

5 Things to know about Engagement & Impact Spain 2025

3rd Edition

10445 respondents - 150+ companies

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We are a mission based company !

Fostering meaningful relationships
between organisations and their
stakeholders



We believe that the **real-life experiences of stakeholders** deserve a central place in how organizations create value and measure performance.

In a concrete, simple, and actionable way, **we support all types of organizations**—businesses, schools, non-profits, and public institutions—in **measuring the quality of the relationships they cultivate with employees, students, candidates, clients, suppliers, and investors.**

We help them shape their HR and ESG strategies, strengthen their extra-financial performance, make meaningful progress, and communicate in a way that is both coherent and grounded in reality.

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METHODOLOGY

100% transparent
and participative

ChooseMyCompany accreditations are based on certified employee reviews within organizations committed to a process of listening and progress.

For this 3rd edition, over 10 000 certified reviews were collected from 150+ companies.

The survey was administered in **Spain**, from 01/10/2024 to 31/08/ 2025. The results are based on the certified reviews of **10445 participants**. Our study highlights the expectations and sources of motivation of these employees.

They are part of a larger international study that nears **100 000 respondents again this year**.

Employees evaluate their employer on multiple themes (professional development, management, recognition, CSR policy, etc.). In addition to the quantitative scores, a qualitative score is based on open-ended questions, taking into account employee comments as well as mentions related to Illegal Social Risks (ISR).

To receive HappyIndex®AtWork or WeImpact® accreditation, an organization must meet three criteria:

- participation of at least 50%
- a certain score out of 5**
- a recommendation rate of at least 60%

Published rankings are reserved for ChooseMyCompany-accredited organizations.

* Scores from the EngagementIndex® and ImpactIndex® questionnaires

** Average of questions asked

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EL MODELO DE ANÁLISIS ENGAGEMENTINDEX®

Analiza y desarrolla el compromiso de tus empleados*

RECURSOS

Disponer de los medios para cumplir tu misión

DESARROLLO PROFESIONAL

✓ Tengo la oportunidad de **aprender y desarrollar** mis competencias (proyectos, coaching, cursos de formación, certificaciones...)

Entiendo claramente cómo se **evalúa** mi rendimiento en el trabajo

Entiendo cómo puedo desarrollar mi **carrera** en esta empresa/organización (responsabilidades, proyectos, actividades, redes, movilidad, ascensos...)

ENTORNO DE TRABAJO

Los **métodos y herramientas de trabajo** puestos a mi disposición son **innovadores** (trabajo en colaboración, flexibilidad, trabajo a distancia/híbrido, agilidad, toma de decisiones, programas informáticos...)

Me gusta la forma en que **nos reunimos para trabajar** (locales/talleres, ubicación, ambiente, eventos, seminarios, etc.)

Estoy satisfecho(a) de la forma en la que concilio mi **vida profesional y personal**

DIRECCIÓN

Siento que cuento con los **recursos** necesarios para alcanzar mis objetivos

✓ Entiendo cómo se toman las **decisiones** en esta empresa/organización

✓ Veo la **utilidad** y el **impacto** de mi trabajo

RECONOCIMIENTO

✓ Me siento **reconocido(a)** y motivado(a) en los esfuerzos realizados

Considero que mi **remuneración** está acorde con mis responsabilidades

Estoy satisfecho(a) con los **beneficios** que ofrece esta empresa/organización además de mi salario (primas/incentivos, participación en los beneficios, alimentación, vacaciones, seguro médico, guarderías, etc.)

CONEXIÓN

Querer ir más allá por tu organización

RAZÓN DE SER

✓ Confío en el **equipo directivo** (liderazgo, competencias, gestión del cambio)

Estoy **orgulloso(a)** de nuestros productos/servicios

✓ Considero que las **relaciones humanas** en esta empresa/organización son de calidad (accesibilidad, sinceridad, espíritu de equipo, colaboración...)

