

# ENGAGEMENT & SUSTAINABILITY GLOBAL BAROMETER 2023 results

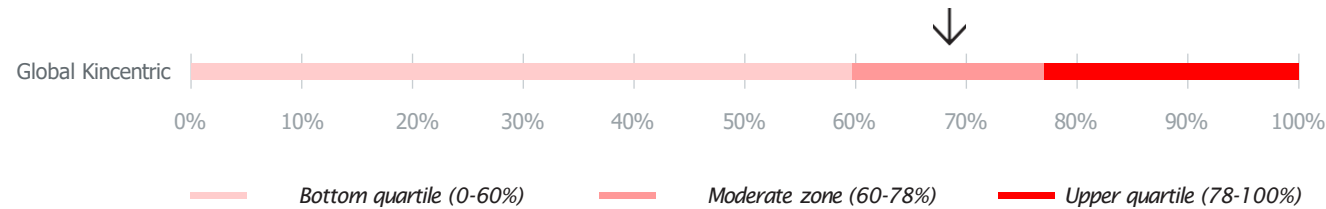
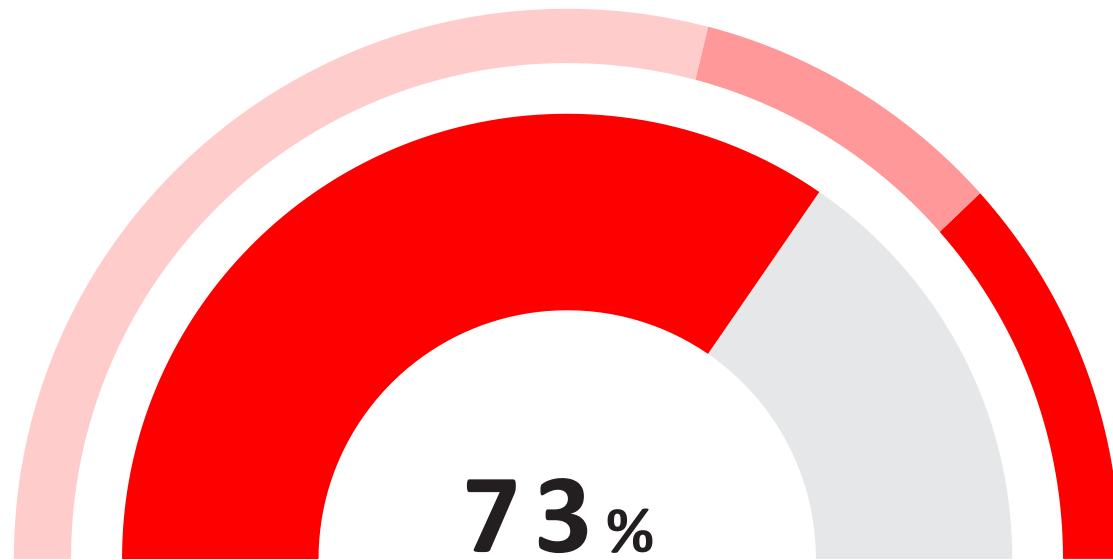
The Engagement and Sustainability Global Barometer is the **survey** measuring the **engagement of ACCIONA's employees** worldwide, based on Kincentric's methodology.

The survey is conducted digitally to make it **accessible to all employees**. ACCIONA's average global employee engagement figure stood at **73%** in 2023, maintaining a similar participation rate to last year.

