

3.3

Ready for workplace change

GRI 3-3, 2-19, 2-20, 2-29, 2-30, 403-5, 404-2, 407-1

Our People Strategy, which is an addition to our Positive Motion strategy, aims to drive and reinforce the businesses in their quest to deliver their objectives in four key areas: talent culture, agile and flexible organisation, employee experience and inclusive culture.



MILESTONES 2023

A new 'Leadership model', underpinned by our corporate values, with specific behaviour and practices expected of all our leaders and 360 degree feedback, and start-up of the eMotion Journey leadership development programme.

Signing of the Group's II Partial Collective Bargaining Agreement, setting out and regulating the working conditions until 2025 of more than 2,000 people at the Madrid workplaces, the sales offices and the Innovation Centre.

New digital platform to manage talent selection processes for our services stations to reduce recruitment times.

KEY INDICATORS	2023	2022
Employees (no.)	10,865	10,310
Female (%)	38.9 %	38.0 %
Women in management positions (%)	28.9 %	26.7 %
Employees with disabilities (%)	1.63 %	1.14 %
Employees with permanent employment contracts (%)	94 %	95 %
Employees covered by collective bargaining agreements (%)	87 %	87 %



[Appendix 2.3. Human resources](#)



3.3.1

Talent with purpose

We offer quality, sustainable and stimulating work and create a positive working environment in which all our people can grow. We invest in honing our employees' skills and energy sector specialisation and promote diversity so as to enrich our talent and enhance their experience working at Cepsa.

We pursue a people-centric approach to bolster our Employer Branding strategy and make us an attractive employer so we can draw talent. We are a well-established company that is growing and undergoing transformation, aiming to spearhead the energy transition. This enables us to offer high-quality employment and development opportunities through internal mobility policies, international exposure and career advancement.

This approach garnered us several awards and accolades in 2023. For instance, we won recruitment awards from the EAE and EOI business schools and were finalists in the Best Employer Brand category of the LinkedIn Awards; we were also named one of the best 100 places to work by Forbes in 2023.

We are particularly on the lookout for junior talent, running a number of programmes for university and dual vocational training students, as well as recent graduates. One of our leading programmes is Talent Call, which helps these students and graduates to start their careers. Initiatives include: Welcome U, work & study internships; Developing U, an opportunity to carry out undergraduate or master's dissertations with the support of the company's experts; and Challenging U, an offer of a permanent contract and certain perks to recent

Digitalisation of recruitment at our service stations



We have a new digital platform at our service stations for posting job vacancies, collecting resumes and keeping an employment portal to reduce recruitment times. We were the first major company in the sector to use this technology at service stations in Spain, earning the company a Cegos award in the 'Attracting and Integrating Talent' category'.

graduates, in addition to training at a business school during their first year. In 2023, Challenging U promoted the hiring of women and people with disabilities. Indeed, 70% of new hires were women and 5% were people with a disability.

We also encourage local employability through alliances and partnerships to create jobs in the areas where our facilities are located. As stated in our [Human Rights Policy](#), we are committed to identifying and assessing the situation of the local communities and their needs and aspirations and promoting alliances or partnerships to create jobs. To that end, we partner with several universities in the areas where we have facilities in order to provide students with a glimpse of the business world, learn more about each other and promote research.





Steering career development

Our integrated evaluation model is geared towards enhancing employee performance through:

- **MIDE system:** a tool for measuring performance against company, business and individual objectives. It also factors in behaviours related to our values. We carry out annual evaluations, providing interim feedback during the year to guide employees on how to deliver these objectives.
- **Leadership model:** guide that combines our purpose, vision, strategy and corporate culture. It focuses on the behaviours leaders must display to represent our corporate values and practices, which are specific and tangible actions, including safety. 360° is a development tool designed to trigger our model and help draw up an action plan based on feedback.
- **Talent committees:** designed to identify potential and specify development commitments so our team is prepared to tackle the company's challenges. They target department heads and senior technicians.
- **Succession plans:** these pinpoint the company's relevant positions, assign successors for those positions and draw up career plans to facilitate the transition to a new position.

