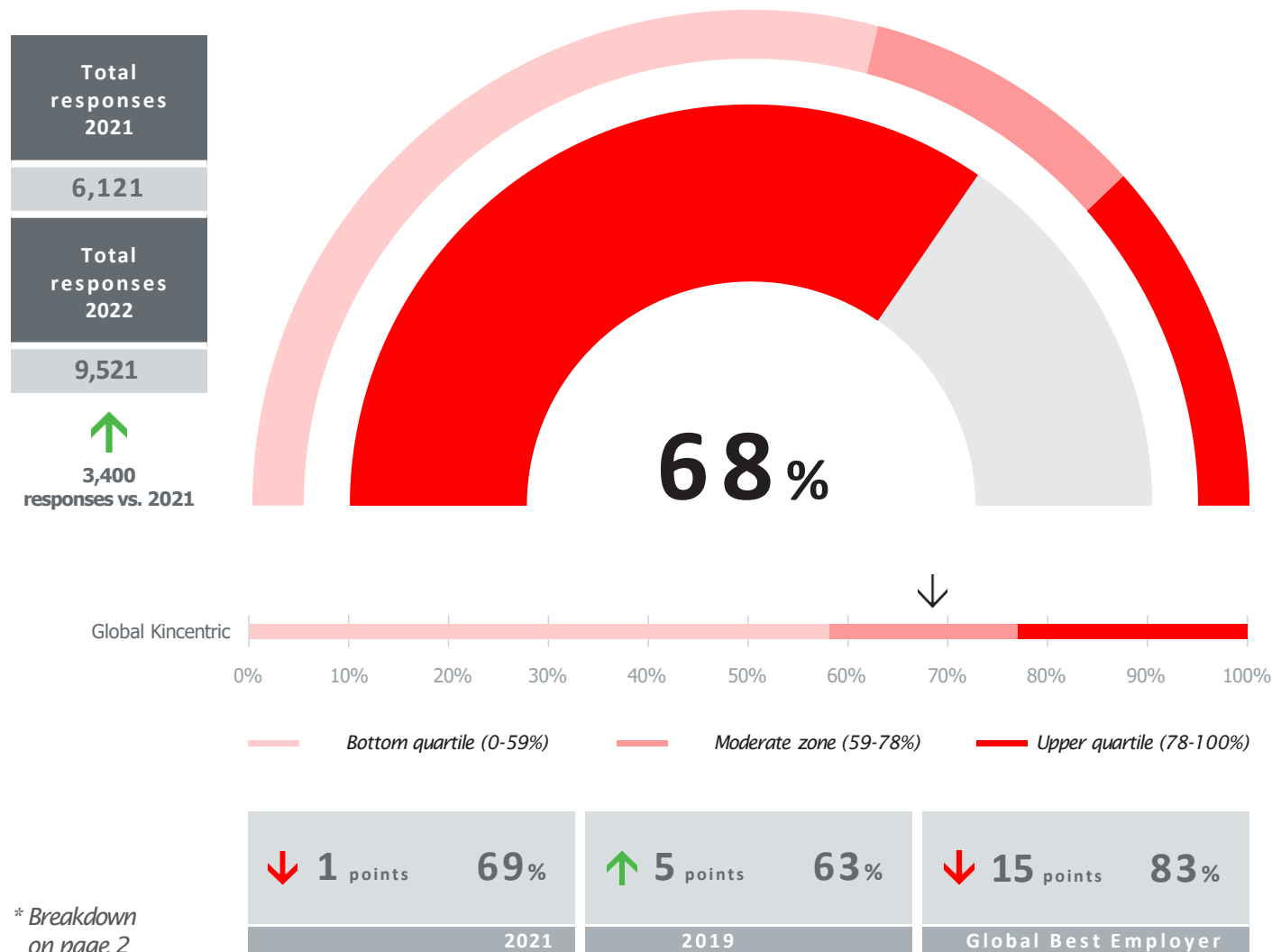


ENGAGEMENT & SUSTAINABILITY GLOBAL BAROMETER 2022 results

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**. In 2022 participation increased and the results showed the average engagement figure of ACCIONA's employees at a global level was **68%**.