DESARROLLO SOSTENIBLE

Considero que esta empresa/organización incorpora suficientemente los **desafíos medioambientales** actuales

En esta empresa/organización, **todos(as) gozan de las mismas oportunidades** de contratación, remuneración, evolución (edad, identidad de género, origen, creencias, LGBTQIA+, diplomas, situación de discapacidad, etc.)

✓ Estoy en línea con el **proyecto de esta empresa/organización** (estrategia, actividad empresarial, razón de ser, cultura, valores, etc.)

Lo que MÁS/MENOS me gusta **de esta empresa/organización** | Lo que MÁS/MENOS me gusta **de mi puesto**

Recomendaría esta empresa/organización a mis amigos como un buen lugar para trabajar

Preguntas demográficas : País - Departamento/función - Experiencia - Antigüedad - Dirección - Edad - Paternidad - Identidad de género - Contrato - Trabajo a distancia - Minorías

✓ : *preguntas MeaningCheck, para una lectura integral de lo que da sentido al trabajo*



**Empleados con contrato indefinido o de duración determinada
Empleados no asalariados ≥50% del tiempo en los últimos 6 meses (personal provisorio, agentes, consejeros, representantes, autónomos, consultores/colaboradores independientes, etc.)
Excluidos fundadores, altos ejecutivos y becarios*

THE WEIMPACTINDEX® ANALYSIS MODEL

Your ESG practices through the eyes of your employees

	ENVIRONNEMENT	SOCIAL	GOUVERNANCE
SCOPE 1 - COMPANY Production, employees, management	Our working/manufacturing methods are environmentally-friendly I feel that this company / organization sufficiently addresses current environmental issues	In this company / organization, we are united and supportive of one another I have opportunities to learn and develop new competencies (projects, coaching, training, certifications...)	- I understand how decisions are made in this company / organization - I feel aligned with the business project of this company / organization (strategy, operational activities, raison d'être / purpose, culture, values...)
SCOPE 2 - ECOSYSTEM BUSINESS Clients, suppliers, partners	The products/services of this company / organization have a positive impact on the environment This company / organization works with environmentally-friendly suppliers	The activities of this company / organization have a positive impact on society This company / organization works with suppliers and partners who respect their employees	I believe that the profits generated by this company/organization are distributed fairly The relationships with the customers and suppliers of this company / organization do not create any conflicts of interest or corruption
SCOPE 3 - COMMUNITY IMPACT CommunitY, influence, contribution	This company / organization is involved in external initiatives to preserve the environment (climate plan, associations, recycling...) This company / organization promotes environmental awareness among its stakeholders (employees, customers, partners...)	In this company, everyone benefits from the same opportunities for recruitment, remuneration and career development This company takes part in concrete actions, both internally and externally, to work positively with our eco-system (associations, community service partners, local authorities, mentoring, people in need...)	The shareholders / partners seek to develop this company / organization sustainably The governing bodies of this company / organization seek to reflect gender balance: Board of Directors, Management Committee, management, etc.

What do you like MOST / what is MISSING in the company / organization’s current CSR policy?

I believe that my employer's CSR policy (2 max): motivates me / increases my loyalty / makes me more productive / makes me feel good about the company / does not matter to me

If I had the opportunity, I would like to participate in initiatives: proposed and managed by my company / of my own choice and for which I am given time / I do not wish to participate in CSR initiatives

In the last 12 months, I have been able to take part in a solidarity/environmental project in connection with my company



5 THINGS TO KNOW ABOUT WORK IN SPAIN 2025

1

Engagement at Work: Spanish employees hold steady

After a clear uptick from 2023, overall satisfaction in the relationship with work remains stable in 2025

2

Purpose & Environment: meaning draws them in, working conditions keep them

Behind a strong sense of usefulness and clear alignment with corporate vision; a supportive work environment is a key contributor to everyday motivation.

3

Breaking the engagement ceiling

Strong leadership trust isn't enough — performance stalls when recognition is scarce, career paths lack clarity, and processes get in the way. Until employees feel valued and empowered, engagement will reach a limit.

4

CSR & AI: key levers of employee engagement

Credibility around sustainability has slipped — rebuilding trust is essential to safeguard morale. At the same time, using generative AI is emerging as a clear booster of employee satisfaction in Spain.

