

September 2021

GAP ANALYSIS - OVERVIEW

Case number: **2020ES540850**

Name Organization under review: Repsol Technology Lab

Organisation's contact details:

[REDACTED]

[REDACTED]

[REDACTED]

Email: [REDACTED]

SUBMISSION DATE: 10/07/2020

RESUBMISSION DATE: 2/07/2021

DATE ENDORSEMENT CHARTER AND CODE: April, 23rd 2020.

GAP ANALYSIS

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation.

See document attached, HR Excellence in Research (HRS4R) Repsol Technology Lab Attached documents" for detailed information in each and every point of the **European Charter for Researchers and Code of Conduct for the Recruitment of Researchers**.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers: GAP analysis overview

<p>Status: to what extent does this organisation meet the following principles?</p>	<p>Implementation on:</p> <p>++ = fully implemented</p> <p>+/- = almost but not fully implemented</p> <p>-/+ = partially implemented</p> <p>-- = insufficiently implemented</p> <p>Detected gap if the survey answer has:</p> <ol style="list-style-type: none"> 1) Detractors equal or above 5% 2) Detractors + passive >25% <p>More information about the survey in the document "GAP ANALYSIS - PROCESS -"</p>	<p>In case of --, -/+, or +/-, please indicate the actual "gap" between the principle and the current practice in your organization.</p> <p>If relevant, list any national/regional legislation or organizational regulation currently impeding implementation</p>	<p>Initiatives undertaken and/or suggestions for improvement:</p>
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Ethical and Professional Aspects

1. Research freedom

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No gap detected

Scientists survey result:

1a:

Detractors (2%)

Passives (5%)

Promoters (93%)

1b:

Detractors (3%)

Passives (15%)

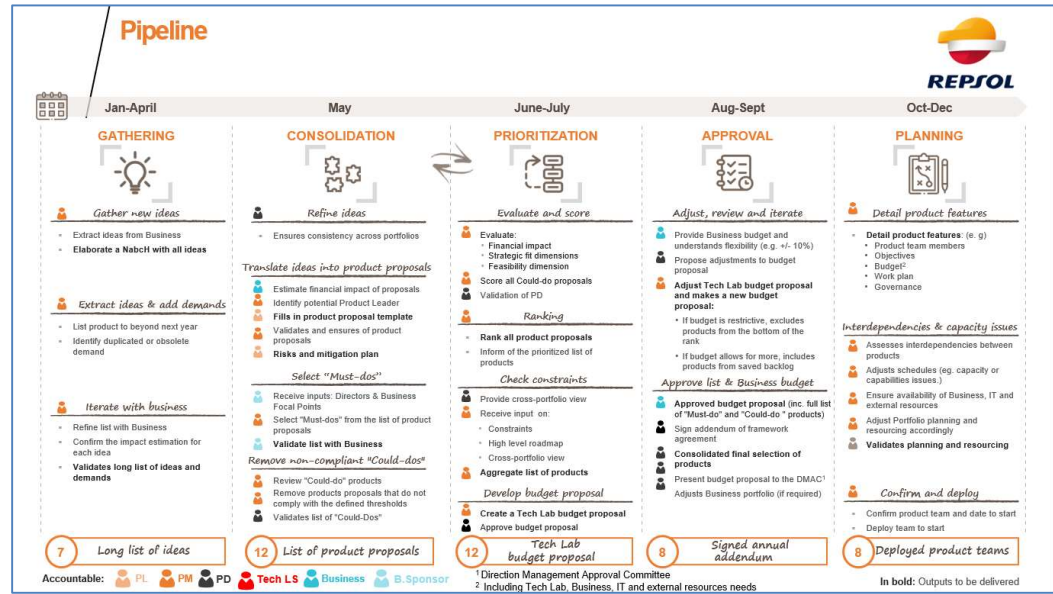
Promoters (81%)




1. Initiatives undertaken:

- **Each technical discipline area at Repsol Technology Lab develops its research strategy to provide technological solutions to the strategic challenges set by the company.** The strategy definitions accountability is supported by the Area Technical Discipline Manager and the highest-level researchers (Advisors).

To nurture the funnel of projects, scientists and technologists have the possibility throughout the year to develop proposals that adapt to the company's challenges.



			<ul style="list-style-type: none"> • In 2020 launched another research line, Deep Tech, where researchers may propose projects with a higher degree of disruption or risk, and it is in these projects where a greater research freedom is offered and requested (Horizon H3 McKinsey). • In late 2020 launched a Proof-of-Concept platform to facilitate the development of ideas and validate their viability, in which researchers can make value proposals both within Repsol Technology Lab projects / products and with other partners: companies, universities, research centers, startups, according to our open innovation model. • On a two-yearly basis, an open ideation contest is held, and the three winning ideas obtain resources to kickstart the project development. <p>2. Improvement suggestion:</p> <ul style="list-style-type: none"> • Celebrate regular meetings and sessions about Unit strategy and alignment. • Push the Proof-of-Concept platform as the main ideation tools of the Repsol Technology Lab.
2. Ethical principles	<p style="text-align: center;">++</p> <p>Scientists survey result:</p> <p><i>Detractors (0%)</i></p> <p><i>Passives (3%)</i></p> <p><i>Promoters (97%)</i></p> 	No gap detected	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> • Great company commitment: <p>At Repsol Technology Lab we are governed by the Code of Ethics and Business Conduct established in Repsol. Repsol’s Code of Ethics and Conduct is approved by the Board, and applies to all Repsol directors, executive and employees, whatever the nature of their contractual relationship with Repsol. Our business partners, including non-operated joint ventures, contractors, suppliers and other third parties are an extension of Repsol, and for this reason they should act consistently with our Code, as well as any applicable contractual provisions, when working on our behalf or in collaboration with us. The Code creates a frame of reference for understanding and putting into practice the Company’s expectations as to each person’s behavior, considering the Group’s principles of action.</p>

Repsol has pressed on with its internal plan to raise awareness of the Code of Ethics and Conduct, and other Compliance matters, to continue reinforcing the global culture of compliance across the Group. The Code of Ethics and Conduct is available at www.repsol.com.

- **Yearly training:**

Repsol ran a new training action on the Code of Ethics and Conduct for all employees, in a web series format and focusing on anti-corruption, competition, crime prevention, data protection and workplace harassment. It also deployed a global training plan on basic ethics and compliance regulations that includes microlearnings on gifts and entertainment, conflicts of interest, anti-corruption and due diligence with third parties. The plan also included face-to-face or synchronous training sessions for the most exposed groups and further virtual sessions to optimize the use of the screening tool and to ensure a uniform and standard approach in accordance with the rules and regulations governing third-party due diligence norm. To carry out the objective of knowing it, annually and on a mandatory basis, all employees will take a course about the practical applications of the Code of Ethics and Business conduct.

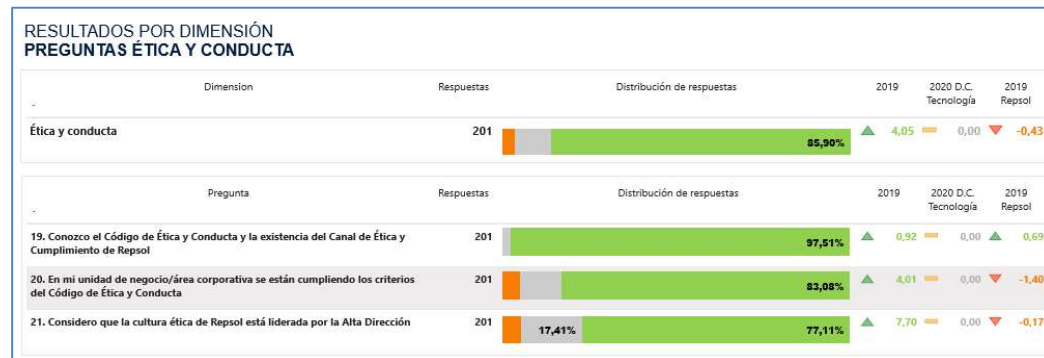
The following table shows data on training about Ethics and Conduct in last 2 years for Scientists and Researchers at Repsol Tech Lab:

	2019	2020
Code of Ethics and Business Conduct	122	108

- Yearly, a **Culture Survey is carried out at Repsol Technology Lab**. The results related to Ethics and conduct answers from 2020 survey are as follows, translated into English:

- 19. I know the code of ethics and conduct and the existence of the Repsol ethics and compliance channel”: Positive answers: 97,51%
- 20. In my business unit / corporate area, the criteria of the Code of Ethics and Conduct are being met. Positive answers: 83,08%
- 21. I believe that Repsol's ethical culture is led by Senior Management. Positive answers: 77,11%

Total overall answers 201



2. Improvement suggestion:

- Maintain the corporative information related to Ethics & Culture in a visible space in the Repsol Technology Lab’s TEAMS (Code of Ethics & Business Conduct and Ethics Committee)
- Monitor & control the follow-up of the Ethics & Culture training > 90% of the scientist/researchers.

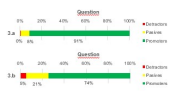
3. Professional responsibility

+
Scientists survey result:
3a:


Gap detected in 3b question “Supervisors should ensure that those to be


1. Initiatives undertaken:

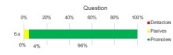
- Great **company commitment:** In the Code of Ethics and Business Conduct the responsibility of the employees and the team leaders is clearly defined as can be seen highlighted in the Code of Ethics and Business Conduct document.

	<p>Detractors (0%)</p> <p>Passives (8%)</p> <p>Promotors (91%)</p> <p>3b:</p> <p>Detractors (5%)</p> <p>Passives (21%)</p> <p>Promotors (74%)</p> 	<p>put in charge of it have the relevant training and competency to carry it out”</p>	<ul style="list-style-type: none"> • Stablished specific procedures and applications in Repsol Technology Lab, for management, scientific and technical issues to regulate these obligations. Among these obligations are to maintain the best scientific and research practices, eliminating plagiarism as well as reviewing bibliographically and the studies of freedom of operation in the case of generation of intellectual property by patent. • We created an ongoing workstream initiative to write down best practices of Repsol Technology Lab for the management of Intellectual Property. This document is placed in the General TEAMS, Microsoft TEAMS, of Technology & Corporate Venturing. • The review of the technology state of the art is a task that is especially crucial in the envisioning the value contribution and the scope of each product. This review is an exhaustive study carried out to verify the progress achieved, to avoid work repetitions already published, and to seek collaborations. <p>Attached the checklist by stage for Product Robustness (Repsol Tech Lab Model Operative Manual). As you can see in the image, in the first stages it is crucial to cover the studies regarding State of the Art and Freedom-to-operate (FTO).</p>
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			<p style="text-align: center;">Task check-list by stage for Product Robustness</p> <p style="text-align: right;">17</p>
4. Professional attitude	++ Scientists survey result:	No gap detected.	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> • Every year Repsol Technology Lab's research strategy is shared in a public session for all the employees. In this session, the strategic lines and objectives are

	<p>4a:</p> <p><i>Detractors (0%)</i></p> <p><i>Passives (9%)</i></p> <p><i>Promotors (91%)</i></p> <p>4b:</p> <p><i>Detractors (1%)</i></p> <p><i>Passives (3%)</i></p> <p><i>Promotors (96%)</i></p> 		<p>reviewed for the current and previous year. This strategy and objectives meeting for 2021 was held at Repsol Technology Lab on April 25th, 2021 with the presence of all the Directors of the different areas, Jaime Martín Juez Corporate Director Technology & Corporate Venturing and Luis Cabra, Enterprise Management Director for Energy Transition, sustainability & Technology and Deputy CEO.</p> <p>This information is promptly reviewed and supplemented in monthly meetings. In addition, weekly/biweekly meetings are held in the different work groups where information on objectives, results, and impact of the research carried out is transferred.</p> <p>The specific strategic objectives of each person, at different levels, are part of the salary compensation system for scientists (GxC), within these objectives are included schedule, scope, and budget. <i>See Principle 11 Evaluation/ appraisal systems.</i></p> <ul style="list-style-type: none"> • During last 2 years, we have worked very hard in setting the framework The Management Operating model, MOP that determines the way of reporting, monitoring, and control of the different projects, as well as manages the information tools, KPIs, objectives for decision-making linked to each research and development. Additionally, a Power BI control panel allows the transparent visualization of objectives, budget and information of the different projects and initiatives as part of the demand management process. Therefore, scientists are participants in the evolution of the company and the area.e
<p>5. Contractual and legal obligations</p>	<p>++</p> <p>Scientists survey result:</p> <p><i>Detractors (0%)</i></p> <p><i>Passives (6%)</i></p>	<p>No gap detected.</p>	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> • Well defined company framework related to: <ul style="list-style-type: none"> ▪ Legal obligations: Repsol Technology Lab comply with the legal duties regarding the hiring of personnel established by the Company: as one of the main Spanish corporations, it carefully ensures that all contracts are carried