## Overall engagement score\*

Total responses 2022	9,521
Total responses 2023	8,788

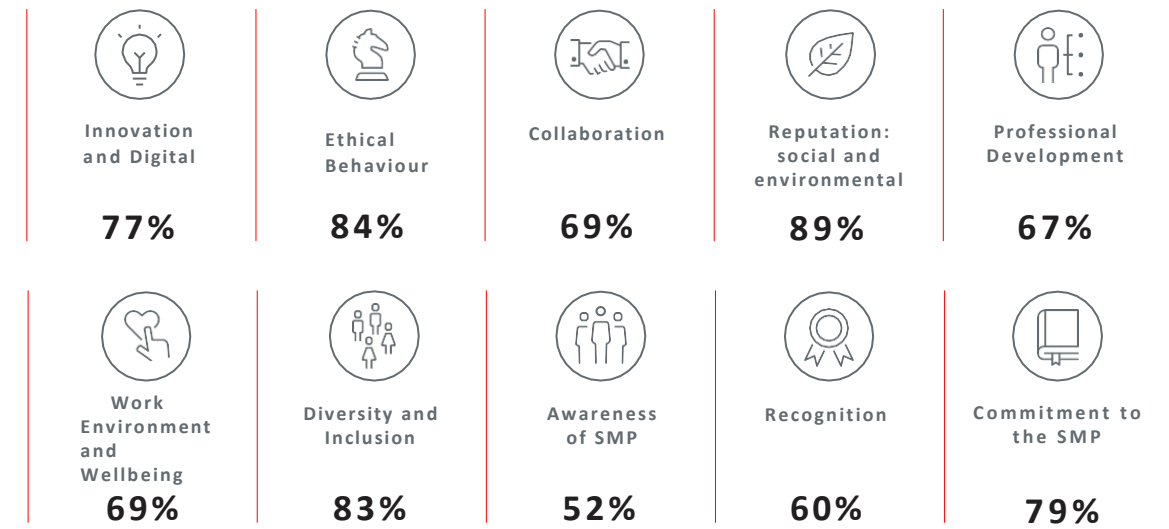
↓  
733 responses vs. 2022



↑ 5 points	68%	↑ 4 points	69%	↓ 11 points	84%
	2022		2021		Global Best Employer

\* Breakdown on page 2

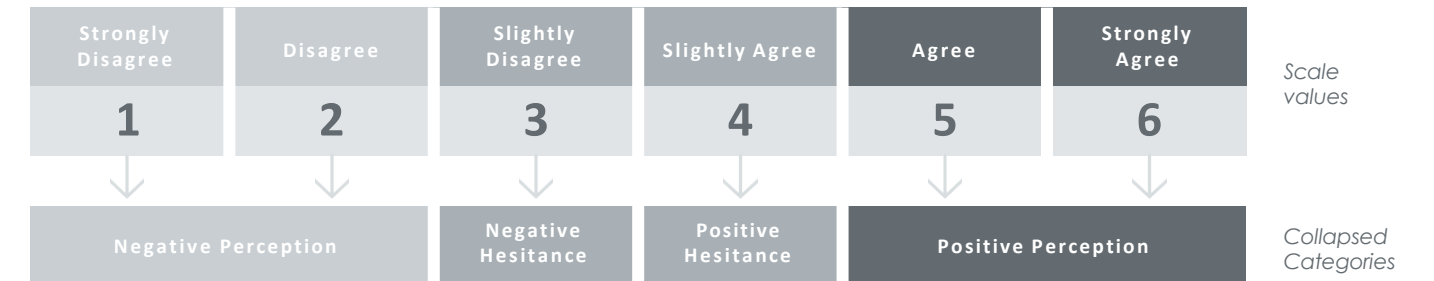
## Dimension overview\*



\* Breakdown on page 3

## ENGAGEMENT METHODOLOGY

Engagement is the state of emotional and intellectual commitment that motivates employees to do their best at work.



The engagement score is the proportion of Engaged Employees / All company Employees.

$$\frac{\text{Engaged Employees}}{\text{All company Employees}}$$

## Benchmark used

Comparison (Benchmark)	# Participating Companies	Registered Responses
ACCIONA 2021	1	6,121
ACCIONA 2022	1	9,521
Best Employers - Kincentric	649	1,381,919

Opinion is measured on a 6-point Likert scale (1 = Strongly Disagree, 6 = Strongly Agree).

### WHY?

To compel even those for whom it is more difficult to explain / express what they think, to chose a trend in their opinion.

