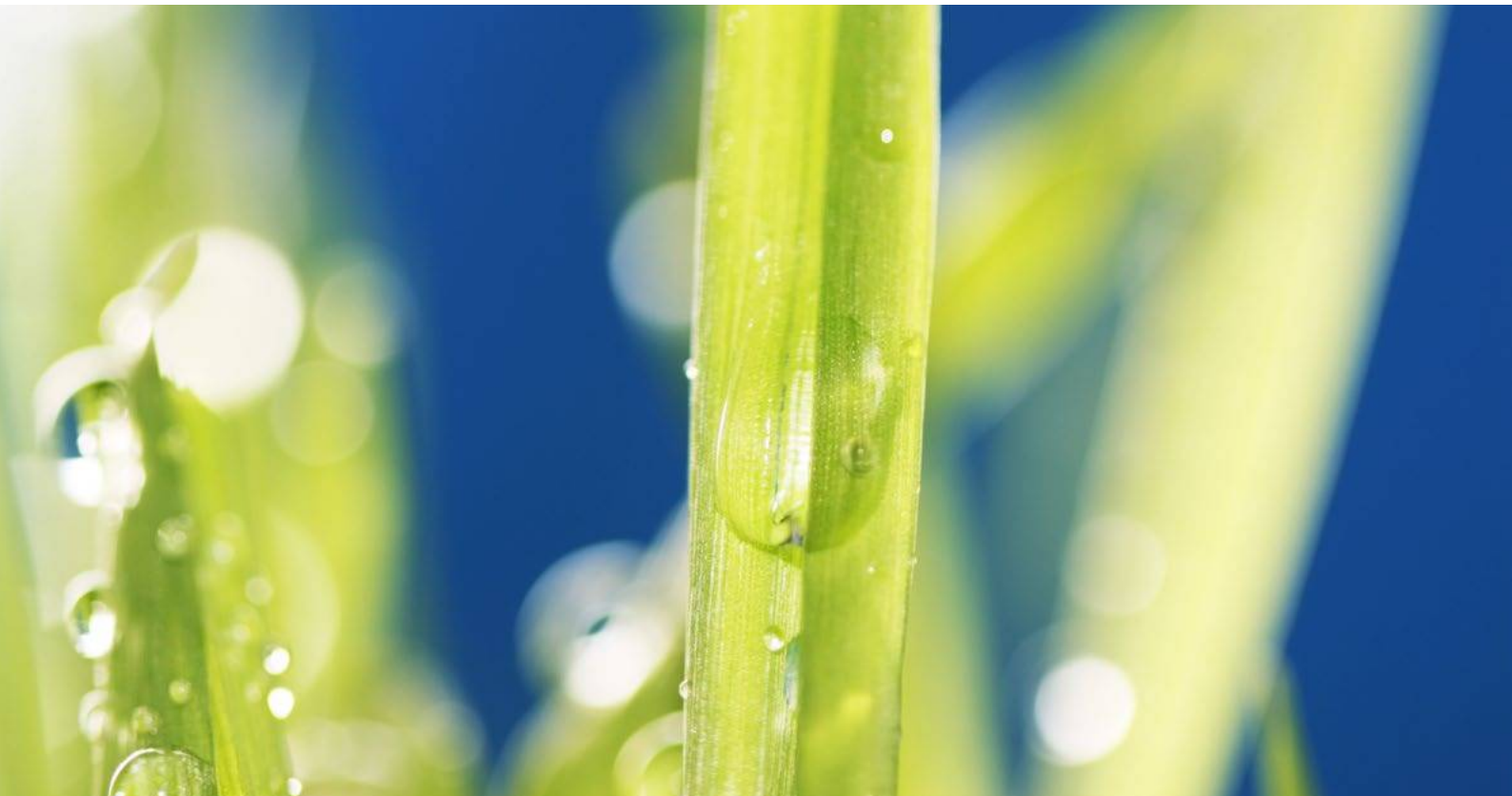
This scorecard is verified by an independent third party, and is published twice a year on the Abengoa website and in this report in order to provide information on the evolution of company performance to stakeholders.

<b>Economic dimension</b>	<b>2013</b>	<b>2012<sup>(1)</sup></b>
Total revenue (k€)	7,356	6,312
Purchase volume (k€)	9,260,510	10,230,391
Purchases from local suppliers	78 %	83 %
Payment to the Public Administration (k€)	168,602.2	96,553.2
Significant financial support received from governments (k€)	25,384.41	15,248,655
<b>R&amp;D and innovation</b>		
Investment in R&D and innovation (M€)	426	85.7
R&D and innovation employees	781	737
Patents accumulated and applied for	261	200
R&D and innovation investment effort (R&D and innovation investment/ revenues)*100 %	5.8	1.3

<b>Social dimension</b>	<b>2013</b>	<b>2012</b>	
<b>Employees</b>			
Job creation	3.4 %	20.9 %	
Critical voluntary turnover	Voluntary turnover	3.99 %	2.98 %
	Critical voluntary turnover	0.72 %	0.56 %
Female employees	In management positions	12.8 %	10.9 %
	In middle management positions	23.1 %	18.9 %
Training (hours of training / number of employees) <sup>(2)</sup>	47.98	43.02	
Absenteeism	2.74 %	1.06 %	
Work-related accidents	Frequency rate	15.41	15.09
	Severity rate	0.26	0.21
<b>Suppliers</b>			
Human rights-related screenings performed among suppliers	14,389	14,920	
Suppliers posing high degree of human rights-related risk detected within the supply chain	950	564	
High-risk suppliers with respect to human rights <sup>(3)</sup>	6.60 %	3.78 %	
Total of high-risk suppliers with respect to human rights that have been audited	9.58 %	16.84 %	
<b>Communities</b>			
Total investment in social action (M€) <sup>(4)</sup>	9.1	8.1	
Countries in which Abengoa operates and has social engagement activities	23	14	
Volunteering hours	10,443	2,000	
<b>FCPA Compliance</b>			
Analysis carried out in accordance with the FCPA <sup>(5)</sup>	9,157	–	
Percentage of employees trained in company anti-corruption policies	8,727	8,209	

<b>Environmental dimension</b>	<b>2013</b>	<b>2012</b>
Abengoa's ISO 14001 certified companies	92.92 %	92.84 %
Environmental audits performed	166	219
<b>Energy</b>		
Energy consumption (GJ) (primary, electrical, thermic)	77,485,620	60,729,395
<b>Emissions</b>		
Direct emissions (tCO <sub>2</sub> eq)	3,390,613	2,626,836
Direct emissions from biomass (tCO <sub>2</sub> eq)	2,999,670	2,916,803
Indirect emissions (tCO <sub>2</sub> eq)	822,691	561,755
<b>Water withdrawal</b>		
Sea water withdrawal (m <sup>3</sup> )	170,975,651	153,765,890
Water withdrawal from other sources (m <sup>3</sup> )	26,347,289	21,966,820

- (1) For purposes of comparison, the information for 2012 has been expressed to reflect significant variations in the 2013 perimeter.
- (2) To calculate the average number of training hours per employee, internship training hours were not taken into account and the figure for the total workforce used does not include interns.
- (3) The percentage of high-risk suppliers reported increased due to the expanded scope of information evaluated.  
High-risk suppliers: suppliers that have high risk of noncompliance the CSR code after an evaluation under criterias as geography, the nature of supply or type of activity.
- (4) For purposes of comparison, the data of 2012 has been modified in accordance with the computation criteria applied in 2013, which exclude items currently allocated to employee.
- (5) FCPA: Foreign Corrupt Practices Act.



07

## Environment

- \_ Managing environmental impacts
- \_ Abengoa's main environmental indicators

## 07 Environment

The growth of the population, the new patterns of consumption and the climate change pose a serious threat to the environment. Consequently, Abengoa seeks to harvest **efficiency** in its **products and processes**, ensuring that the sustainability policy of its businesses coincide with sustainability in the execution, all within a framework of respect for the environment and for the preservation of the natural resources.

Thus, Abengoa continuously analyses the **risks and opportunities associated with climate change** to improve its management and to refocus its businesses and, for that purpose, it takes all the necessary measures to ensure the adaptation of its activities to the planned changes.

The aforementioned analysis shows the main risks and opportunities considered as follows:

Risk	Opportunity
<p>The current situation of regulatory uncertainty combined with the uncertainty of whether the Kyoto Protocol will continue to be honoured could cause a reduction in the capital designated to the fight against climate change, a risk that directly affects Abengoa's business strategy.</p>	<p>The awareness of the climate change could force some other countries to include changes in regulations poised to encourage the creation of an energy mix based on renewable energies, which would generate significant business opportunities for the company.</p>
<p>The promulgation of new legislative frameworks to strictly regulate emissions associated with business productions could punish organizations that fail to include emissions reduction in their management plans. Considering the magnitude of the climate change as a global problem for all and sundry, such behaviour may entail a direct negative repercussion on the company's reputation in terms of trust generated in its interests groups.</p>	<p>From 2008 onwards, Abengoa has taken exhaustive inventory of its Greenhouse Gas (GHG) Emissions which has enabled it to establish annual reduction plans. This approach will offer the company significant competitive advantage in adapting to changes in regulations of this nature.</p>
<p>The variation in the physical environmental conditions, like alterations in raining patterns, the rise in temperatures, the rise in sea level and the multiplication in natural catastrophes, can lead to water scarcity, cultivation decrease, the destruction of infrastructures and the bringing of ordinary business activities to a standstill in territories directly affected.</p>	<p>The climate change derivative consequences increases the value of the Abengoa technology and constant innovation policy in that it will permit the adaptation of the company's products and services to emerging needs. A clear example of such is the water desalination for supply to water-deprived arid areas.</p>

In 2011 Abengoa developed a methodology for analysing risks associated with climate change. Since then it has used the method to evaluate their impact on the businesses of the organization: water desalination, biofuel production, electricity generation, solar plants and transmission lines, among others.

Taking an average temperature rise of 2.4 °C as premise <sup>1</sup>, the company was able to determine the specific risks associated with each technology, their consequences, the probability of occurrence and the mitigation measures that may have to be taken.

Note 1 Considerable increase in scenario B2 of the Special Report of Emissions Scenarios (SRES), from the Inter-Governmental Panel of Climate Change Experts (IPCC).

## 07

## Environment

The main challenge that the organization faces is that of reducing the carbon footprint in the atmosphere through more efficient products and processes

92.92 % of Abengoa's companies have 2013 environmental management systems certificates

## Managing environmental impacts

To achieve the goal of reducing the environmental footprint, it is necessary to put in place reliable systems that provide information on the impact of the organization's activities on the environment. For that, Abengoa has two specific tools that provide information on environmental impact given its inclusion in the **Integrated Sustainability Management System (ISMS)**. The tools in question are **the Environmental Management System (EMS)** and the **Greenhouse Gas (GHG) Management System**.

### GHG Management System

In 2008 Abengoa developed a system that can measure GHG emissions linked to the organization's products and services. The results obtained are externally verified every year thus enabling the company to establish annual reduction goals and to label the products and services with its carbon footprint.

### Environmental Management Systems

The defining of 11 factors (raw materials, energy, water, spillage or dumping, waste, emissions, biodiversity, transports, services and products, noise and smells) the Environmental Management System (EMS) provides information linked to the impact of the organization's activities on the environment, and enables reduction targets and improvement areas to be established.

In that light, one of Abengoa's corporate requirements is to introduce environmental management systems in all its companies, in accordance with **ISO 14001 International Standard**, to prevent and mitigate negative environmental risks and impacts that an incorrect management may cause. 92.92 %<sup>2</sup> of Abengoa's companies have 2013 environmental management system certificates.

### Global Footprint

Abengoa has developed a method for calculating the **global footprint** of its projects to be able to measure and inform the market of the consumption of resources and the impacts derived from its activities, thus increasing its commitment to the Millennium Development Goals and to the sustainable development of communities.

Said method is based on the analysis of a series of indicators capable of **evaluating the impact that a project bore on its environmental, social and economic surroundings**, and which will at the same time be able to anticipate future impacts of projects of similar nature and establish improvement targets.

The Las Lomitas Transmission Lines in Argentina is one of the pilot projects to be executed under the global footprint work development framework. In addition, it was examined by Aenor in accordance with the ISO 14064 Standards, and awarded the Carbon Footprint certificate, thus joining the Comahue-Cuyo (Argentina) lines, the first of Abengoa's transmission lines to be awarded the certificate.

Note 2 Percentage (%) based on sales volume.



# 07 Environment

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In 2013, Abengoa finalized its Internal Rules and Regulations which outline the tools and procedures necessary for calculating the global footprint of all the company's products and services, based on the following international standards:

- \_ Guide G3.1 of Global Reporting Initiative (GRI).
- \_ ISO 14001:2004 Environmental Management Systems. User requirements and guide.
- \_ EMAS. Community Regulations on Eco-Management and Eco-Auditing.
- \_ ISO 14064-1:2012 Greenhouse Gas Effect. Part 1: Specifications and Guidance, at organization level, for the quantification and declaration of GHG emissions and reductions. (ISO 14064-1:2006).
- \_ ISO 50001:2011 Energy Management System. User requirements and guide.
- \_ ISO 14067:2013 Carbon Footprint of Products.
- \_ ISO 26000:2010 Social Responsibility Guide.
- \_ SA8000 Social Responsibility 8000.
- \_ Sustainability Assurance standards AA1000AS (2008).
- \_ United Nations Global Compact
- \_ OHSAS 18001:2007 Occupational Safety and Health Management System.

## Environmental Indicators

**Water:** total water and recycled water consumption.

**Energy:** total energy and renewable energy consumption.

**Waste:** production and recovery.

**Materials:** total usage of materials and previously used materials.

**Greenhouse Gas:** emissions

## Socio-economic Indicators

**Local purchases:** purchases made from local suppliers.

**Local employees:** employees from the country or region over the total of persons engaged in the project.

**Negative impacts on local communities:** actual or possible negative impacts mitigated.

**External social action:** investment in social action.

**Health and safety:** accidents in the project and the frequency index.



# 07 Environment

## Abengoa's main environmental indicators

To calculate Abengoa's **environmental indicators**<sup>3</sup>, we consolidated all of the data from all its work centres, the activities associated with them and all the projects managed by Abengoa.

### Raw material

The **optimization in the consumption of materials**, the reduction in the use of natural resources and the increase in the efficiency from the economic stand point, constitute a significant part of Abengoa's commitment to sustainability.

Below are the main materials used by the company, classified based on activities.

#### Construction/Installation/Assembly Activities (t)

Material	2013	2012	2011
Cementing agents for construction (concrete, cement, plaster, etc.)	659,317	657,855 <sup>(1)</sup>	700,757
Aggregates and natural stones	563,471	883,085	994,204
Iron metallic materials	399,696	307,062	271,677
Ceramic and glass materials	23,538	76,758	165,184
Non-iron metallic materials (aluminium)	15,696	6,016	1,993
Wood	7,036	3,799	1,156
Plastic	5,182	2,699	8,101
Materials of fossil origin	5,011	7,829	15,256
Non-renewable chemical and additive products	4,687	1,038	819
Non-iron metallic materials (others)	3,949	6,427	47,725
Renewable chemical and additive products	3,665	228	109
Non-iron metallic materials (copper)	3,119	2,506	8,087
Oils, greases and wax	2,818	7,683	76
Coating material (paints, varnish, etc.)	2,404	3,144	10,081

(1) The 2012 data was modified following the detection of an error in the units.

#### Distribution/Dealer/Storage (t) activities

Material	2013	2012	2011
Renewable chemical and additive products	152,531	–	–
Iron metallic materials	5,460	6,872	9,082
Plastic	786	806	5,368
Non-iron metallic materials (copper)	745	480	16,550
Wood	533	1,357	1,420
Non-iron metallic materials (aluminium)	333	341	140

Note 3 All indicators were calculated using the specific measurement and calculation protocol for the purpose of homogenizing the application criteria.

# 07 Environment

## Production/manufacturing processes (t)

Material	2013	2012	2011
Plant raw material (cereals, vegetable oils, biomass, etc.)	4,248,304	4,683,644	10,649,176
Non-renewable chemical and additive products	137,803	150,886	1,215,007
Animal raw material	78,319	77,466	74,822
Iron metallic materials	31,758	58,420	422,566
Ceramic and glass materials	30,895	–	–
Renewable chemical and additive products	18,370	15,679	24,103
Minerals for industrial uses, chemicals, fertilizers, heat-resistant, melting and pigments	7,774	17,289	10,419
Materials of fossil origin	6,008	1,891	9,134
Aggregates and natural stones	1,906	91	5,527
Coating material (paints, varnish, etc.)	1,175	–	–
Non-iron metallic materials (zinc)	1,159	4,202	2,117
Cementing agents for construction (concrete, cement, plaster, etc.)	485	203	14,811
Copper	280	123	173
Wood	136	92	–
Non-iron metallic materials (others)	133	502	1,846
Oils and grease	113	189	398

The variation in the use of some raw materials in construction-related activities is determined by the number of projects, their type and current execution phase.

For example, the inclusion of three plants of the solar business group (builder of mirrors for solar plants) into Abengoa's consolidation perimeter is the motivating factor behind the reporting of glass, ceramic and coating materials, in the activity, for the first time, —Production/Manufacturing Processes.

The drop in minerals in this activity is due to a change in information reporting criteria.

In its quest for new renewable energy sources, in 2013 Abengoa opened an urban solid waste recycling plant to produce ethanol using W2B<sup>4</sup> technology. The plant has so far consumed 928 t of waste.

Abengoa also analysed the recovered material consumption ratio, which contributes to the reduction in the demand for virgin material and the total cost of the processes. In 2013, 2 % of the materials used were recovered.

## Energy

The growing energy demand forces the search for **new solutions to forestall the exhaustion of resources while reducing environmental impacts.**

That is why Abengoa promotes facilities that convert renewable sources of energy into electricity and biofuels, laying transmission lines that support the electric systems and encourages responsible consumption based on autonomy, in the diversification of energy and the introduction of efficiency measures that expands the processes and activities of the company.

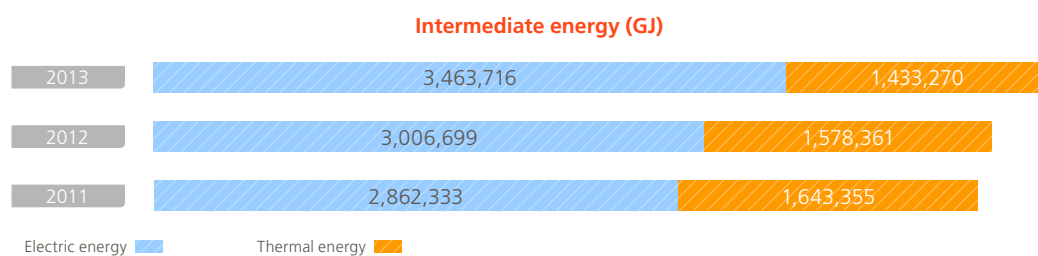
Note 4 For more information see the chapter "[Innovative technology solutions for sustainability](#)" or see the Activities Report ([Volume I of Abengoa's 2013 Annual Report](#)).

# 07 Environment

Below is a detail of **direct energy consumption** linked to Abengoa's production and construction processes, classified by fuel type.

Energy (GJ)	2013	2012	2011
Natural Gas	55,074,305	38,872,639	34,599,479
Biomass	15,269,801	14,639,966	9,327,640
Crude oil derivatives	2,168,933	2,362,480	3,947,290
Biofuels	74,499	267,961	733,974
Others	1,096	1,319	19,268
<b>Energy total</b>	<b>72,588,634</b>	<b>56,144,365</b>	<b>48,627,651</b>

Also, the facilities, work centres and projects directly executed by Abengoa consume intermediate energy in the form of electricity and thermal energy based on the graph below.



In keeping with its commitment to clean technologies, Abengoa's **consumption of electricity from renewable energies** reached **21 %** in 2013.

Translating this electricity consumption into the renewable primary sources employed in its generation, according to the data obtained from the International Energy Agency (IEA), it happens that the highest consumption is from hydro energy, followed by wind and then biomass.

Indirect consumption of energy based on renewable primary sources (GJ)	2013	2012	2011
Hydroelectricity	411,230	343,350	318,411
Wind	292,041	202,462	158,752
Biomass	284,429	169,112	158,513
Photovoltaic	43,292	27,148	20,008
Thermosolar	7,434	341	357
Geothermal	6,177	5,622	6,388
Tidal Energy	177	169	176
<b>Total</b>	<b>1,044,780</b>	<b>748,204</b>	<b>662,605</b>

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## Environment

**Indirect consumption of energy based on non-renewable primary sources (GJ)**

	2013	2012	2011
Coal	3,723,228	3,135,980	3,141,071
Nuclear	2,274,715	1,922,191	1,870,339
Gas	1,942,555	1,835,860	1,650,157
Fuel Oil	284,852	330,911	272,120
Waste	19,067	16,493	14,940
<b>Total</b>	<b>8,244,417</b>	<b>7,241,435</b>	<b>6,948,627</b>

Abengoa is not only an energy consumer, A great part of its activities is devoted to the production of renewable energies to help reduce the environmental impact that the growing energy demand is generating. In 2013 its **energy production amounted to 84,920,498 GJ**, broken down as follows:

**Type of energy****Production (GJ)**

Biofuels	50,446,231
Electric	21,232,968
Thermal	13,232,529
Biomass	8,770

21 % of the electric energy that we produce is from solar

21 % of the electric energy produced came from solar.

Another fundamental pillar in the implementation of Abengoa's policies and the attainment of its sustainability targets is the introduction of measures that help to reduce energy consumption with regards to the increase in the company's activities. Thus, in 2013 the company implemented various initiatives aimed at improving energy efficiency, among which are:

- Introduction of an energy efficiency management system based on ISO 50001 Standards. This system was certified by an external party at the bioethanol plant in A Coruña (Spain).
- Modification of the biofuel distillery facilities in Salamanca (Spain) to improve the utilization of residual heat.
- Improvements Abengoa's main offices in Buenos Aires (Argentina), which included procurement of energy-saving printers, movement sensors and energy saving lighting systems.

### The first platform for recharging electric vehicles with renewable energy

In 2013 the Industrial Engineering and Construction affiliate developed a platform for managing energy and recharging electric vehicles with energy from renewable origins, at their facilities in Torrecuellar, Seville. The project was financed by the Centre for the Development of Industrial Technology (CDTI) and it is the first project of the affiliate in this field for which it used its own technology. The electric vehicles used in the project are being used as shuttles between Abengoa's work centres in Seville, Torrecuellar and Campus Palmas Altas, which amounts to a significant reduction in GHG emissions. ([+ info](#))



# 07 Environment

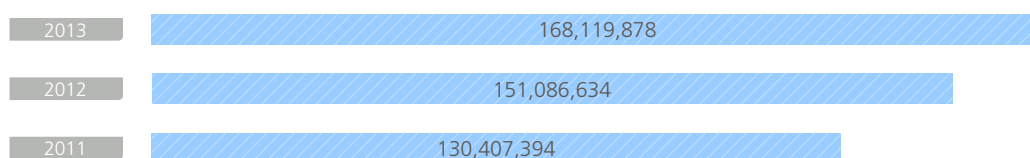
## Water

Captures of any water system may affect the environment due to water table lowering, the reduction in the volume of water available for consumption, or may cause any other alteration of the ecosystem's equilibrium. Such changes cause severe consequences, both economic as well as social.

Abengoa **identifies the origins of its water** captures and up till now it has not detected any source that is included in the Ramsar list of Wetlands, which may be considered especially sensitive or that the volume of its annual consumption amounts to more than 5 %.

As its priority, Abengoa's sustainability policy establishes the **rational use of resources**, the prevention and **reduction of repercussions on the environment**. Therefore, regarding water resources, the targets sort, in addition to monitoring the origin, are to minimize the usage, reuse for activities in which potability is not important and the capture of alternatives to that used by the human consumption supply networks.

### Water capture for desalination processes (m<sup>3</sup>)



### Water capture for production processes other than desalination (m<sup>3</sup>)

Sources of capture	2013	2012	2011
River water	10,607,839	11,440,519	9,219,477
Network water	6,735,505	2,873,279	7,533,507
Well water	4,134,126	4,738,624	5,118,672
Rain water	236,675	–	275
Wastewater	52,939	–	744

The increase in grid water withdrawal with respect to the previous year is mainly attributed to the operational start-up in 2013 of a cogeneration plant in Mexico.

Below are the water captures in 2013 for processes other than the preceding, like refrigeration, watering, sanitation, etc.

### Water capture for other uses (m<sup>3</sup>)

Sources of capture	2013	2012	2011
Sea water	2,855,773	2,679,256	2,918,258
Well water	1,744,592	1,278,544	322,309
Rain water	1,654,061	180,746	18,420
River water	683,761	910,686	166,187
Network water	497,791	544,422	347,194

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## Environment

In 2013  
Abengoa  
generated  
50,078,135 m<sup>3</sup>  
of potable  
water.

Reused water amounted to 9 % of the total volume captured by Abengoa.

Like in energy consumption, **Abengoa** is not only a water consumer but also a **generator of potable water in geographical areas that suffer its scarcity**. In 2013 the company generated **50,078,135 m<sup>3</sup> of potable water**.

## Spillage and Dumping

Abengoa is well aware of the fact that a good environmental management requires the correct treatment of effluents or waste process water in its facilities in order to **minimize the impact on the environment**.

Thus, in companies in which the state of the water used is negatively altered due to the activities carried out, such water is subject to adequate treatment before being dumped into public water channels or sewer networks. Every dumping is therefore authorized and monitored by the competent entities to ensure its conformity.

The table below shows the amount of discharges and dumping releases during the activities of Abengoa.

Dumping and Releases (m <sup>3</sup> )	2013	2012	2011
Discharge into surface water masses	96,379,204	79,902,159	72,349,892
Provide to third parties for re-use	81,946,987	76,381,089	63,360,318
Discharges into sewer networks or external treatment facilities.	877,762	885,529	286,538
Discharges onto land through infiltration	213,913	99,500	5,325
Discharges into the environment – vapour (t)	2,259,249	825,158	1,305,017
Provided to third parties – vapour (t)	37,408	54,283	61,125

The rise in discharges through infiltration into land with regards to previous year was because the four thermosolar platforms in Spain functioned all year round in 2013 while in 2012 they only started functioning during the second half.

Along these lines, one of the initiatives aimed at improving control over water discharges into the atmosphere was introduced at the biofuel plant in Salamanca (Spain), and involves cleaning the final segment of the dumping line to eliminate solid organic material that may be was also cleaned to enable clear observation.

On the aspect of spillages, and even though Abengoa makes every systematic efforts to prevent it, in 2013, according to the company's information channels, a total of 133 spillages occurred, and the cost of reparation amounted to € 81,243. At any rate, spillages were not significant, and in most cases, the environment and the atmosphere were not affected.

Among the measures put in place to combat spillages and to prevent leakages, the thermosolar platform in Extremadura (Spain) implemented an initiative that entailed replacing nitrogen with helium as the gas used to inert steam or thermal oil (HTF) loops and circuits. Thanks to the smallness in the size of helium molecule, this measure is aimed at improving leakage identification at circuit edges before the performance of the final test loops with HFT.

# 07 Environment

## Waste

Abengoa gears the management of its daily activities towards **minimizing the generation of waste**, making recycling and reuse a priority over other options and recovered energy over dumping. Generated waste monitoring enables the evaluation of reduction and improvement of efficiency in production processes.

Below are the most significant wastes that Abengoa produced in its activities based on the final destination, separated by whether hazardous or not.

Non-hazardous waste (t)	2013	2012	2011
Landfill	124,901	392,631	301,122
Recycled	96,235	74,862	54,387
Reused	2,644	–	–
Biological disposal	2,083	–	–
Recovered material	1,921	1,570	3,136
Dumping	1,393	2,614	19,194
Physical-chemical disposal	1,149	5,449	1,590
Recovered energy	199	2,461	1,260
Others	10,318	3,316	–

In 2013 non-hazardous waste generation went down by more than 50 % with regards to 2012. This decrease occurred primarily as the result of a change in criteria applied to assessment of these wastes given that a significant quantity thereof are currently valorized and are not considered wastes.

Hazardous waste (t)	2013	2012	2011
Landfill	11,536	137	85
Physical-chemical disposal	3,168	3,835	2,569
Reused	578	–	–
Recovered energy	556	677	669
Recycled	429	657	2,853
Dumping	129	916	382
Incineration without energy recovery	71	89	41
Others	17,088	1,022	–

On the other hand, the value of generating the most significant hazardous waste has risen. This is mainly on new projects that have entered the execution phase, new plants that have commenced operations (such as Solana, in the US), the creation of new companies that have begun to report their environmental data (for example, the three mirror manufacturing plants) and improvements made in identifying environmental data at newly created plants.