	<p>Promoters (94%)</p> 		<p>out in accordance with the legal and labour framework in force in each of the countries in which Repsol operates, and all the information is available on our corporate website, Repsolnet, to be known in detail by our professionals.</p> <p>Additionally, some internal departments of the Company ensure the compliance of duties: Human Resources, Labour relations, Audit, and there is legal representation of workers in different areas of the company according to trade unions regulation in force. We can refer to all of them in the case of having any kind of technical doubt.</p> <p>In addition to complying with the requirements of local legislation, Repsol is committed to respecting internationally recognized Human Rights, which include the rights set forth in the International Bill of Human Rights and the principles relating to rights established by the International Labour Organization. (ILO) on Fundamental Principles and Rights at Work and the eight Fundamental Conventions that develop them. Likewise, we are committed to respecting the Human Rights of people who belong to the most vulnerable groups or groups, regardless of where we operate. This includes: Local population; national, ethnic, linguistic, or religious minorities; children, the elderly, people with disabilities; and refugees, displaced persons, and migrant workers, as well as their families.</p> <ul style="list-style-type: none"> ▪ Training, at Repsol learning is a simple and student-centered experience, where he/she is co-responsible, with the manager, to define the learning needs. The training sessions can be held from any Technological device and with the contents that exist or can be created ad hoc: there is a corporate training catalog available to all employees and it is possible to request training for other sources. Annual performance objectives include professional development and meeting training needs. See detail in Principle 11 Evaluation/ appraisal systems.
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			<ul style="list-style-type: none"> ▪ Industrial Property, there is a company area expressly dedicated to the management of industrial property that advises and trains the scientist and researchers at Repsol Technology Lab not only on the general management procedure but also in particular cases of application, freedom-of-operation Studies as well as specific consulting supported by specialized companies. The management of intellectual industrial property as well as the development indicators can be seen in Principle 3, Professional responsibility, where the standards, management procedures as well as the company's intellectual property dashboard are given as references.
6. Accountability	<p style="text-align: center;">++</p> <p>Scientists survey result:</p> <p><i>Detractors (0%)</i></p> <p><i>Passives (5%)</i></p> <p><i>Promoters (95%)</i></p> 	No gap detected.	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> • Well defined company framework related to accountability: As indicated in Principle 2, at Repsol Technology Lab we are governed by the Code of Ethics and Business Conduct established in Repsol, and it is the duty of all employees to know the Code in force and act responsibly. • The Company has an Ethics and Compliance Committee tasked with managing the system for monitoring and ensuring compliance with the Repsol Group's Code of Ethics and Conduct. In accordance with the committee's own internal regulations, it is multidisciplinary in nature and comprises representatives from EMD Legal Affairs, People and Organization Corporate Division, EMD Communication and Institutional Relations and Chairman's Office, the Audit, Control and Risk Division, Legal Services and CCO Corporate Division, and the Labor Relations, Labor Legal Affair and Occupational Health Division. The Company also has an Ethics and Compliance Channel (ethicscompliancechannel.repsol.com), which is available 24 hours a day, seven days a week, and is managed by an external service provider. The channel allows employees or any third party to raise queries and/or report possible breaches of the Code of Ethics and Conduct or the Crime Prevention Model to the Ethics and


			<p>Compliance Committee directly, doing so with absolute confidentiality or anonymity if they so wish and in any language.</p> <ul style="list-style-type: none"> • Well defined prevention mechanisms in the corporation: <ul style="list-style-type: none"> ○ In its Anti-Corruption Policy, Repsol commits to preventing corruption and bribery by conducting its affairs in accordance with prevailing laws and regulations in all respects and in all countries where it operates, rejecting corruption in any form. The Ethics and Compliance Committee is also Repsol’s Crime Prevention Unit for the purposes of Article 31 bis (2)(2) of the Spanish Criminal Code. Repsol’s prevention framework and response mechanisms facing breaches of the Code of Ethics and Conduct or suspected or confirmed criminal offenses within the scope of the Repsol Crime Prevention Model are structured around its policies titled “Crime Prevention Model Management” and “Internal Investigations by the Ethics and Compliance Committee”. Repsol also has a Crime Prevention Manual to provide a clearer understanding of crime risk and explain the behavior expected of all employees, together with a global training plan, which in 2020 included face-to-face or synchronous training events for new executives, heads of industrial facilities and key personnel in different countries, as well as an online course aimed at those responsible for running and managing Crime Prevention Model controls and the whistleblowing channels for raising queries and reporting breaches in relation to the Crime Prevention Model. ○ Repsol is firmly committed to complying with anti-trust regulations in all its spheres of action and in all countries in which it operates, making this a core element of Repsol’s Ethics and Conduct Code. The Company believes in fair and effective competition on the market, and we do not engage in inappropriate practices that might distort or restrict free competition. Nor do we seek to obtain competitive advantages through the use of unethical or
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			<p>illegal business practices. Furthermore, the Company has opted to implement a competition compliance program to create a compliance culture by preparing materials, such as policies and protocols, developing a specific online course and delivering synchronous and face-to face training on anti-trust issues. In addition, Repsol has an Ethics and Compliance Channel as already mentioned, among other resources, where any employee or third party can express its concerns or send any query regarding compliance with competition laws.</p>
7. Good practice in research	<p>++</p> <p>Scientists survey result:</p> <p><i>Detractors (0%)</i></p> <p><i>Passives (1%)</i></p> <p><i>Promoters (99%)</i></p>	No gap detected.	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> <p>Assure a corporate commitment with safety work environment</p> <p>Repsol Technology Lab guarantees compliance with safe working conditions at its facilities with the commitment expressed in its Code of Conduct.</p> <p>Additionally, in articles 46 and 47 of the Repsol Collective Agreement, the importance of the prevention of occupational risks is made explicit, as well as the planning, coordination and monitoring of safety, risk assessment at the facilities, training for prevention delegates and union representation, including to collaborating companies and contractors.</p> <p>Privacy, cybersecurity, and data loss protection policy.</p> <p>Creation a safety committee at Repsol Technology Lab: there is a health and safety committee where safety conditions, incidents and circumstances that may affect the industrial safety and prevention of occupational risks of scientists and other personnel are reviewed with the presence of the representation of workers, unions.</p> <p>In the specific case of the Móstoles Center, Repsol Technology Lab, the existence of three prevention delegates is considered, a specialized figure indicated in the legislation for the verification of the management of safety and prevention of occupational risks.</p>


			<ul style="list-style-type: none"> • Scientists are trained in safety and prevention of occupational risks through specific training and those responsible for safety by area have the legally established training (50-hour course in Safety and PRL). • About the training sessions about cybersecurity: The following table shows data on training about Cybersecurity and protection of information in 2019 and 2020 for Scientists and Researchers at Repsol Tech Lab <table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Cybersecurity and protection of information</td> <td>12</td> <td>82</td> </tr> </tbody> </table>		2019	2020	Cybersecurity and protection of information	12	82
	2019	2020							
Cybersecurity and protection of information	12	82							

<p>8. Dissemination, exploitation of results</p>	<p style="text-align: center;">++</p> <p>Scientists survey result:</p> <p><i>Detractors (2%)</i></p> <p><i>Passives (10%)</i></p> <p><i>Promoters (88%)</i></p> 	<p>No gap detected.</p>	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> <p>Freedom of publication if there aren't any issue related with business confidentiality</p> <p>A high percentage of Repsol Technology's research and development activity is encompassed in solving the challenges of the business units and, in this way, the implementation and results of these technological improvements belong to the business units that have the power, according to the interest of the company, to disseminate the results. However, researchers, scientists and technologists can publish the results of the investigation in that it does not affect the confidentiality of the company or the competition in critical sectors.</p> <p>Business Development area involved in the commercialization:</p> <p>The Business Development area of Repsol Technology Lab, TechBD, is involved in the commercialization of scientific and technical developments through different modalities or models: licenses to third parties, technology transfer, spin-offs, etc. that both favors the dissemination of the science and technology developed as the search for partners and collaborators for present and future developments.</p> <p>Repsol researchers are recognized as authors or co-authors in many publications: When Repsol Technology Lab collaborates with third parties, universities, research centers, startups, etc. its publication is agreed between the generators of intellectual property in different ways: articles, presentations, etc. In this situation, Repsol researchers are recognized as authors or co-authors.</p> <p>Dissemination of results in events: Repsol Technology Lab researchers attend technical and technological events to show the results of their developments as well as share experiences with other scientists from different fields, respecting the confidentiality standards required by our businesses.</p> <p>Collaboration in the doctoral thesis of our industrial doctorands. There are also joint projects with Universities where part of the development of doctoral work is</p>
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			<p>carried out in Repsol Technology Lab with tutors from both institutions. At the end of the research, the results of the research are disseminated in the business and university environment with the publication of the doctoral thesis, in this case the confidentiality standards required by the different Repsol businesses are also safeguarded as expressly indicated in the Code of Ethics and Conduct. See "<i>Sensitive information and intellectual property Principle</i>".</p> <ul style="list-style-type: none"> • Some evidences of scientific production at Repsol: <ul style="list-style-type: none"> ▪ Top authors 2017: 2020. Repsol Technology Lab <div data-bbox="922 545 1964 1139" data-label="Figure"> <p>Top authors</p> <table border="1"> <thead> <tr> <th>Author</th> <th>Publications</th> </tr> </thead> <tbody> <tr><td>LAKSHMIKANTHA MR</td><td>11</td></tr> <tr><td>CAJA MA</td><td>7</td></tr> <tr><td>BANNWART AC</td><td>6</td></tr> <tr><td>DELGADO J</td><td>6</td></tr> <tr><td>FERNANDEZ O</td><td>6</td></tr> <tr><td>MERINO-GARCIA D</td><td>6</td></tr> <tr><td>BARCELO F</td><td>6</td></tr> <tr><td>DUENAS-DIEZ M</td><td>6</td></tr> <tr><td>BERNAL V</td><td>5</td></tr> <tr><td>SEGURA JM</td><td>5</td></tr> <tr><td>BERMUDEZ A</td><td>5</td></tr> <tr><td>HERNANDEZ-ALONSO MD</td><td>4</td></tr> <tr><td>ANDREU T</td><td>4</td></tr> <tr><td>BLASCO V</td><td>4</td></tr> <tr><td>PARIS R</td><td>4</td></tr> <tr><td>ARGANDONA M</td><td>4</td></tr> <tr><td>CANOVAS M</td><td>4</td></tr> <tr><td>ALVARELLOS J</td><td>4</td></tr> <tr><td>BAGHERI HC</td><td>4</td></tr> <tr><td>CAROL I</td><td>4</td></tr> </tbody> </table> <p>Source: Derwent Innovation®, www.derwentinnovation.com</p> </div>	Author	Publications	LAKSHMIKANTHA MR	11	CAJA MA	7	BANNWART AC	6	DELGADO J	6	FERNANDEZ O	6	MERINO-GARCIA D	6	BARCELO F	6	DUENAS-DIEZ M	6	BERNAL V	5	SEGURA JM	5	BERMUDEZ A	5	HERNANDEZ-ALONSO MD	4	ANDREU T	4	BLASCO V	4	PARIS R	4	ARGANDONA M	4	CANOVAS M	4	ALVARELLOS J	4	BAGHERI HC	4	CAROL I	4
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<p>9. Public engagement</p>	<p>++ Scientists survey result: <i>Detractors (0%)</i></p>	<p>No gap detected</p>	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> • Communication team focus on public: Our work outcomes are published on the company's website in a generalist, adapted and informative language, but without losing rigor or scientific value. Likewise, our external communication departments 																																										

