

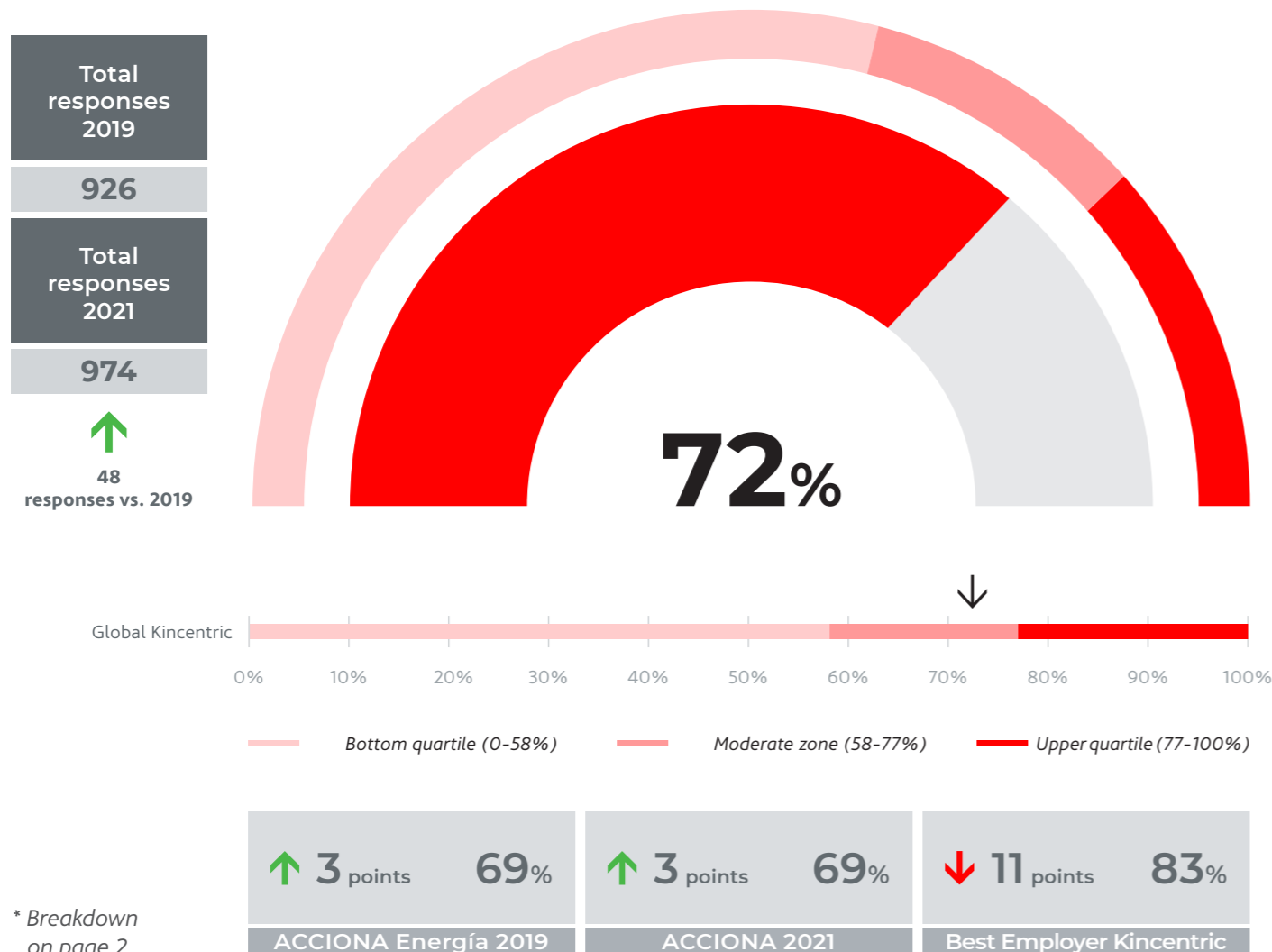
ENGAGEMENT & SUSTAINABILITY GLOBAL BAROMETER 2021 results

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 **72%**, which means an **increase of 3 points** in relation to 2019.

This also positions the Company **3 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**.

ACCIONA Energía Overall engagement score*



* Breakdown on page 2

ACCIONA Energía 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
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	82	11	4	3	0
	Given the opportunity, I tell others great things about working here	70	19	7	4	-3
STAY	It would take a lot to get me to leave ACCIONA	69	18	7	7	+13
	I rarely think about leaving ACCIONA to work somewhere else	62	18	10	9	+4
STRIVE	ACCIONA inspires me to do my best work every day	67	19	9	5	-1
	ACCIONA motivates me to contribute more than is normally required to complete my work	63	23	9	5	+1