Overall engagement score*



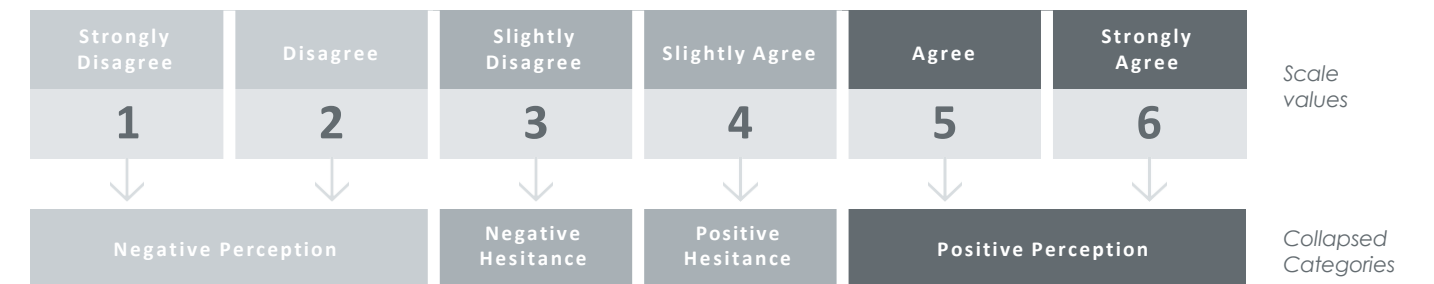
* Breakdown on page 2

Dimension overview*



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 2019	1	5,915
ACCIONA 2021	1	6,121
Best Employers - Kincentric	1,055	1,371,453

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	81	10	4	4	+3
	Given the opportunity, I tell others great things about working here	76	15	4	5	+8
STAY	It would take a lot to get me to leave ACCIONA	59	19	10	12	-7
	I rarely think about leaving ACCIONA to work somewhere else	59	18	10	13	-2
STRIVE	ACCIONA inspires me to do my best work every day	64	19	8	9	-1
	ACCIONA motivates me to contribute more than is normally required to complete my work	62	20	9	10	0

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

Difference in % Engaged vs.

Global	Bottom Quartile (0-59%)	Moderate Zone (59-78%)	Top Quartile (78-100%)	2021	2019	Global Best Employer
Acciona Overall (n=9521)	68%			-1	+5	-15
Male (n=6891)	70%			0	+6	-13
Female (n=2566)	63%			-3	+2	-20
I prefer not to answer (n=51)	51%			--	--	-32
Other (n=7)	57%			--	--	-26

Scores are compared to overall benchmark

Engagement score comparison by country

Difference in % Engaged vs.

Global	Bottom Quartile (0-59%)	Moderate Zone (59-78%)	Top Quartile (78-100%)	2021	2019	Global Best Employer
Acciona Overall (n=9521)	68%			-1	+5	-15
Argentina (n=5)	80%			--	--	-3
Australia (n=1696)	67%			+9	+13	-16
Brazil (n=768)	83%			+8	-2	0
Canada (n=100)	68%			+2	+10	-15
Chile (n=403)	67%			-8	-12	-16
Colombia (n=10)	100%			--	--	+17
Costa Rica (n=5)	100%			--	--	+17
Croatia (n=11)	45%			--	--	-38
Ecuador (n=139)	84%			+6	+8	+1
Egypt (n=9)	89%			--	--	+6
India (n=61)	87%			+13	+6	+4
Italy (n=64)	73%			-13	0	-10
Mexico (n=798)	66%			-15	-12	-17
New Zealand (n=70)	67%			-6	+14	-16
Norway (n=93)	65%			-4	-2	-18
Panama (n=102)	71%			-17	+4	-12
Peru (n=1201)	79%			-3	+5	-4
Philippines (n=105)	73%			-2	-27	-10
Poland (n=160)	56%			+4	+11	-27
Portugal (n=94)	77%			+24	+13	-6
Qatar (n=105)	85%			+2	--	+2
Saudi Arabia (n=142)	80%			-8	--	-3
South Africa (n=21)	71%			-4	-15	-12
Spain (n=3164)	60%			-6	0	-23
United Arab Emirates (n=63)	79%			-3	-5	-4
United Kingdom (n=16)	63%			--	--	-20
United States of America (n=89)	56%			-9	+5	-27

Scores are compared to overall benchmark

Dimension detail

Measured behavior	%	Question	% Positive Perception	% Positive Hesitance	% Negative Hesitance	% Negative Perception
Innovation and Digital	72%	This organization actively seeks out new ideas to drive innovation	72	17	6	5
Ethical Behaviour	75%	I see ethical behaviour towards our customers, communities and contractors	75	16	5	5
Collaboration	69%	My colleagues share best practice and job knowledge with each other	69	18	6	7
Reputation: social and environmental	78%	This is a socially and environmentally responsible organization	78	14	4	3
Professional Development	64%	My manager consistently creates opportunities for team members to stretch and develop themselves	64	17	7	11
Commitment to the SMP	65%	I see ACCIONA's Commitment to Sustainability being demonstrated throughout the organization everyday	65	19	8	9
Work environment and Wellbeing	68%	I am satisfied with the work environment in my department / unit	76	13	5	7
		This organization is actively looking after the wellbeing of its employees	61	20	9	10
Diversity and Inclusion	74%	I believe that ACCIONA enhances diversity and inclusion within the Company	74	16	5	5
People Awareness	46%	I am familiar with ACCIONA PEOPLE initiatives	46	22	12	20
Recognition	57%	At ACCIONA, we recognize people for the behaviors and results that will help the organization succeed	57	22	10	12
Awareness of SMP	47%	I am familiar with ACCIONA's 2025 Sustainability Masterplan	47	22	10	21
Mission /Values	78%	This organization's misión provides meaningful direction to me	78	14	4	4