	<p>Passives (3%)</p> <p>Promotors (97%)</p> 		<p>publish news about technological advances and their results. This information reaches society in its entirety either in generalist media or in specialized scientific and technological magazines.</p> <ul style="list-style-type: none"> • Active participation in events: As a complement to the communication in articles, and conferences, Repsol Technology Lab researchers participate in webinars, lectures, and events of different types to disseminate and publicize not only technological advances but also their everyday applicability in society. • High presence in Social Media: Repsol Technology Lab has a visibility policy on Repsol's social networks: Websites, Twitter, Facebook, Instagram, Flickr, Youtube and in the hashtags #RepsolTechLab and #RepsolVenturing on LinkedIn, where we publish the presence of researchers, managers and specialists in events, presentations, talks, webinars, etc. and we publish sagas of articles explaining specific developments we are working on. <p>In this sense, in 2020 the sagas on decarbonization, Evolution of the refinery and renewable hydrogen have been published in our open website:</p> <ul style="list-style-type: none"> • Examples of technical scientific dissemination articles with Repsol Technology Lab staff: <ul style="list-style-type: none"> • CO₂: https://www.Repsol.com/en/energy-and-innovation/technology-lab/emissions-reduction/index.cshtml • Green Hydrogen: https://www.Repsol.com/en/energy-and-innovation/technology-lab/emissions-reduction/renewable-hydrogen/index.cshtml • Automation or industrial processes: https://www.Repsol.com/en/energy-and-innovation/technology-lab/industry/index.cshtml. • Dissemination in technology courses: Eg Dolores Cárdenas and hydrogen for mobility:
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			<p>https://www.autofacil.es/tecno/investigacion/2020/10/27/quieres-aprenderlo-hidrogeno-combustible-movilidad/59053.html</p> <ul style="list-style-type: none"> • Hydroalcoholic gels for health in local newspaper (Spanish): https://www.noticiasparamunicipios.com/municipios-madrid/mostoles-el-centro-tecnologico-de-Repsol-produce-geles-hidroalcoholicos-para-sanidad/ • CO2 event at Repsol Technology Lab 2019, October 2nd-3rd.: https://www.aportandovalorlco2.com/ <ul style="list-style-type: none"> • Visits of our Research Centre: As a complement to this communication and advertising activity of our work, we receive visits from different groups, technicians, universities, shareholders, companies, etc. to see our laboratories and learn more about our activities. The visits are currently limited due to COVID-19 health measures. • Active STEM campaign focus in female talent: in Repsol has played an important role in the campaign for the development of female talent in STEM disciplines and the work and results of the scientists and technologists present in the company have been publicized in the company. <ul style="list-style-type: none"> ▪ STEM campaign: https://www.Repsol.com/en/energy-and-innovation/stem-initiatives/index.cshtml ▪ The Science girl campaign with the presence of scientists and technologists from Repsol Technology Lab: https://www.Repsol.com/en/energy-and-innovation/stem-initiatives/thesciencegirls-movement/index.cshtml ▪ Example of dissemination and dissemination of Repsol Technology Lab scientists and technologists: Posts on Linkedin about scientific activity of Repsol Technology Lab: <ul style="list-style-type: none"> ▪ Pamela Torres, Scientist Sr. Proyectos h3; https://www.linkedin.com/in/pamela-torres-salas-3b271636/ ▪ Jesús Delgado, Advisor product design & Energy Systems: https://www.linkedin.com/in/jesus-delgado-diestre-469a2a6/
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			<ul style="list-style-type: none"> Prashanth Nadukandi, Numerical methods technical advisor: https://www.linkedin.com/in/nadukandi/
10. Non discrimination	<p>++</p> <p>Scientists survey result:</p> <p><i>Detractors (3%)</i></p> <p><i>Passives (2%)</i></p> <p><i>Promoters (95%)</i></p> 	No gap detected	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> Great company commitment <p>At Repsol we defend diversity and the culture of inclusion because we believe in their contribution to the generation of different and innovative ideas and insights, providing added value that allows us to benefit from mutual learning based on the principle of equality and no discrimination that it governs, and it should govern all our actions.</p> <p>Diversity in our organization is an essential element in our cultural framework both from the leader's perspective, based on the principle of Efficiency, as a people management tool that will help us identify and enhance talent, and from the employee's perspective, based on the principle of Respect.</p> <p>The variety of gender, nationality, culture, different abilities, sexual orientation, age and professional profile contribute to Repsol's results.</p> <p>Repsol's commitment is reflected in our Sustainability Plan, the objectives that we will face, and achieve and even exceed by 2025, if possible, are as follows:</p> <ul style="list-style-type: none"> Establish parity in the hiring processes and ensure the use of diversity criteria in all stages of professional development, with the objective of reaching 35% of women in leadership positions. Promote initiatives that favor the inclusion of the LGTB community. Exceeding the legal obligations in relation to the labor insertion of people with disabilities in the countries in which it applies and insertion activities for other vulnerable groups.

			<ul style="list-style-type: none"> ▪ Develop support initiatives in the dimensions of generational and cultural diversity. <p>Repsol is positioned in favor of the labor and social integration of different groups such as abused women, people at risk of exclusion, for the promotion of female talent in STEM vocations and recently of the LGTBI support committee as a way of expressing respect and defense of the rights of all people in Repsol in this regard, we have adhered, as a company, to the rules of conduct for companies to deal with the LGBT community and we participate in the Business Network for LGTBI diversity and inclusion. Repsol exceeds the hiring percentage of disabled people established by the Spanish disabled people integration Law, Ley General de Discapacidad, LISMI, mandatory in Spain since 1982. Link (In Spanish).</p> <ul style="list-style-type: none"> • Some numbers about diversity at Repsol Technology Lab <p>In the current profile of Repsol Technology Lab, March 2021, the diversity of people, ages and origins is shown in the following data:</p> <p>a) Gender diversity:</p> <table border="1" data-bbox="981 928 1944 1364"> <thead> <tr> <th data-bbox="981 928 1440 1066">Scientific/ Researcher role and internal Repsol Technology Lab internal job.</th> <th data-bbox="1440 928 1516 1066">Men</th> <th data-bbox="1516 928 1644 1066">Women</th> <th data-bbox="1644 928 1733 1066">Total</th> <th data-bbox="1733 928 1823 1066">% Men</th> <th data-bbox="1823 928 1944 1066">% Women</th> </tr> </thead> <tbody> <tr> <td data-bbox="981 1066 1440 1225">R1 – First Stage researcher (Up to the point of PhD): Scientist/ Technologist</td> <td data-bbox="1440 1066 1516 1225">23</td> <td data-bbox="1516 1066 1644 1225">17</td> <td data-bbox="1644 1066 1733 1225">40</td> <td data-bbox="1733 1066 1823 1225">57%</td> <td data-bbox="1823 1066 1944 1225">43%</td> </tr> <tr> <td data-bbox="981 1225 1440 1364">R2 - Recognized Researcher. PhD holders or equivalent who are not yet fully independent:</td> <td data-bbox="1440 1225 1516 1364">32</td> <td data-bbox="1516 1225 1644 1364">28</td> <td data-bbox="1644 1225 1733 1364">60</td> <td data-bbox="1733 1225 1823 1364">53%</td> <td data-bbox="1823 1225 1944 1364">47%</td> </tr> </tbody> </table>	Scientific/ Researcher role and internal Repsol Technology Lab internal job.	Men	Women	Total	% Men	% Women	R1 – First Stage researcher (Up to the point of PhD): Scientist/ Technologist	23	17	40	57%	43%	R2 - Recognized Researcher. PhD holders or equivalent who are not yet fully independent:	32	28	60	53%	47%
Scientific/ Researcher role and internal Repsol Technology Lab internal job.	Men	Women	Total	% Men	% Women																
R1 – First Stage researcher (Up to the point of PhD): Scientist/ Technologist	23	17	40	57%	43%																
R2 - Recognized Researcher. PhD holders or equivalent who are not yet fully independent:	32	28	60	53%	47%																

Sr Scientist / Technologist					
R3 - Established Researcher (Researchers who have developed a level of independence): Technical Advisor	24	4	28	86%	14%
R4 - Leading Researcher (Researchers leading their research area or field): Sr Technical Advisor	8	4	12	66%	33%
Overall Total	87	53	140		

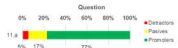
b) Birthplace:

	Spaniards	Foreigners	Total
R1 – First Stage researcher (Up to the point of PhD): Scientist/ Technologist	37	3	40
R2 - Recognized Researcher. PhD holders or equivalent who are not yet fully independent: Sr Scientist / Technologist	53	7	60
R3 - Established Researcher (Researchers who have developed a level of independence): Technical Advisor	25	3	28

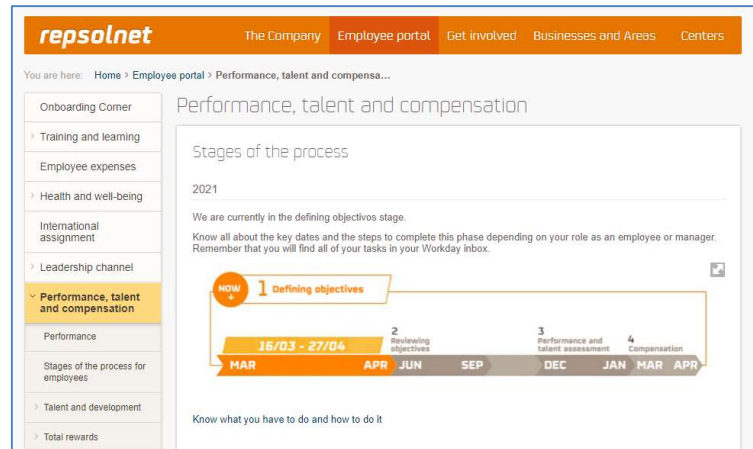
R4 - Leading Researcher (Researchers leading their research area or field): Sr Technical Advisor	10	2	12
Overall total	125	15	140

c) Age

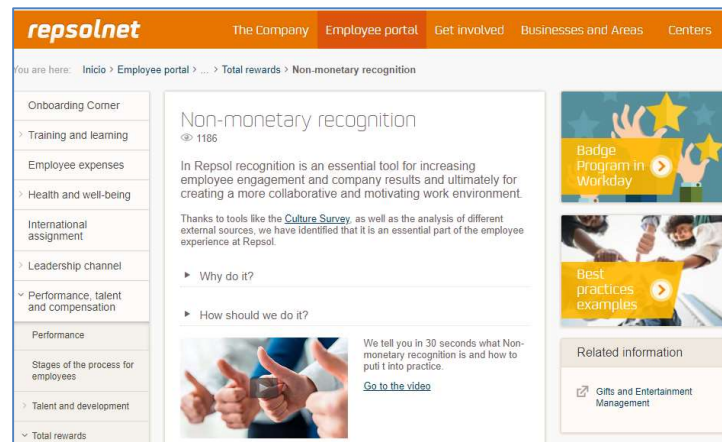
	<35	35-45>	> 45	Total	Average Age (Y.O.)
R1 – First Stage researcher (Up to the point of PhD): Scientist/ Technologist	20	20		40	33,6
R2 - Recognized Researcher. PhD holders or equivalent who are not yet fully independent: Sr Scientist / Technologist	3	47	10	60	41,6
R3 - Established Researcher (Researchers who have developed a level of independence): Technical Advisor	11	17	48	76	46
R4 - Leading Researcher (Researchers leading their research area or field): Sr Technical Advisor	7	5	12	24	46,3
Overall total	23	91	26	140	40,6