How to add talent: work-life balance and job flexibility

Our work-life balance management programme fosters a new culture based on flexibility, respect, trust and mutual commitment. We want all our people to contribute their talent, no matter what their personal situation and needs are.

Collective bargaining agreements set out, for instance, the various types of employee working hour arrangements, the annual work schedule, timetables, types of employment arrangements, performance and compensation scheme. Most staff in industry and service stations work shifts, with different sequences and rotation cycles. The corporate and sales areas use the flexi-time model, with completely flexible hours.

To that end, we have guidelines with work-life balance measures tailored to each job market. These include flexi-time, teleworking, transfers for work-life balance reasons, part-time work, remote working, childcare vouchers, breastfeeding facilities (e.g. building up leave or specific breastfeeding areas) and paid leave to care for family members in addition to parental leave.

We recognise our people's right to digitally disconnect, respecting their right to time off and private life to help reduce 'technostress'. The Group's II Partial Collective Bargaining Agreement, its most important by number of employees covered, stipulates the right to turn off digital devices outside working hours, ensures that employees are not penalised for exercising this right, and outlines training and awareness-raising actions on the reasonable use of IT tools.

We also have initiatives in place targeting physical health and sports. One example is Sanitas' Healthy Cities initiative, through which we promote healthy lifestyles and help make cities more sustainable.

Certifications



- Top Employer



- Most Loved Workplace



3.3.2

A diverse and inclusive workplace

Part of our Positive Motion vision is to make Cepsa an inclusive and compassionate space. The success of our strategic plan hinges on making our company a place that embraces diversity, where equal opportunity for development and inclusion of all our people is guaranteed in our values and culture, the cornerstone of which is well-being. As part of our “We care about people” value statement, we work to make all our people feel that they are welcome and belong to the company.

Our [Diversity and Inclusion Policy](#) is a testament to our firm commitment in this area. Respect for principles of diversity and inclusion is enshrined in our [Code of Ethics and Conduct](#) and our [Human Resources Policy](#). We are also committed to promoting a workplace that fosters respect so as to prevent all forms and manifestations of harassment, intimidation or violence.

We have set a target of having 30% women in leadership positions and 3% of employees with disabilities by 2025³⁷.



Our Diversity and Inclusion Committee promotes diversity and an inclusive culture across the company, ensuring an enterprise and cross-cutting approach, singling out best practices and tracking the progress towards achieving objectives. To help us with this drive, we have a diversity champions team. Members of both this and our human resources teams have received training on diversity essentials to create spaces for addressing diversity and taking tangible actions.

We have also stepped up our commitment with our employee diversity networks:

- Anexa promotes awareness and equal opportunities for men and women.
- Equal was set up with a mission to promote LGBTI+ inclusion and drive change by raising awareness about gender identity and sexual orientation.
- Capaz aims to be the voice for disability, helping to create an inclusive environment by carrying out awareness, support and cooperation initiatives.

Our Diversity and Inclusion team draws up annual plans taking into account our employees' expectations as collected in the diversity and inclusion (D&I) questionnaire, alongside the heads of the business and functional areas, the D&I Champions and the employee diversity networks.

Each company has its own equality plan, while there is also a plan for companies covered by the Group's second Partial Collective Bargaining Agreement.

In 2023, we focused particularly on providing training to all our people. We offered courses totalling more than 2,000 hours and initiatives such as the Inclusive Language Handbook, the glossary of LGBTI+ terms and the Inclusive Recruitment Guide. We also celebrated key dates and conduct awareness campaigns.

We want to extend our D&I pledge to all of society. To that end, we held our first '[We care about people. Chats with Bettina](#)', an online series in which Bettina Karsch, Cepsa's HR head, talks with both Cepsa and non-company people who are leaders in the realms of communication, culture, business or society. The aim is to inspire watchers through enlightening talks about equality and diversity.

During pride month, as a show of our support to the LGBTI+ community, we put up rainbow flags at our Madrid, Cadiz and Barcelona service stations. We were also a Madrid Pride 2023 sponsor.

