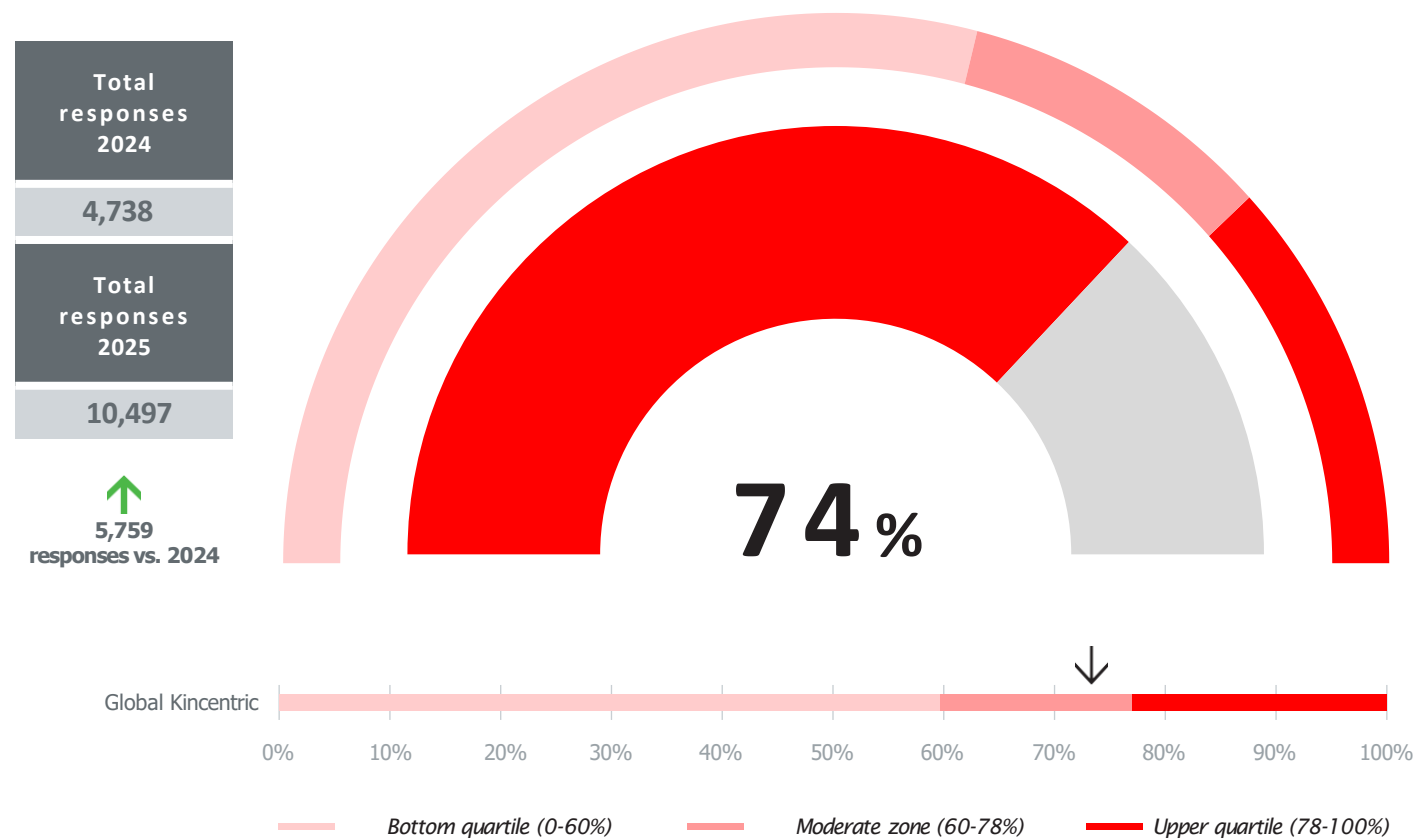


ENGAGEMENT & SUSTAINABILITY GLOBAL BAROMETER 2025 results

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 **74%** in 2025, up from last year's participation rate.