			<p>The variety of gender, nationality, culture, different abilities, sexual orientation, age, and professional profile contribute to Repsol's results. To promote equal opportunities, diversity and inclusion issues have been incorporated into the Code of Ethics and Conduct.</p> <ul style="list-style-type: none"> • A company's Ethics and Compliance Committee available. <p>2. Improvement suggestion:</p> <ul style="list-style-type: none"> • Active participation of Repsol Technology Lab in Corporate campaigns like “Women in Science” and “LGTBI”. I.e., In June 2021 a crosswalk was painted within the Repsol Technology Lab compound to support the LGTBI visibility campaign and a video campaign was broadcasted in our social media.
<p>11. Evaluation/ appraisal systems</p>	<p>+-</p> <p>Scientists survey result:</p> <p>Detractors (6%)</p> <p>Passives (18%)</p> <p>Promotors (7%)</p> 	<p>Gap detected in giving transparent and honest feedback based on tangible evidence.</p>	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> • A well-defined performance-based compensation <p>At Repsol and Repsol Technology Lab, we believe that meritocracy is the best way to reward performance and commitment. To treat our employees as fairly as possible, we've implemented an assessment and compensation system based on individual achievement, unit performance, and company results. As part of our compensation and benefits model, employees know what's expected of them, how their performance is being assessed, and what benefits they will receive.</p> <p>A System which, through an agreement between the employee and the superior, defines a minimum of five individual objectives, establishing certain circumstances and limits to be achieved as achieved. If the different objectives are met, I could be awarded up to 15-40% of the compensation bonus depending on the professional category.</p> <p>The process of defining objectives presents two reviews throughout the year to adjust it to the conditions of evolution of the task from a point of view of SMART objectives oriented to the achievement of objectives. In evaluation meetings, the</p>

			<p>superior also indicates points for improvement, strengths, etc. as part of the positive feedback.</p> <p>This process applies to all Repsol employees. In the case of employees who are subject to agreements, they present a version of this method, DXD, which essentially maintains the same fundamentals as GxC:</p> <ul style="list-style-type: none">• Agreement of objectives, reviewable and SMART between the employee and the superior, including tasks, projects, products, studies, insights.• Review of performance evolution, at least twice a year• Evaluation at the end of the year.• Ranking and prioritization. <p>To finally carry out a prioritization among the Management group so that three performance levels are established that, in addition to the effect on the compensatory remuneration for performance, has effects on the possibility of promotion and salary increase. The higher compensation is linked to the greater impact and contribution of value and they are prioritized at the Management level to ensure alignment with the strategy and plans and projects defined in their execution.</p> <p>The GXC process is on an annual basis and the entire process is reinitialized every year.</p>
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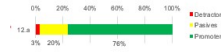


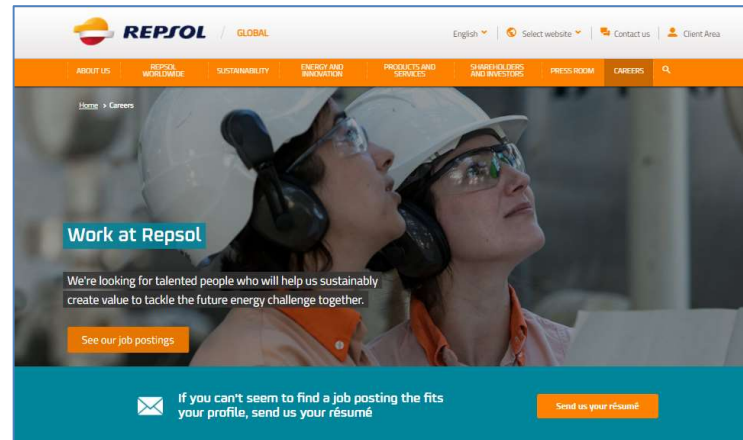
In addition to the recognition in the evaluation and compensation system (GxC), see Principle 22, there is a general company policy of non-monetary recognition. [Link](#).



The basis of the system is meritocracy as is shown in the People Management (Human resources) Policy principles document.

2. Improvement suggestion:

			<ul style="list-style-type: none"> Managers should work on giving transparent and honest feedback based on tangible evidence. This is essential so that employees know what they need to improve as well as the aspects where they need to support themselves to continue progressing. The managers should collect tangible evidence during the year. Skip-level meeting yearly for having feedback in a more complete way.
Recruitment and Selection			
12. Recruitment	<p style="text-align: center;">++</p> <p style="text-align: center;">Scientists survey result:</p> <p><i>Detractors (3%)</i></p> <p><i>Passives (22%)</i></p> <p><i>Promoters (75%)</i></p> 	No gap detected.	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> Well defined recruitment process: <p>When there is an open vacancy, the Human Resources expert area prepare a competency profile, together with the demanding area, to start an open recruitment and selection process and based on merits: qualifications for recent graduates, professional experience in different companies, areas, and countries as it appears in our current People management (HR) policy.</p> <p>Initially, the company builds candidate profile, which can be covered internally or externally. In case of internal offers, they will be published in corporate channels to make it accessible to all the possible candidates. Once a candidacy is accepted, the unit where the candidate is located is informed that this process begins and in the event of being finally selected there is an overlap time and work transmission between internal areas.</p> <p>If the candidate cannot be found in the company a public offer of the position is published with all the details in the Repsol website. "Work at Repsol". Link and other social networks and media.</p>




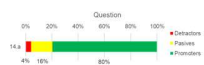
Additionally, the invitation to participate in the selection process can also be extended to scientists, researchers, technologists from Universities, Research Centers, companies, etc. but under a criterion of respect and ethics for the entities that collaborate with Repsol Tech Lab.

Candidates have a pre-selection prior to the interview with the applicant area where, based on the profile of the defined position, the eligibility for the position is reviewed. The profiles that are given as eligible go to a personal interview with the work team to collate and validate knowledge, experience, etc. for the future position. Once people have been selected for the final process (up to 3), they have a battery of interviews / tests with the human resources area to assess their suitability for the position and Repsol's work culture.

- **Non- discrimination and diversity are principles considering in the recruitment process:**





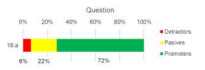
Repsol defines in its code of conduct that discrimination based on race, origin, etc. is not allowed, see Principle 14 "Non-discrimination" so that in no case may a candidate be disqualified for any of that circumstances. Additionally, the company


			<p>carries out integration programs for disabled groups: people at risk of social exclusion, with different abilities, etc., who, depending on their needs, become part of the different areas of the company.</p> <p>Repsol, within its competence map / talent map, considers diversity competence as a key competence in the organization: Adapting and working with people of different origins and mentalities. We, whenever possible, fill positions with someone from the disability group. In Spain there is a commitment for all companies to reach a 5% of disabled people in your staff. Repsol does comply and overcome this legal commitment.</p>
13. Recruitment (Code)	<p>++</p> <p>Scientists survey result:</p> <p><i>Detractors (2%)</i></p> <p><i>Passives (15%)</i></p> <p><i>Promoters (83%)</i></p> 	No gap detected	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> Vacancies published in several platforms: <p>The Repsol's recruitment tools and systems include social networks such as Linkedin, infojobs, Disjob (for different abilities persons), universities, business schools, the Repsol website and on some occasions, if the country where the vacancy is it requires it, with the governmental organisms which duress to publish in their own media.</p> <p>In case of recently graduated profiles, we work with the University specialized Universia, which helps to find young talent, initially as interns but on occasions it can be an opportunity to become a staff. For vacancies with a highly technical component, the support of headhunters may be required, always guaranteeing that the decision-making rests with the Repsol Selection team.</p> <p>We have a platform in Workday adapted to work with blind CV but at this time it is not implemented (possible area for improvement). In both internal mobilities and external recruiting processes, the ads contain a broad description of the required knowledge and skills and they are not so specialized as to discourage applicants who fit the profile. Regarding the deadlines, we limit the deadline to 2 weeks from</p>

			<p>the date of publication and the closing of the same. We respond to all registered candidates and update them on the status of their application throughout the selection process.</p> <p>Suggestions to improve:</p> <ul style="list-style-type: none"> • Repsol's information about scientific & researchers HRS4R strategy in our corporate portal. See https://www.repsol.com/es/energia-innovacion/index.cshtml • Incorporate job offers for scientists/researchers on the Euraxess page within the recruitment and selection procedure.
14. Selection (Code)	<p>++</p> <p>Scientists survey result:</p> <p><i>Detractors (4%)</i></p> <p><i>Passives (16%)</i></p> <p><i>Promoters (82%)</i></p> 	No gap detected	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> • The selection is done by a diverse committee: <p>Once a group of candidates are selected, the final decision is made by a specific committee formed by:</p> <ul style="list-style-type: none"> ▪ P&O Business partner: Responsible for human resources for the demanding area. ▪ Responsible for the demanding area. ▪ Director of the applicant area. ▪ Additionally, and with a consultative nature, they may be part of the decision-making process in areas of labor relations, legal, etc. <p>The final decision of this committee, including blank decisions, is communicated to the Repsol recruitment area to begin, if applicable, first, the hiring process and, afterwards the new employee onboarding process.</p> <p>The selection committee does not have a fixed members definition and according to Repsol's personnel selection procedure it is subject to the rules of non-discrimination and is based on meritocracy considering the job profiles.</p>

			<ul style="list-style-type: none"> • Well defined process for recruiting/ selection/ onboarding. <p>The process is, in a summary, as follows:</p> <ol style="list-style-type: none"> 1. Proposal (Job profile) 2. Phases <ol style="list-style-type: none"> a. Publication in different portals. b. Curricular screening. c. Telephone interviews. d. Assessment tests: cognitive, behavioral, language and assessment center tests. e. HR competency interview. f. Technical interview. g. Joint decision-making between the vacancy manager and HR area, P&O Business partners, on all aspects of the offer to be made. h. Job Offer i. Onboarding process. <p>For technology, the technical profiles are proposed to us by the business that attends seminars and universities, which allows them to identify and attract talent to be aligned with the needs.</p> <p>The overall process for Internal selection is summarized in the following infographics:</p>
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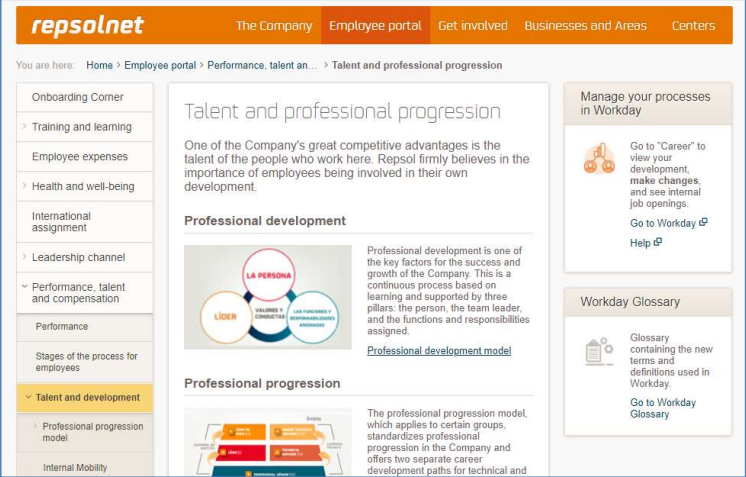
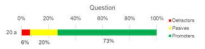
<p>15. Transparency (Code)</p>	<p>+ Scientists survey result:</p>	<p>Gap detected in the process knowledge of the selection</p>	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> • Transparency, very important principle in the Recruitment code. <p>Principles 12 to 16 review the recruitment and selection process at Repsol. The standard is, according to HR norm, maximum efficiency, transparency, and ethics</p>

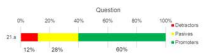
	<p>Detractors (5%)</p> <p>Passives (16%)</p> <p>Promoters (78%)</p> 	<p>process for the technical evaluator.</p>	<p>in the relationship with the candidates. If a candidate, both internal and external, is not accepted to proceed to the next stage of selection, he/she is informed about the conditions of elimination in the selection process at the request of the candidate.</p> <p>Throughout the selection process, the candidate can communicate with the specialist selection to obtain information about the selection process, expected date of incorporation, etc., safeguarding the data related to the privacy of other people and the development of the technical process of selection.</p> <p style="text-align: center;">How can I follow up on a recruitment process?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div data-bbox="1028 624 1290 700" style="border: 1px solid #ccc; padding: 5px; text-align: center;">  Visit our Career Center to check the status of your application. </div> <div data-bbox="1312 624 1574 700" style="border: 1px solid #ccc; padding: 5px; text-align: center;">  Sign in to the platform by using your email and password. </div> <div data-bbox="1597 624 1859 700" style="border: 1px solid #ccc; padding: 5px; text-align: center;">  Get updates regarding your application status sent to the email address provided. </div> </div> <p>2. Improvement suggestion:</p> <ul style="list-style-type: none"> The Human Resources area (P&O) will arrange a training / information session on the recruitment and selection process so that the technical evaluators know the recruitment and selection process and, therefore, ensure support to the principles of equal opportunities.
<p>16. Judging merit (Code)</p>	<p style="text-align: center;">+-</p> <p>Scientists survey result:</p> <p>Detractors (6%)</p> <p>Passives (22%)</p> <p>Promoters (72%)</p> 	<p>Gap detected in relationship with merit recognition in the recruitment and selection process.</p>	<p>1. Initiatives undertaken:</p> <p>As commented in principles 12 to 16, Repsol's people management, human resources management standard, defines, in its principles, the policy of recognition of merits throughout the selection process, see details in Principle 14, and later in the evaluation of value merits and value added, see Principle 12.</p> <p>Specifically, the policies at this point are defined in the following way,</p> <p>"Safeguarding equal opportunities as a distinctive element of an integrated, diverse and inclusive Company.</p>