Inappropriately transporting hazardous wastes, especially to countries that lack national regulations and infrastructures for treating them, may be dangerous to both human as well as to environmental health. Abengoa therefore ensures that this activity is performed by authorized handlers and it investigates the destination of its waste. The table below shows the main highlights associated with the transporting of hazardous waste.

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## Environment

Transporting of Hazardous Waste (t)	2013	2012	2011
National waste exit	456	899	440
National waste entry	7	-	-

## Emissions

In-depth knowledge of emissions enables Abengoa to **establish reduction targets and assess the progress of its reduction measures**.

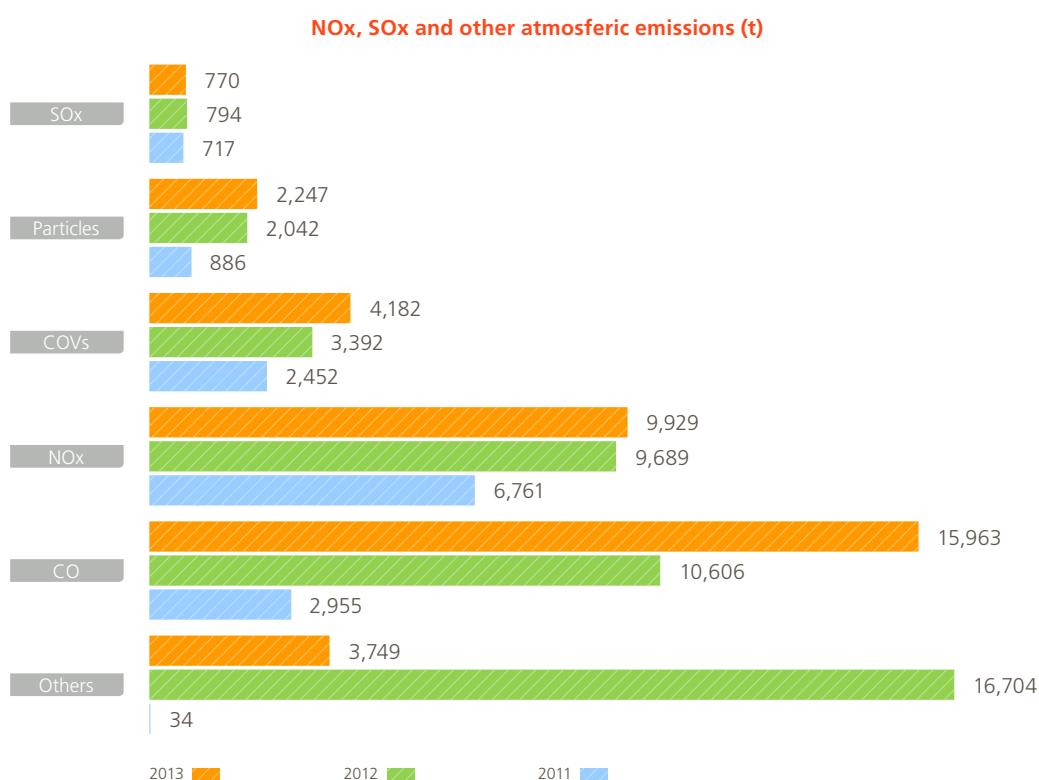
### Emissions of NO<sub>x</sub>, SO<sub>x</sub>, CO, COVs, particles and substances that destroy the ozone layer

Abengoa performs a follow-up on the emissions of substances that may destroy the ozone layer. The amount registered for such kinds of substances was 2.47 t in 2013.

Substances that reduce the ozone Layer (t)	2013	2012	2011
Ozone layer-depleting substances	2.47	1.38	1.29

The increase in the amount of emissions of substances that reduce the ozone layer for 2013 is related to a change in the method of reporting.

Below is a detail of emissions registered for NO<sub>x</sub>, SO<sub>x</sub>, CO, COVs and particles based on weight.



## 07 Environment

In 2013, according to Abengoa's information channels, there were no entries of incidents relating to the emissions of these kinds of substances into the atmosphere.

### Inventory of Green House Gas Effect

In 2008 Abengoa created its **GHG Inventory** which is managed using an internal tool integrated into the Integrated Sustainability Management System (ISMS). At present, the level of maturity of the GHG emissions management system has enabled the company to lay out **plans for reducing the emissions** and to develop the **labelling of emissions** of products and services<sup>5</sup>.

Abengoa's emissions management system is externally verified in accordance with the ISO 14064 Standard and the information below is consistent with the quantitative information included in the GHG Emissions Report for 2013 which was verified by Aenor.

#### Scope 1 emissions

Below is a detail of GHG emissions derived from own sources or sources controlled by Abengoa, broken down by source type, distinguishing between those associated with biomass and those associated with other production processes.

Generic emissions (tCO <sub>2</sub> eq)		Biomass emissions (tCO <sub>2</sub> eq)	
Mobile combustion	97,144	Mobile combustion	2,338
Fixed combustion	3,260,710	Fixed combustion	1,404,388
Fugitive	15,391	Fugitive	0
Processes	17,368	Processes	1,592,944
<b>Total</b>	<b>3,390,613</b>	<b>Total</b>	<b>2,999,670</b>

#### Scope 1 emissions broken down by GHG type

Scope 1-CO <sub>2</sub> <sup>(1)</sup> emissions	Total emissions (tCO <sub>2</sub> eq)
Mobile combustion	98,461
Fixed combustion	4,461,465
Fugitive	9,446
Processes	1,592,944
<b>Total</b>	<b>6,162,316</b>

(1) The data include emissions from biomass.

Scope 1-CH <sub>4</sub> emissions	Total emissions (tCO <sub>2</sub> eq)
Mobile combustion	118
Fixed combustion	76,132
Fugitive	2,222
Processes	0
<b>Total</b>	<b>78,472</b>

Note 5 For more information on labelling of CO<sub>2</sub> see the chapter on "[Customers](#)".



# 07 Environment

Scope 1-N <sub>2</sub> O emissions	Total emissions (tCO <sub>2</sub> eq)
Mobile combustion	903
Fixed combustion	127,501
Processes	17,368
<b>Total</b>	<b>145,772</b>

Scope 1-HFC emissions	Total emissions (tCO <sub>2</sub> eq)
Fugitive	2,851
<b>Total</b>	<b>2,851</b>

Scope 1-SF <sub>6</sub> emissions	Total emissions (tCO <sub>2</sub> eq)
Fugitive	873
<b>Total</b>	<b>873</b>

No PFC or NF<sub>3</sub> emissions sources were identified.

## Scope 2 emissions

Electricity and thermal energy emissions generated by other companies and acquired and consumed by Abengoa through out its entire activities.

Scope 2- GHG emissions	Total emissions (tCO <sub>2</sub> eq)
Electric energy consumption	485,490
Thermal energy consumption	107,904
<b>Total</b>	<b>593,394</b>

## Scope 3 emissions

Indirect emissions that are consequence of the company's activities, but that emanate from sources that are not of the company itself or that are not under its control.

Scope 3- GHG emissions	Total emissions (tCO <sub>2</sub> eq)
Acquired supplies	3,919,638
Work-related travels	27,668
Work-related travels	17,748
Losses in electric energy distribution	69,341
Value chain of fuels consumed in acquired energy	114,540
<b>Total</b>	<b>4,149,935</b>

# 07 Environment

## GHG Emissions by Activity Segment

Given that Abengoa structures its business around three activity areas —Industrial production, Concession Infrastructure and Engineering and Construction—, emissions data are presented for each of these segments in each of the three scopes, for the 2013 financial year:

	Engineering and construction	Concession-type infrastructure	Industrial Production	Total
<b>Scope 1</b>	52,454	1,760,265	1,577,895	3,390,614
<b>Scope 2</b>	32,018	44,800	516,576	593,394
<b>Scope 3</b>	1,391,227	264,333	2,494,374	4,149,935
<b>Total</b>	<b>1,475,699</b>	<b>2,069,398</b>	<b>4,588,845</b>	<b>8,133,943</b>

Expressed in tCO<sub>2</sub>eq.

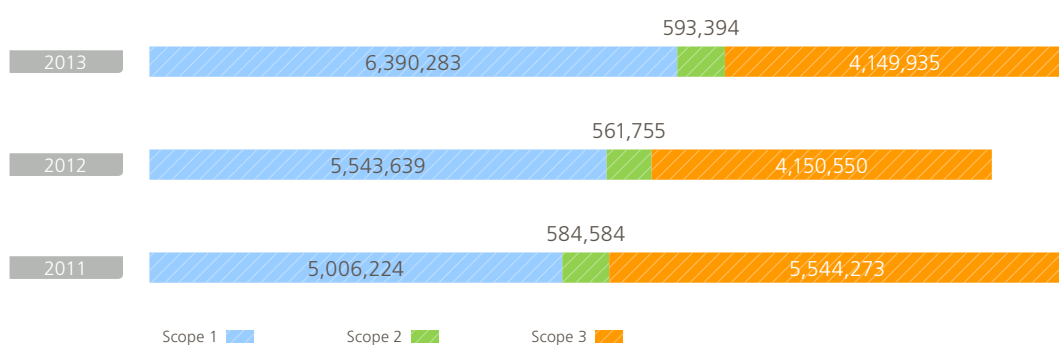
In addition, biomass emissions are as follows:

	Engineering and construction	Concession-type infrastructure	Industrial Production	Total
<b>Biomass Combustion</b>	729	2	1,405,995	1,406,726
<b>The rest of the sources of biomass</b>	0	0	1,592,944	1,592,944
<b>Biomass Total</b>	<b>729</b>	<b>2</b>	<b>2,998,939</b>	<b>2,999,670</b>

Expressed in tCO<sub>2</sub>eq.

## Record of GHG emissions

Expressed in tCO<sub>2</sub>eq.



# 07 Environment

## Reduction of GHG emissions

Abengoa promotes the annual design of **emissions reduction plans** for all the companies within the organization. Since 2013, These reduction plans have been optimized and executed as directed actions, based on the requirements of ISO 14064-1.

Below are the most important initiatives undertaken in 2013:

- **Optimization of the system for capturing CO<sub>2</sub>** generated during the process of producing bioethanol. The company captured 76,200 tCO<sub>2</sub>eq at the bioethanol plant in Rotterdam (the Netherlands) and 29,485 tCO<sub>2</sub>eq at the bioethanol plant in France for subsequent sale thereof to ther companies.
- Reduction of 1.58 % in sugar cane pulp humidity during the bioethanol production process at São João (Brazil). This humidity reduction marks **an increase in energy generation capacity** because much more steam is produced for each ton of sugar cane pulp used. The total reduction attained in 2013 was 9,341 tCO<sub>2</sub>eq.
- **Improving the performance of the combined-cycle plant** in Hassi-Rmel (Algeria) in order to increase the energy delivered while maintaining the plant's gas consumption at normal operating levels. This effort lowered specific consumption and prevented the generation of 45,340 tCO<sub>2</sub>eq.
- **Fitting of electric lines** to power one of the offices of R&D and innovation company in Sanlúcar la Mayor (Seville, Spain). This measure prevented the emission of 1.703 tCO<sub>2</sub>eq.

The correct evaluation of the progress of GHG emissions requires that the variations in the activities of the company be taken into consideration in the analysis. Thus, Abengoa evaluates the management of emissions using a formula that yields GHG emissions variations in theory for one year in comparison to the previous:

$$\frac{2012 \text{ Emissions}}{2012 \text{ Activity parameter}} \times 2013 \text{ Activity parameter} - 2013 \text{ Emissions} = \text{Emissions reduced}$$

The first step to analysing it is to determine the parameter of activity that best defines the company's endeavours. Once said parameter is identified the calculations must be based on the following steps:

1. Compare the 2012 emissions with the activity parameter data established at the close of the 2012 financial year, and obtain a ration of emissions/parameter for 2012.
2. Then extrapolate the situation of 2012 to that of 2013 and obtain the GHG emissions that the company would have obtained in theory if its activity had not varied from one year to another.
3. Once that is done, compare the supposed 2013 emissions with the actual emissions of said year and obtain the supposed variations (increase or decrease) in emissions for one year as regards another.

## 07

## Environment

The theoretical reduction is more than 818.700 tCO<sub>2</sub>eq

The heterogeneous nature of the organization's businesses led Abengoa to select sales as an activity parameter performed in all operations. The use of the aforementioned formula shows that the 2013 **reduction obtained in theory** in comparison to that of 2012 reaches **818,754 tCO<sub>2</sub>eq**.

<b>GHG/sales emissions (tCO<sub>2</sub>eq/k€)</b>	<b>2013</b>	<b>2012</b>
Engineering and construction	0.31	0.27
Infrastructures under concession	3.69	3.20
Industrial production	3.74	3.74
<b>Total</b>	<b>1.51</b>	<b>1.62</b>

<b>GHG/staff emissions (tCO<sub>2</sub>eq/persons)</b>	<b>2013</b>	<b>2012</b>
Engineering and construction	75.91	57.40
Infrastructures under concession	4,105.95	4,180.02
Industrial production	1,582.44	1,305.44
<b>Total</b>	<b>449.88</b>	<b>428.67</b>

<b>GHG/Ebitda emissions (tCO<sub>2</sub>eq/M€)</b>	<b>2013</b>	<b>2012</b>
Engineering and construction	1,833.27	1,610.15
Infrastructures under concession	6,506.63	5,385.98
Industrial production	31,405.74	87,737.89
<b>Total</b>	<b>8,156.49</b>	<b>10,811.57</b>

## Biodiversity management

In the execution of its activities, Abengoa **encourages biodiversity conservation** through the management, prevention and restoration in order to minimize the impact that its activities may bear on the environment. This includes from reforestation plans to strategies focused on the protection of flora and fauna species or to the imparting of trainings to prevent forest fires.

In line with the above, Abengoa performs environmental impact studies and tasks that entail monitoring of activities carried out in terrains adjacent to or within protected areas, identifying species affected and assessing the impacts derived thereof.

Abengoa owns companies in Brazil, France, Poland, South Africa and Spain, located in the surroundings of protected areas. Nevertheless, according to the information reported in 2013 in the information channels, none of them bear any high impact on the ecosystems.

Among the most significant are projects involving solar construction in South Africa by one of the engineering and construction affiliates, which affect a protected area of 675 hectares, and electrical power transmission line construction projects in Brazil, which affect a protected area of 537.38 hectares.

In both cases, protection measures have been introduced for the protected areas. The South African situation will include efforts to delimit and restrict access to said areas. The Brazilian projects also implemented biodiversity conservation-related initiatives, like sowing in and maintaining the affected areas for environmental restoration, an endeavour that meant an investment of € 80,217.

## 07 Environment

Likewise, one of the engineering and construction affiliates in Mexico is involved in some environment-related actions in the construction of the Centro Morelos (Mexico) combined-cycle plant, in which it follows-up on the fauna relocation program introduced last year, especially regarding the endemic species in the Predio area of the Plant, covering a surface area of 45.64 hectares.

And, finally, worth highlighting are the biodiversity protection activities undertaken at the bioethanol plant in Indiana (US), where a range of initiatives amounting to € 103,849, have been implemented to preserve forest areas.

As part of the strategies and actions introduced and planned for managing the impacts being borne on the biodiversity, as reported by the information channels of Abengoa, those of the electricity energy transmission lines construction project of Abengoa Brazil should be highlighted. To identify possible environmental impacts and adopt measures that may enable their prevention and mitigation, these initiatives entail preparing inventories and studies of what are affected in fauna populations and in environmental monitoring programs for the follow-up and control of the fauna and flora, an investment that has cost € 910,746.

Albeit on a much smaller scale at two of the Extremadura Solar Complex plants (Spain) have also introduced initiatives involving reforestation programs and perimeter fencing to protect vegetation.

Also worthy of mention is the topsoil initiative implemented at the Khi Solar One plant (South Africa), consisting of the transformation of organic vegetable waste through a natural process, recovering and utilizing the waste to regenerate soil affected by the project.

### Products, services and transportation

Environmental impacts derived from **utilization and end of useful life of products and services** have today acquired importance that is equal to or greater than impacts derived from the production phase, something that is becoming an even greater environmental challenge by the day.

Their nature and type has not enabled the identification of initiatives for mitigating the environmental impacts of the products and services sold and placed on the market which are recovered at the end of their useful life, and neither has specific measures been introduced to reduce the possible impacts of these products and services.

Nevertheless, regarding the recovery of products and packages placed on the market, in 2013 the company recovered 36 t of plastic packaging used in marketing the sugar produced by the cogeneration plant in São Luiz (Brazil).

In 2013 Abengoa's information systems did not identify any significant impacts derived from the transportation of products and other goods and materials used for the activities of the organization or for the transporting of its personnel.

Regarding the latter aspect, a series of actions were taken to ensure the reduction of emissions in 2013:

- \_ Sensitization campaigns to promote the use of public transports to and from work centres.
- \_ Bus shuttle services for employees of specific work centres with significant amount of workers.
- \_ Meetings held using the tool know as *Gotomeeting*.
- \_ Efficient driving courses.
- \_ Use of the vehicle-sharing system or *Carpooling*.



# 07 Environment

## Noises

Acoustic pollution is the excess noise that alters the normal environmental conditions of a specific area. If not properly controlled, this kind of pollution can cause severe damage to the life quality of people.

In 2013, according to information registered in the information channels of Abengoa, no incidents occurred and no initiatives were started in noise-related matters.

## Odours

The concept of odour or smell pollution has acquired special importance over the past years. Not being a risk to the health of the population, this kind of pollution generates discomfort that may influence the life quality of people.

In 2013, the following initiatives were developed in the field of smells:

- The bioethanol plant in A Coruña (Spain) concluded a study of smells that began in 2012 which was aimed at determining odours and their distribution throughout the plant. The initial phases entailed the study of the emission points, performing olfactometric sampling and analysis, and the final phase involved the odour dispersion simulation.
- The cogeneration plant in Jaén (Spain) installed an ultrafiltration system at the exit of its treatment plant to improve the quality of the water channelled to the cooling towers and, thereby reducing unpleasant odors.
- Series of complaints were filed in relation to the emission of smells at the bioethanol plant in Rotterdam (the Netherlands) in 2013. Although the levels were not significant, a regenerative thermal oxidizer was installed to eliminate the odours. The company also implemented communication campaigns with the local media to inform surrounding communities on the operational start-up of the facility. The two initiatives amounted to an investment of € 3.4 M.

Photograph taken by Bernabé Lugo Puerto, for the fifth edition of the photography competition on sustainable development.



# 07 Environment

## Environmental expenses and investments

The evaluation of the expenses derived from environmental mitigation and protection permits Abengoa to **evaluate the efficiency** of its environmental initiatives and to better **focus its environmental investments**.

Below is a breakdown of the 2013 environmental expenses and investments.

Environmental expenses and investments (€)	2013	2012	2011
Emissions treatment	5,504,071	870,211	111,593
Personnel for activities generated from environmental management	4,514,496	1,766,565	1,312,679
Waste treatment and elimination	2,931,231	2,827,050	2,192,465
Environmental management external services	1,627,498	1,603,582	817,979
Environmental responsibility insurance	1,180,448	520,646	384,446
Amortization of specific equipments, maintenance, materials and services necessary for its functioning	226,215	211,814	106,617
Costs of installing cleaner technologies	186,376	3,483,150	4,086
External certification of management systems	150,225	153,079	164,463
Expenses for the purchase and use of emissions certificates	147,392	456,504	2,025,632
Costs of correction, cleaning and decontamination	69,402	225,686	99,157
Personnel employed in training and education	63,215	49,394	34,287
Environmental Training	54,965	68,130	69,600
Research and development	12,000	74,650	942,541
Other costs of environmental management	8,934,067	11,418,698	3,853,569

Investing in the development of initiatives and projects for environmental protection is Abengoa's priority. This is proven by the fact that though there are reductions in some items motivated by the state of some of the projects, the investments continue with regards to last year.

In 2013 a fine of € 11,500 was imposed on the company in relation to the reporting of CO<sub>2</sub> emissions at the bioethanol plant in Rotterdam (the Netherlands).



08  
People

# 08 People

Communication is the key to managing the expectations of our stakeholders

For Abengoa, stakeholders are key players in the company's performance in its range of activities, which therefore makes two-way communication within a context of trust and transparency essential that enables the company to manage the expectations of its stakeholders and to uphold the commitments undertaken with each and every one of them. A joint effort in pursuing common interests is a fundamental part of tackling present and future challenges facing the company.



## Communication channels

Conscious of the diversity of its business and the particularities of each of its stakeholders, Abengoa establishes dialog channels suited to each type of stakeholder.

### From Abengoa to stakeholders

#### Employees

- [Corporate website](#).
- Corporate intranet: Connect@.
- Employee self-service.
- Welcome handbook.
- [Bimonthly newsletter](#).
- Human Resource partners.
- Health and Safety Committee.
- Works Committee.
- Committee on Equal Treatment and Opportunities.
- Departmental sessions.
- Mailing.
- People Center: computer application for employees.
- Online training through Campus Abengoa.
- [Annual Report](#).
- [LinkedIn](#) and [Twitter](#).

### From stakeholders to Abengoa

- Business unit and [corporate website](#).
- Stakeholder mailbox.
- Corporate intranet: Connect@.
- Suggestion box.
- Employee self-service.
- Working environment and satisfaction surveys.
- Troubleshooting (TSR) computer tool.
- Improvement Action (IA) computer tool.
- Online training.
- Evaluation surveys.
- 360° executive feedback program.
- Employee welfare assistance.
- Human Resource partner.
- Internal Whistleblower Channel.
- Health and Safety Committee.
- Works Committee.
- Committee on Equal Treatment and Opportunities.
- Open-house events.
- [Annual Report](#) opinion survey
- Evaluation interviews.
- [CSR mailbox](#).
- [LinkedIn](#) and [Twitter](#).

# 08 People

## From Abengoa to stakeholders

## From stakeholders to Abengoa

### Shareholders

- [Corporate website](#).
- [Information on relevant events](#).
- Investor Relations Department.
- Roadshows.
- Gatherings with analysts and investors.
- Investor Day.
- [General Shareholders' Meeting](#).
- Publication of quarterly reports.
- Quarterly presentation of results via audio and video systems accessible through the Abengoa website.
- Q&A segment following presentation of results.
- [Annual Report](#).
- Press releases.
- [LinkedIn](#) and [Twitter](#).

- Investor Relations Department.
- [Shareholder assistance mailbox](#).
- Satisfaction surveys.
- Roadshows.
- Gatherings with analysts and investors.
- Investor Day.
- General Shareholders' Meeting.
- Quarterly presentation of results via audio and video systems accessible through the Abengoa website.
- Q&A segment following presentation of results.
- Investor visit to company facilities.
- External whistleblower channel.
- [Annual Report](#).
- Opinion survey.
- Interviews.
- [IR \(Investor Relations\) mailbox](#).
- [LinkedIn](#) and [Twitter](#).

### Suppliers

- [Corporate website](#).
- Structured procedure for gauging supplier effectiveness.
- Safety and security management system tool.
- Periodic visits to suppliers.
- [Annual Report](#).
- [LinkedIn](#) and [Twitter](#).

- Satisfaction surveys.
- Structured procedure for taking in supplier information and opinions.
- Abengoa Easy Management (AEM) computer application for managing company decision-making and action plans.
- Safety and security management system tool.
- Stakeholder mailbox.
- External Whistleblower Channel.
- [Annual Report](#) opinion survey.
- Interviews.
- [CSR mailbox](#).
- [LinkedIn](#) and [Twitter](#).

### Customers

- [Corporate website](#).
- Customer focus groups.
- Safety and security management system tool.
- Advertising and marketing.
- Trade fairs, forums and conferences.
- Periodic visits to customers.
- [Annual Report](#).
- [LinkedIn](#) and [Twitter](#).

- Customer focus groups.
- Satisfaction surveys.
- Troubleshooting (TSR) computer tool.
- Abengoa Easy Management (AEM) computer application for managing company decision-making and action plans.
- Safety and security management system tools.
- Stakeholder mailbox.
- [CSR mailbox](#).
- Training sessions on products.
- External Whistleblower Channel.
- [Annual Report](#) opinion survey.
- Interviews.
- [LinkedIn](#) and [Twitter](#).

### Local communities

- [Corporate website](#).
- [Annual Report](#).
- [Focus-Abengoa Foundation website](#).
- Press releases.
- Corporate Social Responsibility Department.
- Gatherings with NGOs and academic institutions.
- Open-house events.
- Trade fairs, forums and conferences.
- [Corporate blog](#).
- [LinkedIn](#) and [Twitter](#).

- Communications Department.
- Corporate Social Responsibility Department.
- Gatherings with NGOs and academic institutions.
- Open-house events.
- Trade fairs, forums and conferences.
- Corporate blog.
- [CSR mailbox](#).
- Beneficiary assessment of social outreach programs.
- External Whistleblower Channel.
- [Annual Report](#) opinion survey.
- Interviews.
- Stakeholder mailbox.
- [LinkedIn](#) and [Twitter](#).

# 08 People

## From Abengoa to stakeholders

### Society

- [Corporate website](#).
- [Annual Report](#).
- [Focus-Abengoa Foundation website](#).
- Press releases.
- Corporate Social Responsibility Department.
- Gatherings with NGO and academic institutions.
- Open-house events.
- Trade fairs, forums and conferences.
- [Corporate blog](#).
- [LinkedIn](#) and [Twitter](#).

## From stakeholders to Abengoa

- Press releases.
- Communications Department.
- Corporate Social Responsibility Department.
- Gatherings with NGO, media outlets and academic institutions.
- Open-house events.
- Trade fairs, forums and conferences.
- Stakeholder mailbox.
- [Corporate blog](#).
- [CSR mailbox](#).
- External Whistleblower Channel.
- [Annual Report](#) opinion survey
- Opinion survey.
- Interviews.
- [LinkedIn](#) and [Twitter](#).

Abengoa once again conducted individual interviews, for a total in 2013 of 22, with different company stakeholder representatives that were selected by the members of the internal committee in charge of analyzing the material issues for the purpose of taking an in-depth look at stakeholder perception of the company and the challenges it faces, and their expectations in regard to how these challenges should be approached.

The results obtained from these interviews<sup>1</sup> served to provide input for the Relevant Matter Procedure (RMP)<sup>2</sup>, carried out in accordance with the GRI4 Guide in order to determine the most important aspects—whether company-related or not—for all Abengoa stakeholders.

## Working environment surveys

Abengoa conducts work climate surveys in order to find out about employee perception of the company and company management. In addition, supplementary monthly satisfaction surveys are conducted at company facilities with a significant employee headcount. Thus, for example, the scores obtained in December at the company's Seville and Madrid locations was 7.99 and 7.38, respectively, out of 10.



Note 1 Of the total of 22 interviews conducted, 13 of them served to provide input to the Relevant Matter Procedure. The other interviews were held at a later date.

Note 2 The 2013 Relevant Matter Procedure (RMP) and results can be found in the ["About this report"](#) section.





# 08.1

## Our team

- \_ Our team in figures
  - \_ Training
- \_ Attracting and retaining talent
  - \_ Protection of human rights
- \_ Occupational health and safety

## 08.1 Our team

We do things better thanks to the work of an outstanding team of people

Behind Abengoa's history, international expansion and consolidated growth is an **outstanding team** of people who, through their work, dedication and professionalism, have positioned the company as a leader in the main markets in which it operates.

Abengoa's leadership and competitive edge therefore lies in the team of **highly qualified professionals** with the ability to engage in the company's efforts to accomplish forward-looking objectives.

### Our team in figures

In 2013, despite the financial crisis the markets are undergoing, the company's team of people continued to grow, especially in Africa and the Asia-Pacific region, geographical areas where the company has consolidated its presence over the last year.



# 08.1

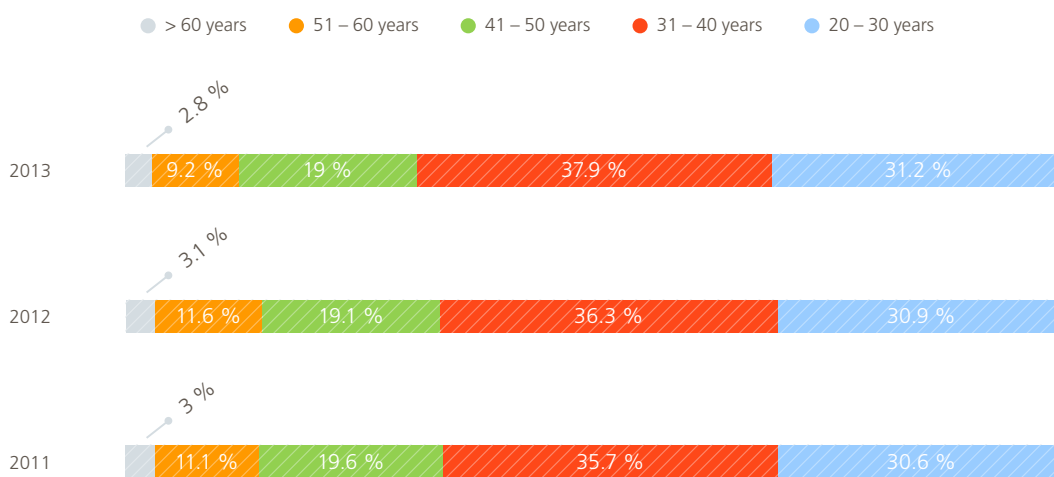
## Our team

As of December 31, 2013, Abengoa's employee headcount **totalled 24,748**, up by 3.44 % over year-end 2012.