¹ Between in-house staff and external partners.

Anti-sexual/gender harassment protocols

We have a procedure in place explaining how to investigate reports of sexual harassment, mobbing or gender harassment. All group companies must comply with both this procedure and the company's various anti-harassment protocols.

These protocols also provide guidelines for management, which must do everything it can to ensure that any reports filed are handled appropriately, objectively and confidentially.

This year we also launched a course about preventing and tackling workplace harassment.

Real inclusion

We remain firmly committed to adapting our workplaces and making our facilities accessible to people with disabilities. We have taken certain measures to promote hiring of people with disabilities, such as posting job offers in specific talent portals, prioritising their use for coverage of temporary vacancies and creating talent pools. Care plans are also in place for families of workers who have children with disabilities to promote their socio-economic and labour market integration.

In a bid to make further inroads on this front, in 2023 we began conducting an in-depth analysis of the architectural and digital accessibility of our facilities. To assist us with this endeavour, we engaged Ilunion Accesibilidad, a member of the ONCE Social Group, whose aim is to help companies, public bodies and third sector organisations achieve their digital transformation and that of their spaces through 360-degree accessibility. This project will provide us with a basic overview of accessibility to our buildings, along with both physical and digital accessibility handbooks.

Intrama Diversity and Inclusion Awards



Our training programme designed to enhance the employability of people with disabilities was a runner-up in Intrama's Diversity & Inclusion Awards in the Disability category. These awards recognise the work of companies and professionals committed to becoming more equitable.



Accolades and partnerships

Our drive to achieve full employee inclusion has captured a number of accolades:



Financial Times Diversity Leaders ranking for 2023.



Diversity Leading Company Seal, which certifies us as a leading company in diversity, equity and inclusion.



Empowering Women's Talent Seal, for promoting female talent within the organisation.



Top40Company - INTRAMA's VariableD2023 report, ranking us among the top 30 companies in Spain in terms of D&I commitment.

Also, for the first time we applied for inclusion in the Bloomberg Gender-Equality Index 2023 (GEI). We received the GEI logo for private businesses in recognition of our efforts to support gender equality in the company through increased transparency about related policies and practices.

Noteworthy partnerships and initiatives include:

- Endorsement of the Standards for Conduct for Business: Tackling Discrimination against LGBTIQ+ people.
- We participated in the third edition of Target Gender Equality, a gender equality accelerator programme for participating companies.
- We renewed our participation in the diversity charter run by Fundación Diversidad.
- We worked with the ONCE Foundation on its Inserta labour inclusion programme, so helping to boost employment and training of people with disabilities.
- Partners of Women Action Sustainability (WAS).

We took part in the following events:

- CERAWeek Women in Energy.
- Redes de Emplead@s y Aliad@s LGBTIQ+ (employee and ally networks for LGBTIQ+ people).
- Women's Talent Day.

We hosted the Business Council this year, to celebrate pride month, at Torre Cepsa. The event was organised by Fundación Diversidad, of which we are a member, and afforded us the opportunity to stress the importance of sexual orientation diversity in the workplace and share best practices with different companies.



3.3.3

Learning culture

We continue to develop our learning model to help all our people acquire critical skills so we can address the energy transition. This model is articulated around three areas:

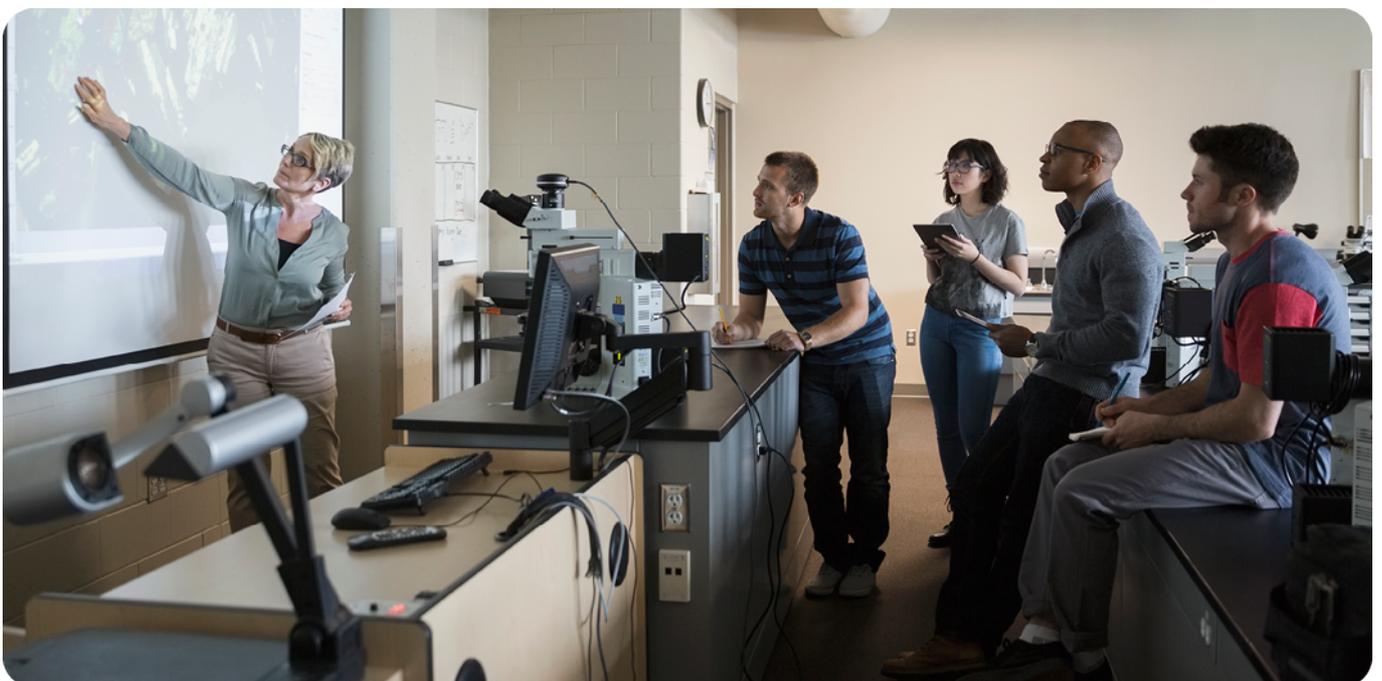
- Designing programmes and developing resources for upskilling and reskilling: we have a process in place for identifying and mapping skills focused on green and other relevant skills for our sector, which is making it easier to pinpoint needs, as well as internal and external mobility.
- Leveraging continuous learning to drive transformation and a culture of development:
 - Learning Days: on the next-to-last Friday of every month, all staff are allowed to spend four hours on learning and development.
 - Expert communities: spaces for cooperative learning, where people share best practices.
 - Learning Corners: areas set up so our people can create, access and make use of their collections of learning resources.
- Setting up a state-of-the-art, technology-based, personalised and efficient training experience: we are devising a new learning platform featuring artificial intelligence (AI), LXP (Learning Experience Platform), which provides a learning ecosystem based on personalised skills and needs.

We also have several cutting-edge solutions available. Examples include LinkedIn Learning, which provides democratised learning and a broad offering, with 17,000 courses available, and Speex, one of the market's highest rated online language learning solutions. We have also set up a virtual reality platform to provide training on health and safety.

Energy transition programmes

In 2023, we paid particular attention to the upskilling and reskilling programmes:

- Green Skills Academy: learning programmes on new energies. One example is the Clean & Green Energies Learning Program, comprising four modules: green hydrogen, biofuel, renewables and SAF, with its own online certification. Another is the Renewable Hydrogen Programme for technical staff in different business areas focusing on Energy Parks.
- Digital: geared towards developing digital skills. Key programmes include CDX and Digicom.
- Power Skills: designed to develop learning skills, a necessary tool for driving our transformation that includes programmes such as Boosting your Learnability.
- Specific technical programmes for businesses.