5

What the best companies do differently

They stand out on operational efficiency and it elevates the whole employee experience.

ENGAGEMENT AT WORK: SPANISH EMPLOYEES HOLD STEADY



Again in 2025, more than 7 out of 10 employees of our survey in Spain recommend their organization

After gains from 2023 to 2024, overall satisfaction **held steady in 2025** at **64.5%** (vs **64.9%** in 2024; **61.2%** in 2023). Recommendation **also remains solid** at **72.1%** in both 2025 and 2024 (up from **70.2%** in 2023).

But gaps persist: men report higher satisfaction than women (**71.1%** vs **64.7%**, **-6.4 pts**) and higher recommendation (**80.1%** vs **74.6%**).

Overall satisfaction*

64,5 2025
Vs **64,9%** 2024

Recommandation

72,1% 2025
Vs **72,1%** 2024



PURPOSE & ENVIRONMENT:
MEANING DRAWS THEM IN, WORKPLACES KEEP THEM

PURPOSE
Overall satisfaction*
71,2 2025
Vs **69,7%** 2024



**MODERN WORKING
CONDITIONS**
Overall satisfaction*
68,8% 2025
Vs **66%** 2024



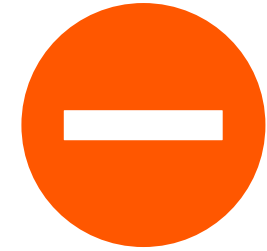
Employees of our survey in Spain **rally behind their organization’s mission and vision.**

Purpose pulls employees in; work environment keeps them.

Feeling of usefulness leads motivation at **77%** (–1.9 pts vs 2024), with **pride in products/services at 75.1%** (+2 pts) and **alignment to company vision at 73.7%**.

That purpose is sustained by a fair, supportive workplace: **equality of treatment 75.6%** (+3.1 pts; **+8.5 pts** since 2023), **high-quality relationships 71.3%** (+2.6 pts since 2023), and **modern, flexible ways of working 68.8%** (+2.8 pts vs 2024) —all feeding into a healthy **work-life balance at 72.2%**.

BREAKING THE ENGAGEMENT CEILING



Managers advance faster than others, while **opaque decisions** and **patchy collaboration** seem to **slow** teams **down**. A **gap in rewards and appreciation** undercuts morale.

CAREER PATH DEVELOPMENT

Overall satisfaction*

Managers

74,6%

Vs

57,4%

Non Managers

-17,3pts

Recognition gaps and unclear decision-making

While employees trust their general management (67.1%), they feel **under-recognized financially** (44.1%), **in terms of benefits** (54.3%), and **on a human level**. They see **uneven development opportunities between managers and non-managers**.

Operational enablers are just middling:

- 50.4% understand how decisions are made,
- 59.3% see effective cross-team collaboration,
- 62.6% say they have the means to meet goals (–1.2 pts vs 2024).

The result: growth and engagement hit a glass ceiling.