			<p>Having an attractive progression model in place, which offers development opportunities through career advancement, mobility, and learning, considering employee interests.</p> <p>Providing total rewards strategies that are based on meritocracy, equitable within the organization and externally competitive, and recognize both individual performances, as well as cooperation and teamwork”.</p> <p>2. Improvement suggestion:</p> <ul style="list-style-type: none"> The Human Resources area (P&O) will arrange a training / information session on the recruitment and selection process so that the technical evaluators know the recruitment and selection process and, therefore, ensure support to the principles of equal opportunities and fair assessment of merits throughout the process. There will be a special focus on the main parameters to be considered: expertise, background, mobility experience, etc.
<p>17. Variations in the chronological order of CVs (Code)</p>	<p style="text-align: center;">++</p> <p>Scientists survey result:</p> <p><i>Detractors (1%)</i></p> <p><i>Passives (22%)</i></p> <p><i>Promoters (77%)</i></p> 	<p>No gap detected.</p>	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> Great company commitment: <p>Repsol's Code of Ethics and Business conduct expressly prohibits discrimination in general and specifically in what has to do with the valuation with a view to joining the company or in the development of their professional career.</p> <p>In this way, the presence of gaps in the curriculum or the possibility that for reasons of a different nature a person who is going to belong or belongs to Repsol has not been able to dedicate himself to professional tasks does not mean a reason for discrimination or stoppage of career development. In this sense, Repsol has a firm commitment to equal opportunities, integration of groups and incorporating / promoting people in a situation of pregnancy, etc.</p>

			In the curricular screening, the Human resources selection area focuses on the candidate's professional experience and training, abstracting from any personal assessment or previous bias (the Selection team is trained to avoid unconscious biases) as is shown in our people management policies.
18. Recognition of mobility experience (Code)	<p style="text-align: center;">+-</p> <p>Scientists survey result:</p> <p>Detractors (6%)</p> <p>Passives (14%)</p> <p>Promoters (80%)</p>	Gap detected in relationship with merit recognition.	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> Mobility experience is valued positively in the selection <p>In the phases of recruitment and selection and professional development of researchers, the experience of geographical mobility, in different professional fields, and in different sectors is valued positively according to the alignment with the job profile of the required position.</p> <p>The employee has the possibility to express his preferences related to Mobility and it's mandatory to comply in the employee's file. In case there is a possibility of a mobility, the HR evaluate the preferences of the employee.</p> Feedback after mobility: After each mobility, both candidate and manager who have participated in mentioned process, have the possibility of evaluating the whole process through a satisfaction survey that comes to them through the Enterprise resource planning for HR (Workday). This survey aims to continuously improve the process focused on the employee experience according to professional progression model defined for the Scientist/ researcher. <p>2. Improvement suggestion:</p> <ul style="list-style-type: none"> The Human Resources area (P&O) will arrange a training / information session on the recruitment and selection process so that the technical evaluators know the recruitment and selection process and, therefore, ensure support to the principles of equal opportunities.


			<ul style="list-style-type: none"> To execute a study and subsequent analysis on the influence of different parameters on the recruitment & selection process of scientists / researchers: qualifications, mobility, etc. to have it typified and correct in case of bias.
19. Recognition of qualifications (Code)	<p style="text-align: center;">+-</p> <p style="text-align: center;">Scientists survey result:</p> <p style="text-align: center;">Detractors (2%)</p> <p style="text-align: center;">Passives (24%)</p> <p style="text-align: center;">Promoters (74%)</p>	Gap detected in relationship with merit recognition.	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> Qualifications are considered for career advancement. Sustained high performance is also contemplated when providing opportunities for international mobility. Academic and specialization qualifications, college grades scores, are key merit parameters when to consider in the case of recruiting. In the case of experts, the qualifications are reviewed as well together with the general or specific experience of the functions, suitability for the position, etc. Repsol has a program of co-financing university studies of interest for the employee and the company, and, in this way, it encourages both continuous learning and training as well as permanent adaptation to the present and future needs of the organization.

			 <p>2. Improvement suggestion:</p> <ul style="list-style-type: none"> Yearly Informative session with the HR area (Persons & Organization) about performance evaluation parameters and the role of qualifications, mobility, etc. to clarify doubts about these parameters.
<p>20. Seniority (Code)</p>	<p align="center">-+</p> <p align="center">Scientists survey result:</p> <p align="center">Detractors (6%)</p> <p align="center">Passives (20%)</p> <p align="center">Promoters (73%)</p> 	<p>Gap detected in merit recognition in relationship with professional career.</p>	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> Procedures defined to recognize expertise, knowledge, value added in the professional progression model: <p>The four levels of technical specialization at Repsol Tech Lab are:</p> <ol style="list-style-type: none"> Scientific, like R1. (Professional). Scientific Sr, like R2. (Sr. Professional). Technical advisor, like R3 (Technical advisor). Sr Technical advisor, like R4 (Sr Technical advisor). <p>For every technical specialization level there have been defined mechanisms to recognize expertise, knowledge, value added in the professional progression</p>

			<p>model. The seniority of the different scientists and researchers is evaluated yearly in their assessment of compensation objectives and, according to the needs and merits achieved, is the key parameter for professional career development.</p> <p>The company aligns the professional role and seniority of the employee to the position and work performed.</p> <p>Regarding the evaluation of the achievements of each employee, talent sessions are held at the request of the business units to evaluate the professional development of the employee and try to give them tools to improve it in the near-middle future.</p> <p>2. Improvement suggestions:</p> <ul style="list-style-type: none"> • The information about the current Professional Development Model including seniority parameters is in a visible place in the intranet. Nevertheless, reminder of it. It's important that everybody knows the model. • As a complement to the studies and analysis carried out in the last years about the technical careers and professional development, specifically for researchers and scientists, to create a cross-sectional working group to establish the basic and standard conditions and parameters for the development of the professional career and determine if there are gaps or biases to correct.
<p>21. Postdoctoral appointments (Code)</p>	<p>+ Scientists survey result: Detractors (12%) Passives (29%) Promoters (60%)</p> 	<p>Gap detected in postdoctoral appointment in relationship with seniority and</p>	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> • We have briefly reviewed in Principles 12 to 16 the general process of recruitment and selection of professional recognizing experience, knowledge, qualifications, mobility, etc., depending on the job profile required for the position. The general procedure is applicable to postdoctoral researchers at Repsol, additionally there are specific programs for the incorporation of PhD Scientist, or people in the development phase of the doctoral thesis, with universities and research centers according to our principles of merit an expertise as it appears in the people's management policies.

		professional career.	<ul style="list-style-type: none"> Repsol guarantees an agreement and commitment to science, research and technology as an important part of the company's future strategic development. Part of this commitment is the pre, doctoral and postdoctoral appointments complying with our policies and standards in relationship with the knowledge, experience and seniority reached within the current progression model. <p>2. Improvement suggestion:</p> <ul style="list-style-type: none"> Study the professional / scientific situation of the Repsol Technology Lab doctors in comparison with the scientific / research group to analyze whether the award of a PhD is an enabler to achieve a high-level position as a researcher / scientist. Establish a specific action plan, to be implemented in 2022, which will be presented to the HRS4R implementation committee in case there is any gap: The action plan will be headed to enhance the possibilities of PhD as high-level researchers /scientist.
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Working Conditions and Social Security

22. Recognition of the profession	<p>++</p> <p>Scientists survey result:</p> <p><i>Detractors (5%)</i></p> <p><i>Passives (15%)</i></p> <p><i>Promoters (80%)</i></p> 	No gap detected.	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> Company Professional progression model well defined: <p>The model unifies professional progression within the Company and offers the possibility of a differentiated career development for technical and management profiles. One of the pillars of the career progression model are the defined roles. Each professional role is perfectly defined and delimited the level of responsibility, the level of complexity and the expected behaviors. The Professional Progression model can be seen in the following Imagen:</p>
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- The **Professional Role, Scientist**, contributes through the completion of technical content tasks. To the extent that it expands its knowledge and / or influence on the environment, it acquires more complex functions.
- The **Senior Professional Role, Sr Scientist**, shows autonomy and ability to make decisions and achieve results in their function / area of knowledge. This knowledge is consolidated demonstrating seniority in its functional scope.
- The **Leader Role, Technical advisor**, assumes responsibilities that require people / resources management skills. For the technical career, its equivalent is the role of Technical Advisor that requires the assumption of responsibilities of a complex technical nature. These people make decisions in their field of knowledge that go beyond the usual situations.

			<ul style="list-style-type: none"> ○ The Role of Area Leader, Sr Technical Advisor, assumes highly complex and diverse responsibilities for which it requires proven leadership and management skills. She makes decisions with a global vision in uncertain situations. For the technical career, its equivalent is the Senior Technical Advisor Role assumes responsibilities where knowledge is key and requires an integrative vision and alignment with the Company's strategic plan. She acts as a reference. <p>As mentioned II roles are associated with a certain level of responsibility and complexity and some applicable key behaviors: proactivity, collaboration, accountability, and value added (result-driven). As a point of reference to determine the stage of development of people, there is a series of evidence of performance associated with each role.</p> <p>The model includes professional progression within the role itself in three stages: developing, established and outstanding. The stage will be decided based on the criteria of maturity in the role.</p> <ul style="list-style-type: none"> ○ Outstanding: The employee stands out at the highest level of responsibility and complexity of his role, assuming levels of responsibility for the next role. It is an example of the behaviors of his role and shows evidence of behaviors of the following role. ○ Established: Assumes the level of responsibility and complexity of the professional role in a solvent and sustained manner. It notably shows the behaviors of the role. ○ Developing: In the role assumes the level of responsibility and complexity of the role. Show most of the behaviors of your role and work to reinforce them. <p>Professional progression between different roles is based on both quantitative and qualitative criteria that have been clearly and objectively defined. Different promotion criteria have been established for the management career and for the</p>
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			technical career. On a yearly basis the professional career of each scientist is reviewed.
23. Research environment	<p style="text-align: center;">+-</p> <p>Scientists survey result:</p> <p>23.a Detractors (10%) <i>Passives (14%)</i> <i>Promotors (75%)</i></p> <p>23.b Detractors (6%) <i>Passives (14%)</i> <i>Promotors (80%)</i></p>	<p>Gap detected in relation to the possibility of scientists / researchers to have an idea generation environment for research and development.</p>	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> Modern facilities with many services: <p>The current facilities were inaugurated in 2002 and consist of 50,000 m² at Repsol Lab in Móstoles (Madrid), where we have laboratories, industrial facilities and collaborative and management spaces to develop Innovation work.</p> <p>Additionally, we have services such as:</p> <ul style="list-style-type: none"> Restaurant (one in Repsol Technology Lab 160 seating and Repsol Talent Lab (320 seating) Medical Service Physiotherapist & nutritionist (on-demand services) Shuttle service, to train station and Repsol headquarters (Mendez Álvaro Madrid).





- **Labor flexibility available:** At Repsol Technology Lab we have the possibility of developing activities in the form of teleworking and labor flexibility, even partially in work in laboratories and industrial plants, in accordance with the company policy that since 2014 has been gradually implemented throughout the company to promote work-life balance.

