

# ENGAGEMENT & SUSTAINABILITY GLOBAL BAROMETER 2021 results

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

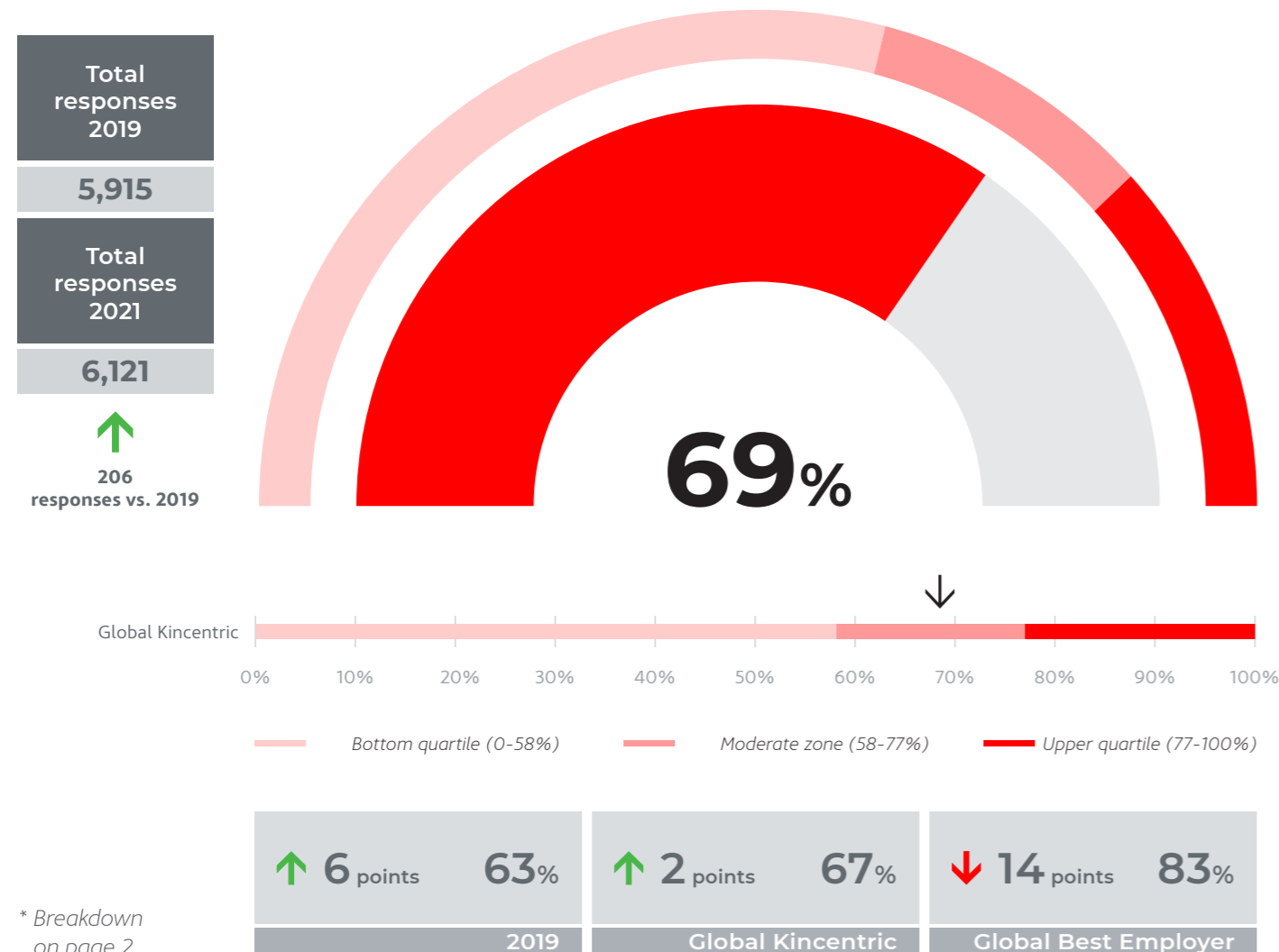
The survey is conducted digitally to make it **accessible to all employees**. In 2021 participation increased and the results showed the average engagement figure of ACCIONA's employees at a global level was **69%**, which means an **increase of 6 points** in relation to 2019.

This also positions the Company **2 points above** the average Global Kincentric benchmark, where 10,589 companies participated with 12,073,257 registered answers, comparing **ACCIONA** to the consulting firm's **best employers**.