I feel recognized and encouraged for my efforts

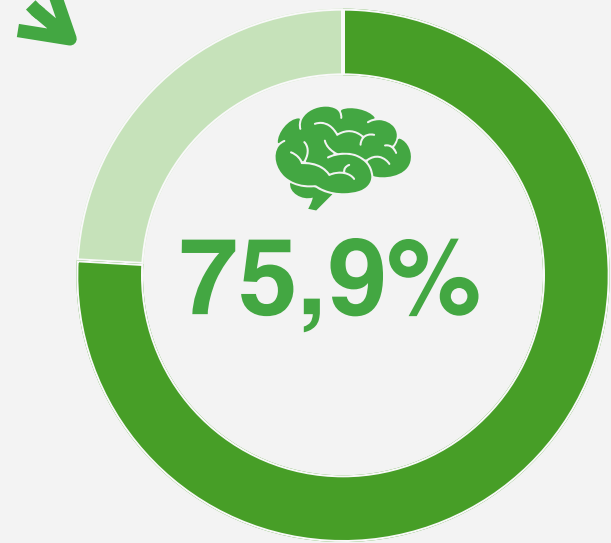
61.3%

-0,9pts Vs 2024

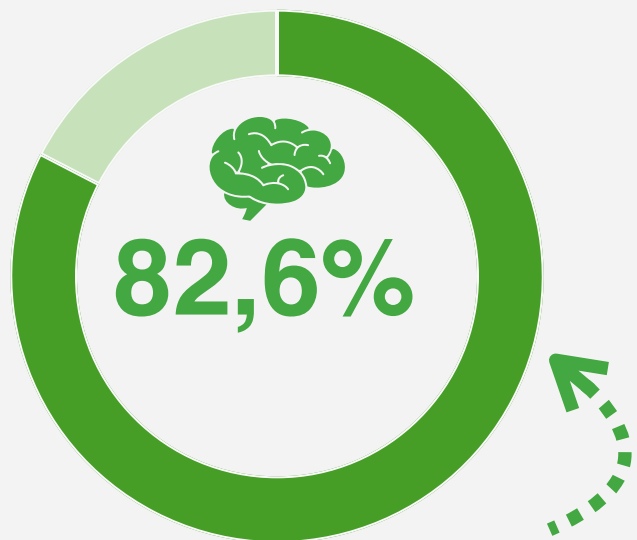
CSR & AI: KEY LEVERS OF EMPLOYEE ENGAGEMENT

- Perceptions that **companies** are **addressing environmental issues** have **slipped** and need attention to sustain engagement. At the same time, **hands-on use of generative AI is a strong positive driver** of Spanish employees' motivation..
- ✓

Frequent users of AI



OVERALL ENGAGEMENT



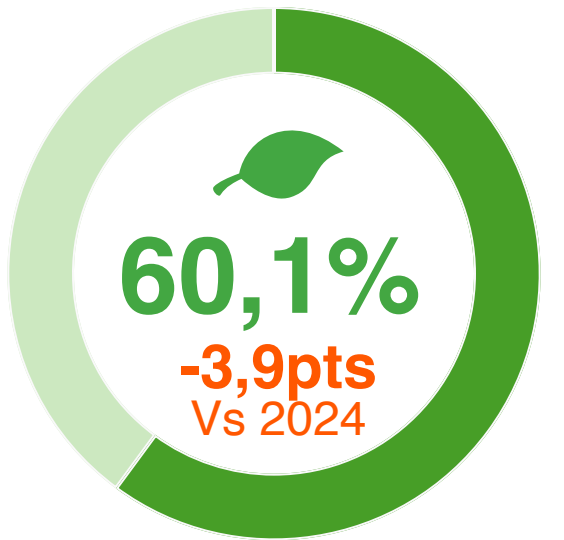
RECOMMENDATION

In Spain, AI is a strong engagement engine: **64% already use AI at work; frequent users (19.4%) are more satisfied (75.9% vs 54.1%)** and far more likely to **recommend their employer (82.6% vs 62.1%, +20.5 pts)**.

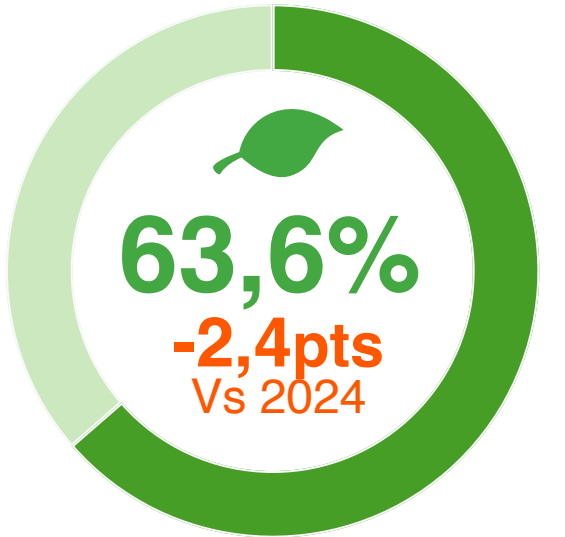
By contrast, employees see a **step back on environment**: 63.2% hold a favorable view in 2025 (–2.2 pts Vs 2024). The environmental impact of product is the weak spot (60.1%, –3.9 pts), and external environmental initiatives score 63.6% (–2.4 pts). The dip is **sharper among women** (62.0%) vs men (66.9%). **Clear tenure gap**: newcomers (0–2 years) are most aware of environmental initiatives (**77.8%**), dropping to **66.9%** at 3–5 years and **62.5%** at 6–10 years, signaling a communications fade over time.