## Engagement score detail

Behavior	Question	% Positive Perception	% Positive Hesitance	% Negative Hesitance	% Negative Perception	2022
SAY	I would not hesitate to recommend ACCIONA to a friend seeking employment	83	10	3	5	+2
	Given the opportunity, I would tell others great things about working at ACCIONA	70	18	5	7	-6
STAY	It would take a lot to get me to leave ACCIONA	65	17	7	10	+6
	I rarely think about leaving ACCIONA to work somewhere else	63	17	9	12	+4
STRIVE	ACCIONA inspires me to do my best work every day	71	17	5	6	+7
	ACCIONA motivates me to contribute more than is normally required to complete my work	68	17	6	8	+6

Explanatory note on the questions criteria:

**SAY** → Employees speak positively on a regular basis about the organization with their co-workers, potential employees, and customers. **(2 items)**

**STAY** → Employees have a strong desire to stay in the organization. **(2 items)**

**STRIVE** → Employees are motivated to go the extra mile and commit to their work to contribute to the success of the business. **(2 items)**

## Engagement score comparison by gender












Global	Bottom Quartile (0-60%)	Moderate Zone (60-78%)	Top Quartile (78-100%)	2022	2021	Global Best Employer
ACCIONA (n=8788)				+5	+4	-11
Female (n=2611)				+7	+4	-14
Male (n=6127)				+4	+4	-10
Other/I Prefer not to answer (n=50)				-12	--	-44

Scores are compared to overall benchmark

## Engagement score comparison by country

Country	Bottom Quartile (0-60%)	Moderate Zone (60-78%)	Top Quartile (78-100%)	2022	Acciona 2023	Global Best Employer
Global						
ACCIONA (n=8788)				+5	0	-11
Australia (n=876)				+1	-5	-16
Brazil (n=1023)				-4	+6	-5
Canada (n=108)				-4	-9	-20
Chile (n=771)				+15	+9	-2
Croatia (n=16)				+18	-10	-21
Dominican Republic (n=12)				--	+10	-1
Ecuador (n=25)				0	+11	0
France (n=7)				--	-44	-55
Hong Kong (n=16)				--	+8	-3
India (n=19)				+2	+16	+5
Italy (n=15)				0	0	-11
Mexico (n=1603)				+10	+3	-8
New Zealand (n=48)				+12	+6	-5
Norway (n=32)				+1	-7	-18
Panama (n=63)				+5	+3	-8
Peru (n=419)				+10	+16	+5
Philippines (n=125)				+5	+5	-6
Poland (n=102)				-8	-25	-36
Portugal (n=71)				-19	-15	-26
Qatar (n=66)				+6	+18	+7
Saudi Arabia (n=95)				-1	+6	-5
South Africa (n=18)				-21	-23	-34
Spain (n=3055)				+6	-7	-18
Ukraine (n=8)				--	+27	+16
United Arab Emirates (n=13)				+13	+19	+8
United Kingdom (n=15)				-3	-13	-24
United States of America (n=139)				+7	-10	-21

Dimension detail

Measured behavior	%	Question	% Positive Perception	% Positive Hesitance	% Negative Hesitance	% Negative Perception
 Innovation and Digital	81%	ACCIONA actively seeks out new ideas to drive innovation	81	13	3	3
 Ethical Behaviour	84%	I see ethical behaviour towards our customers, communities and contractors	84	9	3	4
 Collaboration	70%	My colleagues share best practice and job knowledge with each other	70	18	6	6
 Reputation: social and environmental	89%	ACCIONA is a socially and environmentally responsible organisation	89	7	2	3
 Professional Development	67%	My manager consistently creates opportunities for team members to develop themselves	67	16	7	11
 Commitment to the SMP	79%	I see ACCIONA's commitment to sustainability being demonstrated throughout the organisation everyday	79	13	4	4
 Work environment and Wellbeing	77%	I am satisfied with the work environment of my department	77	12	4	7
	65%	ACCIONA actively looks after the wellbeing of its employees	65	18	8	9
	65 %	I value ACCIONA's commitment to work-life balance	65	18	8	10
 Diversity and Inclusion	83%	I believe that ACCIONA enhances diversity and inclusion within the Company	83	11	3	3
 People Awareness	57%	I am familiar with ACCIONA PEOPLE initiatives	57	21	7	15
 Recognition	60%	At ACCIONA, we acknowledge people for the behaviours and results that will help the organisation succeed	60	19	9	12
 Awareness of SMP	52%	I am familiar with ACCIONA's 2025 Sustainability Masterplan	52	21	7	19
Mission /Values	90%	ACCIONA's mission is meaningful to me	90	7	1	2