

Staff of the ACS Group by activity

Staff of the ACS Group (Breakdown by Activity)	Construction		Concessions		Services		ACS Group	
	Men	Women	Men	Women	Men	Women	Men	Women
Staff at year end 2022	47,400		415		80,705		128,721	
% of the total staff	81.2%	18.8%	71.3%	28.7%	20.8%	79.2%	43.3%	56.7%
Employees with a management and senior management position (all management positions)*	11,391		136		844		12,371	
%Employees with a management and senior management position (all management position)*	79.3%	20.7%	72.8%	27.2%	58.8%	41.2%	77.8%	22.2%
Employees with a management position*	10,707		102		833		11,642	
% of employees with a management position	78.9%	21.1%	73.5%	26.5%	58.5%	41.5%	77.4%	22.6%
% of employees with management positions in revenue-generating functions	82.3%	17.7%	75.9%	24.1%	59.7%	40.3%	80.9%	19.1%
Top management position*	684		34		11		729	
% of top management position	85.1%	14.9%	70.6%	29.4%	81.8%	18.2%	84.4%	15.6%
Employees with graduates in engineering/ architecture/building... (STEM related positions)	9,146		86		249		9,481	
% of employees with graduates in engineering/ architecture/building... (STEM related positions)	79.0%	21.0%	76.7%	23.3%	74.3%	25.7%	78.9%	21.1%
Revenues of the Group 2022 (mn €)	31,433		96		1,819		33,615	
% of total revenues	93.5%		0.3%		5.4%		100.0%	

* Excluding Corporate and other investments staff

WORKING ENVIRONMENT SURVEY STATISTICS

	2019	2020	2021	2022
% of Employees who answered "satisfied" or "very satisfied" in the working environment survey	70.70%	82.10%	83.80%	83.84%
% of Employees who answered "satisfied" or "very satisfied" in the working environment survey (MEN)	68.30%	78.24%	84.00%	84.75%
% of Employees who answered "satisfied" or "very satisfied" in the working environment survey (WOMEN)	72.11%	83.93%	88.00%	81.80%

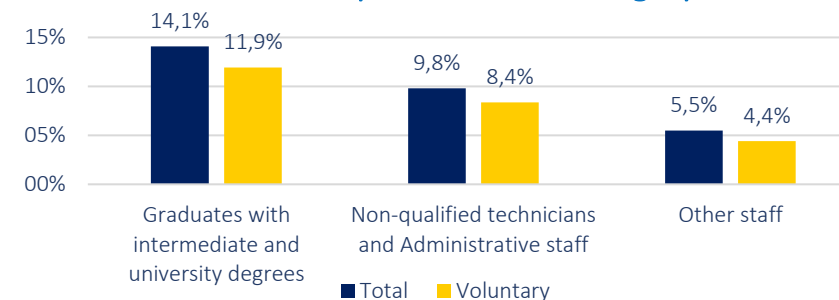
Note: Please consider that 2021 figures don't include neither Industrial Services activity nor Thies employees figures due to their sales in December 2021 and December 2020 respectively. In 2021 it was reported HT Europe data. In 2022 it was reported HT Europe and HT Americas data

EMPLOYEE TURNOVER RATE

	2019	2020	2021	2022
Total employee turnover rate	20.8%	18.7%	14.7%	15.5%
Total employee turnover rate (Men)	27.2%	25.5%	20.1%	19.6%
Total employee turnover rate (Women)	11.5%	9.7%	11.0%	12.6%
Voluntary employee turnover rate	10.8%	8.5%	11.1%	12.3%
Voluntary employee turnover rate (Men)	12.4%	9.8%	14.8%	14.9%
Voluntary employee turnover rate (Women)	8.6%	6.8%	8.5%	10.3%