Employees by business area	2013	2012	2011	% 13-11
Engineering and construction	19,449	17,501	14,996	29.7
Concession-type infrastructures	504	301	281	79.4
Industrial production	4,795	6,123	4,514	6.2
<b>Total</b>	<b>24,748</b>	<b>23,925</b>	<b>19,791</b>	

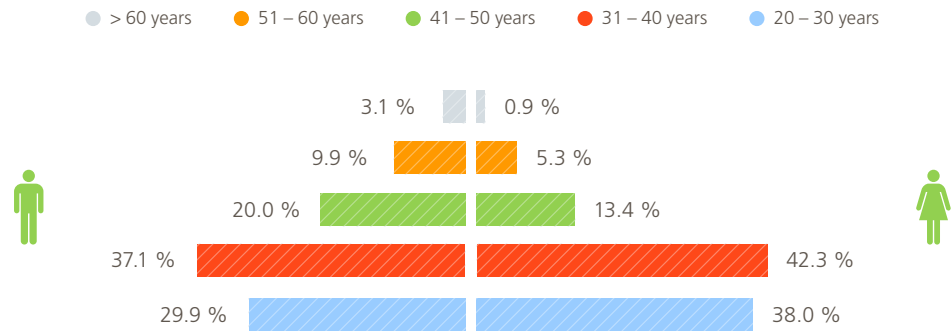
Percentage variation in job creation by geographical location	2013	2012	2011
Oceania	157.14	133.33	–
Africa	106.49	(10.79)	(5.49)
Asia	27.80	52.53	31.58
North America	27.24	19.90	47.12
Europe	7.23	10.08	(10.45)
Latin America	0.47	31.78	6.65
Spain	(1.92)	3.36	10.19

Staff distribution by age bracket, average and evolution over the last three years is as follows:

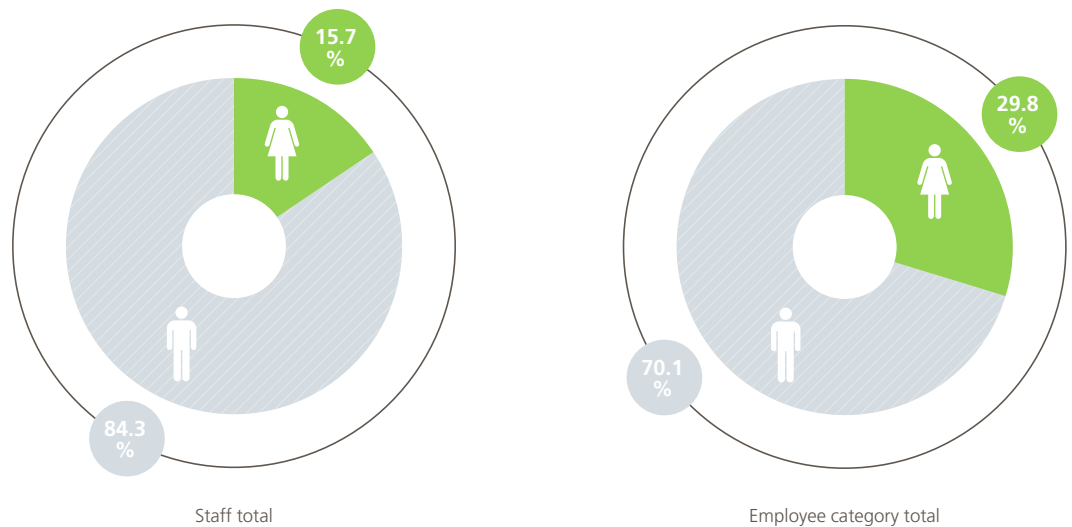


# 08.1 Our team

The average age of Abengoa's staff in 2013 was 36.3, holding steady at ratios similar to previous years.<sup>1</sup>



The percentage of women over the overall staff total in 2013 was 15.7 %, and 29.88 % over the total employee<sup>2</sup> category, with respect to last year's figure of 30.03 %.



Female presence in executive and managerial positions totaled 20.57 %, up by 3.56 % over 2012.

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

Note 1 Average age in 2012: 36.7 years old; average age in 2011: 36.9 years old.

Note 2 Abengoa's staff is composed of three categories: employees, workers and trainers.

## 08.1

## Our team

Abengoa encourages local hiring in the geographies where it operates. An example of this is the high percentage of locally-hired senior managers in every region where the company has its activity.

<b>Locally-based senior managers</b>	<b>Total 2013</b>	<b>Local 2013</b>	<b>% 2013</b>	<b>Total 2012</b>	<b>Local 2012</b>	<b>% 2012</b>
Europe	373	345	92.24	373	333	89.28
America	176	137	77.84	202	150	74.26
Asia-Oceania	20	17	85	15	12	80
Africa	11	11	100	7	6	85.71

According to the nature of the working relationship, and making a distinction between employees and operators, the overall rate of personnel with an open-ended contract in 2013 was 45 %.

#### Distribution by type of contract (%)

	<b>2013</b>		<b>2012</b>		<b>2011</b>	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Working relationship						
Employees	58.80	41.20	45.94	54.06	57.47	42.53
Operators	37.55	62.45	32.74	67.26	39.55	60.45



## 08.1

## Our team

Abengoa pays particular attention to voluntary exits due to the loss of talent which they entail for the company. In 2013, this turnover rate was 3.99 %, with respect to the figure of 2.98 % in 2012. Considered critical among these exits were 0.72 %, versus 0.56 % in 2012.

Critical turnover rates by region, gender and age bracket were as follows:

**Undesired turnover rate (%)**

Region	2013	2012	2011
North America	1.32	0.97	2.11
Africa	0.82	0.50	0.40
Latin America	0.79	0.37	0.50
Spain	0.63	0.64	0.85
Europe	0.24	0.60	3.91
Asia	–	–	0.35
Oceania	–	–	–

Gender	2013	2012	2011
Men	0.82	0.66	0.96
Women	0.45	0.34	0.84

Age	2013 (%)
> 60	0.00
51 - 60	0.83
41 - 50	0.91
31 - 40	0.86
20 - 30	0.44

In 2013, the percentage of employees who returned to work following paternity leave was 512 (99.8 %), and 117 following maternity (98.9 %).

**Training**

Training is the key tool for developing the talent of Abengoa's team of people and the cornerstone upon which the company achieves excellence in its undertakings. A team of highly qualified professionals constitutes one of the company's greatest assets, ensuring leadership and generating customer and market confidence.

**Training plans**

To ensure the company has the very best team of people, highly qualified professionals who are committed to corporate culture, Abengoa develops comprehensive employee training programs that cover all important subjects that are necessary for professional growth. These include the following: corporate training, (general) professional enhancement, Occupational Risk Prevention, languages, professional practices, environmental management and performance, human rights and anti-corruption, and the struggle against climate change.

In 2013, our employees received more than 1.8 M hours of training

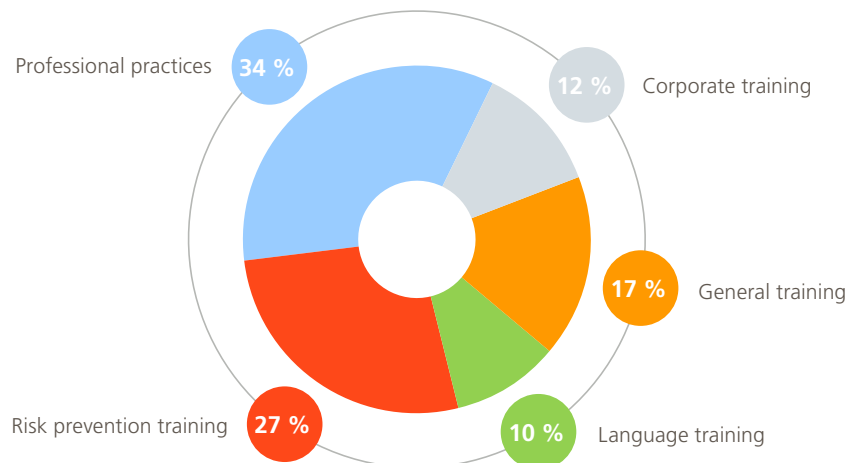


## 08.1 Our team

In 2013, these new components were added to the training plans:

- **Language School**, aimed at providing quality language training in line with the needs of professionals in an increasingly more global environment. Keenly aware of today's reality, the school employs a semi-attendance-based system.
- **"English Executive Master"** Program as part of the "Executive Program", consisting of attendance-based classes over a six-month period to reinforce oral communication in English.
- **Training itineraries** covering Corporate Health and Safety Training for all company employees.
- **E-learning-based training** to promote professional learning efficiency. The advantage of the new design of this training modality already in place at the company lies in all contents being suitable for implementation using mobile devices without the need for internet connection.
- **Technology for Sustainable Development Course**, intended to provide a global perspective of the company's main technologies and their impact on the environment.

In 2013, Abengoa staff received more than 1.8 M hours of training, up by 5.9 % over the previous year, for a per-employee average of 47.98 hours<sup>3</sup>.



Note 3 The number of internship hours was not taken into consideration in calculating the average number of training hours per employee, and average staff number was computed without including scholarship or grant holders.

# 08.1

## Our team

In 2013, **30,158 hours of training** were conducted in the areas of sustainable development and the struggle against climate change.

By training category (hours)	2013	2012	2011
Corporate training	220,092	210,777	174,564
General training	325,312	292,784	185,131
Language training	176,587	102,592	116,982
Risk prevention training <sup>(1)</sup>	502,710	435,033	410,121
Professional practices	639,550	686,851	467,798
<b>Total general</b>	<b>1,864,251</b>	<b>1,728,037</b>	<b>1,354,596</b>

(1) Of the total number of instruction hours dedicated to risk prevention in 2013, 9,177.2 correspond to training in serious illnesses. In 2012, this figure was 12,946.

### No. of training hours conducted in 2013

### Participants in 2013

Training categories	No. of training hours conducted in 2013				Participants in 2013			
	Employee	Operator	Professional practices	Total	Employee	Operator	Professional practices	Total No. of participants
Corporate training	215,967	4,125	—	220,092	80,625	810	—	81,435
General training	205,075	120,238	—	325,312	41,884	19,877	—	61,761
Language training	168,915	7,672	—	176,587	5,556	167	—	5,723
Risk prevention training	110,264	392,446	—	502,710	17,007	35,750	—	52,757
Professional practices	—	—	639,550	639,550	—	—	501	501
<b>Overall total</b>	<b>700,221</b>	<b>524,481</b>	<b>639,550</b>	<b>1,864,251</b>	<b>145,072</b>	<b>56,604</b>	<b>501</b>	<b>202,177</b>

Consolation prize winning photograph of the V Edition of the Photo Contest on Sustainable Development.

Photographer: Carlos Lebrato Martínez.



## 08.1

## Our team

## Abengoa University

Through Abengoa University, the company offers innovative training programs that have been adapted to market demands and aligned with employee needs.

Abengoa maintains partnerships with a variety of schools and universities of renowned prestige in implementing these programs.



In 2013, there were **23 graduating classes**, totaling **627 students** in **8 different countries**, through the programs designed to ensure best practices in line with the Abengoa vision and business model.

## Attracting and retaining talent

Abengoa works to **identify and develop the talent of its people** and does so through a competency-based management model which reviews employee performance and development on an annual basis. This serves to make sure that personnel profiles and backgrounds are in line with each position, mission and duty.

Along these lines, employees that have greater responsibility within the company undergo more exhaustive evaluation using **360 ° Feedback methodology**. In 2013, the number of employees evaluated by means of this method was 860, which represents 3.5 % of the staff total.

## 08.1

## Our team

The company also tracks **potential executives** and assists them in developing their capabilities through specific training, which affords them the opportunity of accelerated growth as future leaders of Abengoa.

Retaining talent necessitates fluid communication between the company and its employees, and requires the company to be able to adapt to the needs and expectations of its personnel. For this reason, in conjunction with the aforementioned tools, each year Abengoa implements the "**Executive Intercommunication Program (EIP)**", aimed at enhancing the development and follow-up of professionals offering the greatest potential, managing their expectations, career plans and internal mobility, and ensuring an ongoing, two-way flow of information between these employees and the company.

In 2013, an internal senior manager-specific online platform was launched to serve as a point of encounter and source of information for the **company's** more than **600 executives**.

In addition, Abengoa conducts work climate surveys every two years to gain further insight into employees' perception of the company and its management processes. A monthly work climate survey on employee satisfaction is also conducted at the Seville and Madrid office locations.

### Attracting local talent

Abengoa engages in attracting local talent in the geographical regions of company operation. Included under this commitment is the **recruitment project** the company implemented in **India**, which is being carried out at prestigious universities such as the Indian Institute of Technology in Bombay, the Indian Institute of Technology in Delhi and the Delhi Technological University.

The aim of the program is for students at these universities to receive exclusive practical training in a variety of Abengoa's international projects to later incorporate them into company subsidiaries in India, where they may bolster locally-based teams through a global perspective of the company.

Since this initiative was launched in May 2013, the recruitment team has taken in more than 400 applications, and from among these, seven people have joined the company.

## Abengoa's internship training program

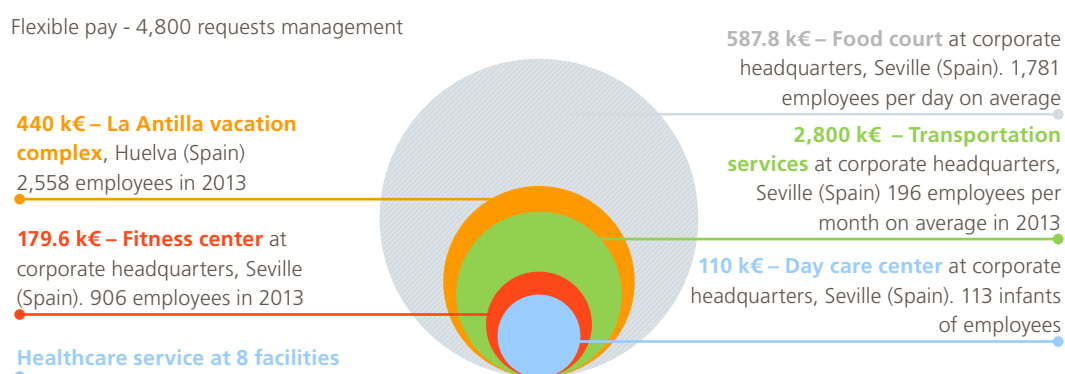
Abengoa has embraced a commitment to training young adults in order for them to acquire optimal experience and expertise in preparation for their entry into the job market. Through this program over one thousand students has had the opportunity to carry out training internships in 2013 in a variety of territories where Abengoa conducts its business. More than 60 % of the program participants who completed their internships in 2013 have joined the company.

## 08.1

## Our team

## Employee benefits

Abengoa offers company employees a series of benefits beyond those stipulated by law which seek to improve work and personal life balance, among other aspects. Noteworthy among such employee benefits are the following:



(\*) Graph figures related to the food service, day care, free transportation service and fitness center employee benefits refer to the corporate headquarters located at the Palmas Altas Complex (CPA), and flexible pay refers to employees in Spain.

In addition to these benefits, Abengoa also offers company employees **life and accident insurance and pension plans** which are designed in accordance with the particularities of each country in which the company operates, applying the regulations in force in each region.

In 2013, 9,602 instruction hours were dedicated to training in anti-corruption

## Protection of human rights

Abengoa upholds an unwavering commitment to upholding human rights, both within the company and throughout its sphere of influence.

Nevertheless, with the aim of ensuring effective observance and protection of human rights, Abengoa has adopted the principles underpinning the **Universal Declaration of Human Rights adopted by the United Nations**, the **SA8000** Standard, and the principles of the **Global Compact** as its own, integrating them into the **Common Management Systems** of obligatory compliance by all members of the organization.

Abengoa backs training as one of the most powerful tools in preventing the occurrence of incidents related to violations of human rights or corruption. Accordingly, each year company staff members receive instruction on the Common Management Systems, involving courses that explain the norms and principles governing the company, and inform employees regarding any updates or modifications, placing particular emphasis on anti-corruption policies and the **Code of Conduct**.

More than **21,055 instruction hours** were dedicated to training related to these areas.

	Training hours 2013	Participants 2013	Training hours 2012	Participants 2012
Human rights courses	11,453	8,727	9,366	8,209
Anti-corruption policies	9,602	8,727	9,319	8,209

## 08.1

## Our team

Along these lines, given the importance the company lends to **upholding human rights**, training is also conducted in this area for subcontracted security personnel. The percentage of personnel trained in this area in 2013 totaled 39.92 % with respect to the total, with the number of hours of training received by subcontracted security personnel totaling 533 hours.

In 2013, there were no human rights-related complaints or cases of non-compliance reported through the formal whistleblower channels in place at Abengoa. Nor were there any reports of any activities or incidents implying risks involving discrimination, freedom of association, child exploitation or forced labor.

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 collective bargaining agreements.

In 2013, there were no significant investment agreements undertaken in which it was necessary to include clauses pertaining to human rights in accordance with internal regulations regarding CSR.

At Abengoa  
we foster  
and promote  
equality  
between men  
and women

## Policies on equality and integration

Abengoa promotes equality between men and women and condemns all forms of direct or indirect discrimination for reasons of gender; the company therefore applies this principle in all of its human resource management policies (hiring, recruitment, training, performance review, promotion, compensation, working conditions, family-work life balance, communication and prevention of harassment).

With the aim of furthering these values, in 2009 Abengoa created its Equality Framework Plan and the **"Equal Treatment and Opportunities Office"**, whose mission is to advocate gender equality throughout the company, promoting, developing and managing the Equality Framework Plan and associated programs.

All Abengoa companies must follow the guidelines of the ETOO, and compliance is reviewed during the annual company visits conducted within the framework of the SA8000 Standard.

Abengoa also set up the **"Equal Treatment and Opportunities Committee"**, which, presided over by the Human Resources director and comprising the individuals in charge of Human Resources from the different business divisions and geographies and the Corporate Social Responsibility director as permanent members, seeks to engage in global monitoring of issues related to this area and meets once a year. In 2013, the committee met in September and, in addition to the aforementioned permanent members, invited female company executives to join them in analyzing the year's equality ratios and prospects for the years to come.



## 08.1

## Our team

### The “Inserta & Integra” Project: fostering and promoting integration into the job market

The **integration of disabled people into the job market**, and hence equality opportunities for the disabled, is a deep commitment for Abengoa. To this end, the company carries out a range of initiatives and programs, noteworthy among which is the **“Inserta & Integra”** research project launched in 2009 in collaboration with the Focus-Abengoa Foundation and the University of Seville. Project results were presented in 2013.

Under the direction of Dr. Francisco José Medina Díaz and Dr. Lourdes Munduate Jaca of the Department of Psychology at the University of Seville, this research project, conducted over more than four years, analyzed how to break barriers in the process of employing and integrating people with disabilities into organizations.



The project seeks for these conclusions to aid companies in suitably managing employment processes involving the disabled to thereby improve their potential for integration.

The product of this research endeavor has materialized in a manual aimed at people in positions of responsibility in organizations and human resource departments which offers recommendations on working with this group of people, their families and with the associations that are often involved in their integration.

From left to right:  
Lourdes Munduate Jaca, professor of Social Psychology at the University of Seville;  
Álvaro Polo Guerrero, director of Human Resources for Abengoa;  
Anabel Morillo León, managing director of the Focus-Abengoa Foundation;  
Ana María López Jiménez, director of Community Social Services at the University of Seville,  
and Francisco José Medina Díaz, a member of the department of Social Psychology at the University of Seville.



## 08.1

## Our team

Abengoa watches over equality in compensation, treatment and professional opportunities between men and women

## Remuneration policy

In keeping with the **principle of equality**, the company's compensation system watches over equal pay and equal treatment and opportunities by complying with legal regulations and the commitments and principles set forth in Abengoa's policies, without making any distinctions with respect to gender in any employee category or geographical area. In establishing salaries for certain positions, the company is also supported by different international consulting firms which provide relevant information on market compensation schemes.

Below is a comparison of the average gross salary between women and men for the same employee category 1 in different geographical areas:

Average monthly salary <sup>(1)(2)(3)</sup>	Men (€)	Women (€)
Newly recruited degree holder - Spain	1,885	1,885
Newly recruited degree holder - US	2,154	2,154
Newly recruited degree holder - Uruguay	2,007	2,007

(1) Data obtained from a representative sample of companies in significant geographic regions.

(2) Figures for the US and Uruguay were calculated on the basis of 12 annual salary payments. Figures for Spain are based on 14 annual salary payments.

(3) Trainee contracts have not been included in calculating wage ratios.

The table below shows the percentage difference between standard starting salary at Abengoa and local minimum inter-professional wage (MIW), taking into account the different employee categories, thus providing an indicator of the competitive salaries the company offers.

Countries	MIW	Average monthly starting wage paid by employee category (€)			% paid above MIW by employee category		
		Degree holder	Administrative staff	Operator	Degree holder	Administrative staff	Operator
Spain	645.30	1,951.86	1,061.47	1,256.38	302	164	195
US	937.85	2,153.52	1,662.23	1,602.55	230	177	171
Uruguay	336.40	1,914.62	1,132.79	720.48	569	337	214

We provided 502,710 hours of ORP training in 2013

## Occupational health and safety

The health and safety of the people who work at Abengoa is essential to the company. For this reason, Occupational Risk Prevention (ORP) is integrated into and managed on all company levels.

With the aim of guaranteeing the **health and safety** of every worker, regardless of employee profile and duties, the company implements ORP systems that are effective, efficient and certifiable and based on four essential underpinnings:

- Principles of Abengoa's ORP policy.
- Applicable law in each country of company operation.
- Contractual requirements of the company's customers in this area.

## 08.1 Our team

- Requirements of the OHSAS 18001 Standard <sup>4</sup>, an international norm pertaining to occupational health and safety management systems.

Certified companies according to sales volume (%)	2013	2012	2011
OHSAS 18001-certified	92.81	91.56	87.92

In accordance with the specifications of Abengoa's Common Management Systems, all group companies hold monthly prevention committee meetings in which executives and ORP heads gather to analyze, among other issues, work-related accidents, evolution thereof over time, improvement targets and steps needed to achieve them: training, periodic controls, health monitoring, etc.

In addition to **training, monitoring** and **follow-up**, essential is raising ORP awareness among company personnel. Conscious of this, Abengoa conducts specific ORP training, and in 2013 company employees received 502,710 hours of ORP training, representing an increase of 5.02 % over 2012.

In 2013, eight Safety Day sessions were held at the company's solar complexes in operation in Spain for the purpose of raising employee awareness of the importance of safety at work through occupational risk prevention.

These sessions are going to be carried out annually in all national and international territories where plants being commercialized or in operation are located.

Aware that shared knowledge is one of the most important assets of our community of ORP specialists, a virtual platform was implemented in 2013 for technical personnel to be able to exchange working experiences with no geographical barriers. Over 400 professionals are now part of this learning network.

Note 4 Abengoa has voluntarily signed up to the OSHAS 18001 Standard, which serves as an instrument for improving the company's risk prevention management.

## 08.1

## Our team

On October 8, 2013, Abengoa held its 8th Executive Session on Occupational Risk Prevention (ORP) in Latin America, bringing together senior managers from the region in order to reinforce management leadership in risk prevention affairs. Sessions were dedicated to accident analysis, conducting a review of key indicators, follow-up on targets proposed for 2013, and analysis of serious accidents that occurred over the course of the year, and examining causes and sharing corrective measures applied in each case.



Our policy:  
zero accidents

### Work-related accidents and absenteeism in figures

Abengoa has a **zero-accident policy**, and thus directs special efforts to all prevention-related aspects, and this is reflected in the number of accidents entailing leave from work.

Abengoa's efforts dedicated to aspects related to prevention are reflected in the **drop** in the number of accidents entailing leave, which has resulted in a **reduction** in frequency rates. The severity rate rose slightly in 2013 with respect to the previous year given that, without there being an increase in the number of accidents, the severity of occurrences was greater and therefore entailed a higher number of lost days due to accidents.

## 08.1

## Our team

	Frequency rate <sup>(1)</sup>	Severity rate <sup>(2)</sup>	N° of work-related accidents entailing medical leave of more than one day
2013	15.41	0.26	440
2012	15.09 <sup>(3)</sup>	0.21	502
2011	23.33 <sup>(3)</sup>	0.30	607

(1) Frequency rate: accidents per million of working hours.

(2) Severity rate: working hours lost per thousand worked hours.

(3) Data in 2012 and 2011 have been modified due to change in the criteria to calculate the number.

	Lost working days due to accidents	Total % of absenteeism due to illness	Total % of absenteeism due to work-related accidents
2013	12,033	1.13	0.17
2012	8,802	1.06	0.19
2011	11,038	1.22	0.25

Regrettably, one serious accident occurred in 2013 involving Abengoa personnel, resulting in the death of a person in Brazil as the result of the injuries sustained. Abengoa thus upholds a commitment to continuing to drive down its accident rate.

	2013	2012	2011
No. of fatal accidents	1	4 <sup>(1)</sup>	2

(1) In itinere accidents.

#### Absenteeism by geographical area

	Spain	Europe	Asia	Latin America	North America	Africa
2013	2.05	2.76	2.30	2.86	4.44	2.70
2012	2.03	3.12	2.95	2.55	3.12	1.44

## 08.1

## Our team

## Labor-related social responsibility

The Abengoa [Code of Conduct](#) and the commitments derived from adherence in 2002 to the [United Nations Global Compact](#) provide the framework for the company's Labor-Related Social Responsibility (LSR) policy, which has led the organization to develop a management system based on the SA8000 Standard. The primary objective of this norm is to ensure ongoing improvement in the company's social performance and to assist the organization in upholding the following commitments:

- **Ensuring compliance** with applicable laws and regulations 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 by creating optimal working conditions and promoting continuing training.
- **Recruiting, hiring, training and promoting** the most qualified individuals, regardless of race, religion, color, age, gender, marital status, sexual orientation, nationality, or potential physical or mental disability.
- **Ensuring** appropriate **preventive culture** in accordance with the Occupational Risk
- **Ensure** the prevention (ORP) policy.
- **Creating** the conditions necessary to **facilitate** employee **work-life balance**.
- **Evaluating** and reviewing the **company's stewardship** performance, reporting on such performance in a transparent manner, and devising programs for ongoing improvement.

In order to ensure fulfillment of the objectives and commitments associated with the SA8000 Standard, Abengoa holds **monthly** human resource committee meetings and conducts **two control visits per year** to those Abengoa companies flagged as material. In addition, the company in charge of managing the organization's human resource policy has been certified since 2009 in SA8000 application by the International Certification Network (IQNET). This association performs an annual audit to verify the company's performance in areas related to this standard.





## 08.2 Communities

- \_ Social, cultural and environmental development
- \_ Education and research

## 08.2 Communities

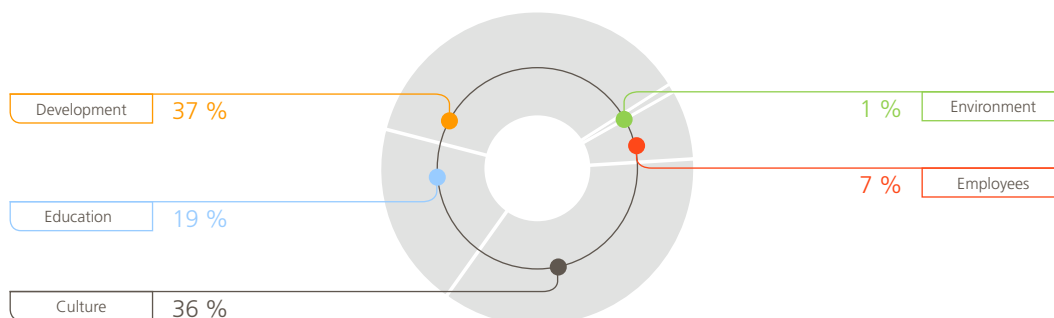
In 2013, we invested over €9.1 M in social action

Abengoa seeks to grow hand in hand with the **communities in which it enjoys a presence** investing in community development, supporting culture and promoting respect for human rights and the environment. The company channels its outreach efforts through the [Focus-Abengoa Foundation](#), which has been working for over **thirty years** now to further **social and cultural development** in the communities in which Abengoa operates.