Thoughts for action: Share CSR progress widely (especially product impact) and ramp GenAI use to build skills and engagement!

Environmental Accountability*



PRODUCT ECO-IMPACT



INVOLVEMENT IN EXTERNAL ENVIRONMENTAL INITIATIVES

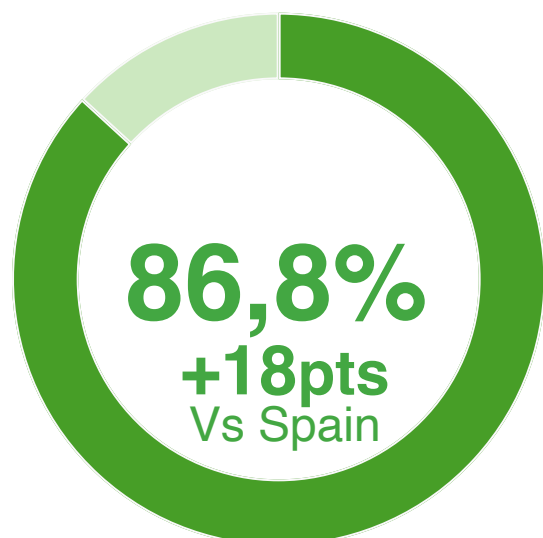


WHAT THE BEST COMPANIES DO DIFFERENTLY



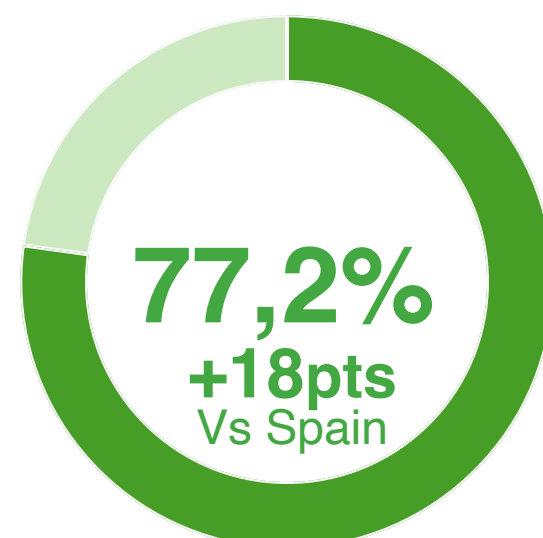
Sharper ops fuel better **collaboration**, **clearer decisions**, and fluid delivery. Add **fair pay and perks**, modern flexible work, and real **career development**, and you get **stronger relationships**, **higher recognition**, and **turbo-charged teams**!

Modern ways of working



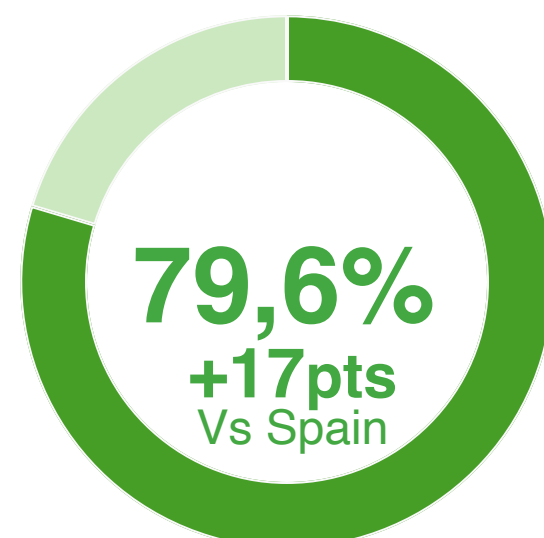
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Efficient collaboration