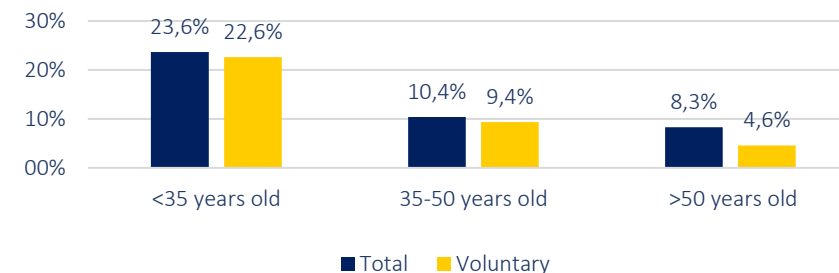
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2022 Turnover rate Breakdown by Professional Category*



Note: Scope of the data 64.8% of total employees

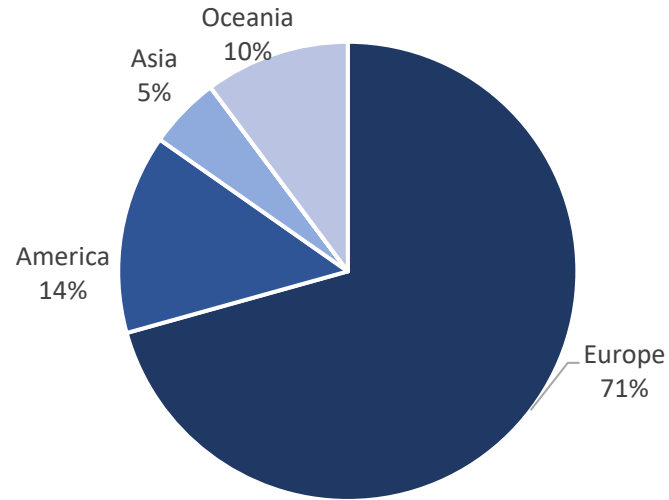
2022 Turnover rate Breakdown by age group*



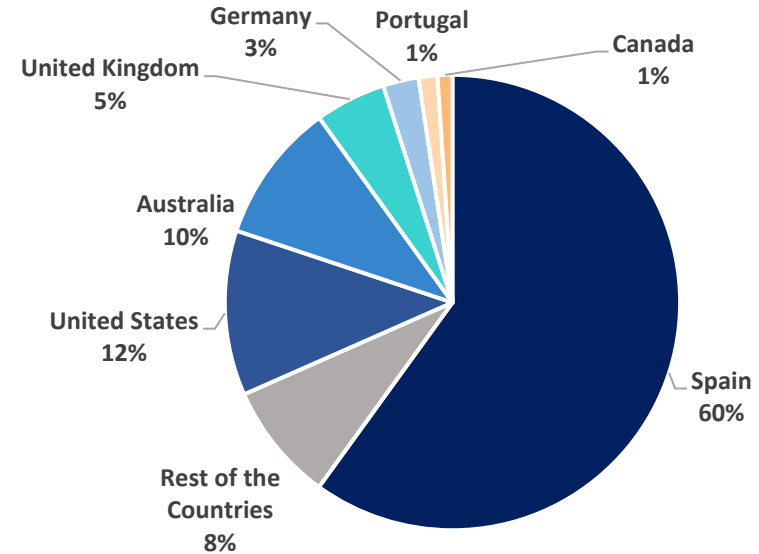
Note: Scope of the data 64.8% of total employees

Employees' distribution by geographical areas

Distribution of employees by geographical areas



Distribution of employees by countries



Employees/position by nationalities 2022*	% Employees	% Management
Spanish	81%	94%
British (UK)	6%	4%
Portuguese	2%	2%
Others	11%	0%
Total employees assesed	83.364	1.334

* Scope of the data 64.8% (including data from Clece and Dragados Spain) . To see Hochtief's USA breakdown by ethnic group, please see: <https://www.hochtief.com/sustainability/corporate-sustainability/key-figures>