## Dimension overview\*



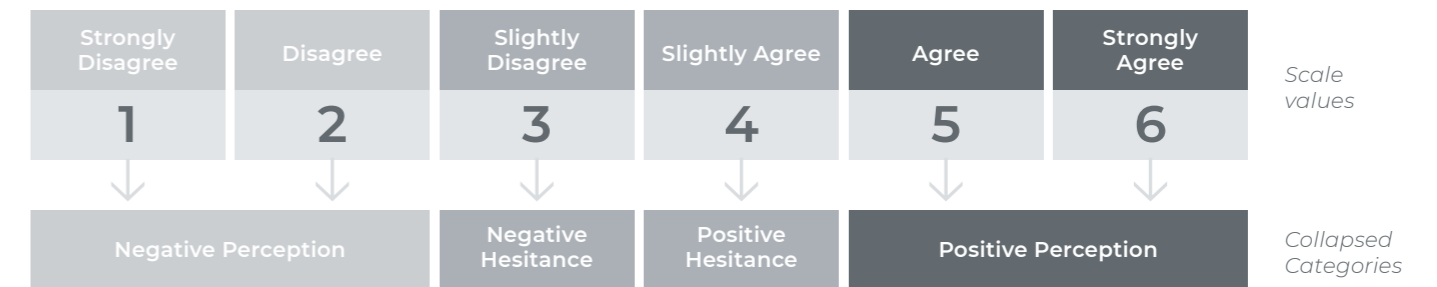
## Overall engagement score\*



\* Breakdown on page 2

## 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.

Engaged Employees  
All company Employees

## Benchmark used

Comparison (Benchmark)	# Participating Companies	Registered Responses
ACCIONA 2019	1	5,915
Global - Kincentric	10,589	12,073,257
Best Employers - Kincentric	192	124,280

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.

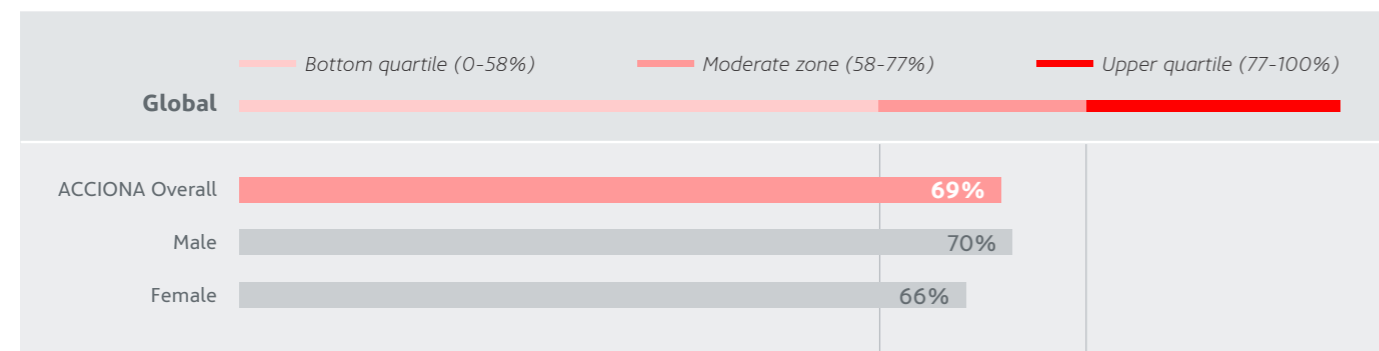
## Engagement score detail

Behavior	Question	% Positive Perception	% Positive Hesitance	% Negative Hesitance	% Negative Perception	2019
SAY	I would not hesitate to recommend ACCIONA to a friend seeking employment	78	12	5	5	+2
	Given the opportunity, I tell others great things about working here	68	19	7	7	0
STAY	It would take a lot to get me to leave ACCIONA	66	17	8	10	+9
	I rarely think about leaving ACCIONA to work somewhere else	61	17	10	12	+5
STRIVE	ACCIONA inspires me to do my best work every day	65	19	8	8	+4
	ACCIONA motivates me to contribute more than is normally required to complete my work	62	20	8	10	+6