In 2013, Abengoa invested a total of €9.1 M in social action, 12.3 % more than the previous year, distributed as shown below:

Area of social action	2013 investment (€M)	No. of social action programs in 2013	2012 investment (€M)	No. of social action programs in 2012
Culture	3.2	37	2.7	29
Employee welfare action	0.7	47	0.3	27
Social development	3.4	53	3.4	48
Education and research	1.7	27	1.6	26
Environment	0.1	10	0.1	2
<b>Total</b>	<b>9.1</b>	<b>174</b>	<b>8.1<sup>(1)</sup></b>	<b>132</b>

(1) For purposes of comparison, the data for 2012 has been modified in accordance with the computation criteria applied in 2013, which exclude items currently allocated to employee benefits.



Abengoa helps generate community wealth through voluntary investments in projects related to the company's social action areas: **culture, the environment, social development, education and research, and employee welfare**. Abengoa also makes a contribution to society through the taxes which the company pays.<sup>1</sup>

### Social, cultural and environmental development

Sustainable development implies the joint evolution of the company and society. Abengoa thus works to reduce the negative impacts of company activity while promoting positive impacts through programs designed to foster social and cultural development in the communities where the company conducts its business.

Note 1 For further information, see [Appendix A](#).

## 08.2 Communities

PE&C was launched in Spain in 2013 through a new program location in Seville's Torreblanca district

### 'PE&C: People, Education and Communities. Committed to Development'

Among the most substantial and representative initiatives in Abengoa's outreach efforts is '[PE&C: People, Education and Communities. Committed to Development](#)', a program which upholds the mission of furthering social development through education.

The program was launched in 2005 in **Argentina**, and there are seven countries in which PE&C operates: **Peru, Brazil, India, Mexico, Chile** and **Spain**. At these locations, through education, Abengoa promotes the integration of vulnerable social groups, including children, women, senior citizens, disabled persons and families living in poverty or social isolation.

The year 2013 saw the expansion of this initiative to include Spain, with program headquarters opening in the Sevillian district of Torreblanca to provide assistance to families, women and young people in underprivileged situations. Workshops are held here on work orientation for adults, in addition to academic support for teens, social pedagogy, music and dance, among others.

#### A story, a life

Soham Chaudhary is a little boy who goes to the Balwadi (pre-school center) every day in the village of Lakhgam at the Dadhwada mission in the state of Gujarat in India. He is four-and-a-half years old. His father is a driver and works in agriculture. His mother is a homemaker, but also helps out in the field.

Soham came to the Balwadi in January 2011. For the first four months, Soham sat by himself; he neither took part in any activities nor played with the other children, and he hardly spoke with his teacher.



Furthermore, Soham spent most of his time away from the Balwadi alone because his parents were busy with their jobs and didn't have time to devote to him. The teacher spoke with them, explaining the need for them to begin to dedicate time to the youngster by participating in his daily routine and playtime.

In just a short time, the change in Soham was remarkable. With the help of both his parents and the teacher, he began to talk with his classmates and before long was playing with them and participating in school activities.

Today Soham knows every letter of the Gujarati alphabet and all the numbers. He introduces himself with confidence to new people he meets and is an enthusiastic participant in all of the activities carried out at the Balwadi. He has become much more sociable with his parents, and his linguistic development has shown considerable improvement.

Abengoa has been engaged in collaborative efforts through PE&C in India since April 2011 with the aim of facilitating access to education and improving nutrition and quality of life for (indigenous) Adivasi children. With this philosophy in mind, youngsters between the ages of 3 and 6 from over 60 villages prepare themselves each day to enter primary school by learning Gujarati (the official state language), pre-mathematics and writing. Being able to attend school as a result of acquiring these learning skills is key to eradicating child labor in the region and ensuring equal opportunities among the Adivasi.

The little Soham, 4½-year-old at school.

## 08.2 Communities



Abengoa has helped more than 4,700 people through the PE&C social development program

62 programs conducted  
 More than 260 volunteers  
 More than 4,700 beneficiaries

### Making the intangible tangible. SROI methodology

All resources allocated by the company to social action endeavors must undergo control and analysis in order to measure investment efficiency in obtaining a **higher** value in terms of **social return**.

To this end, through the application of **Social Return on Investment (SROI)** methodology, Abengoa gauges the tangible and intangible effects of the social initiatives carried out, which enables the company to calculate the return on investment and assess the efficiency of the programs and initiatives implemented on the basis of the value they yield.

The dynamics of this analysis, which will be performed annually at the different PE&C program headquarters, promote higher efficiency in internal management of information and program monitoring.

In 2013, PE&C locations were assessed in Argentina (Tucuman, Quimili, Monte Quemado and Tintina), Brazil (Rio de Janeiro and Aracaju) and in Peru (in Manchay, Chiclayo, Comas and Jaen).

## 08.2 Communities

Return on investment was positive ( $\geq 1$ ) in all of the analyses, which means that the program is demonstrating the capacity to generate value in excess of the actual economic investment.

The results obtained were as follows:



(1) Each euro invested, generates 1.52 euros.

(2) Each euro invested, generates 1.59 euros.

(3) Each euro invested, generates 1.53 euros.

Our employees dedicated 10,443 hours to volunteer work in 2013

### Volunteer program

In addition to the local volunteer programs in place in each location which promote the direct involvement of local employees in the company's social action projects, in 2012 Abengoa launched a **global volunteer program** that gives all company employees the chance to do volunteer work in the PE&C projects of their choice.

The program has a **twofold objective**: on the one hand, to give every **employee** the **opportunity** to collaborate on Abengoa's social projects, regardless of where they live, and, on the other, to **contribute to the program** with energy, **enthusiasm** and through the **assistance** of participating employees.

Volunteers have the option to engage in "distance" volunteering by carrying out tasks via a computer application or by donating money, or they may volunteer in person through "Solidarity Vacations", conducting onsite volunteer work at a program facility.

Abengoa employees dedicated **10,443 hours to volunteer work** related to the company's social development projects over the course of 2013.



## 08.2 Communities

Gloria Adame and Ana Casado were among the first Abengoa employees to enjoy Solidarity Vacations in India, at the Dadhawada mission in the state of Gujarat. The photo shows the two volunteers distributing food and medicine.



### Local community impact

Abengoa operates in 50 countries, and in all of them the company strives for its activity to have a positive impact on local communities and their surroundings. The projects carried out in 2013 had direct and indirect positive impacts in the geographical areas where they are located.

Investment for public benefit	Direct impacts	Indirect impacts	Region
Desalination plants	<ul style="list-style-type: none"> <li>• Direct job creation.</li> <li>• Access to drinking water.</li> <li>• Maximization of social and health-related benefits of a secure and reliable supply of clean water.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved local service level and coverage.</li> <li>• Higher productivity of inhabitants leading to economic development and a drop in poverty.</li> <li>• Rise in business opportunities: tourism, restaurant and hotel sector, and creation of small-scale industries.</li> </ul>	Africa Asia
Transmission lines	<ul style="list-style-type: none"> <li>• Electrical power generation.</li> <li>• Direct job creation.</li> </ul>	<ul style="list-style-type: none"> <li>• Job creation in the supply or distribution chain (indirect employment).</li> </ul>	Latin America
Wind farms	<ul style="list-style-type: none"> <li>• Renewable energy supply.</li> <li>• Tons of annual CO<sub>2</sub> emission cuts.</li> <li>• Direct job creation.</li> </ul>	<ul style="list-style-type: none"> <li>• Job creation in the supply or distribution chain (indirect employment).</li> </ul>	Latin America
Solar thermal power plants	<ul style="list-style-type: none"> <li>• Renewable energy supply.</li> <li>• Tons of annual CO<sub>2</sub> emission cuts.</li> <li>• Direct job creation.</li> </ul>	<ul style="list-style-type: none"> <li>• Job creation in the supply or distribution chain (indirect employment).</li> <li>• Development of the service sector in areas near projects.</li> <li>• Scientific tourism.</li> </ul>	Spain North America



## 08.2 Communities

Some industrial processes may entail risks unless appropriate precautions are taken. For this reason, Abengoa makes every effort to analyze potential negative impacts derived from its operations, and where such impacts are identified, it takes measures to mitigate, rectify and prevent their reoccurrence.

Among the (actual or anticipated) negative impacts identified and pertinent measures taken in 2013 were the following:

Project	Activity with actual or potential negative impact	Action taken to prevent or mitigate negative impact	Region
<b>Electrical Power Transmission and Subtransmission Lines in the Province of Formosa, Argentina</b>	Transmission line passage through local communities	<p><b>1.- Environmental education program:</b> the primary aim of this program is to promote environmental education in the municipalities located near the transmission line, disseminating new skills and sustainable habits among the local communities. This involved taking collective participation into account, considering social, cultural and political diversity in line with productive activities and environments where people live.</p> <p>Efforts focused mainly on the handling of waste, waste disposal, prevention of discharges and spills of particular substances and general care for the environment.</p> <p><b>2.- Program for collection and subsequent delivery of non-hazardous urban waste</b> to municipal authorities of Las Lomitas in charge of waste treatment.</p> <p><b>3.- Community relations program - social services:</b> paying particular attention to the communities through which the transmission line project passes and which require community support; material and human assistance.</p> <p>Work was conducted on improving roadways and access bridges, among other areas.</p> <p>Donations to the community</p> <p><b>4.- Road safety program:</b> based on defined procedures, actions were carried out in a coordinated, controlled manner to avoid inconvenience to users, pedestrians and drivers.</p> <p><b>5.- Social communication program:</b> this channel has been set up for the purpose of achieving fluid communication with the communities located near the project. The Communications Plan defined under the Environmental Management Plan was implemented. By means of this plan, the community will be informed of any environmental action or any other initiatives which may be of interest to the community.</p>	Latin America
<b>Electrical Power Transmission and Subtransmission Lines in the Province of Formosa, Argentina</b>	Potential fires on the line stretch caused by owners	Fire drill, execution and control programs to convey knowledge and procedures to the community regarding each action.	Latin America
<b>Castile - La Mancha Solar Complex, Spain</b>	Access to the Castile-La Mancha Solar Complex goes through a 400-meter stretch of bridleway affected by heavy vehicle crossing due to plant activity, resulting in deterioration and impeding access for other local users.	Works were executed to repair the damage resulting from traffic density on the bridleway.	Europe

## 08.2 Communities

As part of the company's resolve to minimize the impact of its operations and respect local communities and the environment, Abengoa maintains a close relationship with the local community and indigenous peoples. Through Abengoa information channels there were no reports of any incidents relating to violations of indigenous rights in 2013.

### Volunteer-guided educational and cultural visits to the Focus-Abengoa Foundation

Since 1991, the Focus-Abengoa Foundation is headquartered in Seville at the [Hospital de los Venerables](#), among the richest and most well preserved testimonies to Spanish Baroque heritage.

The Foundation organizes guided [workshop-visits](#) of its headquarters, intended for both first- and second-cycle secondary education students and the public at large. Visits are also set up for families to enjoy the temporary exhibitions, including a tour of the collection of works and a variety of workshop activities.

**Free guided tours** of the Focus-Abengoa Foundation headquarters are also available to company employees.

Hospital de los Venerables, headquarters of the Focus-Abengoa Foundation, Seville.



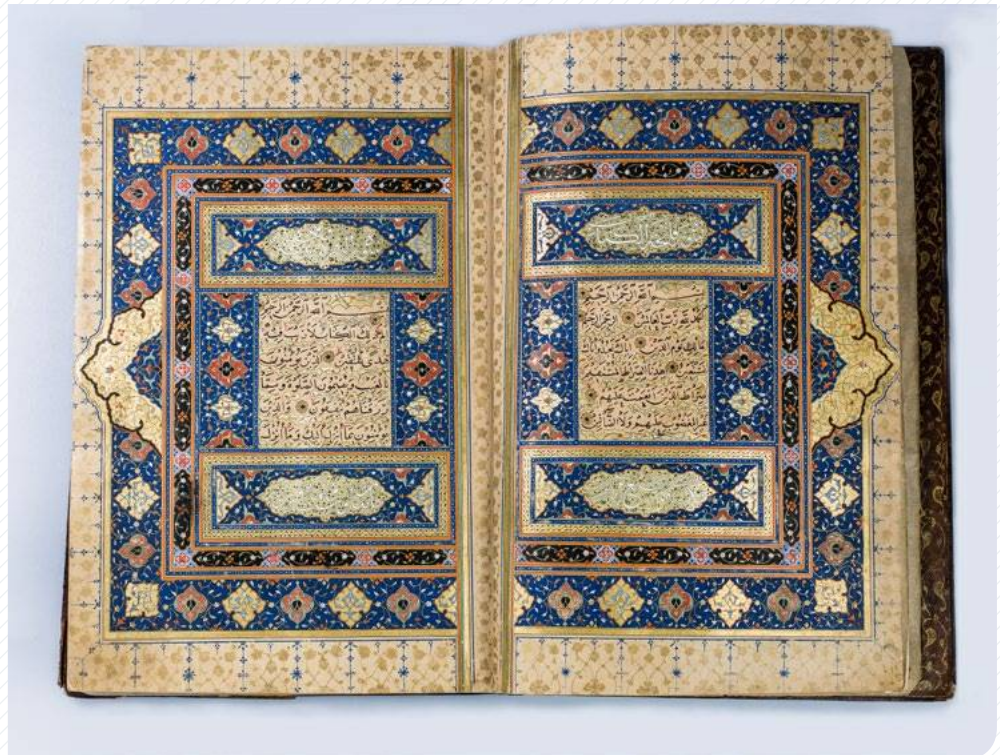
## 08.2

## Communities

### “Nur: Light in Art and Science from the Islamic World”

Organized by the Focus-Abengoa Foundation in collaboration with the Dallas Museum of Art, the [“Nur: Light in Art and Science from the Islamic World”](#) exhibition was inaugurated in October 2013 at the Hospital de los Venerables in Seville. Under the direction of and commissioned by Dr. Sabiha Al Khemir, expert in Islamic art and culture and former director of the Museum of Islamic Art in Doha (Qatar), the collection has been on view at the Foundation since October 25, 2013 and will remain there until February 9, 2014, at which time it will travel to the US for exhibition at the Dallas Museum of Art in Texas.

Koran,  
Persia or Turkey, XVI  
century probably  
Vaduz, Furusiyya Art  
Foundation.  
© Noel Adams.



“Nur: Light in Art and Science from the Islamic World” brings together 150 exceptional objects from public and private collections from around the world, including Europe, the Middle East and the United States, that have never been displayed in public before. The exhibition invites visitors to explore the importance of light in Islamic aesthetics and knowledge between the 9th and 20th centuries.

The exhibition was a highlight of the 2013-2014 education program, with the Foundation organizing guided tours for students and the public at large, in addition to family visits to participate in workshop activities revolving around the collection.

## 08.2

## Communities

### Focus-Abengoa International Painting Prize

The Foundation held the 30<sup>th</sup> edition of the [Focus-Abengoa International Painting Prize](#). With a long tradition and a prestigious reputation, it is one of the **leading European and American awards** in the art world. The prize winner of this edition was Teruhiro Ando for his work titled "[Memorias XII-03](#)".

Teruhiro Ando's  
"Memorias XII-03",  
winner of the 2013  
Focus-Abengoa  
International Painting  
Prize.



Over  
€ 290,000  
was allocated  
to academic  
assistance in  
2013

## Education and research

### Scholarships, grants and financial aid

The Focus-Abengoa Foundation has assistance [awards and grants](#) available to employees and their family members for educational pursuits in academic education, as well as professional enhancement, post-graduate programs, languages, etc.



## 08.2

## Communities

**“Vuela” Program for children of Abengoa employees**

Since 2008, the “Vuela” Program continues to give the children of company employees the chance to gain first-hand knowledge of the company where their parents work, while affording them the opportunity to gain their first practical professional experience in a leading sustainability-driven company and discover a different country and culture.

In 2013, **17 beneficiaries** from **Spain, China, the United States, Mexico and Peru** enjoyed program internships, three more than in 2012.

**Campus Focus-Abengoa project: From the Earth to the Sun**

The “From the Earth to the Sun: History of the Landscapes of the Guadiamar” research project was conceived to highlight the archeological heritage of the area surrounding the site of the expansion of Abengoa’s solar power business in Sanlúcar la Mayor (Seville).

Campus Focus-Abengoa seeks to contribute to education by illustrating the evolution of the landscape over the course of its history and the wealth of local archeological findings.

Facility tours for adults and schoolchildren alike, which continued over 2013, thus give visitors the chance to learn up close about solar energy and local archeology through the permanent exhibition

**Peru’s School for Power Line Technicians**

In March 2013 the [2<sup>nd</sup> edition of the power line technician training program](#) was implemented in the city of Abancay, in the southeastern region of Peru. This year the education program was imparted under boarding school modality in order for students to make the most of the learning experience. Room and board expenses were covered by the company. This initiative promotes students’ personal and professional development so they may acquire the training and skills needed to become power line technicians.

**Baroque School**

The Focus-Abengoa Foundation organized the [10<sup>th</sup> edition of the Baroque School](#). Under the direction of Fernando García Gutiérrez, S.J. of the University of Sophia in Tokyo and the University of Seville, the program revolved around the theme of “East and West: Early Globalization in Baroque Times”.

**The Alfonso E. Pérez Sánchez International “Baroque Art” Prize**

The [fourth edition of the Alfonso E. Pérez Sánchez International “Baroque Art” Prize](#) was held in March in honor of art historian Alfonso E. Pérez Sánchez. This award seeks to acknowledge innovative projects delving into the study and research of Spanish Baroque art and its connections with Europe and America. [The prize winner of this edition was lecturer José Ramón Marcaida López](#) for his work titled “Art and science in the Spanish Baroque. Natural history, collectionism and visual culture”.

## 08.2 Communities

### Focus-Abengoa Foundation School of Energy and Climate Change

The ninth edition of the [Focus-Abengoa Foundation School of Energy and Climate Change](#) took place in April. Revolving around the central theme of “The Global Governance of Climate Change”, this year’s program was presided over by José Borrell Fontelles, vice president of the Focus-Abengoa Foundation, member of Abengoa’s board of directors and International Board.

### World Biofuels Conference

Organized in collaboration with F.O. Licht, the Focus-Abengoa Foundation hosted [World Biofuels 2013, the 12th edition of the global conference on biofuels](#) in May 2013. Participating at the closing ceremony event were Juan Ignacio Zoido, mayor of Seville, and Abengoa CEO Manuel Sánchez Ortega.

Juan Ignacio Zoido, mayor of Seville, and Manuel Sánchez Ortega, Abengoa’s CEO, together with Anabel Morillo León, managing director of the Focus-Abengoa Foundation, at the conference closing ceremony.



### Music activities

Since 1991, the Focus-Abengoa Foundation supports a variety of musical activities which revolve around the organ in the chapter of Los Venerables under the direction of Father Ayarra. They fall mainly into four types of program events:

- Teaching recitals: for students of Compulsory Secondary Education (ESO in its Spanish acronym).
- Promotion Concert Series: for Spanish organists who have completed their advanced studies.
- Master Concert Series: for all audiences.
- Organ Master Course: for professional organists who wish to enhance their studies.





## 08.3 Shareholders

- \_ Increased share capital to back continuous growth
  - \_ Shareholding structure
  - \_ Transparent communication

## 08.3 Shareholders

We are committed to a business strategy focused on creating sustainable long-term value

Abengoa creates value for its shareholders through a relationship based on trust and mutual respect, the payment of dividends, and maintaining growing profitability results that contribute to the continuous rise in the company's share value.

The year ended with a new, impeccable execution by the engineering and construction division. New project bookings in the order portfolio remain at very high levels. Rollout of all assets under concession has been and continues to be a key focal point, highlighting the operational startup in Arizona (US) of Solana, the world's largest CSP plant with 6 hours storage capability enabling energy production after sundown. The bioenergy division obtained improved margins, and will bring one of the first second-generation bioethanol production plant, Hugoton, into operation during the first quarter of 2014.

2013 was a demanding year in every sense, including from the standpoint of capital markets. For Abengoa, the year was accentuated by the company's entry into the US stock market, the largest in the world. Since October 17<sup>th</sup>, Abengoa has been listed on the US technology sector securities market, **Nasdaq**, under the ticker symbol ABGB, thereby consolidating the company's presence in the US and augmenting the flexibility of its capital structure in order to continue to successfully address identified opportunities.

Abengoa chairman Felipe Benjumea Llorente and chief executive officer Manuel Sánchez Ortega, accompanied by the company's entire senior management team, celebrate the launch of Abengoa's Nasdaq listing following the Opening Bell ceremony.



## 08.3

## Shareholders

We raised Class B share capital by a total of over € 500 M

## Increased share capital to back continuous growth

Last year, Abengoa was immersed in an ambitious transformation project which was consolidated substantially over the course of 2013, together with the commencement of a deleveraging process for reducing company debt.

Executing an action plan based on the entire range of opportunities identified by the company required **the greatest possible degree of financial flexibility**, with the right capital structure and presence in the world's largest capital market.

The company completed the first and most crucial phase involved in achieving this flexibility, which culminated in October with the successful completion of the **increase in Class B share capital** for a total of € 450 M. Additionally, subscribers to the transaction were given the option to purchase additional shares for a total of up to € 67.5 M, whereby the final amount of the share capital increase finally closed at € 517.5 M.

The success of the operation was the product of days dedicated to meetings held by the senior management team with more than 130 qualified investors, resulting in a final demand way above the initial offer.

Class B shares and American Depositary Shares (ADS) were offered publicly in the United States by virtue of a registration request filed with the Security Exchange Commission ([SEC](#)), and presented worldwide. Furthermore, it was agreed upon to approve the inclusion of the ADS on the Nasdaq Global Select Market, where company shares have been traded since October 17<sup>th</sup> under the ticker symbol ABGB. Class B shares, on the other hand, will be listed on the Madrid and Barcelona Stock Exchanges. Class B shares and ADS are fully interchangeable at a ratio of five (5) Class B shares per ADS.

## Looking towards the future

Abengoa has developed a business model built on a growth strategy. Under this model, technology and innovation constitute the first step toward creating value in the different areas and the primary tool for continued development and leadership in the markets in which the company operates.

The company has identified **two key objectives** which enable it to, on the one hand, keep growing, and, on the other, to simultaneously continue to reduce debt.

First of all, in an extremely complex environment, **financial flexibility** is essential in accessing variable or fixed interest rate markets. This can be achieved by improving balance sheet flexibility, balancing the organization of the business structure with its source of financing, developing the investor base in order to gain access to capital markets with greater depth and stability, and, ultimately, by diversifying the financing structure towards a more global and competitive source, as has occurred with the company listing in the US market.

Furthermore, taking into account the company's business model strategy, its tremendous potential, and the ongoing support of R&D and innovation, it is essential to have a **stable body of shareholders** committed to the company strategy and which supports long-term decisions, regardless of tough markets or market volatility.

For all of these reasons, the increase in share capital among investors on both sides of the Atlantic as well as the launch of Abengoa's Nasdaq listing constitute a historical milestone for the company.

## 08.3 Shareholders



### Shareholding structure

Abengoa is a listed company with share capital totaling € 91,856,888.71<sup>1</sup>, represented by 825,562,690 fully subscribed and paid-up shares belonging to two different classes<sup>2</sup>:

- 84,445,719 shares belonging to Class A, each with a par value of € 1 and individually conferring one hundred votes.
- 741,116,971 shares belonging to Class B, each with a par value of € 0.01 and individually conferring one vote.

Note 1 October 29, 2013 is the date of the last Abengoa share capital modification.

Note 2 Class A and Class B shares are admitted for official trading on the Madrid and Barcelona Stock Exchanges and on the Spanish Stock Exchange Interconnection System (Continuous Market). Class A shares have been admitted for trading since November 29, 1996, and Class B shares have been admitted for trading since October 25, 2012.

## 08.3 Shareholders

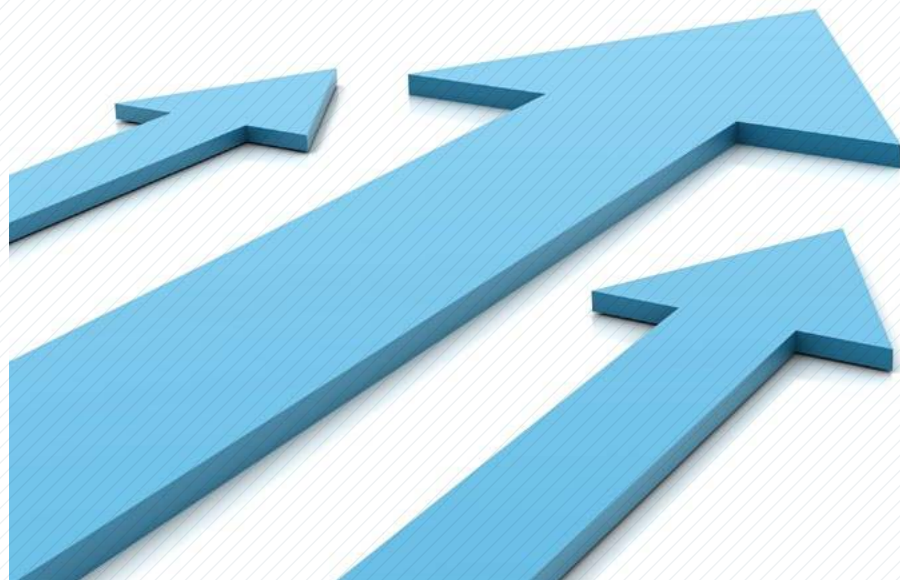
### Socially responsible investment

Our world is currently undergoing a global crisis brought on by speculative bubbles and the biggest financial crisis of our time. As a result of this, the investor community is attaching ever-increasing importance not only to merely economic values, but to social and environmental values as well.

Investors are aware of the risk involved in investing in companies that do not meet certain sustainability criteria and, through their financial operations, endeavor to generate a positive impact on the environment. Investors are therefore paying more attention to organizations that incorporate different mechanisms that effectively contribute towards **sustainable development** as part of their business model.

Abengoa is a pioneer in the implementation of many of these measures, which has enabled the company to observe the gradual transformation of its shareholding structure. In the institutional investor segment, the **company has an SRI total of 25.9 %**<sup>3</sup>, similar average for the other competitors (26.3 %) and other regions (around 10 % in Spain and Europe).

Abengoa continues to focus on maximizing value for its shareholders, and, as part of its unwavering commitment to technology, to keep moving forward in today's context of global competition and change towards an innovative business model as a vehicle for achieving a sustainable society.



Note 3 Data taken from the Thomson Reuters analysis for 2013.

## 08.3 Shareholders

...

In 2013 Abengoa further consolidated its position as a sustainable company by participating in a variety of sustainability indexes of renowned prestige worldwide:

- **Carbon Disclosure Project (CDP):** for the sixth consecutive year, the company participated in the CDP, a coalition of 722 institutional investors holding assets worth \$ 87 B that analyze more than 6,000 companies. Abengoa published its Greenhouse Gas (GHG) inventory and achieved a score of 95 out of 100 on the sustainability policy disclosure index, Climate Disclosure Leadership Iberia 125 Index, and A in company performance on the climate Performance Leadership Iberia 125 Index (on a descending scale from A to E).
- **Financial Times and Stock Exchange (FTSE) 4Good:** Abengoa renewed its status as a component of the FTSE4Good sustainability index, the benchmark for investors worldwide interested in identifying organizations engaged in upholding stringent social and environmental standards and which stand out for their sound sustainability practices. FTSE assesses companies upon analyzing the information they disclose by means of a wide range of sustainability factors and indicators.
- **Nasdaq OMX Green Economy:** since 2012, Abengoa has been a participant in the Nasdaq OMX Green Economy, specifically through the Renewable Energy Generation primary sector. This index is made up of over 350 listed companies categorized into 13 economic sectors and four geographical areas.

### Transparent communication

In 2013, the company continued to further its commitment to facilitating the information necessary to carry out a complete analysis of the organization in the best way possible. Abengoa is committed to the continual enrichment of information the company provides to its stakeholders, providing increasingly more complete content, more in line with their requirements, thereby building stronger relationships and enhancing dialog channels in order to provide an optimal flow of information.

Over the course of 2013, Abengoa held 38 conferences with investors in the most prominent financial hubs, including New York, London, Frankfurt, Paris, Geneva, Zurich and Boston. The company also conducted 12 roadshows visiting major European and US cities.

Abengoa has embraced a commitment to continue to work to make the company known to the largest possible critical mass. Therefore, in keeping with the course of action throughout the year, Abengoa is planning to increase the number of visits to include places where potential company stakeholders are identified.