Health and safety programmes

We launched three programmes in 2023, in addition to those already in place, to promote the value of health and safety:

- Risk Factor: programme put in place at industrial facilities to teach employees and raise awareness about both work-related and personal risk factors.
- Driving safety: a programme offering both theoretical and practical training, with content designed to improve driving so as to make it both safer and more efficient.
- Leadership in safety: workshop included as part of the Emotion Journey leadership development programme on the importance of safety and safe behaviour to reduce injury rates.



In addition to these programmes, we also carry out myriad training actions at our workplaces tailored to specific risks.

Leadership development programmes

Two of the main leadership development programmes carried out during the year were:

- Emotion Journey: for 590 department heads overseeing teams and 150 executives. It entails over 20 hours of training and features an in-person workshop, digital content and peer learning. The aim is to take the new leadership model up another notch in Cepsa, reflect on the company's values and foster enterprise-wide and inter-area work. The programme encourages leaders to become fully engaged with the company's strategy and understand the key role they play in its transformation.
- Leadership Induction (new managers programme or NMP): new onboarding programme for new managers. The programme works on honing relevant skills; e.g. public speaking, strategic communication, values, leadership model, self-leadership and emotional management. Two editions of the programme were carried out in 2023 for a total of 34 new managers.
- In-house coaches: we provide coaching training to key leaders identified as role models for the company's culture. After completing three years of training, they are certified as professional coaches by the International Coaching Federation. Thanks to this programme, our leaders are helping to nurture new leaders and high potential individuals.

Employee training

We completed training highly qualified people out of work in the areas of influence of the Huelva and San Roque Energy Parks with a view to both improving their employability and meeting the recruitment needs of operations staff. This initiative yielded 39 job-seekers ready for hiring.

3.3.4

Remuneration: competitiveness and engagement

Remuneration policies and processes are drawn up to support the company's strategy and foster employees' short- and long-term engagement.

Our remuneration policies are based on principles of internal equity and external competitiveness; motivation and commitment to the company's values; sustainability; and contribution to delivery of the company's objectives. We review



the structure and competitiveness of our remuneration policies each year to ensure we have the right mix of talent

We tailor remuneration fully to each individual employee's reality, reflecting the basic pillars of well-being and bearing in mind that we all have different needs and wants. This means having a flexible remuneration scheme whereby employees can, voluntarily, earmark part of their remuneration to certain products or services that offer sizeable tax and economic advantages.

To prevent biases, our remuneration policies set common criteria for determining salaries and seek maximum objectivity in their application. All companies have set up a remuneration register in accordance with the law to evaluate the gender pay gap.

Director and officer remuneration

Remuneration of the members of the Board of Directors is regulated by the Remuneration Policy for Directors approved by both the Board² and at the General Shareholders' Meeting on a recommendation by the Nomination and Compensation Committee. The Nomination and Compensation Committee is tasked with reviewing and approving the remuneration of senior management and the implementing policies.

The director remuneration system entails a fixed annual amount which is determined at the General Shareholders' Meeting and allocated among all members. For directors performing executive duties, in addition to principles of transparency, prudence and compliance with corporate governance recommendations, the remuneration system considers market trends, alignment with shareholder objectives and compatibility with appropriate and effective risk management. It is marked by a balanced and efficient mix of fixed and variable components and is designed with short-, medium- and long-term horizons in mind.

Remuneration of executive directors and senior managers comprises fixed remuneration, short- and long-term variable remuneration, and benefits (primarily pension plans, company cars, petrol, parking and medical, life and accident insurance).



Sustainability performance is included in the overall³⁹ targets for employees and executives through the variable remuneration scheme. Sustainability criteria accounted for 25% of targets in 2023 and 30% of the long-term targets set this year for executives.

In 2016, the Nomination and Compensation Committee engaged an external consultant to assess the remuneration policies of executive directors and proposed an action plan to adjust the structure of their remuneration and bring it to the desired levels. In 2018 and again in 2022, it asked the consultant for another review of the remuneration structure and competitiveness. It concluded both times that the plan was satisfactory as is and should continue to apply.