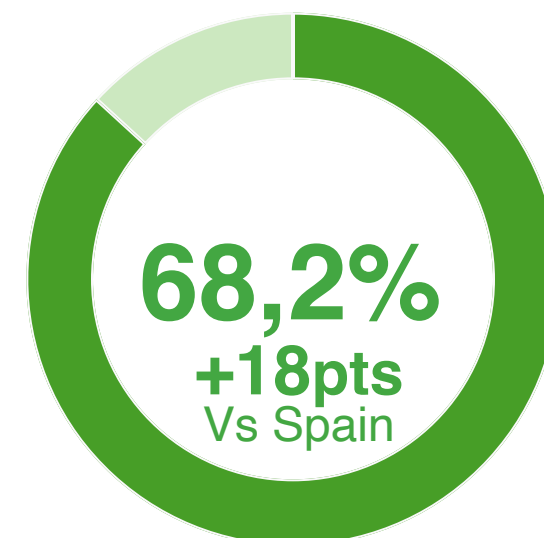
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Means to achieve goals



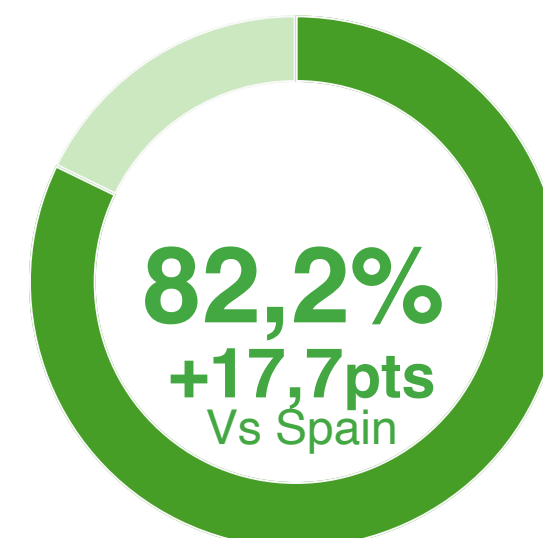
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Clear decision making



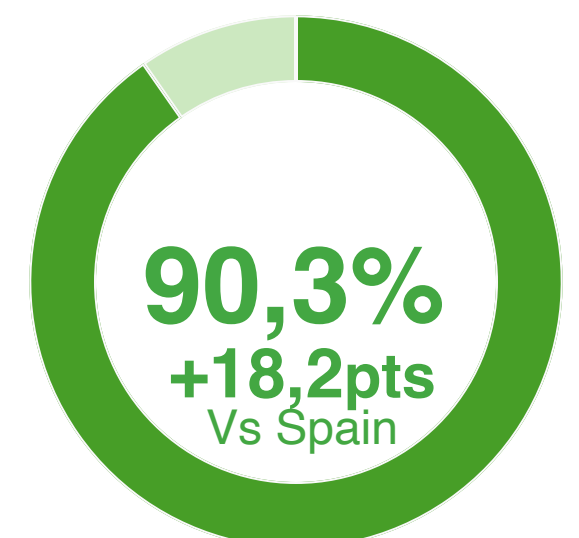
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High overall engagement



+

Outstanding Recommendation



Despite a **complex socio-economic context**, our **champion companies** **persist in their quest for excellence** : When the work environment is well-structured, equipped, and efficiently organised, every individual is empowered to perform at their best — unlocking a **deep sense of usefulness** and the **daily satisfaction of a job well done**. In this setting, work transforms from a necessary chore into a **genuine source of fulfillment, connection, and personal growth**. And when the basics run smoothly, everything else gets a boost:

- **Pay** is perceived as **fair** (+15 pts),
- **Benefits** resonate more **strongly** (+21 pts),
- **Work-life balance** improves (+16 pts),
- **Career paths** and development opportunities become **clearer** and **more accessible** (+15 pts each)



A solid foundation doesn't just support performance — it amplifies engagement across the board.