## 08.4 Suppliers

- \_ Responsible supply chain management
- \_ Commitment to the development of local suppliers

## 08.4 Suppliers

Suppliers are our main allies in the commitment to sustainable development

Suppliers are Abengoa's main **allies** in achieving maximum quality and efficiency in its products and services, thereby ensuring its market success. Therefore, the company works on forging and developing relationships with its suppliers based on mutual **trust** and benefit.

One of the organization's main objectives in relation to suppliers is the **responsible management** of the supply chain, extending the company's principles and values throughout the chain. To achieve this the company establishes, among other things, the obligation to sign the [Code of Corporate Social Responsibility \(CSR\)](#) and to report Greenhouse Gas Emissions (GHG) related to supplies, while offering ongoing training in different areas related to work risk prevention, environmental management and respect for human rights, (HR).



Photograph taken by Belén Bernardos Colomo, for the fifth edition of the photography competition on sustainable development.

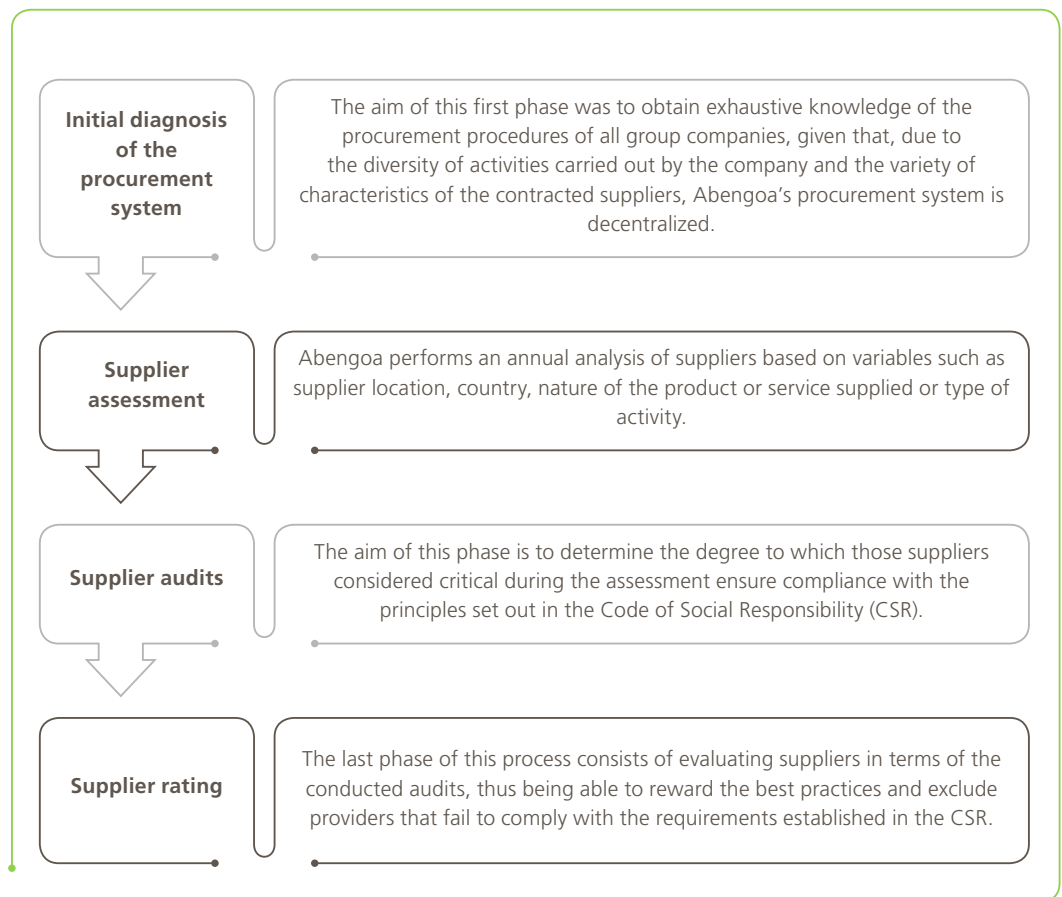
## 08.4 Suppliers

### Responsible supply chain management

The company's commitment to responsible management throughout its supply chain is realized with the following initiatives:

#### Responsible procurement system

In 2011, Abengoa developed a [Responsible Procurement System](#) with the aim of introducing **sustainability criteria** in our supplier assessments, and to equip the company with the tools and procedures to be able to analyze the level of risk of the suppliers the company works with.



Abengoa's goal is for at least **5 %** of its audits of suppliers deemed critical to be carried out **in person**, visiting suppliers' facilities.

In 2013, 91 personal audits were conducted, which represents approximately 10 % of detected critical suppliers.

## 08.4 Suppliers

Supplier figures	2013	2012	2011
Analysis of suppliers in relation to human rights	14,389	14,920	12,167
High-risk suppliers in relation to human rights detected within the supply chain	950	564	580
High-risk suppliers in relation to human rights	6.60 %	3.78 %	4.77 %
High-risk suppliers in relation to human rights that have been audited	9.58 %	16.84 %	9.48 %
Number of personal audits conducted	91	95	55

In 2013, some situations of non-conformity were detected during the supplier audits conducted in relation to work schedules and health and safety.

In the event that a supplier fails to rectify the lack of compliance detected, the protocol for course of action includes the possibility of suspending commercial relations with the supplier, as occurred in 2012 when Abengoa stopped working with five suppliers. There have been no findings at Abengoa in 2013 of any cases of non-compliance in relation to sustainability management that have entailed severing commercial ties with a supplier.

### Supplier endorsement platform

In 2014, the company plans to implement a supplier registration and endorsement platform that will permit the **systemization** of all phases of the current responsible procurement system.

The main objectives of this project are:

- To establish a **standardized endorsement process** for all Abengoa's suppliers, which includes sustainability criteria and covers the geographic and business diversity of operations.
- To **reduce the risk** in contracting goods and services, maintaining or improving their agility through the creation of efficient administrative processes.
- To make an **exhaustive assessment** of the supply chain, scoring each supplier, thus enabling the company to reward their excellence or terminate commercial relations with them. The aim of this scoring model is to quantify the relative position of suppliers in terms of their social responsibility management so as to have differentiating criteria when carrying out bidding or contracting activities with them.
- To **improve relationships** with suppliers, facilitating communication between both parties.

### GHG emissions report: environmental commitment with suppliers

The company's commitment to environmental sustainability is priority in all activities carried out by the organization. To such end, and since the implementation of its Greenhouse Gas (GHG) Inventory in 2008, the company therefore requires all suppliers to report the emissions linked to the products and services they provide to Abengoa.



## 08.4 Suppliers

This measure extends the organization's commitment to the fight against climate change throughout the supply chain, leading suppliers to implement emission management systems capable of **recording environmental impact** in terms of CO<sub>2</sub>, and consequently enabling them to make reduction plans.

### Code of Social Responsibility

In order to manage its business with greater integrity and respect for its stakeholders, since 2008, Abengoa has required all the organizations it collaborates with to adhere to the [Code of Social Responsibility \(CSR\)](#) for suppliers and subcontractors. The Code comprises 11 clauses based on the principles of the UN Global Compact and inspired by international standard SA8000.

In order to foster the observance of and compliance with social and environmental regulations, suppliers are obliged to undertake to the organization that all their activities will be governed by said Code. Likewise, with the signing of this agreement suppliers agree to any kind of inspection to verify the correct compliance with the principles. The revision of compliance with the CSR aims to ensure a greater transparency of operations.



Photograph taken by Manuel Santamaría González for the fifth edition of the photography competition on sustainability development.

## 08.4 Suppliers

### Labor Social Responsibility Policy for employees and suppliers

Abengoa is **firmly committed** to the **safety** of its employees, extending such commitment to its suppliers through its management system designed in accordance with standard SA8000, which, among other matters, establishes supplier evaluation and selection procedures based on labor social responsibility criteria, developing control mechanisms to ensure compliance with its policy.

The system equips the company with the necessary tools to move forward with the implementation of the principles of the [UN Global Compact](#), involving not only Abengoa, but also the suppliers and contractors that provide goods and services.

### Supplier training

Abengoa is aware of its responsibility with the supply chain, and it therefore sees the need to develop the skills of suppliers through training related to the areas relevant to the organization. Among other areas, the company gives training sessions on health and safety conditions, non-corrupt practices, respect for human rights, use of corporate management tools, and the good use of natural resources and product quality standards.

#### Digital Identification

2013 saw the implementation of the Print project, an innovative project permitting the management of all health and safety information of suppliers and employees working on the projects, which includes personal identification by fingerprinting. The aim is to ensure that all employees who access the projects comply with the legal, safety and training requirements demanded by the organization.

The system permits the filing and control of each employee's information, which is especially useful in countries where insufficient measures are in place for the identification of their citizens.

It was implemented this year in company projects in different locations, such as Argentina, Peru, India and the US, among others. The system now has more than **14,000 persons** registered, and plans are in place to continue expanding the number of locations and users next year.





## 08.4 Suppliers

### Commitment to the development of local suppliers

Abengoa has a **strong commitment** to the economic and social development of the **communities where it conducts its business**, in view of which it contributes towards the creation of wealth in the countries where it operates, the development of contractual relationships with local suppliers, and the indirect attraction of investment. The total percentage of volume purchased from locally-based suppliers in 2013 has been **78 %**.

Abengoa helps small suppliers or those in more slowly developing areas through:

- \_ Access to financing.
- \_ Improvement of health and safety systems.
- \_ Technical training geared towards work risk prevention.

The table below shows the four countries with the largest volume of purchases and the percentage corresponding to local suppliers <sup>1</sup>.

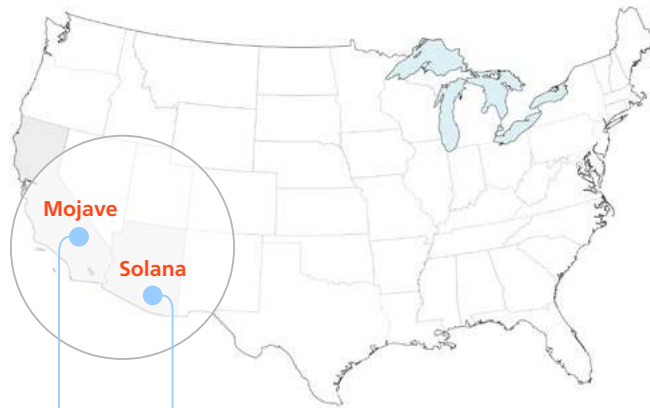
Country	Procurement 2013 (k€)	Local supplier 2013 (%)	Procurement 2012 (k€)	Local supplier 2012 (%)
Spain	3,122,723	78	3,390,715	82
US	2,805,563	86	3,680,248	91
Netherlands	642,647	74	728,976	70
Brazil	566,778	97	643,287	72

Two representative examples of the company's commitment with the local production chain are the Solana and Mojave solar plants in the US where the supply chain has reaped the benefits, during construction, from many collaborating companies having opened factories in new states so as to increase coverage, also increasing their work forces since they began to work with Abengoa.

Note 1 The full list of countries can be consulted in [Annex B](#).

# 08.4 Suppliers

Some data from both projects are shown below:



**Solana**

Jobs created in the supply chain (estimate)	2,000
Direct and full-time jobs created in the operation (O&M)	85
Indirect jobs created by the operation (O&M)	65

**Mojave**

Contracted local suppliers	115
States involved in the supply chain	29
Direct jobs created during construction	1,000

## 2<sup>nd</sup> edition of the Focus-Abengoa Sustainable Business Award



In 2013, the company launched the 2<sup>nd</sup> edition of the Focus-Abengoa Sustainable Business Award in order to publicly recognize the active contribution by Abengoa's suppliers towards sustainable development, which have set an example to other organizations.

The prize had two international categories: one for small and medium-sized companies with less than 50 employees, and another for large companies with 50 or more employees.

The jury awarded the prize in January 2014 to **General Electric** in the large company category, and to **Rodamientos Bulnes** in the small and medium-sized company category. In addition, a consolation prize was awarded for each category to **Kaleido** and **Comercial Eléctrica Onubense**.



## 08.5 Customers

- \_ Our customers
- \_ Labeling products and services
  - \_ CO<sub>2</sub> labeling
- \_ Customer satisfaction, our priority
- \_ Our customers' health, safety, and privacy

## 08.5

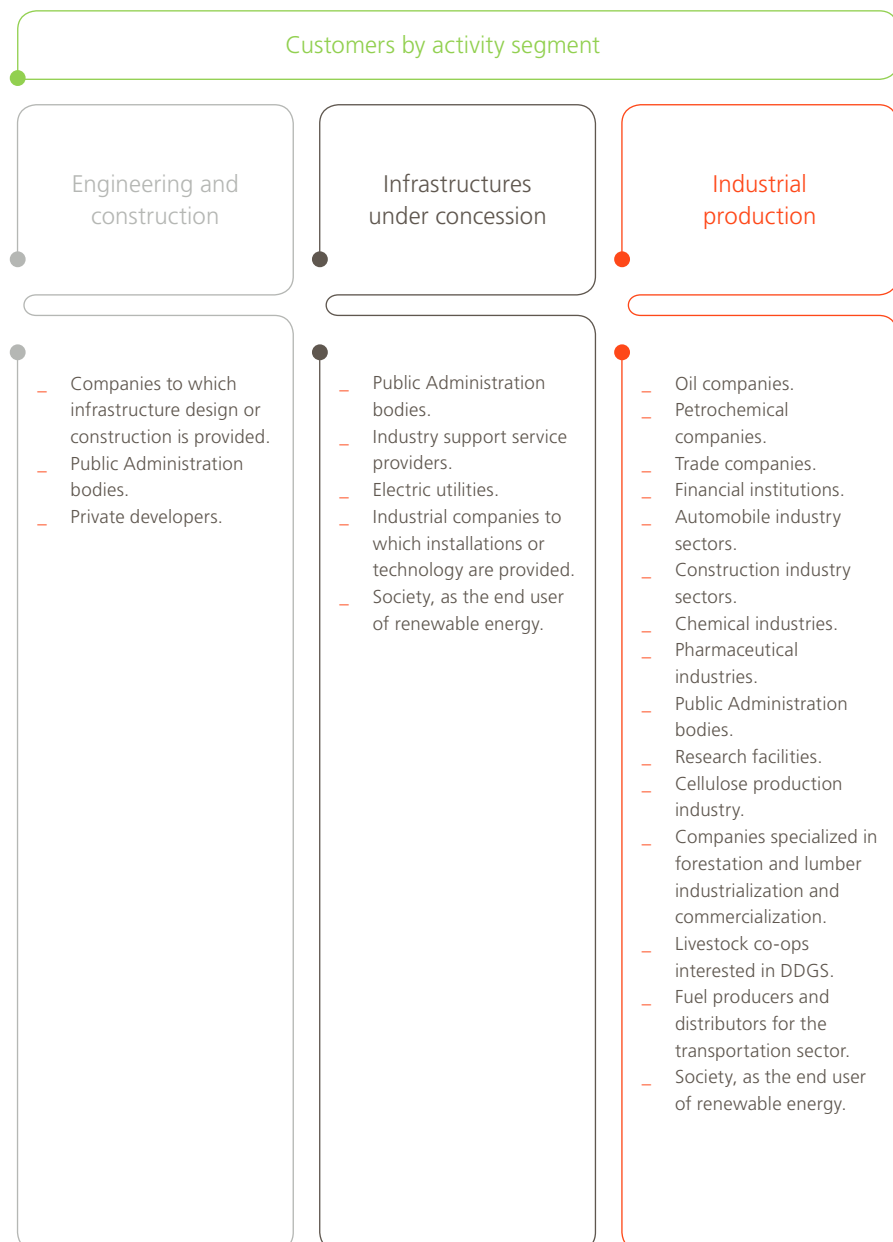
## Customers

We seek maximum customer satisfaction through our products and services

Abengoa is committed to gearing products and services **to meet** customer **expectations**, bringing to the market the **best solutions** available to combat climate change and promote sustainable development through technological innovation.

## Our customers

Given the diversity of its activities, Abengoa has a broad and diverse range of clients and product and service offerings:



# 08.5 Customers

		Activity segments				
		Engineering and Construction	Infrastructures under concession	Industrial production	Technology	
Sectors	Energy	Renewables	Solar thermal plants (tower, parabolic trough, photovoltaic and solar-gas hybrid technology).	Power generation from solar thermal plants (tower, parabolic trough, photovoltaic and solar-gas hybrid technology).	Commercialization of components for solar plants, O&M <sup>(2)</sup> systems and equipment and industrial applications.	Third-party license <sup>(1)</sup> to use proprietary technology.
		Conventional generation	Wind farms.	Power generation from wind farms.	Solar power-based industrial applications.	
			Hydroelectric stations.	Electrical power generation from hydroelectric stations.		
			Combined cycles. Cogeneration plants. Other thermal generating plants.	Electrical power generation from cogeneration plants (heat+steam).		
		Transmission & Distribution	AC <sup>(3)</sup> and DC <sup>(3)</sup> transmission lines.	<sup>(2)</sup> O&M of major AC <sup>(3)</sup> and DC <sup>(3)</sup> transmission systems (transmission lines and substations).		
			Electrical substations.			
	Bioenergy	First- and second-generation biofuel production plants and Waste to Biofuels (W2B).		Production of biofuels and bioproducts from: biomass (grains and vegetable oils, among others), cellulosic biomass.		
				Production of DGS for livestock feed.		
	Environment	Water	Desalination plants.	Production of drinking water and water for industrial use via desalination of sea or brackish water.		
			Water treatment and water reuse plants.	Water resource management in hydrographic basins.		
			Water transport and distribution (piping systems, aqueducts, ...).	Industrial and municipal wastewater treatment, purification and regeneration.		
		Environment	Waste valorization plants.	Generation of drinking water for human consumption.		
	Waste valorization plants.					
	Others	Environment	Municipal Solid Waste (MSW) and waste from the forestry industry.			
Railway electrification.			Singular buildings (hospitals, penitentiaries, cultural centers, courthouses).	Sugar production from sugar cane milling.		
		Telecommunications, electrical and mechanical installations, industrial plants, singular construction, ancillary manufacturing and marketing.				

(1) "License" is understood to refer to technology that continues to be owned exclusively by the company but for which rights are granted to third parties for use under specific conditions.  
 (2) Operation & Maintenance.  
 (3) Alternating Current and Direct Current.

## 08.5

## Customers

## Labeling products and services

In accordance with **international regulations** and **internal specifications**, it is necessary to identify all requirements of mandatory compliance across group companies and their products and services.

Abengoa periodically verifies compliance with all such requirements, and any case of non-compliance is registered in the systems established for control and monitoring thereof.

Products		Description	Required information
<b>Technological components and systems</b>			EC Declaration of Conformity and the EC Seal <sup>(1)</sup> .
<b>Biofuel production</b>	Products according to labeling	Bioethanol	European product Information pertaining to safety and quality specifications, and information on their degree of sustainability and that of raw materials. Security and shipping record <sup>(2)</sup> . Sustainability declaration <sup>(3)</sup> .
		DDGS	Product shipped bulk Data on the shipper and commercial authority, authorized producer's record number, technical product name, statement on GMOs (Genetically Modified Organisms), protein, fat, fiber and moisture content percentage, and batch traceability. Quality assurance systems in product production processes.
		Sugar	Product produced in bioethanol plants in Brazil Laboratory analysis demonstrating compliance with contracted specifications: polarization, color, moisture and ash, in addition to an invoice showing volume and consignment value.

(1) In products shipped by Abengoa within the European Union.

(2) Container identification is carried out in compliance with ADR (European Agreement concerning the International Carriage of Dangerous Goods by Road) requirements or according to RID (Regulation concerning the International Carriage of dangerous goods by rail) specifications in the case of railway transport.

(3) The sustainability declaration specifies the origin of raw materials; the Greenhouse Gas emission savings values featured, and the traceability systems employed between the raw material and the bioethanol, among other aspects.

In 2013, the percentage of sales from these products with respect to the overall total was 14.71 %.

There were no reports this year of any cases of non-compliance involving product information and labeling through the information channels in place at the company.



## 08.5 Customers

In 2013, we designed 15 new labels associated with the carbon footprint of our products and services

### CO<sub>2</sub> labeling

Abengoa continued its efforts dedicated to labeling CO<sub>2</sub> emissions throughout 2013. The labeling procedure serves to **inform the market of** the carbon footprint linked to the production of the company's products and services. Abengoa thus engages customers as participants in the **company's commitment** to emissions reduction as well as its commitment to the struggle against climate change and also provides them with information on the environmental impact of their purchases.



As of year-end 2013 there are **32 labels** linked to a variety of products and services; 15 design in 2013 added to 17 in 2012.

Product	Number of associated labels
Bioethanol or biodiesel (MJ)	12
Solar thermoelectric energy per installed complex (kWh)	6
Desalinated water (m <sup>3</sup> )	4
One- and two-axis photovoltaic solar power (kWh)	2
Metal structure (t)	2
Cogeneration electricity (kWh)	2
Transferred steam (kWh)	1
Desalinated water (t)	1
Construction of the Las Lomitas Formosa 132-kV high-voltage line	1
Construction of the Oriximiná - Silves – Lechuga 500-kV transmission line	1

## 08.5

## Customers

The results for overall Abengoa customer satisfaction in 2013 show 71 points on a scale from 1 to 100 and the percentage of responses obtained 73 %

## Customer satisfaction, our priority

Implementation of systems that enable us to measure and assess the degree of satisfaction of our **customers is key to successfully** meeting their expectations.

Given Abengoa's wide range of product types, each company has its **own management system** in place to gauge and evaluate customer satisfaction, taking in complaints and suggestions in order to establish improvement plans and respond with maximum efficiency to any requests for information.



These systems are reviewed and evaluated both externally, through accredited certification bodies, and internally, by means of an annual program of corporate monitoring and follow-up visits. A total of 139 onsite inspections were performed last year.

Frequency in conducting customer satisfaction evaluation depends on the characteristics of the product or service supplied:

- Products and services: on an annual basis or exceeding one year.
- Works execution: during project execution itself or upon completion.

Surveys are conducted in most cases using questionnaires; however, telephone surveys are also carried out, and personal interviews are held in specific cases. When requested by the client, periodic or specific meetings may also take place.

Customer satisfaction	2013	2012
Responses obtained	73 %	87 %
Overall satisfaction	71	71

## 08.5

## Customers

## Marketing communications

Abengoa has not signed up to any standard or voluntary code related to marketing, advertising or other promotional or sponsorship activities. However, the company has a stringent and demanding internal control procedure for external communications that is included under internal company norms.

This control system entails the existence of a chain of internal authorizations which ultimately reach the company chairman. All persons in charge of the areas involved in each issuance of communications must authorize and complete the information accordingly, which ensures that communications generated neither contravene the company's principles and values nor violate its Code of Conduct.

There were no reports in 2013 through the Abengoa information channels of any claims or complaints filed with respect to this matter at any group company. There were any fines resulting from failure to comply with regulations regarding the supply and use of products and services.

ISO 9001 <sup>(1)</sup>	2013	2012	2011
Certified companies according to sales volume (%)	96.39	99.00	93.63

(1) More information can be found in the chapter containing the Glossary.

### Our pledge to continuous improvement

As part of the company's commitment to ongoing improvement encompassing both products and processes, a new instrument was devised in 2013 to facilitate company decision-making management and action plans: **Abengoa Easy Management**.

This tool enables us to monitor cases of non-conformity and customer claims and complaints that were previously handled through the Troubleshooting Report (TSR) and Improvement Action (IA) applications which are still managing from the application. The new application brings significant improvement to the process of information analysis and knowledge management.

A total of **22 attendance-based training sessions** were conducted in Latin America, North America, Europe and Asia over the year for the purpose of showing Abengoa employees how to use the application.

## 08.5

## Customers

## Our customers' health, safety, and privacy

Ensuring the health and safety of our customers is essential to Abengoa. Analysis is therefore conducted on the corresponding impact of company products and services throughout the different phases of their life cycles.



ISO 14001 <sup>(1)</sup>	2013	2012	2011
Certified companies according to sales volume (%)	92.92	91.98	88.00

(1) More information can be found in the chapter containing the Glossary and Environment.

There were no incidents deriving from failure to comply with legal regulations or voluntary codes associated with the impacts of products and services on health and safety during their life cycle reported through Abengoa's information channels in 2013.

Abengoa also guarantees the validity, integrity, and security of any and all information handled by the company, particularly in regard to all aspects of customers' personal data.

With the aim of ensuring security measures relating to communications and information systems, there is a security policy statement which governs all Abengoa companies and informs on the implementation of an Information Security Management System as a tool implemented to fulfill all of the company's security objectives. Furthermore, this statement explicitly addresses all matters pertaining to policy, norms and obligations of information system users.

There were no reports in 2013 through the Abengoa information channels of any claims filed with respect to customer privacy and personal data leaks at any group companies



09

## Good governance

- \_ Governing bodies
- \_ Transparency and anti-corruption
  - \_ Abengoa's public position
- \_ Risk control and rigor in management

## 09 Good governance

Good governance is realized at Abengoa through the implementation of a set of **sound practices** which govern the relationships between the company's range of governing bodies and company stakeholders. These practices are grounded in **transparency** and **rigor in management** and they facilitate interaction with the market as a whole by creating sustainable long-term company value.

Given its distinct global dimension, Abengoa has voluntarily introduced best **international market practices** into its business culture and internal operations, while attending to the company's strategic management at the same time. The company meets all requirements stipulated for stock market listing in the US, upholds the provisions of the Sarbanes-Oxley Act (SOX), particularly in relation to the struggle against fraud and bad practices, and complies with the [US Foreign Corrupt Practices Act \(FCPA\)](#), the law regulating all activities of any companies operating in the US, regardless of their country of origin. Furthermore, in 2013, the company initiated the creation of Corporate Compliance, a program for managing regulatory compliance in accordance with the recommendations of the US Federal Sentencing Guidelines for Corporations, thereby upholding this new dimension of international corporate responsibility.

With the aim of reporting to stakeholders on the company's performance in the realm of Corporate Governance, Abengoa publishes its annual **Report**, which, since 2009, is **reviewed** by an **independent third party**.

### Governing bodies

#### Board of Directors

The Abengoa [Board of Directors](#) is composed of **fifteen members**, three women and twelve men, whose ages range from 48 to 69. Eight members are proprietary directors<sup>1</sup>, four are independent<sup>2</sup>, and three are internal directors<sup>3</sup>. None of them is a board member of any other listed company.

The Board met sixteen times in 2013 to deal with matters ranging from the most significant operational accomplishments and problems to any critical situations that needed to be addressed by company management.

Note 1 **Proprietary director:** an officer who holds a significant shareholding interest or has been designated by a shareholder.

Note 2 **Independent director:** designated by virtue of of his or her professional merits, an officer who performs his or her duties without being conditioned by their relationships with the company, significant shareholders or members of senior management, and proposed specifically by the Appointments Committee.

Note 3 **Internal director:** an officer with executive duties who at the same time is or represents a significant shareholder.



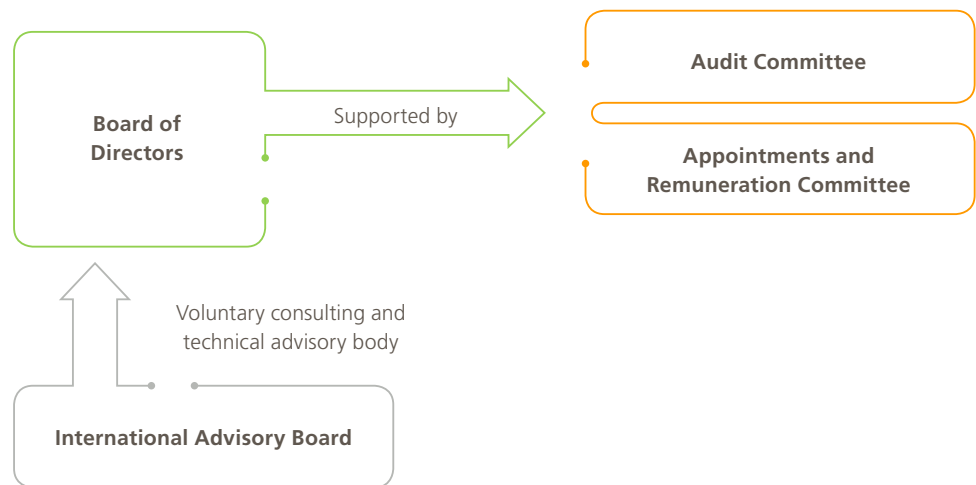
# 09 Good governance

<p>Mr. Felipe Benjumea Llorente, executive chairman.</p>		<p>Prof. José B. Terceiro, executive vice chairman, member in representation of Aplicaciones Digitales S.L., member of the Appointments and Remuneration Committee.</p>		<p>Mr. Manuel Sánchez Ortega, chief executive officer.</p>	
<p>Mr. José Joaquín Abaurre Llorente. External proprietary director. Member of the Audit Committee.</p>		<p>Mr. José Luis Aya Abaurre. External proprietary director. Member of the Appointments and Remuneration Committee.</p>		<p>Ms. María Teresa Benjumea Llorente. External proprietary director.</p>	
<p>Mr. Javier Benjumea Llorente. External proprietary director.</p>		<p>Prof. D. José Borrell Fontelles. External independent director. Chairman of the Appointments and Remuneration Committee.</p>		<p>Prof. Mercedes Gracia Díez. External independent director. Chairwoman of the Audit Committee.</p>	
<p>Mr. Ricardo Martínez Rico. External independent director. Member of the Audit Committee.</p>		<p>Mr. Claudi Santiago Ponsa. External proprietary director.</p>		<p>Mr. Ignacio Solís Guardiola. External proprietary director.</p>	
<p>Mr. Fernando Solís Martínez-Campos. External proprietary director.</p>		<p>Mr. Carlos Sundheim Losada. External proprietary director.</p>		<p>Ms. Alicia Velarde Valiente. External independent director. Member of the Audit Committee.</p>	

## 09 Good governance

The Board of Directors meet on quarterly and yearly bases to deal with the economic, social and environmental matters relating to the organization, in order to adopt the necessary measures based on the company's strategies which are also approved by the highest governing body. The organization also has a consultative body: the International Advisory Board which advises the Board of Directors in matters relating to these issues.