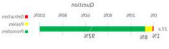
- **Remote collaboration program:**

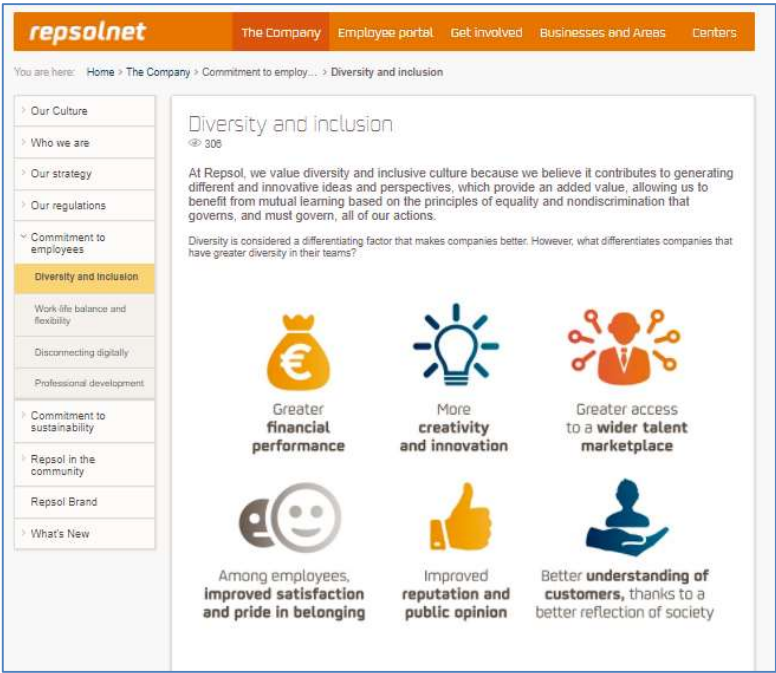
Regarding remote collaboration, the company has implemented improvements in this regard through the Repsol Digital Workplace (RDW) project, but specifically in Repsol Technology Lab there is a group of 14 change agents who are supporting and promoting a new way of doing things to connect with different teams, collaborate with them and transform ourselves together; from anywhere, from any device, promoting continuous collaboration to promote new behaviors based on an



			<p>entrepreneurial and proactive attitude that will help to be more agile, with the help of spaces and</p> <p>Additional information:</p> <ul style="list-style-type: none"> Information about Repsol Technology Lab at Repsol.com (open link): https://www.repsol.com/es/energia-innovacion/technology-lab/index.cshtml <p>2. Improvement suggestion:</p> <ul style="list-style-type: none"> Promote ideation platform: proof-of-concept (PoC) platform where all scientists can promote ideas with an initial budget of € 50,000 and a period of three months to move from ideas to viable concepts, which can later be developed as projects research. Promote open science: The Open Innovation team is testing a digital open science platform to share scientific information with third parties. During 2021, different platforms will be analyzed to make a final decision in 2022. Implement measures for digital disconnection.
24. Working conditions	<p>++</p> <p>Scientists survey result:</p> <p><i>Detractors (3%)</i></p> <p><i>Passives (9%)</i></p> <p><i>Promoters (88%)</i></p> 	No gap detected.	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> Great company commitment with excellent working conditions. At Repsol, as stated in part III, article 14 of our Collective Agreement (document only available in Spanish), the commitment is assumed to promote the policy of conciliation of work, family and personal life of its workers. <p>In the Collective agreement, it's possible to read the articles 14. 1 to 14.9, translated into English, These articles regulate the conditions related to lactation, reduction of working hours, maternity, and paternity leaves, leaves of absence, equal partner in fact and measures of flexible hours and hours.</p>

<p>25. Stability and permanence of employment</p>	<p style="text-align: center;">++</p> <p>Scientists survey result:</p> <p><i>Detractors (5%)</i></p> <p><i>Passives (9%)</i></p> <p><i>Promotors (86%)</i></p> 	<p>No gap detected</p>	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> More than 80% of the employees at Repsol Technology is permanent. <p style="text-align: center;">Repsol Technology Lab Scientist work stability data, as of March 2021</p> <table border="1" data-bbox="918 359 1915 1029"> <thead> <tr> <th></th> <th>Permanent employee</th> <th>Temporary employee</th> <th>Overall Total</th> </tr> </thead> <tbody> <tr> <td>R1 – First Stage Researcher (Up to the point of PhD). Scientist</td> <td>15,00%</td> <td>14,29%</td> <td>29,29%</td> </tr> <tr> <td>R2- Recognized Researcher. PhD holders or equivalent who are not yet fully independent</td> <td>38,57%</td> <td>2,86%</td> <td>41,43%</td> </tr> <tr> <td>R3- Established Researcher (Researchers who have developed a level of independence)</td> <td>20,71%</td> <td>0,71%</td> <td>21,43%</td> </tr> <tr> <td>R4- Leading Researcher (Researchers leading their research area or field)</td> <td>7,86%</td> <td>0,00%</td> <td>7,86%</td> </tr> <tr> <td>Overall Total</td> <td>82,14%</td> <td>17,86%</td> <td>100,00%</td> </tr> </tbody> </table> <p style="text-align: center;">Title IV article 18 of the Repsol SA Collective Agreement on Employment includes the commitment to guarantee job stability: <i>“The signatory parties to the VII Collective Agreement agree on the guarantee of job stability for workers of Repsol, SA This implies the commitment to use non-traumatic mechanisms in achieving the objective of adapting templates in the group as a whole”</i></p>		Permanent employee	Temporary employee	Overall Total	R1 – First Stage Researcher (Up to the point of PhD). Scientist	15,00%	14,29%	29,29%	R2- Recognized Researcher. PhD holders or equivalent who are not yet fully independent	38,57%	2,86%	41,43%	R3- Established Researcher (Researchers who have developed a level of independence)	20,71%	0,71%	21,43%	R4- Leading Researcher (Researchers leading their research area or field)	7,86%	0,00%	7,86%	Overall Total	82,14%	17,86%	100,00%
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			<ul style="list-style-type: none"> • Nevertheless, in some cases the nature of the projects could require other type of contract: At Repsol Technology Lab due to the nature of the function and the projects which in many cases have a specific duration, in recent years employees are being hired for work or service and internship contracts for doctoral students. In cases when the projects are stable and lasts more than 3 years, it is transformed into permanent ones. The company is not focused to join successive temporary contracts, except in specific cases in which the project is unstable or due to the nature of type of contract. • Equal conditions for all employees: In no case are temporary employees treated less favorably than similar permanent employees (the same salary conditions as agreed upon, the same performance criteria apply to employees fixed, training possibilities, etc.).
26. Funding and salaries	<p>++</p> <p>Scientists survey result:</p> <p><i>Detractors (2%)</i></p> <p><i>Passives (9%)</i></p> <p><i>Promoters (89%)</i></p> 	No gap detected.	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> • All employees on the workforce as well as contracts (of whatever type, temporary or indefinite and whatever the professional role may be) are subject to the legal regulations of the country where they are produced and in Spain, they are also governed by the Collective Agreement of the company for which the employee is hired. <p>All employees are governed by the collective agreement, but some of them, with respect to remuneration, are excluded from the agreement by agreeing on specific conditions to those established in the agreement salary tables and entering into being governed by the parameters of the professional progression model (for development) and the salary bands associated with the role that the Compensation area establishes and updates annually. In any case, the worker's rights regarding paternity, maternity, illness benefits, etc. protected and</p>

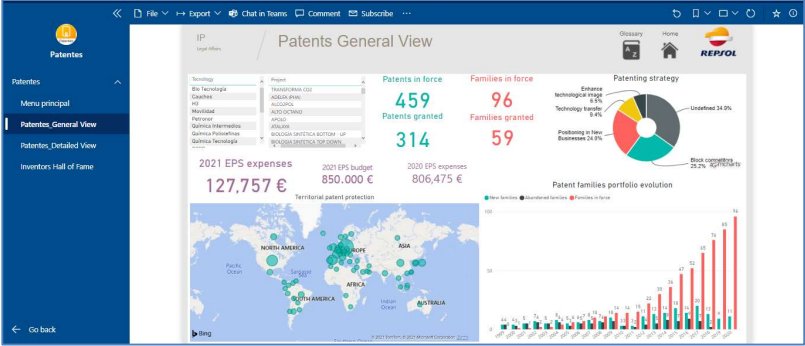

			<p>guaranteed by Spanish legislation and the Collective Agreement and Collective agreement that applies to the employees of the Repsol group.</p> <ul style="list-style-type: none"> Regarding maternity and paternity benefits, section 16 of the Collective agreement establishes how they are regulated in our Collective agreement to ensure that they are adequate and equitable.
27. Gender balance	<p>++</p> <p>Scientists survey result:</p> <p><i>Detractors (1%)</i></p> <p><i>Passives (6%)</i></p> <p><i>Promoters (92%)</i></p> 	No gap detected.	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> Clear policy of equality in hiring. Repsol has set a goal of equity in recruiting men and women. Specifically, 43.2% of permanent hires in the company worldwide were women in 2020. We dealt with to apply the Rooney rule whereby there is always a woman among the finalist candidates. <p>At the company, we defend diversity and the culture of inclusion because we believe in their contribution to the generation of different and innovative ideas and perspectives, providing added value that allows us to benefit from mutual learning based on the principle of equality and not that it governs and should govern all our actions.</p>

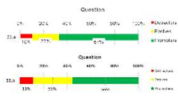

			 <p>Title III articles 12 and 13 of our Collective agreement define our Plan for equal opportunities between men and women in Repsol group companies.</p> <p>For specific Gender balance data at Repsol Technology Lab see Principle 10.</p>
<p>28. Career development</p>	<p>-+</p> <p>Scientists survey result:</p> <p>Detractors (13%)</p> <p>Passives (22%)</p> <p>Promoters (66%)</p>	<p>Detected as one of the key points to be improved: the career development plan implementation.</p>	<p>1. Initiatives undertaken:</p> <p>The company provides several development tools. Some of them can be used for any career development purpose and others currently are focused on the high-performance group (internal/external Mentoring by area Director)</p>

			<p>In a yearly basis scheduling careers plans are defined/redefined for all the scientist / researchers /technologists. This plan contains training, coaching and other activities as Congress attendance, stays, etc.</p> <p>2. Improvement suggestion:</p> <ul style="list-style-type: none"> Review / verify that all managers define / redefine the career plan for every scientist/ researcher in a similar way, covering aspects of professional career development, training, etc., with specific and measurable objectives. Systematize the monitoring of career plans. Check that the People Review Process (assessment) is executed, at least for scientists and researchers defined as high potential, every two years.
<p>29. Value of mobility</p>	<p>+-</p> <p>Scientists survey result:</p> <p>Detractors (6%)</p> <p>Passives (17%)</p> <p>Promoters (76%)</p> 	<p>Gap detected in merit recognition in relationship with mobility.</p>	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> The Company is committed to internal mobility as a development mechanism for employees. <p>Internal mobility is a key element for our professional development. The management and process model aims to give prominence to employees and leaders in a transparent, agile, and personalized way, with Workday as a key tool.</p> <p>Mobility is considered both geographical, functional in different areas and company businesses. People who opt for mobility receive support in the integration in the receiving areas in the different countries in which they occur. In the technical and scientific carts, stays in research centers, different Repsol production centers, are considered to capture experience, knowledge and establish relationships of interest both for scientists and researchers and for Repsol Tech lab</p> <ul style="list-style-type: none"> About external mobilities, Repsol is nourished in its process of attracting talent from the most appropriate technical and technological fields to carry out the defined strategy.