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)**

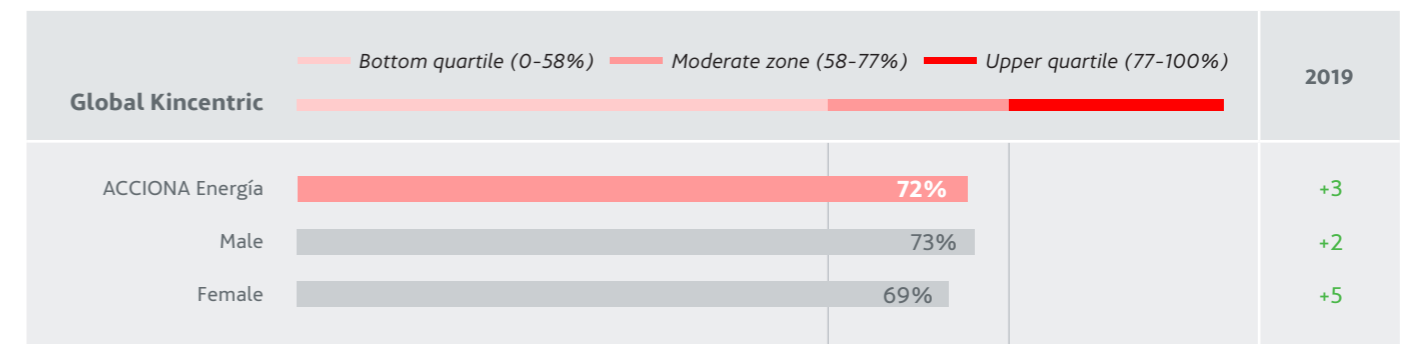


→ Employees have a strong desire to stay in the organization. **(2 items)**

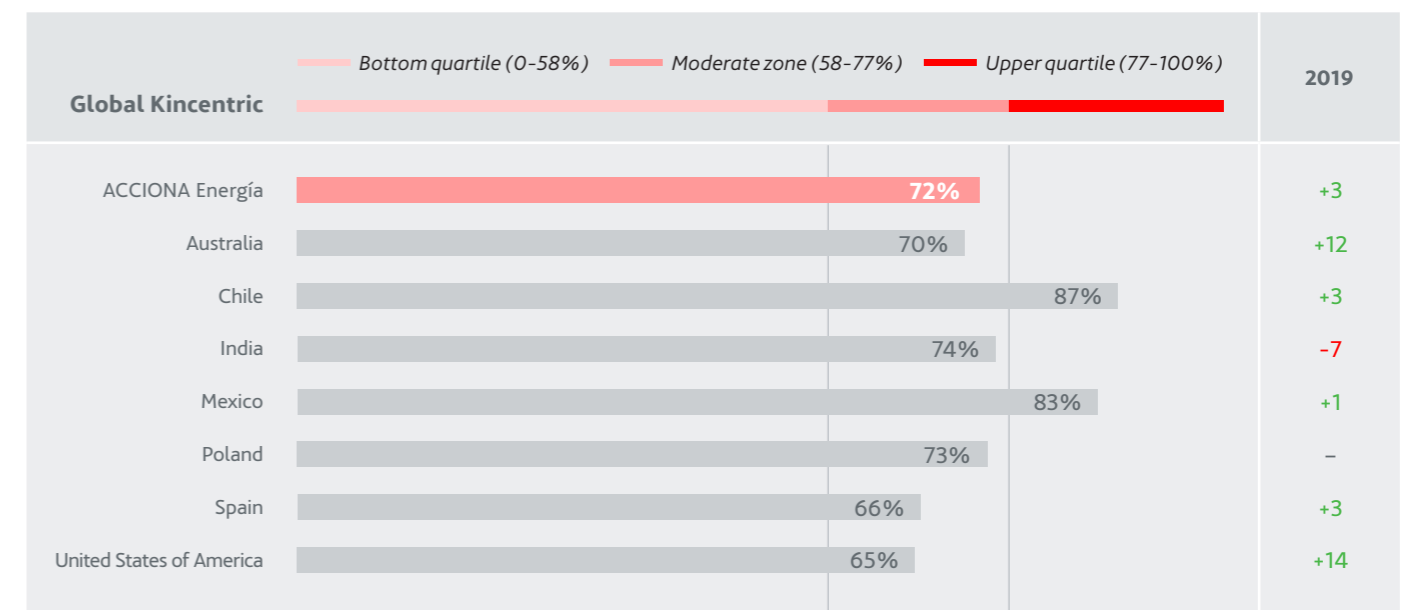


→ Employees are motivated to go the extra mile and commit to their work to contribute to the success of the business. **(2 items)**

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	86%	I am encouraged to seek out innovative and creative solutions to help improve ACCIONA's performance	86	9	3	2
 Collaboration	83%	My colleagues share best practice and job knowledge with each other	83	10	4	2
 Ethics	82%	I see ethical behaviour towards our customers, communities and contractors	82	12	3	2
 Professional Development	72%	I continuously gain useful knowledge and experience in my job	72	18	6	4
 Commitment to the SMP	72%	I see ACCIONA's Commitment to Sustainability being demonstrated throughout the organization everyday	72	17	7	4
 Social and Environmental Impact	71%	I value the opportunities I have here to actively support the community	71	19	6	3
 Health and Wellness	66%	I am satisfied with the work environment in my department / unit	77	11	5	7
		This organization is actively looking after the wellbeing of its employees	55	22	13	10
 SMP Leadership	62%	Senior leaders have clearly explained how we will deliver on our strategy	62	21	8	8
 Diversity and Inclusion	62%	We strive to include and fully use the talents and capabilities of all employees	62	20	10	9
 Knowledge of the SMP	59%	I am familiar with ACCIONA's 2025 Sustainability Masterplan	59	21	9	11
 Recognition	55%	At ACCIONA, we recognize people for the behaviors and results that will help the organization succeed	55	24	11	10