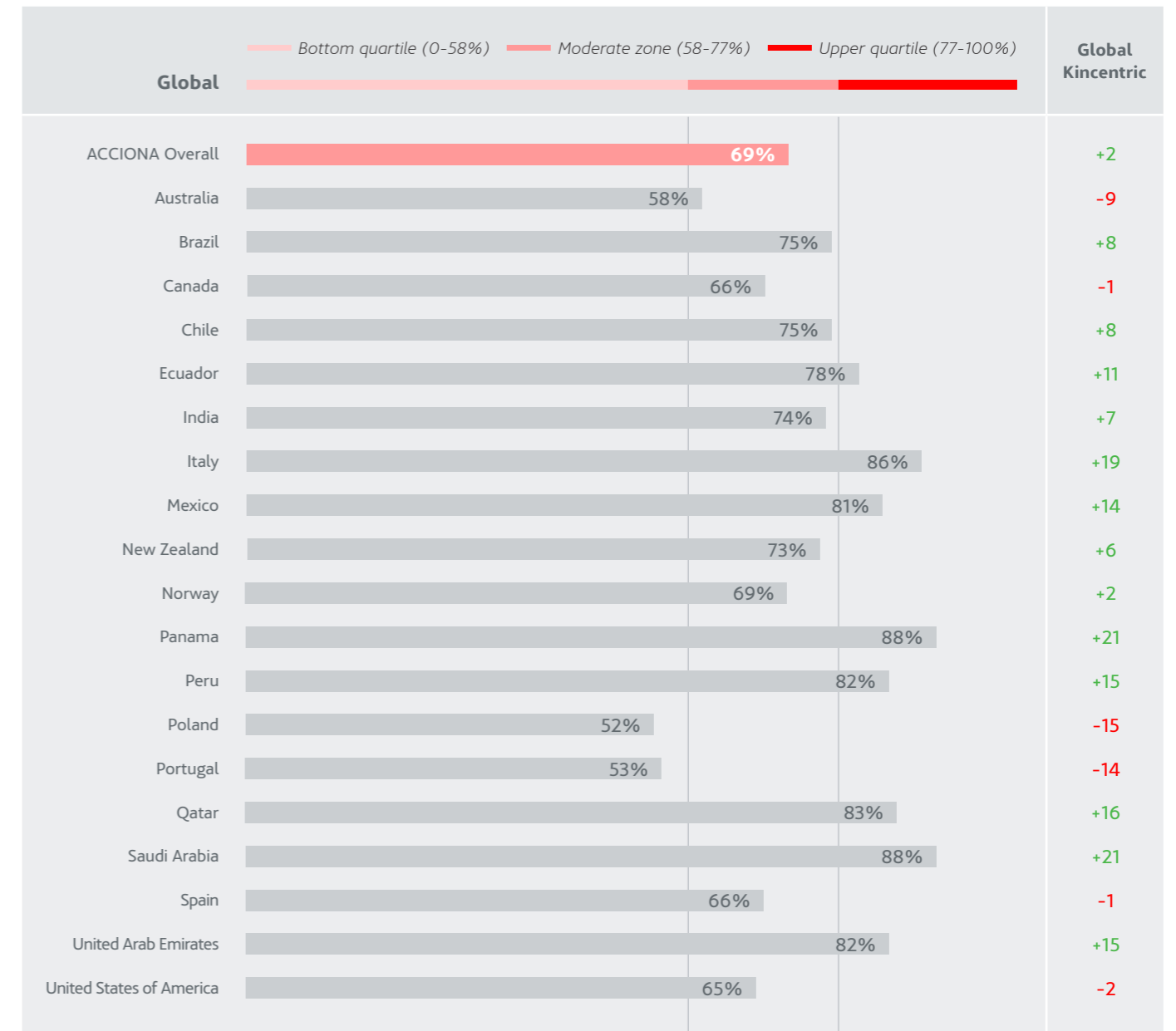
Explanatory note on the questions criteria:

- Employees speak positively on a regular basis about the organization with their co-workers, potential employees, and customers. **(2 items)**
- Employees have a strong desire to stay in the organization. **(2 items)**
- 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



## Engagement score comparison by country



Scores are compared to overall benchmark

## Dimension detail

Measured behavior	%	Question	% Positive Perception	% Positive Hesitance	% Negative Hesitance	% Negative Perception
Innovation and Digital	<b>83%</b>	I am encouraged to seek out innovative and creative solutions to help improve ACCIONA's performance	83	11	3	3
Ethics	<b>77%</b>	I see ethical behaviour towards our customers, communities and contractors	77	13	5	5
Collaboration	<b>74%</b>	My colleagues share best practice and job knowledge with each other	74	15	5	5
Social and Environmental Impact	<b>69%</b>	I value the opportunities I have here to actively support the community	69	18	7	6
Professional Development	<b>69%</b>	I continuously gain useful knowledge and experience in my job	69	18	7	7
Commitment to the SMP	<b>64%</b>	I see ACCIONA's Commitment to Sustainability being demonstrated throughout the organization everyday	64	19	8	9
Health and Wellness	<b>63%</b>	I am satisfied with the work environment in my department / unit	72	13	6	9
		This organization is actively looking after the wellbeing of its employees	53	23	11	13
Diversity and Inclusion	<b>59%</b>	We strive to include and fully use the talents and capabilities of all employees	59	20	9	12
SMP Leadership	<b>58%</b>	Senior leaders have clearly explained how we will deliver on our strategy	58	22	9	12
Recognition	<b>52%</b>	At ACCIONA, we recognize people for the behaviors and results that will help the organization succeed	52	23	11	14
Knowledge of the SMP	<b>47%</b>	I am familiar with ACCIONA's 2025 Sustainability Masterplan	47	23	10	20