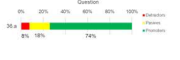
			<div data-bbox="965 209 1442 512"> </div> <div data-bbox="1442 209 1939 512"> </div> <p>2. Improvement suggestion:</p> <ul style="list-style-type: none"> Verify that all scientists / researchers have their mobility preferences updated in the Workday corporate management tool to favor applications which involve mobility among the people who define it.
<p>30. Access to career advice</p>	<p>-+</p> <p>Scientists survey result:</p> <p>Detractors (8%)</p> <p>Passives (27%)</p> <p>Promotors (66%)</p>	<p>Gap detected: More career advices needed. (hard to achieve due to overload in the management / Supervision and HR line)</p>	<p>1. Initiatives undertaken:</p> <p>The main support for the career advice for the scientist/ researchers comes from the supervision / management line as a part of the duties linked to development (technical matters, training, etc.). There also other resources for the employee to access a career advice:</p> <ul style="list-style-type: none"> Corporate support available. <p>Repsol Tech Lab relies on the People and Organization area of Repsol (Human Resources) for management, including advising managers and employees regarding the circumstances arising from work. Other areas with the capacity to advise on professional matters are labor relations, the legal area, business development of the different businesses as well as the health and safety area, ethics committee, intellectual property, Training, etc. among others. These areas have a governance and consultative function in their areas of expertise.</p>

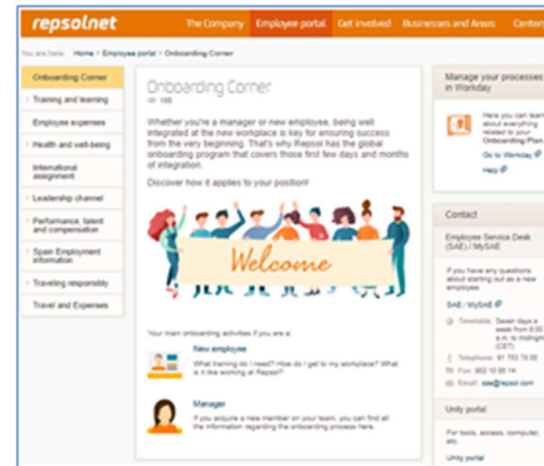
			<p>Specifically, Human Resources area, P&O, can professionally guide employees in what has to do with their professional activity at Repsol. The line of managers and managers is also responsible for the support of the employee from the arrival in the area as indicated in the company's Code of Ethics and Conduct:</p> <p>2. Improvement suggestion:</p> <ul style="list-style-type: none"> • Every Scientist/ researcher will be assigned a mentor as a specific part of the onboarding process at Repsol Tech Lab. • Every scientist will be assigned a coach/ advisor for technical, career development, training needs and supervising tasks to ensure the feedback is maintained not only for the performance appraisal but for those some other topics.
<p>31. Intellectual Property Rights</p>	<p>++</p> <p>Scientists survey result:</p> <p><i>Detractors (4%)</i></p> <p><i>Passives (13%)</i></p> <p><i>Promotors (83%)</i></p> 	<p>No gap detected.</p>	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> • Well established model according to Spanish regulations and to Repsol procedures: <ol style="list-style-type: none"> a. Repsol technology lab, as part of Repsol, applies regarding industrial property rights in relation to patents and the benefits that may derive from them what the legislation indicates, specifically in Spain what is stated in Law 24/2015, of July 24, Patents in its TITLE IV: Inventions made within the framework of an employment or service relationship. b. In compliance with the regulations, Repsol recognizes the authorization of the invention as well as carries out, with the collaboration of the inventor / s, the management of the intellectual property generated assuming the costs of this management and, if it is decided, to maintain the intellectual property. or allow it to be made public prior to the term established according to the interests of the company. Authors have the right to be listed as inventors.

			<ul style="list-style-type: none"> • There is a Patents Dashboard Link with the key KPIs. Each year there is a special mention to those researchers that apply for more patents. 
32. Co-authorship	<p>++</p> <p>Scientists survey result:</p> <p>Detractors (2%)</p> <p>Passives (14%)</p> <p>Promoters (84%)</p> 	No gap detected.	<p>1. Initiatives undertaken:</p> <p>Repsol recognizes the value of disseminating scientific and technological results as part of its research strategy. In this sense, and in accordance with the confidentiality and competitive sensitivity agreements of the information to be shared and aligned with the intellectual property policy, it favors scientists and researchers to make progress public either in specific technical publications, papers, or in conferences, symposiums and seminars / webinars and social networks</p> <ul style="list-style-type: none"> • LinkedIn hashtag. #RepsolTechLab linked to Repsol Technology Lab LinkedIn Ambassadors program publications. • See information about public dissemination in Principle 8.
33. Teaching	<p>+/-</p> <p>Scientists survey result:</p> <p>33.a</p>	Gap identified: Extra recognition / support for internal/	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> • Repsol Technology Lab researchers are part of the teaching staff of Repsol's Industrial and E&P Masters, internal masters for new professional, as well as for specific topics.

	<p>Detractors (10%)</p> <p>Passives (23%)</p> <p>Promotors (67%)</p> <p>33.b</p> <p>Detractors (11%)</p> <p>Passives (33%)</p> <p>Promotors (54%)</p> 	<p>external teaching activities.</p>	<ul style="list-style-type: none"> • These training sessions are carried out within the working time and are part of the technical and scientific attributions of the researchers. • Additionally, some scientists, technologists and researchers collaborate or form part of the cloisters of Universities, Research Centers, companies, etc. In this case, the company facilitates the dissemination of knowledge as long as it does not imply disclosure of the confidentiality agreements of the results/ technologies or imply a possible risk of competition in the businesses in which Repsol operates. <p>2. Improvement suggestion:</p> <ul style="list-style-type: none"> • Verify that all Repsol Technology Lab scientists / researchers keep professional and teaching information updated in the corporate management tool, Workday, to have a complete map of teachers and areas of knowledge. • Expressly define within the performance and development objectives the required internal and external teaching activities related to Repsol Technology Lab experimental / Scientific and Technical activities.
<p>34. Complains/ appeals</p>	<p>-+</p> <p>Scientists survey result:</p> <p>Detractors (11%)</p> <p>Passives (28%)</p> <p>Promotors (61%)</p> 	<p>Gap detected: need for more support and conversations with leaders / managers to convey complaints / appeals, suggestions, etc.</p>	<p>1. Initiatives undertaken:</p> <p>Repsol employees, and researchers among them, have the possibility of expressing their opinion in the management line, leaders, directors, who are entrusted with the management of possible concerns, complaints or recommendations that reach them as indicated in the Principle 6 "Responsibilities. This right as well as the prohibition against retaliation is expressly set forth in the Code of Ethics and Conduct:</p> <ul style="list-style-type: none"> • Each employee has the possibility of addressing the person in charge of the HR area, P&O Business manager, corresponding to Repsol Tech Lab in what has to do with labor matters, vacancies, vacations, etc. Within Repsol there are expert areas: legal, intellectual property, etc. which serve as advisory areas to resolve matters within their competence.


			<ul style="list-style-type: none"> • Repsol Technology Lab has union representation of workers: CCOO, UGT, STR where workers can also express the complaints or comments about the working conditions. • The information about working conditions in different internal channels helps to find accurate and verified answers to questions, complaints, or concerns. This information is generated directly either on web pages, messages by email or Teams, among others and they create channel of communication with the expert of the concerning areas. <p>2. Improvement suggestion:</p> <ul style="list-style-type: none"> • Skip-level meetings, with a minimum annual frequency, with the direct manager's superior to promote dialogue and take the pulse of the situation in the working groups. • To Promote, reinforce, and emphasize the importance of favoring hard conversations in the working groups to convey complaints and comments in a positive and transparent way. • To Organize annual training / awareness sessions on hard conversations, with specialists in the field, to maintain and deepen the programs carried out in recent years at Repsol Technology Lab. • To Improve new forms of communication in work groups.
<p>35. Participation in decision-making bodies</p>	<p style="text-align: center;">++</p> <p>Scientists survey result:</p> <p><i>Detractors (3%)</i></p> <p><i>Passives (20%)</i></p> <p><i>Promoters (76%)</i></p>	<p>No gap detected.</p>	<p>1. Initiatives undertaken:</p> <p>In accordance with Spanish labor legislation, The employees of Repsol Technology Lab as a work center have the right to union representation as staff delegates to whom all employees can address directly and has the powers defined in the Workers' Statute (Estatuto de los trabajadores: Legislative Royal Decree 2/2015, of October 23, which approves the revised text of the Workers' Statute Law) and Freedom of Association Law (Ley de libertad sindical) (Organic Law 11/1985, of August 2, on Freedom of Association). The specific rights and duties for Repsol's</p>

			<p>employees are shown in the Current Collective agreement (Convenio colectivo en vigor).</p> <ol style="list-style-type: none"> Link al Estatuto de los trabajadores, Workers' Statute. Link a la Ley de libertad sindical, Freedom of association Law. Link to the Current Collective agreement. <p>Regarding the technical and scientific aspects of the orientation of the work, as indicated in section 1 "Freedom of research", mechanisms are established to collect the ideas, development and creativity of researchers and technologists to respond to the challenges of company within the operating and demand management model.</p>
Training and Development			
36. Relation with supervisors	<p style="text-align: center;">-+</p> <p>Scientists survey result:</p> <p>Detractors (7%)</p> <p>Passives (19%)</p> <p>Promoters (74%)</p> 	<p>Gap detected: need for more support and conversations from with leaders / managers in relation with supervision /technical matters, performance, training, and communication)</p>	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> Company model: <p>At Repsol, we have a global onboarding program which covers the first days and months after incorporation, since good integration is key to ensuring success from the very first moment the employee joins the company.</p>



Once the first three months of immersion and onboarding of the new employee in the culture, values, and ways of working of **Repsol** in work dynamics, information meetings and work coordination are considered in:

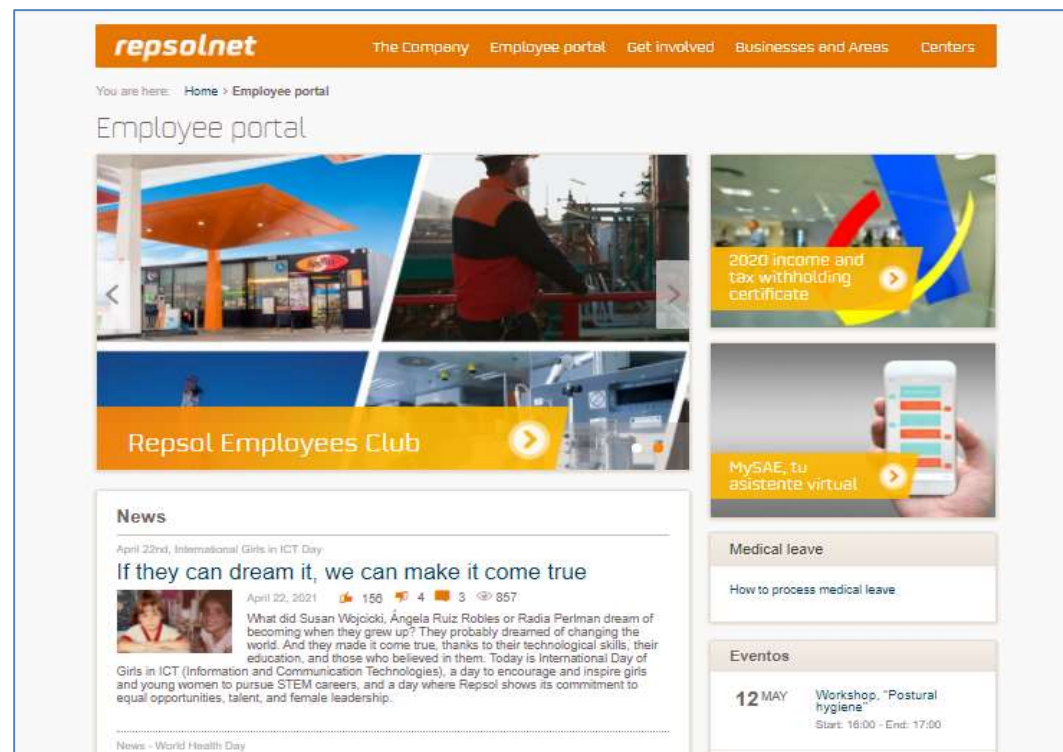
1. Individual meetings with the manager to coordinate work and to review performance and other circumstances related to the employee.
2. Meetings in the different work teams, of the area or transversal, for coordination, alignment and progress in the different products and projects.
3. Directorate, specific area and working group meetings where information, plans, objectives, and specific projects of the area are shared.
4. Information meetings of the entire corporate management where the strategic guidelines, alignment, corporate management objectives and company, evolution of culture and team indicators, etc. are shared, and, in general, all the information that may affect all employees, whether scientific or not, from Repsol Technology Lab. I.e. Information on the evolution of health measures against Covid19.