Overall engagement score*



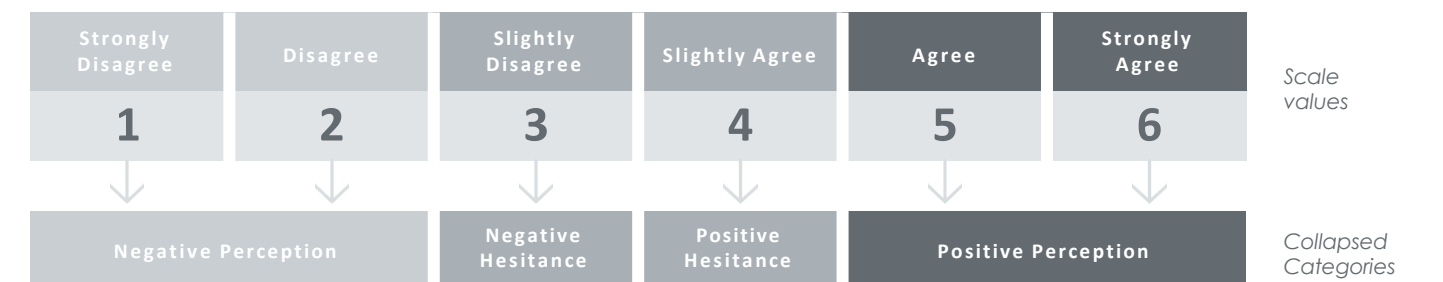
* Breakdown on page 2

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.

Engaged Employees
All company Employees

Historical Engagement Results

Comparison (Y-o-Y)	Registered Responses	Engagement Scores
ACCIONA 2024	4,738	68%
ACCIONA 2023	8,788	73%
ACCIONA 2022	9,521	68%

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	Behavior
	I would recommend ACCIONA to people I know because I consider it a great place to work	77% 16% 7%
	I intend to continue developing my professional career at ACCIONA	77% 17% 6%
	At ACCIONA, I find the motivation to give my best.	66% 24% 10%

Favorable

Neutral

Unfavorable

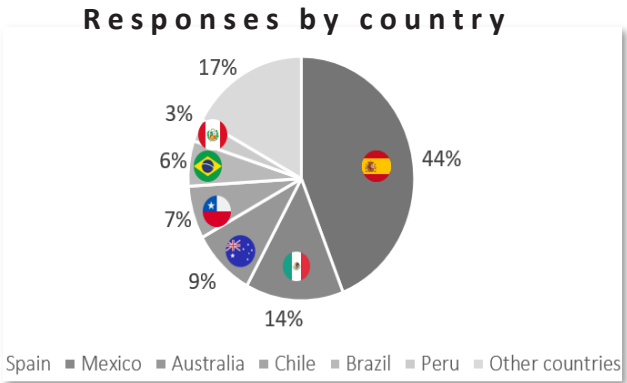
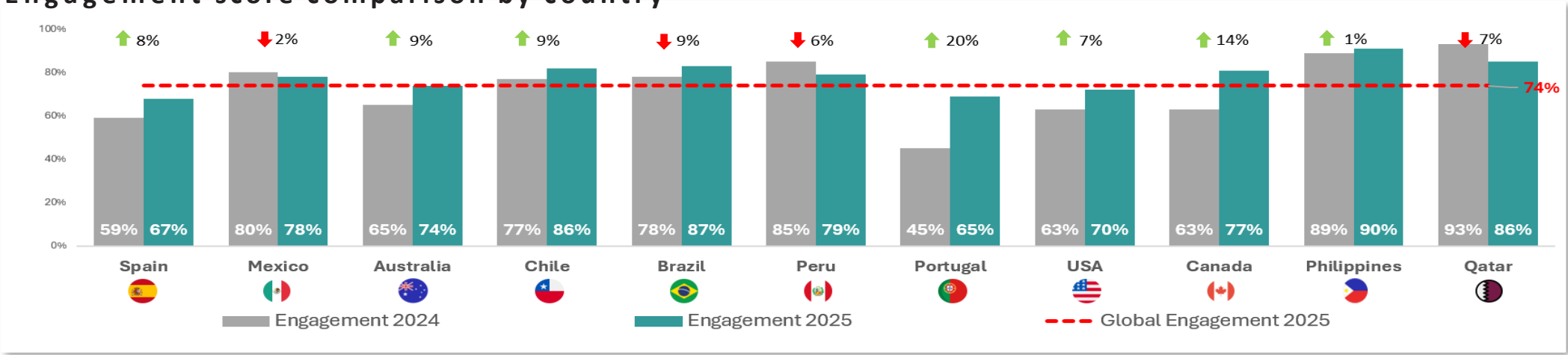
Explanatory note on the questions criteria:

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

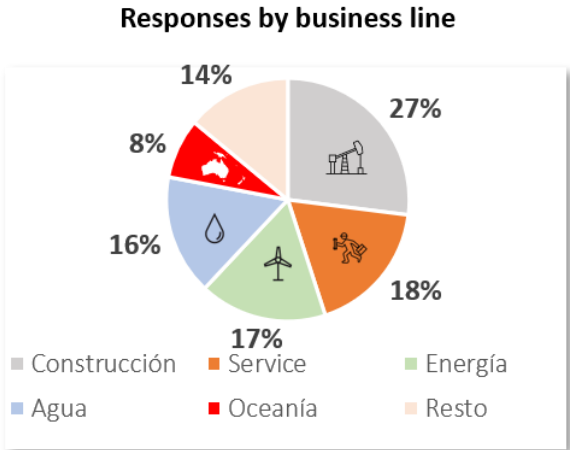
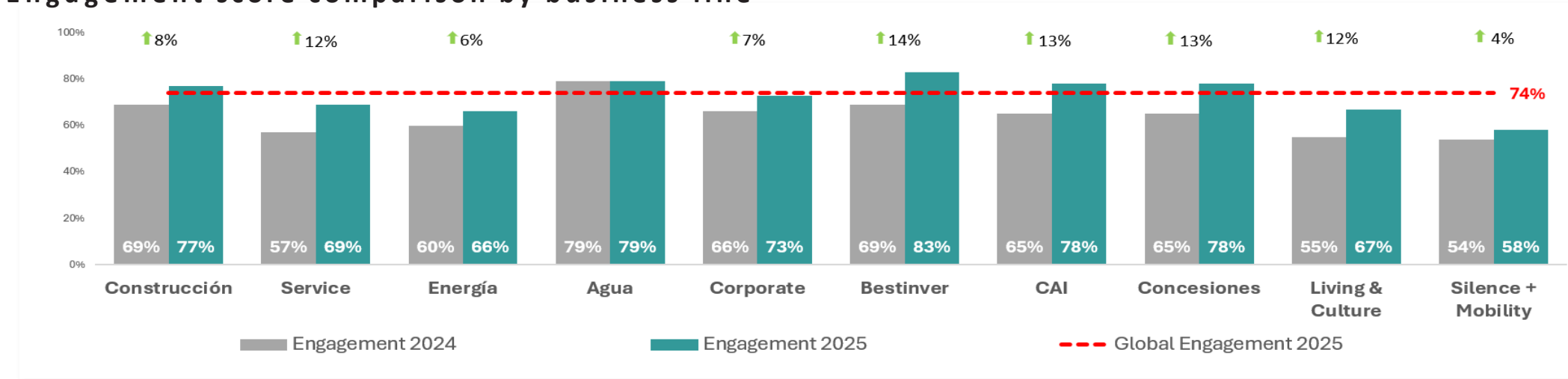
Employees have a strong desire to stay in the organization.
(2 items)

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

Engagement score comparison by country



Engagement score comparison by business line



Scores are compared to overall benchmark

Dimension detail

Measured behavior		%	Question	Results 2025	Var. 2024
	Innovation and Digital	76%	ACCIONA actively seeks out new ideas to drive innovation	76%	+4
	Ethical Behaviour	76%	I see ethical behaviour towards our customers, communities and contractors	76%	+2
	Collaboration	66%	My colleagues share best practice and job knowledge with each other	66%	+2
	Reputation: social and environmental	76%	I am proud of ACCIONA's efforts to have a positive impact on the world	76%	NEW*
	Professional Development	57%	My manager consistently creates opportunities for team members to develop themselves	57%	-7
	Commitment to the SMP	79%	I see ACCIONA's commitment to sustainability being demonstrated throughout the organization every day	79%	+5
	Work environment and Wellbeing	67%	I am satisfied with the work environment of my department	67%	-6
		66%	ACCIONA actively looks after the wellbeing of its employees	66%	+4
		78%	In the workplace, I feel that I am treated with respect.	78%	NEW*
	Diversity and Inclusion	78%	I believe that ACCIONA enhances diversity and inclusion within the Company	78%	+3
	People Awareness	60%	I am familiar with ACCIONA PEOPLE initiatives	60%	+8
	Recognition	55%	At ACCIONA, we acknowledge people for the behaviors and results that will help the organization succeed	55%	-3
	Employment Stability	71%	ACCIONA promotes employment stability	71%	NEW*
	Mission /Values	80%	I share ACCIONA's values	80%	NEW*

*New question introduced in 2025