The Board of Directors, whose members are appointed and approved by the Chair, regularly reviews the duties and obligations conferred on the various committees at the maximum level of the organization.



### Appointments and Remuneration Committee

The Appointments and Remuneration Committee has the duty of safeguarding and reporting to the [Board of Directors](#) on appointments, reelections, terminations and remuneration of the Board and its officers, and on general policy regarding compensation and incentives for board members and senior management.

The committee also verifies on an annual basis that the different board members continue to meet the requirements to remain as such. This body also acts to ensure that in filling any vacancies that may rise, selection procedures are not affected for reasons of gender.

Another important duty of this committee is to evaluate the performance of the [Board of Directors](#) and the executive officers.

Chairman	Prof. José Borrell Fontelles
Members	Mr. José Luis Aya Abaurre
	Prof. José B. Terceiro
	Ms. Alicia Velarde Valiente
	Prof. Mercedes Gracia Díez
Non-board member secretary	Mr. José Marcos Romero

# 09 Good governance

## Audit Committee

The Audit Committee is primarily made up of non-executive members, thereby fulfilling the requirements established under the standards of good governance. The duties and powers of the committee, as stipulated in its regulations, include overseeing and resolving conflicts of interest. This committee meets four times a year. The secretary to the [Board of Directors](#) acts as secretary during committee meetings.

Chairwoman	Prof. Mercedes Gracia Díez
Members	Mr. José Joaquín Abaurre Llorente
	Prof. José Borrell Fontelles
	Prof. Mercedes Gracia Díez
	Ms. Alicia Velarde Valiente
	Mr. Ricardo Martínez Rico
Secretary	Mr. Miguel Ángel Jiménez-Velasco Mazarío

## International Advisory Board

In 2010, Abengoa created the International Advisory Board (IAB), a non-regulated voluntary body intended to provide technical advice to the [Board of Directors](#), to which it reports, in order for the company to gain a deeper understanding of the needs of the company's different stakeholders.

In 2013, the number of advisory board members was expanded to include Mr. Javier Benjumea Llorente, Mr. Alan García Pérez, and the law firm of Wilmer Cutler Pickering Hale and Dorr LLP. Mr. Carlos Sebastián Gascón also resigned as a member of the advisory board in 2013.

The IAB is made up of **eleven experts**<sup>4</sup> of renowned international prestige in a variety of fields and who hold their office for a two-year period, with the possibility of reelection, a decision which falls to the [Board of Directors](#).

The Board of Directors members of the International Advisory Board and the new member's cv are as follows:

**Mr. Javier Benjumea Llorente (chairman):** holder of a degree in Business Administration and a Master's Degree in Senior Company Management, he joined Abengoa in 1980 as deputy chairman. In 1986, he was appointed chief executive officer of Abengoa, and was co-chairman from 1995 to 2007. He is also a director of Inversión Corporativa IC, S.A., vice chairman of Sevillana-Endesa and member of the board of, among others, Telefónica Argentina S.A.; the newspaper ABC; Estudios de Política Exterior, S.A., and the Association for Managerial Progress (APD in its Spanish acronym). Chairman of the Board of Trustees of the Sagrada Familia Professional Schools Foundation (SAFA). Member of the Board of Trustees of the Focus-Abengoa Foundation and member of the Governing Body and the Board of Trustees of the Comillas-ICAI University Foundation. Permanent academian of the Andalusian Academy of Social Sciences and the Environment. Member of the Board of Trustees of the Royal Palace of Seville and of the Andalusian Association of Foundations. Member of the Board of Trustees of the Forja XXI Foundation.

**Mr. José Borrell Fontelles (vice chairman)**

**Mr. Kemal Dervis (member)**

Note 4 Although there are currently no women on the IAB, in 2012 Ms. Pamosh Bhat was a member. She later completed her two-year term.

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## Good governance

**Mr. Mario Molina (member)**

**Mr. Nicholas Stern (member)**

**Mr. Ricardo Hausmann (member)**

**Mr. Bill Richardson (member)**

**Mr. Arthur Charles Valerian Wellesley (member)**

**Mr. Álvaro Fernández-Villaverde y Silva (member)**

**Mr. Alan García Pérez (member):** holder of degrees in law and sociology from the National University of San Marcos and the Pontifical Catholic University of Peru, with postgraduate studies in sociology at the University of Paris and law at the Complutense University of Madrid; and professor at Federico Villareal Univeristy. He current holds the position of president of the Peruvian Aprista Party and writes opinion articles related to the drop in Peru's poverty rates and growth of the Peruvian economy.

**The law firm of Wilmer Cutler Pickering Hale and Dorr LLP (Pennsylvania, Washington DC, US):** Founded in 1918, the firm currently has 1,000 attorneys and fourteen offices across the United States, Europe and Asia.

## Strategy Committee

The Strategy Committee meets monthly to analyze the company's evolution and the strategic lines to follow. This committee comprises the executive chairman and the executive vice chairman; the chief executive officer; the directors of the Corporate Strategy and Development, Capital Markets, Investor Relations, Human Resources, Planning and Control, and Organization, Quality and Budgets departments, as well as the business unit directors, the director of International Institutional Relations, the chief technical officer, the general secretary for sustainability, and the general secretary.

In 2013, we created a new program which establishes the standards and procedures needed to prevent and detect poor corporate practices

## Corporate Compliance

Abengoa's presence in more than 50 countries and ongoing pursuit of company process improvements spurred the organization to analyze **international practices**, norms and legal requirements developed specifically within the framework of Anglo-Saxon law and which are intended to detect and watch out for bad business practices.

As a product of this analysis, in 2013 the Corporate Compliance program, a set of internal procedures and norms of obligatory compliance, was drawn up for the primary purpose of reporting, preventing, pursuing and halting poor business practices.

The creation of this program fosters transparency and the generation of company value by augmenting the company's **control measures and instruments for good corporate governance**, which leads to a deeper commitment to the range of company stakeholders.

This program is directly responsible to the company's General Secretary, and safeguards the application by the [Board of Directors](#) and company management of any ethical and legal measures needed to evaluate and manage risks, in addition to ensuring that the company is compliant with prevailing legislation, and internal norms and regulations.

## 09

## Good governance

Transparency and responsible practice constitute one of the underpinnings governing Abengoa's relationship with the company's stakeholders.

## Transparency and anti-corruption

Abengoa upholds an unwavering commitment to implementing the best practices in corporate governance, backed by the values which govern the company's corporate culture. Noteworthy among such values are the following: honesty, integrity, good judgment and professional rigor, which implies constant effort dedicated to improving transparency in all activities and processes undertaken.

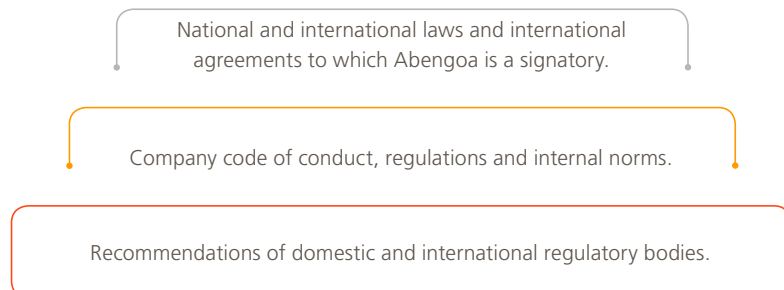
### Commitment to anti-corruption

Abengoa has **mechanisms** and procedures in place to **prevent and detect fraudulent and corrupt practices**. These mechanisms have been incorporated into the common management systems of mandatory compliance by all staff members, and which are updated continually to ensure balance between business opportunities and appropriateness to risk management. Such mechanisms enable the company to achieve higher standards of corporate governance, both domestically and abroad.

In order to ensure proper **systems compliance**, all company employees periodically receive information on procedures to follow and channels for reporting any irregular activities.

### Practices for preventing corruption

The company has a variety of anti-corruption mechanisms in place, including the following:



### US Foreign Corrupt Practices Act

Abengoa continues to adhere to the provisions of the US Foreign Corrupt Practices Act (FCPA), which regulates the activities of companies operating in the United States (US), specifically, this law prohibits bribery and payments to officials of foreign governments for the purpose of gaining or retaining business.

This US regulation prohibits such activities not only in US territory, but rather on an **international level**. It also dictates that companies maintain accurate information and devise an internal accounting system with control mechanisms that are sufficiently consistent to reasonably assure an appropriate reflection of company asset operations and transfers.

[The US Department of Justice](#) is ultimately responsible for compliance with the FCPA, with the [Securities and Exchange Commission](#) (SEC) in charge of application of regulations to companies that are listed in the US, as is the case of Abengoa.

## 09 Good governance

Abengoa's Code of Conduct is a key component of corporate culture

This law supplements the internal control requirements established under Section 404 of the Sarbanes-Oxley (SOX) Act.

In 2013, **202 financial audit reports** were conducted at Abengoa and which included, among other aspects, reviews and analyses of corruption-related risks in companies determined as being material. A total of **32 legal audits** were also performed.

### The company Code of Conduct

Abengoa has a professional Code of Conduct in place which defines employee working relationships at all levels, both within the company and in interacting with stakeholders. With a view to enhancing transparency and professional rigor, the code of conduct is available on the [corporate website](#), thereby making it accessible not only to employees, but to any individual who wishes to consult the code.

In order to promote knowledge of the availability and functioning of the whistleblower channels, in 2013 related specific training was developed for implementation in 2014.

The Code of Conduct is continually updated and, accordingly, modifications are made to adapt content to the company's reality. Thus, for example, in 2013 a new clause was added to reflect policy regarding accepting third-party gifts and leisure activities, requiring authorization for any cases which exceed € 40<sup>5</sup>.

In the interest of greater transparency, any changes made to the code are duly communicated throughout the organization immediately and with no exceptions.

### Whistleblower channels

The whistleblower channels are **available** to all **company employees and stakeholders** to enable them to submit complaints or concerns regarding Abengoa management, and report breaches of the Code of Conduct or any other potential irregularities or acts contravening the ethics, legality and norms which govern the company.

In effect since 2007, these channels available to the entire company were devised pursuant to the specific requirements of the Sarbanes-Oxley Act and consist of two types:

- **Internal:** available to all employees for them to report any complaints or claims concerning financial statements or other reports, accounting matters, internal controls over the financial information reported, auditing matters or breaches of the Abengoa Code of Conduct.
- **External:** intended to enable anyone outside the company to report irregularities, fraudulent acts or conduct that contravenes the Abengoa Code of Conduct. This channel is available on the [Abengoa website](#).

The whistleblower channel policy guarantees the utmost **confidentiality** of whistleblowers and ensures the **absence of reprisals** for any claim made in good faith.

In 2013, the whistleblower channels recorded infringements of the code of conduct and cases involving irregular employee behavior. All information and communications received were handled in accordance with the internal procedures established for this purpose and have been resolved satisfactorily.

Note 5 Estimated conversion in euro, actual data: \$50.



## 09 Good governance

Due to Abengoa's ever-growing international presence, claims and complaints taken in come from all geographical locations of company operation. Therefore, the geographical distribution of **claims submitted** is as follows:

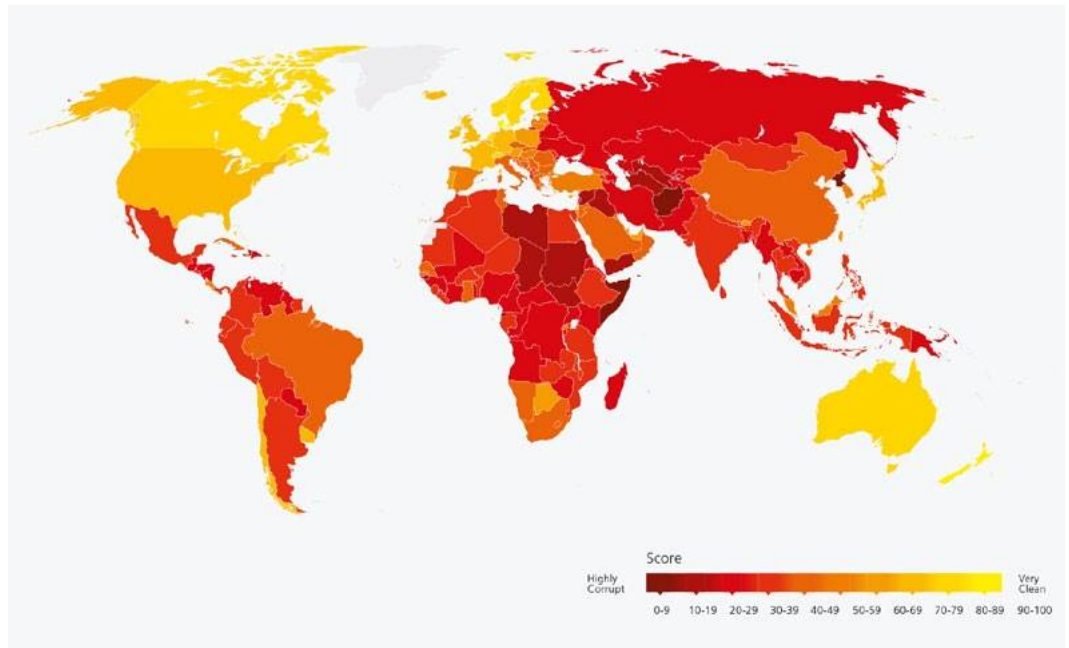
South America	33.33 %
Central America	16.66 %
Europe	16.66 %
Africa	16.66 %
Asia and the Middle East	16.66 %

The Fraud Prevention and Detection Unit is one of Abengoa's most significant initiatives in mitigating business and financial risks

### Audits for preventing and detecting fraudulent activities

The **Fraud Prevention and Detection Unit implemented** last year was consolidated in 2013 with the aim of identifying and mitigating the principal fraud-related risks to which the company is exposed.

**Preventive fraud-related audits** are a significant improvement with respect to previous years in that these audits are conducted according to a plan of action which includes geographical locations and business segments that are most susceptible to fraud, as well as a review of areas entailing greater risk relating to financial statements.



In 2013, the Fraud Prevention and Detection Unit was fully operational and conducted approximately **50 activities** in the company's geographical locations of operation.

## 09

## Good governance

## Abengoa's public position

Abengoa participates in **scientific, technological and cultural events** of interest to the company in the areas, cities and regions where the company conducts its business.

Furthermore, any activity that could be treated as lobbying is handled through the support of the different professional associations operating in each sector of activity of Abengoa's business units.

In 2013, no financial or in-kind contributions were made to any political parties or related institutions.

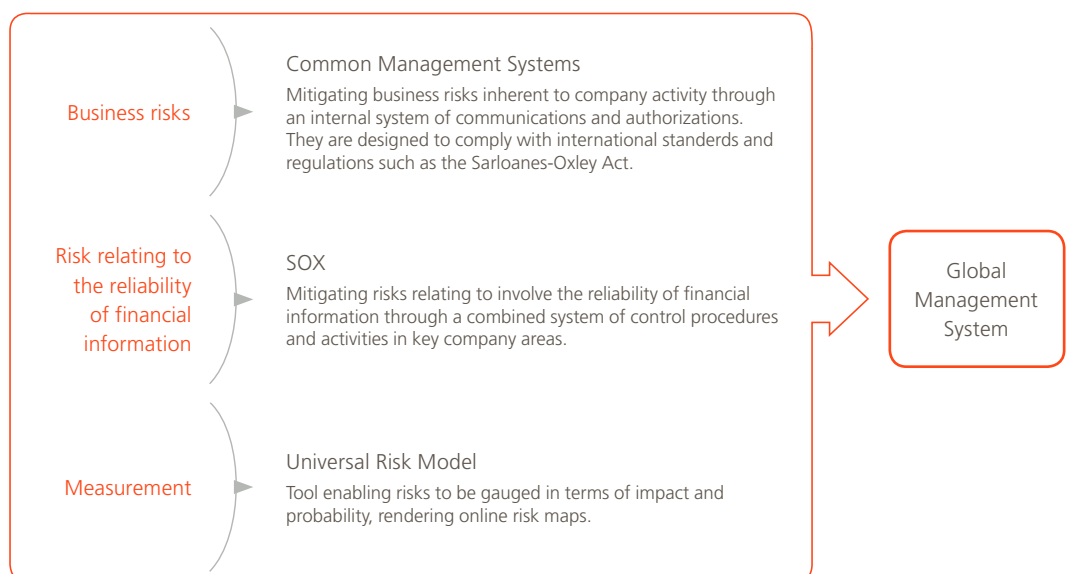
As the result of the tasks performed, there were no reports of any incidents involving corruption detected over the course of the year; no incidents occurred in relation to monopoly practices or breaches of free competition; and there were no reports of any fines or sanctions resulting from failure to comply with laws or regulations.

## Risk control and rigor in management

In order to ensure effective company management and to secure a long-term future, in addition to a **strategic plan** in line with company objectives, crucial is proactive management of risks that are implicit in the company's business by means of prior localization and management of such risks, anticipating the best ways to mitigate them.

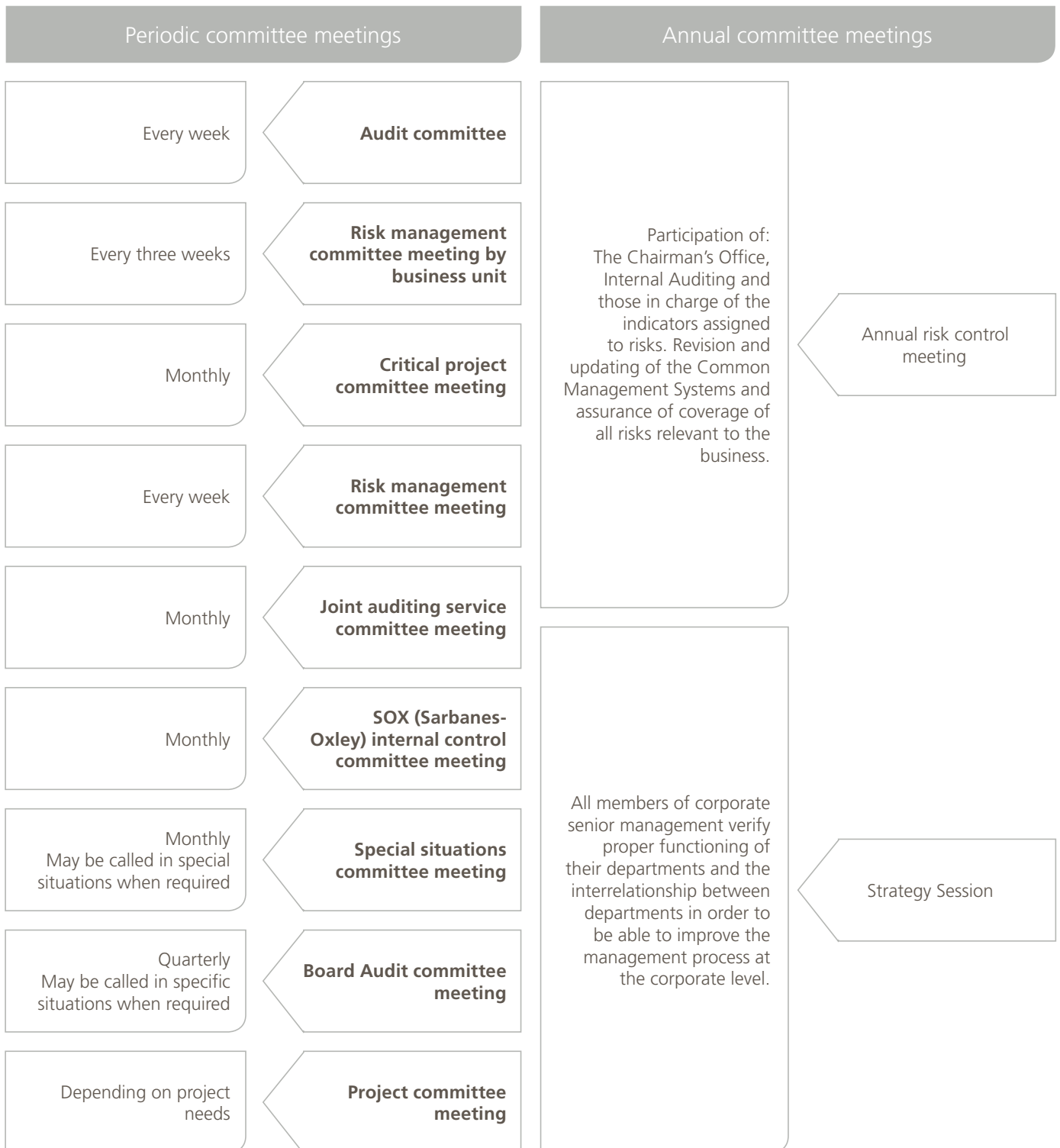
The company has its own **Global Risk Management System** in place. Forming part of the Common Management Systems, the system enables risks to be identified and controlled and is updated periodically so as to create a culture of common risks that helps meet the objectives set in this regard and gain the capability to adapt to mitigate any potential risks that may arise in today's globalized environment.

Compliance is ensured through verifications conducted by the Internal Auditing Department, and through the committee meetings held periodically with the company's senior management and the chairman's office.



# 09 Good governance

## Committee meetings held in relation to Risk Management



## 09

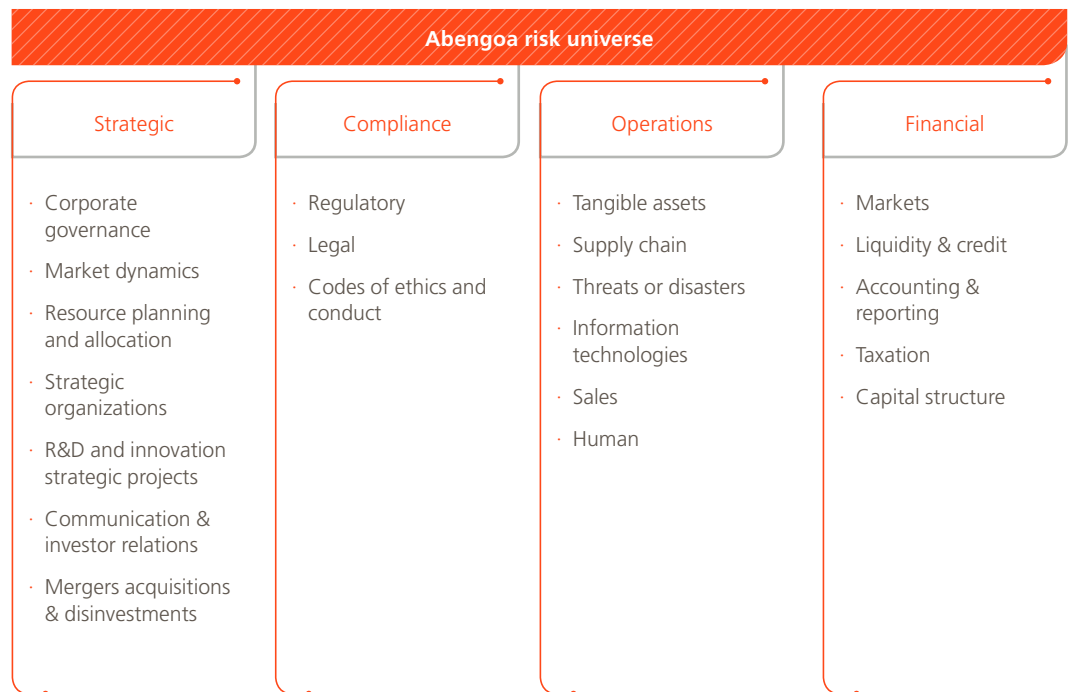
## Good governance

## The Universal Risk Model

The Universal Risk Model (URM) is the methodology employed by Abengoa to identify, understand and assess risks that affect the company. The primary aim of the model is to gain a **global perspective of these risks**, designing an efficient system in line with the company's business objectives.

The URM comprises **56 risks** belonging to **20 different categories** and which are in turn grouped into 4 major areas: finance, strategy, regulations, and operations.

Universal Risk Model distribution schematic.



All of the risks included under the URM are evaluated on the basis of two major criteria:

1. **Probability of occurrence:** degree of frequency with which it can be assured that a given cause will bring about an event with a negative impact on Abengoa.
2. **Impact on the company:** set of negative effects on Abengoa's strategic objectives.

This information is gathered using a computer platform known as Archer eGRC. This application provides us with an overall picture of the risk situation of a specific organizational structure, facilitating computational analysis and understanding.

Work continued over the course of the year on data automation through connection with other corporate applications. This has become an information reporting application that enables understanding of risk calculation at a glance.

## 09

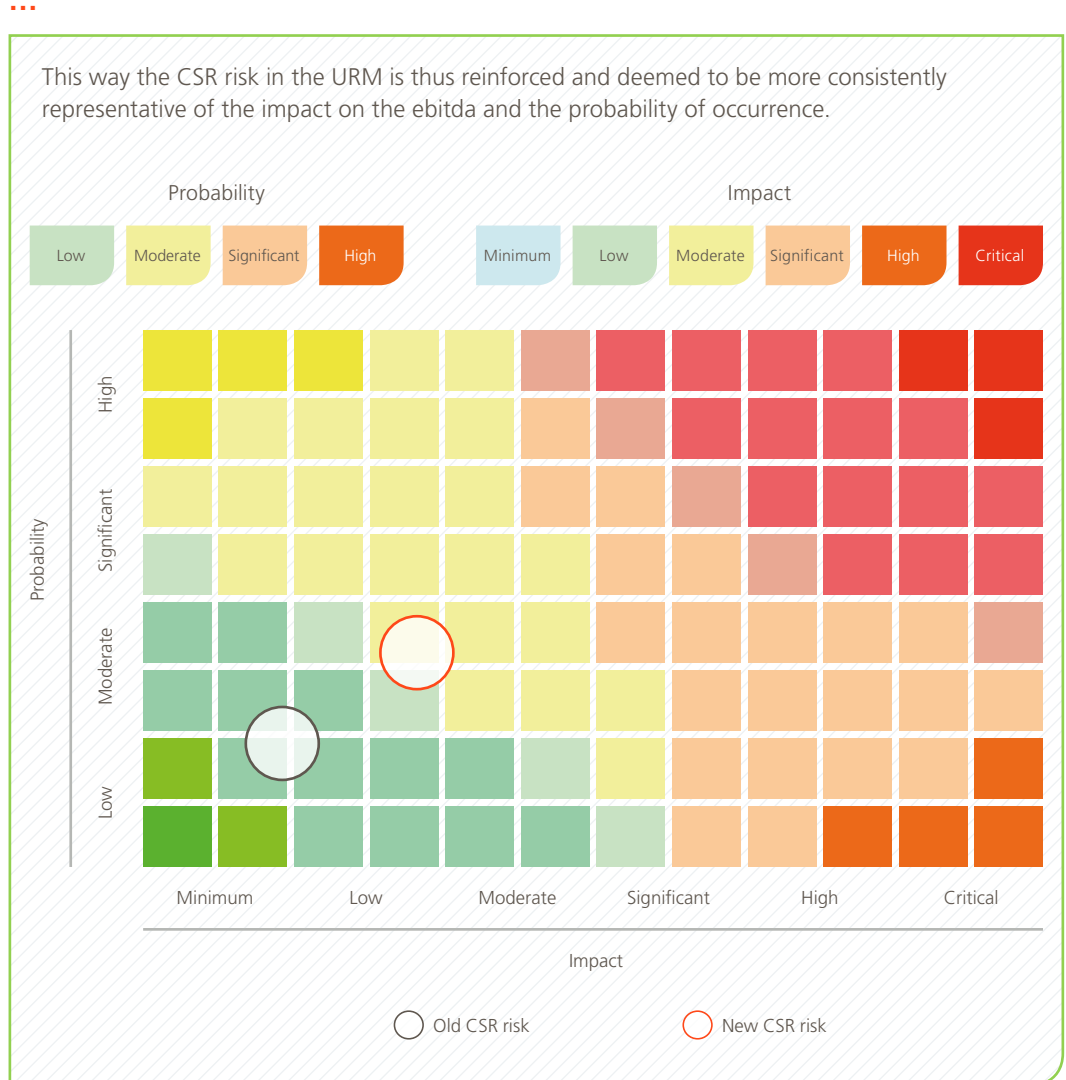
## Good governance

## MUR CSR risk consolidaion

In 2013 the Corporate Social Responsibility risk, included in the Universal Risks Model, was reviewed. As input for its calculation the company introduced the results obtained in the annual CSR risks analysis which is performed for facilities deemed relevant for the organization and which is evaluated from three different perspectives: the nature of the facility itself, target non-performance and third party perception, 27 risks associated with three most relevant areas of the organization.