Rankings

HappyIndex®AtWork & WelImpact®

Spain 2025

OUR 2025 WINNERS

Rankings ChooseMyCompany HappyIndex®AtWork & WeImpact | SPAIN



Congratulations!



Companies with < 25 employees

- 1. Uncovercity
- 2. Conectio
- 3. zubi
- 4. Blu Selection
- 5. Óscala
- 6. Talent-R
- 7. Byld
- 8. LF Channel
- 9. Delectatech
- 10. Pango Studio

Companies with 25 - 99 employees

- 1. Polaroo
- 2. Allergopharma
- 3. ArenaTeolia
- 4. èggo
- 5. AIRDNA
- 6. Midway Technologies
- 7. Factoria F5
- 8. TEBRIO
- 9. Carmila
- 10. HSI

Companies with 100+ employees

- 1. Declarando
- 2. Decide Soluciones
- 3. Grupo CIC
- 4. CoolRooms
- 5. A2Secure
- 6. Nateevo
- 7. BNP Paribas Personal Finance - SE.T Iberia
- 8. Stemdo
- 9. MIGSO-PCUBED
- 10. Quest Global Spain

WeImpact® ESG

- 1. SLEEP'N Atocha
- 2. Polaroo
- 3. Arena
- 4. LF Channel
- 5. Zenit Solar
- 6. REVOLVE
- 7. Uncovercity
- 8. Equativ
- 9. Carmila
- 10. Habber

ANNEXES

LAS 18 PREGUNTAS ENGAGEMENTINDEX® - BENCHMARKS

			EngagementIndex® 2025 Spain	HappyAtWork® Top 5 2025 Spain	EngagementIndex® 2024 Spain	EngagementIndex® Global 2025
Número de participantes			8770	614	8473	81364
RECURSOS	Desarrollo profesional	Tengo la oportunidad de aprender y desarrollar mis competencias (proyectos, coaching, cursos de formación, certificaciones, intercambio de conocimientos...)	64%	79.2%	63%	68%
		Entiendo claramente cómo se evalúa mi rendimiento en el trabajo	59.4%	69.4%	60.6%	62.2%
		Entiendo cómo puedo desarrollar mi carrera en esta empresa / organización (responsabilidades, proyectos, actividades, redes, movilidad, promociones...)	61.5%	76.4%	61.5%	60%
	Entorno de trabajo	Los métodos de trabajo a mi disposición son modernos (instalaciones, software/aplicaciones, flexibilidad, trabajo a distancia, inteligencia artificial, gestión participativa...)	68.8%	86.8%	65.7%	72.3%
		Estoy satisfecho(a) con la manera en la que concilio mi vida profesional y personal	72.2%	88.3%	73.1%	74.9%
		Los diferentes departamentos de esta empresa/organización colaboran de manera eficaz	59.3%	77.2%	N/A	57.5%
	Dirección	Siento que tengo los medios para alcanzar mis objetivos	62.6%	79.6%	63.6%	67.4%
		Veo la utilidad y el impacto de mi trabajo en el éxito de la empresa/organización	77%	86.3%	78.8%	77.5%
		Entiendo cómo se toman las decisiones en esta empresa / organización	50.4%	68.2%	52.1%	52.8%
CONEXIÓN	Reconocimiento	Me siento reconocido(a) y motivado(a) por mis esfuerzos	61.3%	75.7%	61.9%	64.3%
		Considero que mi remuneración está acorde con mis responsabilidades	44.1%	59.3%	44%	47.6%
		Estoy satisfecho/a con los beneficios que ofrece esta empresa / organización además de mi salario (primas/incentivos, participación en los beneficios, catering, vacaciones, seguro médico, guarderías...)	54.3%	75.4%	55.3%	55.3%
	Razón de ser	Confío en el equipo directivo (liderazgo, competencias, gestión del cambio)	67.1%	80.9%	65.4%	66.7%
		Estoy orgulloso(a) de nuestros productos / servicios	75.1%	86.3%	72.5%	74.7%
		Considero que las relaciones humanas en esta empresa/organización son de calidad (accesibilidad, sinceridad, colaboración...)	71.3%	85.7%	71.4%	75.3%
	Desarrollo sostenible	Considero que esta empresa/organización incorpora suficientemente los desafíos medioambientales actuales	63.3%	78.8%	64.4%	65.4%
		En esta empresa/organización, todos/as gozan de las mismas oportunidades de contratación, remuneración, evolución (edad, identidad de género, origen, creencias, LGBTQIA+, diplomas, situación de discapacidad, etc.)	75.6%	87.9%	72.6%	69.9%
		Estoy alineado con el proyecto de esta empresa / organización (estrategia, actividad empresarial, razón de ser, cultura, valores, etc.)	73.7%	85.3%	72.1%	68.7%
Total			64,5%	70,3%	64,6%	65,6%