			<p>Scientists report their dedication to the different products and initiatives monthly in the management tool which verifies the level of workload as well as the progress, alignment, and development of the different milestones in the product roadmap.</p> <p>2. Improvement suggestion:</p> <ul style="list-style-type: none"> • Progress in the implementation of agile methodologies for the execution of research and development projects, linked to product management. Focusing efforts on empowering teams, improving communication and dialogue to solve problems, hard conversations. • Development of transversal initiatives where scientists / researchers know the ways of working of different managers as a benchmark to include new ways of working in their natural (hierarchical) groups.
<p>37. Supervision and managerial duties</p>	<p>+-</p> <p>Scientists survey result:</p> <p>Detractors (8%)</p> <p>Passives (12%)</p> <p>Promotors (81%)</p> 	<p>Gap detected: need for more support and conversations from with leaders / managers in relation with supervision /technical matters, training, and communication)</p>	<p>1. Initiatives undertaken:</p> <p>Company Models:</p> <p>Leadership model. The transformation that Repsol is undergoing has as its main axis the change in people's behavior, that is, doing things differently. The leadership model aims to strengthen and align the leadership style and the people`s accountability /responsibility. For this purpose, there are defined 5 key behaviors that will help us gain efficiency in our management:</p> <ul style="list-style-type: none"> • Orientation to results: <ul style="list-style-type: none"> I lead the team to achieve excellent results on time, putting passion and energy into it. I prioritize responsibilities with a focus on those that have a critical contribution (create value). I accept and manage uncertainty and adapt quickly.

			<ul style="list-style-type: none"> • Accountability: The first criteria in my decision-making process are safety and environment. I take on challenging situations, make decisions, comply with and take responsibility for all my actions. I defend my criteria with courage at any level of dialogue. • Collaboration: I involve and share information with other areas, teams and stakeholders with a sense of global company. I always put the shared interests and objectives of the Company before my own individual ones. I promote diversity as a competitive advantage. Entrepreneurial attitude: I promote innovation, improvement and change by questioning what was established. I anticipate opportunities and solutions with a long-term vision. I generate a working climate in which people dare to contribute new ideas and share learnings and mistakes. • Inspirational leadership: Guidance and development, generating a motivated and committed team that shares a common purpose. - I delegate and demand responsibilities. - I differentiate and recognize based on the contribution of value
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			<p>Performance management model: Additionally, at Repsol we use the performance management model to ensure that the individual contribution of employees is aligned with the unit and company objectives, and to promote meritocracy and professional development. The manager is a key piece in this process, and her role in the different phases of it ensures the boss-collaborator dialogue in 3 main moments:</p> <p>During the period of definition of objectives, the manager should accompany the team to define ambitious and quality objectives, aligned with the objectives of the unit.</p> <p>In the review process, the manager should hold an interview to provide honest feedback on the status of the objectives, level of contribution, as well as strengths and areas for improvement, having a guiding and orienting role for the collaborator.</p> <p>At the time of the evaluation, the manager should talk with his collaborators about the degree of achievement of objectives, giving honest and constructive feedback as well as communicating the overall assessment that he has obtained. This global assessment will be an input for the assignment of variable remuneration as well as for other processes (salary progression, promotions, etc.)</p> <p>However, the Manager- collaborator dialogue should be continuous throughout the year.</p> <p>The evaluation and compensation mechanism: Management by commitments or GxC, is made up of a system that, through an agreement between the employee and the manager, establishes a minimum of five individual objectives and establishing certain circumstances and limits to be defined as achieved. If the different objectives are met, up to 40% of the compensation bonus are achieved.</p> <p>This process applies to all Repsol employees. In the case of employees who are subject to collective agreements there are a version of this method, DXD, which essentially maintains the same fundamentals as GxC:</p>
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			<ul style="list-style-type: none"> a. Definition of objectives. b. Agreement of objectives, reviewable and SMART between the employee and the superior. c. Review of performance evolution, at least twice a year. d. Evaluation at the end of the year. e. · Ranking and prioritization. <p>The final process is a prioritization one among the management group so three performance levels are established that, in addition to the effect on the compensatory remuneration for performance, has effects on the possibility of promotion and salary increase. The higher compensation is linked to the greater impact and contribution of value and they are prioritized at the Management level to ensure alignment with the strategy and plans and projects defined in their execution.</p> <p>The GXC mechanism is on an annual basis and the entire process is reinitialized every year. It is based on the Repsol's Collective agreement (Article 28, in Spanish, translated in Principle 12):</p>
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More information in Principles 11, 22, 28, 38 and 39.

2. Improvement suggestion:

- Progress in the implementation of agile methodologies for the execution of research and development projects, linked to product management. Focusing efforts on empowering teams, improving communication and dialogue to solve problems: hard conversations.
- Development of transversal initiatives where scientists / researchers know the ways of working of different managers as a benchmark to include new ways of working in their natural (hierarchical) groups.

38. Continuing Professional Development

+
Scientists survey result:
Detractors (8%)
Passives (17%)
Promoters (75%)

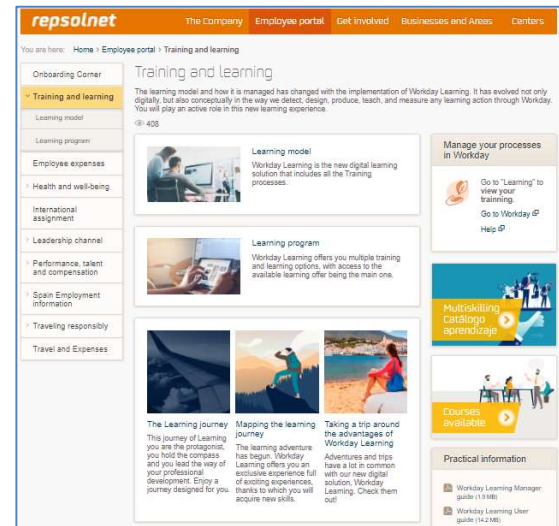


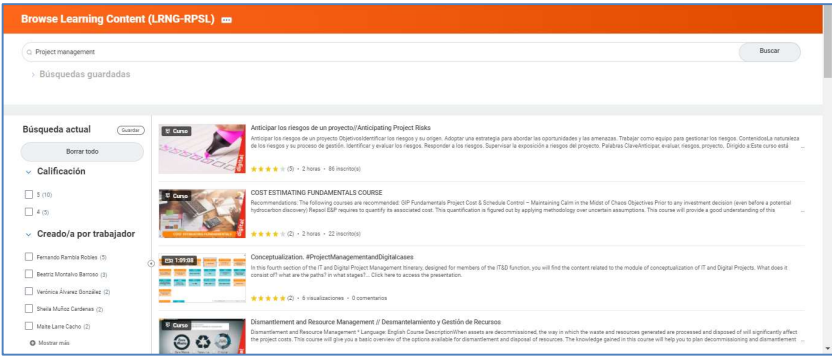
Gap detected: need for more support and conversations from with leaders / managers in relation with supervision /technical matters, performance, training, and communication)

1. Initiatives undertaken:

- **Great company commitment**

- Repsol's people management standard expressly states that Repsol offers professional development opportunities based on training and learning, among others, offering a training offer defined for employees in capacities, competencies and abilities that can be defined by the line of supervision of the employee or by the employees themselves. The training and learning area within Human Resources at Repsol presents a varied offer and a management system that facilitates both the definition of learning needs by position, researcher profile and the management of this training as established in the corporate website.
- Link to Training and learning site at Repsolnet).



			 <p>The screenshot shows a search interface with the following content:</p> <ul style="list-style-type: none"> Search bar: "Project management" with a "Buscar" button. Section: "Búsquedas guardadas" (Saved searches). Section: "Búsqueda actual" (Current search) with a "Cancelar" button and "Borrar todo" (Clear all). Filter: "Calificación" (Rating) with checkboxes for 5 (10), 4 (3), and "Creado/a por trabajador" (Created by employee). Filter: "Creado/a por trabajador" with checkboxes for Fernando Ferrizo Robles (2), Beatriz Morabito Barrios (1), Verónica Álvarez Domínguez (2), and Dina María Cardenas (2), plus "Mostrar más" (Show more). Search results: <ul style="list-style-type: none"> Course: "Anticipar los riesgos de un proyecto/Anticipating Project Risk" (2 hours, 86 reviews). Course: "COST ESTIMATING FUNDAMENTALS COURSE" (2 hours, 22 reviews). Course: "Conceptualization: #ProjectManagementandDigitalcases" (8 installations, 0 comments). Course: "Decommissioning and Resource Management / Desmantelamiento y Gestión de Recursos" (Language: English). <ul style="list-style-type: none"> • Repsol's collective agreement indicates in article 28, Professional development, and 42, Training policies the following directives. <p>2. Improvement suggestion:</p> <ul style="list-style-type: none"> • The individual annual performance plan, GxC, will specifically include an objective linked to professional development. The scientist / researcher will propose the specific actions for the objective. This objective has to be aligned with the career plan defined for the scientist / researcher. • Verify that all scientists/researchers have updated the professional development information in Workday, corporate management tool. This information will be especially important for the people review process linked to the professional development.
39. Access to research training and continuous development	<p>+-</p> <p>Scientists survey result:</p> <p>Detractors (9%)</p> <p>Passives (17%)</p> <p>Promoters (74%)</p>	Gap identified in relation to training opportunities.	<p>1. Initiatives undertaken:</p> <ul style="list-style-type: none"> • Training: Repsol has a digital platform where employees can create their own learning path and pick their own preferences and hear recommendations. In 2020, participation in online training activities experienced a significant increase, driven by digitalization and the prevailing climate. Since 2019, 98.7% of the workforce has been trained in both generic company disciplines and specific ones for technical and scientific areas.




The training carried out by Repsol Technology Lab scientists and researchers since 2019, including the training indicated in Principle 2 and 7, is as follows:

Topic	#Training actions
Languages	196
Digitalization & Information system	137
Technical and business	332
Leadership & Soft skills	142
Legislation and procedures	69
HSEQ	241
Corporate culture	340
Overall total	1457

- Professional development Model

Professional development at Repsol is a continuous process based on learning and supported by three pillars: the person, the team leader, and the functions and responsibilities assigned.

			<div data-bbox="1106 204 1615 564" data-label="Diagram"> <p>Professional development pillars</p> <ul style="list-style-type: none"> THE PERSON, protagonist of your development TEAM LEADER, inspiring and guiding the professional development VALUES AND CONDUCT THE ASSIGNED DUTIES AND RESPONSIBILITIES, driving force of development </div> <p data-bbox="911 592 1263 619">2. Improvement suggestion:</p> <ul data-bbox="965 635 1962 959" style="list-style-type: none"> • Promote a more detailed training yearly plan for Repsol Technology Lab scientists & researchers. With this training plan, it is guaranteed that there is a balance between the different technical disciplines and that the resources and budget are distributed equitably and in line with Repsol Tech Lab's objectives. • Repsol Tech lab will define a person as the general manager for training and learning. This manager will be supported by the training managers appointed in each discipline, to ensure that the training plans are implemented in an integrated manner.
40. Supervision	<p data-bbox="562 1018 607 1045">+/-</p> <p data-bbox="495 1075 658 1142">Scientists survey result:</p> <p data-bbox="495 1166 613 1187">Detractors (9%)</p> <p data-bbox="495 1209 607 1230">Passives (17%)</p> <p data-bbox="495 1252 622 1273">Promoters (74%)</p>	Gap detected in relation with the supervision and support in the first stages of the professional career.	<p data-bbox="931 1018 1249 1045">1. Initiatives undertaken:</p> <p data-bbox="1010 1075 1962 1305">As indicated in Principles 36 and 37, there is a protocol for welcoming and arriving researchers as part of the company's human resources policy. This reception includes the presentation to the work team and associated people as well as the support in knowing the systems and procedures of the company both in relation to research and experimentation and in other aspects related to the development of the work. In point 37 are described the obligations of the new researcher and</p>

			<p>the supervisor in relation to the support in the reception and the rest of interaction during the investigation.</p> <p>2. Improvement suggestion:</p> <p>Every scientist will be assigned a mentor as a specific part of the onboarding process at Repsol Tech Lab. The mentor will be accountable for answering the questions related to logistics, procedures, facilities and introducing people in the work groups.</p>
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