Risk 1	Risks associated with employee rights and dignity.
Risk 2	Risks associated with the personal and family needs of employees within family environment.
Risk 3	Risks associated with equal opportunities and the non-discrimination of employees.
Risk 4	Risks associated with compliance with the minimum legal age limit to work.
Risk 5	Risks associated with the freedom of association and collective bargaining of employees.
Risk 6	Risks associated with the public commitment to employee well-being and labour laws.
Risk 7	Risks associated with the training and capacity-building of employees.
Risk 8	Risks associated with attracting and retaining personnel.
Risk 9	Risks associated with the balance between personal and professional lives of employees.
Risk 10	Risks associated with health and safety conditions at the work environment.
Risk 11	Risks associated with the design and introduction of health and safety procedures.
Risk 12	Risks associated with plans of prevention, preparation and responding to emergencies like accidents or natural disasters.
Risk 13	Risks associated with third-party health and safety.
Risk 14	Risks associated with the ethics and integrity of the supply chain.
Risk 15	Risks associated with respect for human rights in the supply chain.
Risk 16	Risks associated with occupational health and safety of the supply chain.
Risk 17	Risks associated with regards to the environmental management of the supply chain.
Risk 18	Risks associated with the respect that security personnel have for human rights.
Risk 19	Risks associated with the negative impact the organization bears on local communities and their areas of influence.
Risk 20	Risks associated with traceability and transparency of philanthropic activities or of social commitment.
Risk 21	Risks associated with the negative environmental impacts borne by the activity.
Risk 22	Risks associated with the design and introduction of an environmental management system.
Risk 23	Risks associated with the emergency plans for managing environmental incidents.
Risk 24	Risks relating to impacts on the biodiversity.
Risk 25	Risks associated with the use of energy, water consumption and greenhouse gas emissions.
Risk 26	Risks associated with the strategy on the organization's climate change programs.
Risk 27	Risks associated with behavioural ethics in the performance of activities.

# 09 Good governance







# 10

## External verification

- \_ Independent assurance report by KPMG
- \_ Statement GRI application level check
- \_ Report from AENOR

## 10

## External verification

### Independent assurance report by KPMG



**KPMG Asesores S.L.**  
Edificio Torre Europa  
Paseo de la Castellana, 95  
28046 Madrid

#### **Independent Assurance Report on the Corporate Social Responsibility Report 2013**

(Free translation from the original in Spanish.  
In case of discrepancy, the Spanish language version prevails.)

To the Management of Abengoa, S.A.

According to our engagement letter, we have reviewed the non-financial information contained in the Corporate Social Responsibility Report of Abengoa, S.A. and its group of companies (hereinafter Abengoa) for the year ended 31 December 2013 (hereinafter "the Report"). The information reviewed corresponds to:

- the indicators referred to in the section entitled Economic Performance, Environmental Performance and Social Performance in chapter "GRI index", including the indicators detailed in section "Inventory of Green House Gas Effect" and the indicators included in the Report chapter entitled "Responsible management balance sheet",
- the application of the AA1000 APS 2008 standard principles of inclusivity, materiality and responsiveness as detailed in the Report section "Principles governing this report",
- the information with which Abengoa answers to the questions asked by the Independent Panel of Experts on Sustainable Development, presented in section "Questions formulated by the Independent Panel of Experts on Sustainable Development (IPESD) regarding the 2012 CSR Report".
- the coherence of Abengoa's Integrated Sustainability Management System (ISMS) with the ISO 26000:2010 guide criteria in accordance with what is described in the Report chapter entitled "About this report".

Abengoa management is responsible for the preparation and presentation of the Report in accordance with the Sustainability Reporting Guidelines version 3.1 (G3.1) of the Global Reporting Initiative as described in chapter "About this report". This chapter details the self-declared application level, which has been confirmed by Global Reporting Initiative. Management is also responsible for the information and assertions contained within the Report; for the implementation of processes and procedures which adhere to the principles set out in the AA1000 AccountAbility Principles Standard 2008 (AA1000 APS); for determining its objectives in respect of the selection and presentation of sustainable development performance; and for establishing and maintaining appropriate performance management and internal control systems from which the reported performance information is derived.

Our responsibility is to carry out an assurance engagement designed to provide a reasonable level of assurance and express a conclusion based on the work done, referred exclusively to the information corresponding to the year 2013. Data corresponding to previous years have not been the object of review. We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000, "Assurance Engagements other than Audits or Reviews of Historical Financial Information", issued by the International Auditing and Assurance Standards Board (IAASB). This standard requires that we comply with the independence requirements included in the International Ethics Standards Board for Accountants Code of Ethics which outlines detailed requirements regarding integrity, objectivity, confidentiality and professional qualifications and conduct. We have also conducted our engagement in accordance with the Accountability Assurance Standard of Sustainability AA1000 AS 2008 high level (Type 2) that corresponds to a reasonable assurance as per ISAE 3000, which covers not only the nature and extent of the organisation's adherence to the AA1000 APS, but also evaluates the reliability of performance information as indicated in the scope.

## 10

## External verification Independent assurance report by KPMG

## 2

A reasonable assignment consists in applying procedures to obtain evidence on the processes and controls used by the company to prepare the Corporate Social Responsibility Report. The procedures selected depend on professional opinion, including the assessment of the risks of material incorrectness due to fraud or error. In undertaking those risk assessments, we considered internal controls relevant to the preparation and fair presentation by the entity of the information to be reviewed, in order to design the review procedures appropriate in the circumstances.

In our work we have carried out the following procedures:

- Inquiries of management to gain an understanding of Abengoa's processes for determining the material issues for their key stakeholder groups.
- Interviews with relevant Abengoa staff concerning the application of sustainability strategy and policies.
- Interviews with relevant Abengoa staff responsible for providing the information contained in the Report.
- Visit to 9 sites selected based on a risk analysis considering quantitative and qualitative criteria.
- Analysing the processes of compiling and internal control over quantitative data reflected in the Report, regarding the reliability of the information, by using analytical procedures and review testing based on sampling.
- Reading the information presented in the Report to determine whether it is in line with our overall knowledge of, and experience with, the sustainability performance of Abengoa.
- Verifying that the financial information reflected in the Report was taken from the annual accounts of Abengoa, which were audited by independent third parties.
- Verifying that the information on greenhouse gases included in the Report has been audited by independent third parties in accordance with ISO 14.064-3 standard and that it includes the appropriate and consistent application by Abengoa, of the criteria for the development of greenhouse gas inventory established in the procedures, systems of calculation and indices as well as minimum quality levels determined in the internal standard NOC-05/003.
- The analysis of the coherence between the ISMS descriptive documentation included in the Report and the non certifiable guide, ISO 26000:2010.
- Analysing the information with which Abengoa answers to IPESD's questions and monitoring the dialogue process (face to face and remote) between IPESD and Abengoa.

Our multidisciplinary team included specialists in AA1000 APS, stakeholder dialogue, social, environmental and economic business performance.

We believe that the evidence that we have obtained, provides a sufficient and appropriate basis for our conclusion.

Based on the work performed, we conclude that:

- the indicators included in the sections entitled Economic Performance, Environmental Performance and Social Performance of chapter "GRI Index", in section "Inventory of Green House Gas Effect" and in the Report chapter entitled "Responsible Management Balance Sheet" can be considered reliable and comply, in all significant aspects, with version 3.1 of the Global Reporting Initiative's Sustainability Reporting Guidelines, as detailed in the chapter "About this report", and Abengoa's Corporate Social Responsible reporting system, respectively,
- Abengoa has applied, in all significant aspects, the principles of inclusivity, materiality and responsiveness of AccountAbility's Principles Standard AA1000 APS 2008, as detailed in the Report section "Principles governing this report".

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## External verification

### Independent assurance report by KPMG

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- the information with which Abengoa answers to the questions asked by the IPESD, presented in section "Questions formulated by the Independent Panel of Experts on Sustainable Development (IPESD) regarding the 2012 CSR Report" is reliable and representative of the company's activities,
- Abengoa's Integrated Sustainability Management System (ISMS) is coherent with the criteria of the non certifiable guide, ISO 26000:2010 as described in chapter "About this report".

Under separate cover, we will provide Abengoa management with an internal report outlining our complete findings and areas for improvement. Without prejudice to our conclusions presented above, we present some of the key observations and areas for improvement below:

#### **In relation to the Inclusivity principle**

Abengoa considers the participation of its key stakeholders in order to develop the company's strategy. A process for the identification of the issues to be included in the CSR Report is performed annually using external sources and regular bidirectional consultation with stakeholders. Furthermore, the company has worked on updating its Master Plan 2020, which considers CSR as an essential tool and a key input for the strategy of each of its businesses. For its development, different consultations and communications with its internal stakeholders have also been considered. In this way, it is recommended that Abengoa extends the consultations performed to other external groups periodically and through a formal process of communication which includes all corporate organizational levels. In addition, Abengoa should continue with the planned process for the implementation of its new Master Plan 2020, including both for its business groups and the company's most relevant business units or those units with an adequate level of autonomy to perform this process.

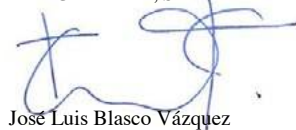
#### **In relation to the Materiality principle**

During 2013, Abengoa carried out an effort for the identification of the relevance and importance of the issues to be reported and that therefore, have to be considered in the company's strategy. Thus, the company took into account the impacts of the issues along its entire value creation chain. It is recommended that Abengoa continues with this process and works to develop a more detailed analysis of the issues that turned out to be critical. In this regard, those impacts that could be more relevant for both the organization and its value chain could be defined with greater detail, taking into account the various geographical areas where the company operates.

#### **In relation to the Responsiveness principle**

Abengoa continues with the publication of relevant sustainability indicators to understand the performance of the company as part of its Responsible Management Balance Sheet. In 2013, with the aim of providing an updated response to its stakeholders, this information has been disclosed every six months, in line with the presentation of the financial results. Additionally, and as it has been done in recent years, the IRSC has been assessed by the Independent Panel of Experts on Sustainable Development (IPESD). In order to make advances regarding the response that the company provides to its stakeholders, the company could focus both on the reporting of objectives to demonstrate the levels of performance achieved as well as the commitment of the company, and on providing more detailed information on the geographical areas where Abengoa is present.

KPMG Asesores, S.L.



José Luis Blasco Vázquez

19 February 2014



## 10

## External verification Statement GRI application level check



### Statement GRI Application Level Check

GRI hereby states that **Abengoa** has presented its report "2013 Corporate Social Responsibility Annual Report" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A+.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see [www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf](http://www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf)

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 13 February 2014

Nelmara Arbex  
Deputy Chief Executive  
Global Reporting Initiative



The "+" has been added to this Application Level because **Abengoa** has submitted (part of) this report for external assurance. GRI accepts the reporter's own criteria for choosing the relevant assurance provider.

*The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. [www.globalreporting.org](http://www.globalreporting.org)*

**Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 5 February 2014. GRI explicitly excludes the statement being applied to any later changes to such material.

## 10

External verification  
Report from AENOR

**AENOR** Asociación Española de  
Normalización y Certificación

## Verification Statement of AENOR for ABENGOA on the Inventory of greenhouse gas emissions corresponding to the year 2013

DOSSIER: 1993/0205/HCO/01

### Introduction

Abengoa (hereinafter the company) commissioned the Spanish Association for Standardisation and Certification (AENOR) to make a reasonable revision of the inventory of greenhouse gases (GHG) for the year 2013 of its activities included in the GHG report of 2013, which is part of this Declaration.

Inventory of GHG emissions issued by the Organisation: Abengoa, Campus Palmas Altas c/ Energía Solar, 1- Palmas Altas 41014 Seville (Spain).

Representatives of the Organisation: Fernando Martínez Salcedo, Sustainability Secretary, and José Manuel Delgado Rufino, manager of the Corporate Control Department.

Abengoa was responsible for reporting its GHG emissions considered in accordance with the reference standard ISO 14064-1:2006.

### Objective

The objective of the verification is to provide the interested parties with an independent and professional opinion on the information and data contained in the above mentioned GHG Report issued by Abengoa.

### Scope of the Verification

The scope of the verification is established for the activities carried out by the companies belonging to Abengoa represented in 2013 annual report, "Corporate Social Responsibility", available in Abengoa's website (<http://www.abengoa.com>).

During the verification the information was analysed according to Operational control approach. The company reports all the GHG emissions attributable to the operations under its control.

The scope of the activities of the company is identified in accordance with the guidelines of standard ISO 14064-1:2006 in direct and indirect activities.

### Direct, indirect activities and exclusions from the verification.

#### Scope 1- Direct GHG emissions

Direct emissions occur from sources that are the property of or are controlled by Abengoa. These include:

- Stationary combustion sources
- Mobile combustion sources
- Emissions of CO<sub>2</sub> from the bioethanol production process
- Emissions from the composting process
- Emissions from the decomposition of organic matter in landfills.
- Process emissions from wastewater treatment plants
- Fugitive emissions of natural gas
- Fugitive emissions of HFC from refrigeration systems



## 10

## External verification Report from AENOR

### AENOR Asociación Española de Normalización y Certificación

- Fugitive emissions of SF6 from electrical equipment
- Emissions of HFC/PFC from the use of solvents (not aerosols)
- Emissions of HFC/PFC from the use of aerosols
- Emissions of HFC/PFC from the use of foam blowing agents
- CO<sub>2</sub> emissions derived from the use of lubricants
- CO<sub>2</sub> emissions derived from the use of paraffinic waxes.
- Diffuse emissions derived from the use of greenhouse gases

#### Scope 2 – Indirect GHG emissions

Indirect emissions are those derived from the activity but generated by other entities, including the emissions of the generation of electricity acquired and consumed by the company. These emissions are:

- Emissions associated with generating purchased thermal energy.
- Emissions associated with generating purchased electrical energy.

#### Scope 3- Other indirect emissions

The rest of the indirect emissions are a consequence of the activities of the company, but occur in sources that are not the property of the company or controlled by it. These other emissions are:

- Business trips.
- Employee commuting to the workplace.
- Indirect emissions from losses during electricity transport and distribution.
- Indirect emissions due to the value chain of the fuels employed for the production of the electricity consumed.
- Goods and services purchased.

#### Exclusions

Abengoa companies have been able to exclude from their inventories those sources which imply a value less than or equal to 0,5 % of their total emissions.

#### Greenhouse gases taken into consideration

The greenhouse gases taken into consideration for the inventory are those defined under the Kyoto Protocol which can be divided into the following categories:

- Carbon dioxide.
- Methane.
- Nitrous oxide.
- Perfluorocarbons.
- Hydrofluorocarbons.
- Sulphur hexafluoride.
- Nitrogen trifluoride

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## External verification Report from AENOR

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Normalización y Certificación

### Base year

Abengoa's inventory is the result of consolidating the inventories of its companies and each one of them define their own base year depending on their characteristics and, in this way, the perimeter variations are carried out at a subsidiary company level.

### Materiality

For the verification it was agreed to consider as material discrepancies those omissions, distortions or errors that could be quantified and result in a difference of more than 5% with respect to the total of emissions declared.

### Criteria

The criteria and information that have been taken into consideration to carry out the verification were the following:

- 1) Standard ISO 14064-1:2006: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals.
- 2) Standard ISO 14064-3:2006: Specification with guidance for the validation and verification of greenhouse gas assertions.
- 3) Internal Standard of Abengoa NOC-05/003 "Quality and Environment Management. Sustainability Management. Greenhouse gas emissions inventory"
- 4) Technical Instructions and procedures of Abengoa companies.

Finally, the "Abengoa Greenhouse gas emissions report 2013" was subject to verification.

AENOR waives any responsibility for decisions, regarding investment or of any other type, based on this declaration.

### Conclusion

Based on the above, in our opinion *the information on the GHG emissions reported in "Abengoa Greenhouse gas emissions report 2013" is materially correct and is a fair representation of the emissions of its activities.*



Lead Verifier: Raúl BLANCO BAZACO



Environment Manager: José MAGRO GONZÁLEZ

## 10

External verification  
Report from AENOR**AENOR** Asociación Española de  
Normalización y Certificación

In consequence with this Declaration below is a list of the emissions data that were finally verified. The information is broken down according to two different criteria:

I) by scope according to Standard ISO 14064-1

II) by activity segment

**I) Verified data broken down by scope according to Standard ISO 14064-1**Scope 1

a) GHG emissions.

Scope 1 emissions-Greenhouse Gases			
Non biomass emissions (t CO <sub>2</sub> -eq)		Biomass emissions (t CO <sub>2</sub> -eq)	
Mobile combustion	97.144	Mobile combustion	2.338
Stationary combustion	3.260.710	Stationary combustion	1.404.388
Fugitive emissions	15.391	Fugitive emissions	0
Processes	17.368	Processes	1.592.944
<b>Total</b>	<b>3.390.613</b>	<b>Total</b>	<b>2.999.670</b>

b) Emissions per GHG type.

Scope 1 emissions -CO <sub>2</sub> *	
Total emissions (t CO <sub>2</sub> -eq)	
Mobile combustion	98.461
Stationary combustion	4.461.465
Fugitive emissions	9.446
Processes	1.592.944
<b>Total</b>	<b>6.162.316</b>

\* Emissions from biomass are included

Lead Verifier: Raúl BLANCO BAZACO

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External verification  
Report from AENOR

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Scope 1 emissions - <b>CH<sub>4</sub></b>	
Total emissions (t CO <sub>2</sub> -eq)	
Mobile combustion	118
Stationary combustion	76.132
Fugitive emissions	2.222
Processes	0
<b>Total</b>	<b>78.472</b>

Scope 1 emissions - <b>N<sub>2</sub>O</b>	
Total emissions (t CO <sub>2</sub> -eq)	
Mobile combustion	903
Stationary combustion	127.501
Processes	17.368
<b>Total</b>	<b>145.772</b>

Scope 1 emissions - <b>HFC</b>	
Total emissions (t CO <sub>2</sub> -eq)	
Fugitive emissions	2.851
<b>Total</b>	<b>2.851</b>

Scope 1 emissions - <b>SF<sub>6</sub></b>	
Total emissions (t CO <sub>2</sub> -eq)	
Fugitive emissions	873
<b>Total</b>	<b>873</b>

Note: PFC and NF<sub>3</sub> emission sources have not been identified.

Lead Verifier: Raúl BLANCO BAZACO

Environment Manager: José MAGRO GONZÁLEZ

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External verification  
Report from AENOR

**AENOR** Asociación Española de  
Normalización y Certificación

Scope 2

Total emissions (t CO <sub>2</sub> -eq)	
Electric energy consumption	485.490
Thermal energy consumption	107.904
<b>Total</b>	<b>593.394</b>

Scope 3

Total emissions (t CO <sub>2</sub> -eq)	
Acquired supplies	3.919.638
Business trips	27.668
Employee commuting	17.748
Electric energy distribution losses	69.341
Value chain of the fuels used to generate the energy consumed	114.540
<b>Total</b>	<b>4.149.935</b>

**II) Verified data broken down by activity segment**

The business of Abengoa is organized into three different activities: Industrial production, Concession-type infrastructures and Engineering and construction. Below is a list of the emissions data that were verified broken down by activity segment according to the ISO 14064-1 scopes.

	Industrial production	Concession-type infrastructures	Engineering and construction	Total
Scope 1	1.577.895	1.760.265	52.454	<b>3.390.614</b>
Scope 2	516.576	44.800	32.018	<b>593.394</b>
Scope 3	2494374	264.333	1.391.227	<b>4.149.934</b>
<b>Total</b>	<b>4.588.845</b>	<b>2.069.398</b>	<b>1.475.699</b>	<b>8.133.942</b>

Lead Verifier: Raúl BLANCO BAZACO

Environment Manager: José MAGRO GONZÁLEZ

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External verification  
Report from AENOR

**AENOR** Asociación Española de  
Normalización y Certificación

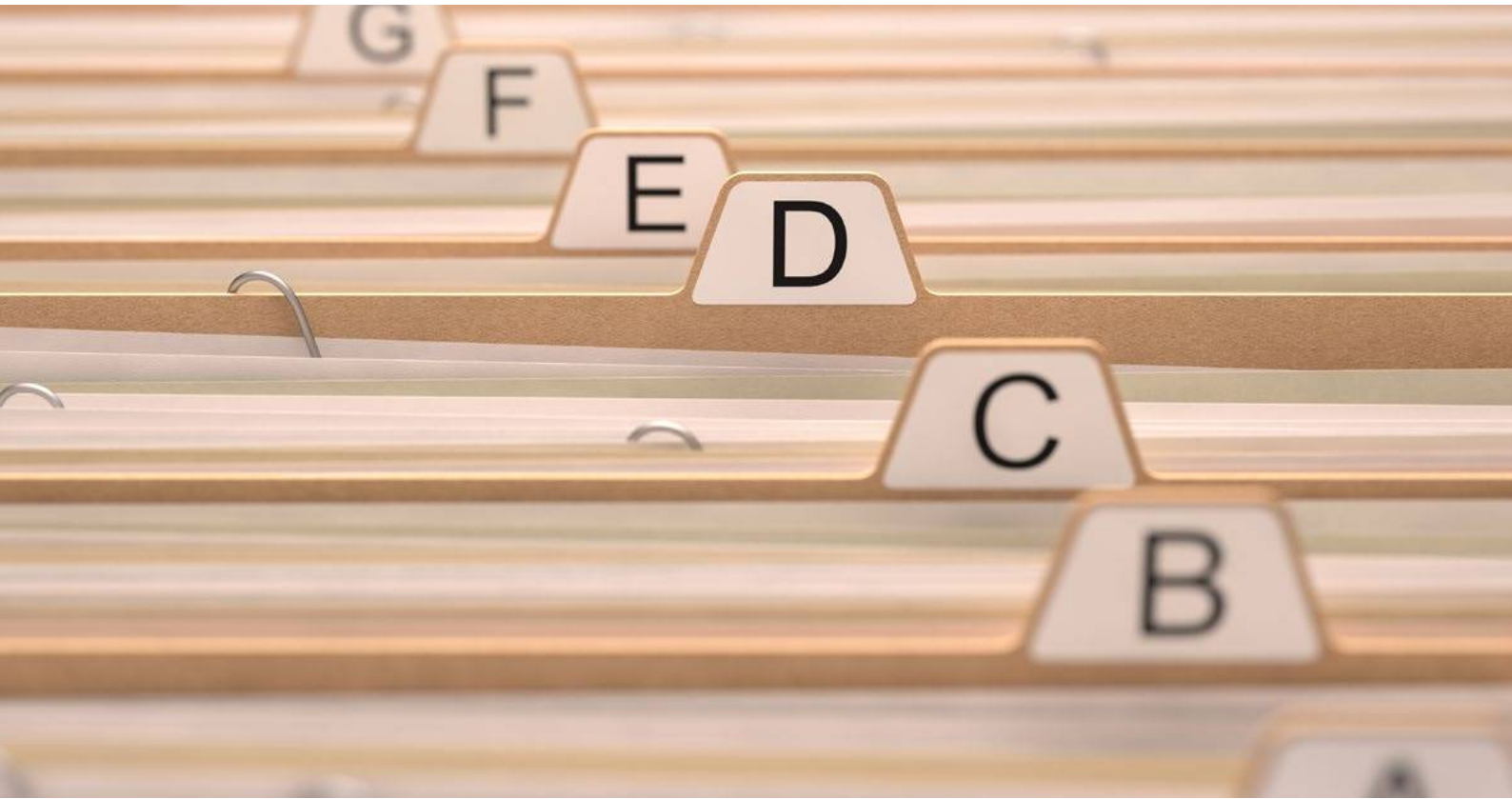
In addition, the emissions from biomass are:

	Industrial production	Concession-type infrastructures	Engineering and construction	Total
Combustion of biomass	1.405.995	2	729	<b>1.406.726</b>
Other emissions from biomass	1.592.944	0	0	<b>1.592.944</b>
<b>Total</b>	<b>2.998.939</b>	<b>2</b>	<b>729</b>	<b>2.999.670</b>

  
Lead Verifier: Raul BLANCO BAZACO  
Madrid, 3 February 2013

  
Environment Manager: José MAGRO GONZÁLEZ





11

GRI Index

# 11 GRI Index

Profile disclosure	Description	Indicator type	Chapter	Page	Included in the report
<b>1. Strategy and analysis</b>					
1.1	Statement from the most senior decision-maker of the organization	-	Letter from the chairman	3	✓
1.2	Description of key impacts, risks, and opportunities	-	Letter from the chairman	3	✓
<b>2. Organizational profile</b>					
2.1	Name of the organization	-	02 Innovative technology solutions for sustainability	20	✓
2.2	Primary brands, products, and/or services	-	02 Innovative technology solutions for sustainability	21	✓
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures	-	02 Innovative technology solutions for sustainability	21	✓
2.4	Location of organization's headquarters	-	02 Innovative technology solutions for sustainability	29	✓
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	-	02 Innovative technology solutions for sustainability	29	✓
2.6	Nature of ownership and legal form		08.5 Shareholders	126	✓
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	-	02 Innovative technology solutions for sustainability	26	✓
2.8	Scale of the reporting organization		08.5 Shareholders	114	✓
2.9	Significant changes during the reporting period regarding size, structure, or ownership		- About this report	7	✓
			- Appendix C	180-181	✓
2.10	Awards received in the reporting period	-	04 Strategy for a sustainable future	41	✓
<b>3. Report parameters</b>					
3.1	Reporting period (e.g., fiscal/calendar year) for information provided	-	- About this report	6	✓
3.2	Date of most recent previous report (if any)	-	- About this report	6	✓
3.3	Reporting cycle (annual, biennial, etc.)	-	- About this report	6	✓
3.4	Contact point for questions regarding the report or its contents	-	Back cover	182	✓
3.5	Process for defining report content	-	- About this report	10-13	✓
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance	-	- About this report	7	✓
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope)	-	- About this report	7	✓
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations	-	- About this report	5	✓

# 11 GRI Index

Profile disclosure	Description	Indicator type		Chapter	Page	Included in the report
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols	-	-	About this report	13-14	Partially <sup>1</sup>
			04	Strategy for a sustainable future	36	
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods)	-	-	About this report	7	✓
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	-	-	About this report	7	✓
3.12	Table identifying the location of the Standard Disclosures in the report	-	11	GRI Index	161-171	✓
3.13	Policy and current practice with regard to seeking external assurance for the report	-	-	About this report	13-14	✓
			10	External verification	149-159	
<b>4. Governance, commitments, and engagement</b>						
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight	-	09	Good governance	135-139	✓
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	-	09	Good governance	136	✓
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members	-	09	Good governance	135	✓
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	-	08	People	79-81	✓
			08.5	Shareholders	117	
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance)	-	09	Good governance	137	✓
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	-	09	Good governance	138	✓
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity	-	09	Good governance	137-138	
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	-	02	Strategy for a sustainable future	20	✓

(1) Bases of calculations have not been included for all the indicators

# 11 GRI Index

Profile disclosure	Description	Indicator type	Chapter	Page	Included in the report
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	-	09 Good governance	139	✓
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	-	09 Good governance	137	✓
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	-	09 Good governance	143	
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	-	04 Strategy for a sustainable future	36	✓
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	-	09 Good governance	143	✓
			08.1 Our team	90	
4.14	List of stakeholder groups engaged by the organization.	-	08 People	79-81	✓
			083 Stakeholders	117	
4.15	Basis for identification and selection of stakeholders with whom to engage.	-	- About this report	8	✓
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	-	- About this report	8	✓
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	-	- About this report	11-'13	✓