Con el fin de asegurar el anonimato de los participante los resultados de menos de 5 personas no serán mostrados

		WelImpact Spain 2025	WelImpact® - Top 5 - 2024	WelImpactIndex® Global
Nombre de répondants		1675	2659	446135
Environnement	La manière de travailler/produire de cette entreprise/organisation est respectueuse de l’environnement	68.2%	79.1%	60.4%
	Les produits/services que commercialise cette entreprise/organisation ont un impact positif sur l’environnement	60.1%	66.2%	49.9%
	Cette entreprise/organisation travaille avec des fournisseurs et des partenaires respectueux de l’environnement	56.4%	66.6%	48.3%
	Cette entreprise/organisation est engagée dans des initiatives externes visant à préserver l’environnement (plan climat, associations, recyclage...)	63.6%	80.7%	61.3%
	Je trouve que cette entreprise / organisation intègre suffisamment les enjeux environnementaux actuels	67.6%	82.4%	62.5%
	Cette entreprise/organisation contribue à la sensibilisation des parties prenantes (salariés, clients, partenaires,...) sur les questions de respect de l’environnement	64.4%	81%	61.9%
Gouvernance	J’estime que les bénéfices réalisés par cette entreprise / organisation sont repartis de manière équitable	40.4%	75.2%	51.2%
	Les relations avec les clients et fournisseurs de cette entreprise/organisation ne présentent pas de conflits d’intérêts ni de corruption	73%	86.7%	74.5%
	Les actionnaires/associés cherchent à développer durablement cette entreprise/organisation	60.8%	84.8%	65.6%
	Les instances de direction cherchent à refléter l'équilibre femmes - hommes : Conseil d’administration, Comité de direction, management,...	70.3%	79.5%	65.7%
	Je comprends comment les décisions sont prises dans cette entreprise / organisation	48.1%	72%	50.5%
	Je suis en phase avec le projet de cette entreprise / organisation (stratégie, activité business, raison d’être, culture, valeurs...)	71%	83.7%	67.9%
Social	Cette entreprise/organisation travaille avec des fournisseurs et des partenaires respectueux de leurs salariés	61%	71.9%	54.6%
	Cette entreprise/organisation participe à des actions concrètes, en interne ou en externe, pour agir de manière positive avec notre éco- système (associations, partenaires, quartiers, territoires, publics fragiles...)	57.9%	81.2%	57.6%
	Dans cette entreprise/organisation, nous sommes solidaires les uns des autres	67.3%	84.4%	66.7%
	L’activité de cette entreprise/organisation a un impact positif sur la société	74.1%	82.4%	64%
	Dans cette entreprise / organisation, chacun(e) bénéficie des mêmes opportunités d’embauche, de rémunération, d’évolution (âge, identité de genre, origine, croyance, LGBTQIA+, diplôme, situation de handicap...)	72.5%	81.6%	66%
	J’ai l'opportunité d’apprendre et de développer mes compétences (projets, coaching, formations, certifications, partage de connaissances...)	55.8%	77%	68%
TOTAL		62.9%	78.7%	62.1%

Afin de préserver l'anonymat des répondants, les échantillons inférieurs à 5 personnes ne sont pas affichés.

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For more information:
choosemycompany.com

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