## 11 GRI Index

Profile disclosure	Description	Indicator type	Chapter	Page	Included in the report	
<b>Economic Performance Indicators</b>						
Economic performance						
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	P	01	Abengoa in figures	18	✓
		P	06	Responsible management balance sheet	57	
		P	08.2	Communities	101	
		P	-	Appendix A	178	
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	P	07	Environment	59	✓
EC3	Coverage of the organization's defined benefit plan obligations.	P	08.1	Our team	92	Partially <sup>2</sup>
EC4	Significant financial assistance received from government.	P	06	Responsible management balance sheet	57	✓
Market presence						
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	A	08.1	Our team	95	✓
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	P	01	Abengoa in figures	16	✓
		P	06	Responsible management balance sheet	57	
		P	08.4	Suppliers	120, 124	
		P	-	Appendix B	179	
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	P	08.1	Our team	86	✓
Indirect economic impacts						
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	P	08.2	Communities	105	✓
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	P	08.2	Communities	105	✓

(2) It is included in Employee benefits in Our team chapter

# 11 GRI Index

Profile disclosure	Description	Indicator type		Chapter	Page	Included in the report
<b>Environmental Performance Indicators</b>						
<b>Materials</b>						
EN1	Materials used by weight or volume	P	07	Environment	62-63	✓
EN2	Percentage of materials used that are recycled input materials	P	07	Environment	63	✓
<b>Energy</b>						
EN3	Direct energy consumption by primary energy source	P	06	Responsible management balance sheet	57	✓
		P	07	Environment	64	
EN4	Indirect energy consumption by primary source	P	07	Environment	64-65	✓
EN5	Energy saved due to conservation and efficiency improvements	A	07	Environment	65	✓
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	A	07	Environment	65	✓
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	A	07	Environment	65	✓
<b>Water</b>						
EN8	Total water withdrawal by source	P	06	RMA	57	✓
		P	07	Environment	66	
EN9	Water sources significantly affected by withdrawal of water	A	07	Environment	66	✓
EN10	Percentage and total volume of water recycled and reused	A	06	RMA	57	✓
		A	07	Environment	66	
<b>Biodiversity</b>						
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	P	07	Environment	74	✓
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	P	07	Environment	74	✓
EN13	Habitats protected or restored	A	07	Environment	75	✓
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	A	07	Environment	75	✓
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	A	07	Environment	74	✓
<b>Emissions, effluents and waste</b>						
EN16	Total direct and indirect greenhouse gas emissions by weight		06	Responsible management balance sheet	57	✓
			07	Environment	70-71	
EN17	Other relevant indirect greenhouse gas emissions by weight	P	06	Responsible management balance sheet	57	✓
		P	07	Environment	70-71	



# 11 GRI Index

Profile disclosure	Description	Indicator type		Chapter	Page	Included in the report
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	A	07	Environment	73	✓
EN19	Emissions of ozone-depleting substances by weight	P	07	Environment	69	✓
EN20	NOx, SOx, and other significant air emissions by type and weight	P	07	Environment	69	✓
EN21	Total water discharge by quality and destination	P	07	Environment	67	✓
EN22	Total weight of waste by type and disposal method	P	07	Environment	68	✓
EN23	Total number and volume of significant spills	P	07	Environment	67	✓
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	A	07	Environment	68-69	✓
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff	A	07	Environment	67	✓
Products and services						
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	P	07	Environment	75	✓
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	P	07	Environment	75	✓
Compliance						
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	P	07	Environment	77	✓
Transport						
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	A	07	Environment	75	✓
Overall						
EN30	Total environmental protection expenditures and investments by type	P	07	Environment	77	✓

# 11 GRI Index

Profile disclosure	Description	Indicator type		Chapter	Page	Included in the report
<b>Social Performance Indicators</b>						
<b>Social: labor practices and decent work</b>						
<b>Employment</b>						
LA1	Total workforce by employment type, employment contract, and region, broken down by gender	P	01	Abengoa in figures	18	
		P	06	Responsible management balance sheet	57	✓
		P	08.1	Our team	83-85	
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region	P	06	Responsible management balance sheet	57	✓
		P	08.1	Our team	87	
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	A	08.1	Our team	92	✓
LA15	Return to work and retention rates after parental leave, by gender	P	08.1	Our team	87	✓
<b>Labor/management relations</b>						
LA4	Percentage of employees covered by collective bargaining agreements	P	08.1	Our team	93	✓
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements	P	08.1	Our team	93	✓
<b>Occupational health and safety</b>						
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	A	08.1	Our team	95-96	✓
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender	P	06	Responsible management balance sheet	57	Partially <sup>3</sup>
		P	08.1	Our team	98	
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	P	08.1	Our team	89	✓
LA9	Health and safety topics covered in formal agreements with trade unions	A	08.1	Our team	95-96	✓
<b>Training and education</b>						
LA10	Average hours of training per year per employee by gender, and by employee category	P	01	Abengoa in figures	18	
		P	08.1	Our team	88-89	✓
		P	06	Responsible management balance sheet	57	
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	A	08.1	Our team	90	✓
LA12	Percentage of employees receiving regular performance and career development reviews, by gender	A	08.1	Our team	90	✓

(3) It is not included the data of absenteeism broken down by gender

# 11 GRI Index

Profile disclosure	Description	Indicator type		Chapter	Page	Included in the report
Diversity and equal opportunity						
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	P	09	Good governance	135	Partially <sup>4</sup>
Equal remuneration for women and men						
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	P	08.1	Our team	95	✓
<b>Social: human rights</b>						
Investment and procurement practices						
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening	P	09	Good governance	93	✓
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken	P	01	Abengoa in figures	18	
			06	Responsible management balance sheet	57	✓
			08.4	Suppliers	121	
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	A	06	Responsible management balance sheet	57	✓
			08.1	Our team	92	
Non-discrimination						
HR4	Total number of incidents of discrimination and corrective actions taken	P	08.1	Our team	93	✓
Freedom of association and collective bargaining						
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights	P	08.1	Our team	93	✓
Child labor						
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	P	08.1	Our team	93	✓
Prevention of forced and compulsory labor						
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	P	08.1	Our team	93	✓
Security practices						
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations	A	08.1	Our team	93	✓

(4) It is not included information on minority groups

# 11 GRI Index

Profile disclosure	Description	Indicator type		Chapter	Page	Included in the report
<b>Indigenous rights</b>						
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	A	08.2	Communities	107	✓
<b>Assessment</b>						
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	P	08.4	Suppliers	121	✓
<b>Remediation</b>						
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms	P	08.1	Our team	93	✓
<b>Social: society</b>						
<b>Local communities</b>						
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	P	08.2	Communities	101-102	✓
SO9	Operations with significant potential or actual negative impacts on local communities	P	08.2	Communities	103	✓
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities	P	08.2	Communities	103	✓
<b>Corruption</b>						
SO2	Percentage and total number of business units analyzed for risks related to corruption	P	06	Responsible management balance sheet	57	✓
		P	09	Good governance	141,142	
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures	P	06	Responsible management balance sheet	57	✓
		P	08.1	Our team	93	
SO4	Actions taken in response to incidents of corruption	P	09	Good governance	141	✓
<b>Public policy</b>						
SO5	Public policy positions and participation in public policy development and lobbying	P	09	Good governance	143	✓
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	A	09	Good governance	143	✓
<b>Anti-competitive behavior</b>						
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	P	09	Good governance	143	✓
<b>Compliance</b>						
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	P	09	Good governance	143	✓

# 11 GRI Index

Profile disclosure	Description	Indicator type	Chapter	Page	Included in the report
<b>Social: product responsibility</b>					
Customer health and safety					
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	P	08.3 Customers	133	✓
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	A	08.3 Customers	132	✓
Product and service labelling					
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	P	08.3 Customers	129	✓
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	A	08.3 Customers	129	✓
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	A	08.3 Customers	131	✓
Marketing communications					
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	P	08.3 Customers	132	✓
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	A	08.3 Customers	132	✓
Customer privacy					
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	A	08.3 Customers	133	✓
Compliance					
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	P	08.3 Customers	132	✓

# 11 GRI Index

## Proprietary indicators

N°	Description	Chapter	Page	
ID1	Number of patents	02	Innovative technology solutions for sustainability	23
		02	Innovative technology solutions for sustainability	24
		06	Responsible management balance sheet	57
ID2	R&D and innovation employees	02	Innovative technology solutions for sustainability	23
		06	Responsible management balance sheet	57
ID3_4	R&D and innovation investment effort (R&D and innovation investment/ revenues )*100 %	02	Innovative technology solutions for sustainability	23
		06	Responsible management balance sheet	57



# 11 GRI Index

Indicator	Definition	Page	Included in the report
<b>DMA EC</b>	<b>Disclosure on management approach EC</b>		
	Economic performance	18, 57, 101, 178	Partially
	Market presence	16, 57, 120, 124, 179	✓
	Indirect economic impacts	105	✓
<b>DMA EN</b>	<b>Disclosure on management approach EN</b>		
	Materials	62-63	✓
	Energy	57, 64-65	✓
	Water	57, 66	✓
	Biodiversity	74-75	✓
	Emissions, effluents and waste	57, 67-69, 70-71, 73	✓
	Products and services	75	✓
	Compliance	77	✓
	Transport	75	✓
	Overall	77	✓
<b>DMA LA</b>	<b>Disclosure on management approach LA</b>		
	Employment	18, 57, 83-87, 92	✓
	Labor/management relations	93	✓
	Occupational health and safety	57, 95-96, 98	Partially
	Training and education	18, 57, 88-89	✓
	Diversity and equal opportunity	135	Partially
	Equal remuneration for women and men	93	✓
<b>DMA HR</b>	<b>Disclosure on management approach HR</b>		
	Investment and procurement practices	18, 57, 92-93, 121	✓
	Non-discrimination	93	✓
	Freedom of association and collective bargaining	93	✓
	Child labor	93	✓
	Security practices	93	✓
	Prevention of forced and compulsory labor	93	✓
	Indigenous rights	107	✓
	Assessment	121	✓
	Remediation	93	✓
<b>DMA SO</b>	<b>Disclosure on management approach SO</b>		
	Local communities	101, 103, 106	✓
	Corruption	57, 93, 141-142	✓
	Public policy	143	✓
	Anti-competitive behavior	143	✓
	Compliance	143	✓
<b>DMA PR</b>	<b>Disclosure on management approach PR</b>		
	Customer health and safety	133	✓
	Product and service labelling	129, 131	✓
	Marketing communications	132	✓
	Customer privacy	133	✓
	Compliance	132	✓

Some indicators from the G4 guidelines have been introduced in the Good governance chapter; however, since the indicators have not been verified by the Global Reporting Initiative, they were not included in this index.



12

Glossary

## 12

## Glossary

Definitions of the terms most frequently used in the Abengoa 2013 Report on Corporate Social Responsibility.

**360° Feedback Methodology:** employee performance assessment conducted from all perspectives which provides a broader view of an individual's performance.

**AA1000AS Standard:** international standard for sustainability assurance based on the principles of inclusiveness, relevance, and responsiveness.

**Abengoa's common management systems:** norms and procedures of mandatory compliance by all company employees that affect the company's entire business. The systems have been designed to lower risks through control processes and procedures for authorizing exceptions.

**Business Monitor of Corporate Reputation (Merco in its Spanish acronym):** assessment instrument which gauges the reputation of companies operating in Spain and Latin America. ([+ info](#))

**C@mpus Abengoa:** online training platform for Abengoa employees.

**Carbon footprint:** quantity of greenhouse gas (GHG) emissions released into the atmosphere as the result of carrying out company activity.

**Caring for Climate:** an international initiative created by the United Nations Global Compact to advance the role of the business sector in addressing strategy for halting climate change. ([+ info](#))

**Clean Development Mechanism (CDM):** one of three mechanisms established under the Kyoto Protocol to facilitate greenhouse gas emission reduction projects in developing countries ("Parties not included in Annex I") in cooperation with developed countries ("Annex I"). The mechanism is defined under Article 12 of the Protocol and is intended to help developed countries meet their goals towards limiting and reducing GHG emissions and to help developing countries to achieve sustainable development.

**Connect@:** Abengoa's corporate intranet.

**CPA:** acronym for Campus Palmas Altas, the company's headquarters in Seville.

**CSR:** acronym for Corporate Social Responsibility.

**Dow Jones Sustainability Index (DJSI):** index which annually evaluates the environmental, financial and social performance of the world's leading companies committed to sustainability. ([+ info](#))

**Eco-Management and Audit Scheme (EMAS):** a voluntary standard recognizing organizations that have implemented an environmental management system and undertaken a commitment to continuous improvement. ([+ info](#))

**Environmental Sustainability Indicator System (ESI):** the set of environmental indicators created by Abengoa to contribute to enhanced business management, which enables the company to gauge and compare the sustainability of its activities and establish improvement targets.

**European Foundation for Quality Management (EFQM):** model for helping to create European organizations implementing principles of quality in their business processes and stakeholder relations. ([+ info](#))

**FCPA:** US Foreign Corrupt Practices Act. US law on corrupt practices abroad.

**FTSE4Good IBEX:** stock market index whose purpose is to measure the performance of companies that meet standards of practice in corporate responsibility. ([+ info](#))

## 12

## Glossary

**GHG:** acronym for Greenhouse Gases.

**Global Reporting Initiative (GRI):** international institution aimed at enhancing the quality, rigor and usefulness of sustainability reports. ([+ info](#))

**Greenhouse gas management system:** a set of tools and procedures included under an internal norm devised by Abengoa on the basis of international standards which seeks to make exhaustive information available on direct and indirect GHG emissions in each one of the company's activities, including emissions derived from products and services acquired from third parties, which leads to responsible environmental practices among company suppliers.

**GRI4 (guide):** the latest version published by the Global Reporting Initiative in 2013 of its guide to preparing sustainability reports.

**Guidance:** orientation in the form of data on the company's key figures serving to estimate financial results prior to official publication thereof.

**Independent director:** proposed by the Appointments and Remuneration Committee and designated as the result of his or her professional worth, an officer who performs his or her duties without being conditioned by their relationships with the company, significant shareholders or members of senior management.

**Independent Panel of Experts on Sustainable Development (IPESD):** group composed of experts on sustainable development of renowned international prestige that analyzes the company's CSR-related performance and responsiveness to stakeholder expectations.

**Internal director:** an officer with executive duties who at the same time is or represents a significant shareholder.

**ISAE 3000:** benchmark establishing parameters for the verification of non-financial information.

**ISO 9001:** international certification of quality management systems.

**ISO 14001:** international certification of environmental management systems.

**ISO 14064:** international environmental certification that lends credibility and assurance to reports on greenhouse gas emissions and reduction.

**ISO 26000:** international standard which provides performance guidelines for all types of organizations in areas related to social responsibility, the environment, human rights, and consumer rights.

**Locally-based supplier:** provider with a fixed business base in the country of company operation who is considered to be a resident of the same country for tax purposes, issuing invoices with a tax identification number issued by the tax authority of said country.

**Locally-hired senior manager:** a senior manager whose nationality coincides with the regulatory region of the Abengoa company where he or she performs his or her work.

**Materiality:** issues and matters that may have significant economic, environmental and social impacts for the organization and influence assessment of company performance.

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

**ORP:** acronym for Occupational Risk Prevention.

**Proprietary director:** an officer who holds a significant shareholding interest or has been designated by a shareholder.

## 12

## Glossary

**R&D and innovation:** research, development, and innovation.

**Roadshow:** information session provided to investors and analysts by the company in order to present financial results.

**Ruggie Principles:** set of principles and guidelines establishing the measures which governments and businesses should adopt to foment respect for human rights. ([+ info](#))

**SA8000:** international certification establishing minimum conditions for engagement in socially responsible labor practices that bring benefits to the entire supply chain.

**Sarbanes-Oxley (SOX) Act:** set of regulations of mandatory compliance for all companies listed in the US which seeks to ensure the reliability of financial information and protect the interests of shareholders and investors by establishing a suitable internal control system. ([+ info](#))

**Socially Responsible Investors (SRI):** operators who add social, environmental and good governance-related criteria to traditional financial investment criteria.

**SRC:** acronym for Social Responsibility Code, signing of which is obligatory for all Abengoa contractors and suppliers. ([+ info](#))

**Social action:** company initiative aimed at meeting social needs and expectations.

**Social provider:** social entities dedicated to fostering the introduction into the labor market of persons at risk of social exclusion (example: special employment agencies, non-profit organizations, shelters for victims of domestic violence, organizations linked to immigrant groups, etc.).

**Stage-Gate Methodology:** process for managing R&D and innovation projects that is divided into phases (stages) and assessments (gates). This system offers the possibility to analyze and evaluate project evolution, enabling a deeper level of analysis in decision-making, lowering associated risks, and optimizing every aspect of R&D and innovation management from process start to end.

**Stakeholders:** individuals or entities that may be significantly affected by the activities, products or services of an organization and who may likewise affect the organization through their attitudes and activities.

**Sustainable development or sustainability:** development carried out in such a way as to meet the needs of present generations without compromising the ability of future generations to meet their own needs.

**Strategic Corporate Social Responsibility (CSR) Plan:** guidelines that define the company's CSR-related performance framework through a series of initiatives aimed at integrating stakeholder expectations into company strategy, identifying specific objectives, and drawing up specific action for strengthening the company's relationship with society.

**Turnover:** the number of employees who leave the company voluntarily or as the result of termination, retirement or death.

**United Nations Global Compact:** UN initiative whose objective is to achieve voluntary commitment from organizations in the realm of social responsibility through the implementation of ten principles. ([+ info](#))

**Universal Declaration of Human Rights:** a common ideal of attainment for individuals and institutions to promote respect for freedom and rights and to secure their universal recognition and application. The declaration was approved on December 10, 1948 by the General Assembly of the United Nations. ([+ info](#))

## 12

## Glossary

**URM:** acronym for Abengoa's Universal Risk Model.

**Value chain:** the series of actions and activities that make up a company's productive process, encompassing both the organization itself and the agents involved in the life cycle of the products and services the company offers to the market.





# 13

## Appendices

- \_ List of taxes paid by country
- \_ Volume purchased from locally-based suppliers
- \_ List of office openings and closings in 2013

# 13

## Appendix A

### List of taxes paid by country

List of Countries (M€)	2013	2012
Algeria	2,366.2	(1,216.6)
Argentina	4,578.4	1,627.6
Brazil	16,115.0	49,762.7
Chile	11,975.3	6,676.9
France	9,453.7	11,918.3
Ghana	1,385.1	0.0
India	2,616.4	2,355.0
Israel	1,506.5	0.1
Mexico	(9,562.3)	(11,972.3)
Morocco	4,700.8	2,515.7
Peru	8,252.4	(13,956.0)
Poland	26,271.7	16,031.9
South Africa	(34,736.3)	11,356.8
Spain	71,264.0	(8,317.3)
the Netherlands	(9,536.8)	(17,854.9)
United States	45,847.8	39,334.1
Uruguay	14,415.3	6,994.9
Remainder	1,689.0	1,296.4
	<b>168,602.2</b>	<b>96,553.2</b>

Of the total amount of taxes paid in 2013, 46.39 % corresponds to withholdings and deposits on account on employees' personal income tax effected by the different group companies and deposited by the same with the Tax Agency. Additionally, 40.64 % corresponds to other taxes, fees and levies.

Note 1: Data for 2012 do not include taxes paid by the Environmental Services business unit that was sold at the beginning of 2013.

Note 2: Data for 2012 were modified as the result of an error detected in calculating corporate tax and VAT in two companies.

# 13

## Appendix B

### Volume purchased from locally-based suppliers

Country	Total purchasing volume 2013 (k€)	Local suppliers 2013 (%)	Total purchasing volume 2012 (k€)	Local suppliers 2012 (%)
Algeria	23,960	28	21,972	37
Argentina	36,163	80	13,124	88
Australia	8,477	83	1,999	87
Brazil	566,778	97	625,719	72
Chile	116,247	83	80,916	94
China	13,469	88	27,562	86
Colombia	38	100	17	99
Costa Rica	1,293	31	2,636	99
Cyprus	32	100	9	100
France	209,406	88	195,781	56
Germany	108	97	27	99
Ghana	51,213	26	–	–
Greece	24	100	6	100
Guatemala	461	42	2,085	100
India	98,526	9	36,677	22
Israel	6,069	98	296	100
Italy	917	100	447	100
Kenya	119	0	–	–
Libya	9	0	–	–
Luxembourg	85	0	60	0
Mexico	415,203	85	438,986	73
Morocco	24,785	57	20,953	45
Nepal	176	31	–	–
Netherlands	642,647	74	728,976	70
Nicaragua	175	3	94	59
Oman	8,074	68	–	–
Peru	245,818	83	359,854	95
Poland	96,308	25	19,074	15
Portugal	13	100	391	98
Rest of Europe	1,253	44	388	76
Romania	1,122	13	–	–
Saudi Arabia	30,485	40	41,404	90
Serbia	43	13	87	83
South Africa	420,141	30	206,572	87
Spain	3,122,723	78	3,390,715	82
Turkey	23,959	1	50,219	100
Ukraine	23	0	–	–
United Arab Emirates	71,929	56	179,786	58
United Kingdom	112	100	81	100
United States	2,805,563	86	3,680,248	91
Uruguay	216,569	79	85,662	82
<b>Total</b>	<b>9,260,510</b>	<b>78</b>	<b>10,212,823</b>	<b>83</b>

Note 1: Data for 2012 do not include either purchases made by the Environmental Services business unit or those made by the Brazilian Bargo subsidiary, both of which were sold at the beginning of 2013.

Note 2: The decrease in purchasing volume in some countries in 2013 with respect to 2012 is attributed to completion of plant construction in these countries in 2013. This results in the number of purchases dropping considerably with respect to construction periods, with the number of local purchases generally being higher as well.

# 13 Appendix C

## List of office openings and closings in 2013

### Office openings in 2013

Business units	Company	Opening location	Address	Month opened	Change in location
Abengoa Solar		Spain	Paseo de la Castellana, 43. 28046. Madrid	August	Yes
Abengoa Bioenergy		Spain	Paseo de la Castellana, 43. 28046. Madrid	August	Yes
Abengoa		Spain	Paseo de la Castellana, 43. 28046. Madrid	August	Yes
Abengoa Water		Spain	Paseo de la Castellana, 43. 28046. Madrid	August	Yes
Abengoa Solar	AS Power SA Pty Ltd	United States	1 Kaiser Plaza, Oakland	July	No
Abengoa Solar	Nea Solar Power Ltd	Israel	Yavez Street 33, Caspi House, Tel Aviv	October	No
Abengoa Solar	AS LLC	South Africa	Nashua House, Cape Town	November	No
Abengoa Solar	AS LLC	United States	Arlington, Virginia, Washington	January	No
Abengoa Solar	AS Power Australia Pty Ltd.	Australia	64 Chandos St, St Leonards, NSW 2065	October	No
Abeinsa	Abacus	United States	Riverside Office, 11801 Pierce Street, Suite 200, Riverside, CA 92505, United States	September	No
Abeinsa	Abacus	United States	San Diego Office, 402 W Broadway, Suite 400, San Diego, CA 92101, United States	September	No
Abeinsa	Abacus	United States	Austin Office, 9600 Great Hills Trail, Suite 150W, Austin, TX 78759, United States	September	No
Abeinsa	Abengoa Peru	Peru	"Av. República de Panamá 3591 Piso21 ( ) Calle Los Zorales 160 Piso 7, Peru"	October	No
Abeinsa	Abeinsa Power Structure India	India	"Plot No. 188/1,189-193 Villa: Chandrapura, Ta: Halol-389350 Dist: Panchmahal, Gujarat India"	September	No
Abeinsa	Inabensa Limited	United Kingdom	"1, Lyric Square, London W60NB, London, England "	January	No
Abeinsa	Inabensa Oman	Oman	"Bait Al Reem Business Center (Ground Floor), PO Box: 148, PC: 102. Office no. 130, Building No. 81, Block no. 234, Plot no. 34/19, Al Thaqafa St.Way no. 3409, Al Khuwair, Sultanate of Oman "	March	No
Abeinsa	Inabensa Kenya	Kenya	"Norfolk Towers, Block F, Kijabe Street, Nairobi, PO Box 15396 - Kenya "	June	No
Abeinsa	Inabensa Green Energy	Japan	"Nagoya Crosscourt Tower 16F, 4-4-10 Meieki, Nakamura-ku, Nagoya-shi, Aichi 450-0002 Japan"	November	No
Abeinsa	ABD Korea	South Korea	27F, West Center, Center 1 building 26 euljiro 5-GIL, Jung-gu 100-210, Seoul, South Korea	February	No
Abeinsa	ABD South Africa	South Africa	"Kiepersol close 1st floor Nashua Building 7500, Platteklouf, Cape Town, South Africa "	June	No
Abeinsa	ABD Peru	Peru	"Edificio Limatambo Tower Av. República de Panamá N° 3570, San Isidro, Lima, Peru"	July	No
Abeinsa	ABD Morocco	Morocco	"Ryad Business Centre Imm. S2, Aile Sud, Blv. Er-Ryad, Rabat, Morocco"	February	No
Abeinsa	ABD Israel	Israel	33 Yavetz Street 4 Th Floor, Tel Aviv, Israel	July	No
Abeinsa	ABD Abu Dhabi	Abu Dhabi	Office 1505, 15th floor International Tower. ADNEC Area, Airport Road. P.O. Box 106151 Abu Dhabi- UAE	November	No
Abeinsa	ABD Arabia Saudi	Saudi Arabia	10-11 / 2nd Floor, 7292 King Abdulaziz Road, Ar rabi, Riyadh, Saudi Arabia	October	No
Abeinsa	ABD Singapore	Singapore	152 Beach Road. #13-04 Gateway East. 189721	August	No

# 13 Appendix C

## List of office openings and closings in 2013

### Office openings in 2013

Business units	Company	Opening location	Address	Month opened	Change in location
Abeinsa	Abengoa Brazil	Brazil	Av. Belisário Leite de Andrade Neto, 80, Barra da Tijuca, CEP 22.621-270 - Barra da Tijuca - Rio de Janeiro/RJ	September	Yes
Abeinsa	Inabensa Tianjin	China	"No: 31, 7th Avenue, Teda, 300457 Tianjin - PR China "	September	No

### Office closings in 2013

Business units	Company	Closing location	Address	Month closed	Change in location
Abengoa Bioenergy		Spain	Paseo de la Castellana, 31.Madrid	August	Yes
Abengoa Solar		Spain	Paseo de la Castellana, 31.Madrid	August	Yes
Abengoa Bioenergy		Spain	Paseo de la Castellana, 31.Madrid	August	Yes
Abengoa Bioenergy	ASE, S.A.	Spain	Caracolas Planta de Sanlúcar la Mayor	July	No
Abengoa Bioenergy	AS South Africa Pty Ltd.	South Africa	Lords Office States, 276 West Avenue, Centurion	June	No
Abengoa Bioenergy	AS LLC	United States	235 Pine Street, San Francisco	June	No
Abengoa Bioenergy	AS LLC	United States	1909 K Street, Washington	December	No
Abengoa Bioenergy	AS LLC	United States	2635 University Avenue, St. Paul, Minnesota	October	No
Abengoa Bioenergy	AS Power Australia Pty Ltd.	Australia	127 Creek Street, Brisbane	September	No
Abengoa Bioenergy	AS Power, S.A.	Arab Emirates	Injazat Building, Mohamed Bin Zayed City, Abu Dhabi	December	No
Abengoa Bioenergy	Abengoa Bioenergy Trading Europe	Holland	Weena 294, Weena 200 Building, Tower C, Floor 7th 3012 NJ, Rotterdam.	February	No
Abengoa Water	Abengoa Water	United States	1222 E Tyler Ave Ste C, Harlingen, Texas 78550-7104, United States	January	No
Abengoa Water	Abengoa Water	Estados Unidos	1221 East Pikk St. Harlingen, Texas 78550. United States		No
Abeinsa	Nicsa	Spain	Paseo General Martínez Campos 15, 28010. Madrid	August	Yes
Abengoa	Abengoa S.A				Yes
Abengoa	Abengoa	Spain	Paseo General Martínez Campos 53, 28010. Madrid	August	No
Abeinsa	Inabensa Portugal	Portugal	"Rua Professor Henrique de Barros, 4 Edificio Sagres 6°C 2685/338 Prior Velho - Lisboa - Portugal"	May	No
Abeinsa	Inabensa Tianjin	China	"Workshop D3, HongTai Industrial Garden, Nº. 78. Taihua Road - 300457 Teda Tianjin - PR China "	September	No
Abeinsa	Abengoa Research	Spain	Oficina Solúcar, Sanlúcar la Mayor, Seville, Spain	November	No

## Contact

This report is available on the [www.abengoa.com](http://www.abengoa.com) and [informeanual.abengoa.com](http://informeanual.abengoa.com) websites.

Your opinion really matters to us because it helps us keep doing things better each year. Therefore, should you have any comments regarding Abengoa's CSRR13 or Corporate Social Responsibility policy at Abengoa, we would appreciate your addressing them to:

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