² The Board is responsible for adopting and regularly reviewing the policy's general principles and ensuring that they are applied. .

³ Matters considered in the short-term sustainability targets are CO₂ emissions, the TRIR (total recordable incident rate) and ESG rating results. Long-term targets include CO₂ emissions, the TRIR and diversity and inclusion.

3.3.5

Social dialogue and labour relations

Working conditions are set based on the reality of each job through social dialogue and collective bargaining. The result is a flexible and integrated labour relations framework with a high level of coordination with, and participation by, unions and workers' legal representatives.

Employees covered by collective bargaining agreements (%)

87 %

Our [Human Rights Policy](#) recognises the importance of respecting the right to freedom of association and the participation of workers' representatives. In addition, one commitment of our [Human Resources Policy](#) is to maintain optimal dialogue with trade union organisations and workers' legal representatives, promoting smooth and effective labour relations.

In addition to ongoing dialogue, a number of monitoring committees were set up for areas including health and safety, remote working, working times, employee categorisation and equality.

Applicable laws in most areas where we have operations safeguard worker representation through unions and/or allow representation through people chosen directly by company employees. Likewise, we provide the necessary resources and support to ensure that employee representatives are elected properly.

On matters where a company or workplace collective bargaining agreement does not apply, we abide by the relevant industry bargaining agreement, if there is one, or the provisions of the company's management manuals, which embed and are inspired by our values.

A major development for its relevance and impact was the signing of the Group's II Partial Collective Bargaining Agreement, regulating the working conditions until 2025 of more than 2,000 people at the Madrid workplaces, the sales offices and the Innovation Centre. Also notable was the II Refining Collective Bargaining Agreement, which covers all of our Energy Parks.



2.3

Human resources

2.3.1

Workforce

Employees by gender, age, country and employee category

		2023	2022
	Number of employees	10,865	10,310
Employees by gender	Female	4,226	3,915
	Male	6,639	6,395
Employees by age	< 30	1,096	976
	30-50	6,415	6,324
	> 50	3,354	3,010
Employees by country	Algeria	98	94
	Belgium	9	8
	Brazil	181	185
	Canada	73	72
	China	137	133
	Colombia	121	124
	United Arab Emirates	2	34
	Spain	9,549	8,983
	Italy	5	7
	Malaysia	1	1
	Morocco	2	1
	Mexico	12	12
	Netherlands	5	5
	Peru	29	29
	Portugal	624	607
United Kingdom	8	9	
Singapore	9	7	
Employees by employee category	Executives	142	140
	Department heads	777	750
	Senior-level technical staff	2,250	2,141
	Mid-level technical staff	1,225	1,268
	Specialists	6,316	5,853
	Clerical staff	77	74
	Assistants	79	84

[GRI 405-1] Diversity of governance bodies and employees

Employees by gender, age and employee category (%)

Employee category	Gender and age	2023			2022		
		< 30	30-50	> 50	< 30	30-50	> 50
Executives	% Female	— %	33.3 %	25.3 %	— %	31.1 %	21.5 %
	% Male	— %	66.7 %	74.7 %	— %	68.9 %	78.5 %
	% Age group	— %	44.4 %	55.6 %	— %	43.6 %	56.4 %
Department heads	% Female	33.3 %	30.6 %	26.4 %	— %	28.8 %	24.1 %
	% Male	66.7 %	69.4 %	73.6 %	100 %	71.2 %	75.9 %
	% Age group	0.4 %	60.1 %	39.5 %	0.1 %	60.7 %	39.2 %
Senior-level technical staff	% Female	44.9 %	37.6 %	24.3 %	35.6 %	36.5 %	24.3 %
	% Male	55.1 %	62.4 %	75.7 %	64.4 %	63.5 %	75.7 %
	% Age group	7.8 %	63.8 %	28.4 %	6.8 %	66.7 %	26.5 %
Mid-level technical staff	% Female	53.6 %	29.3 %	24.8 %	57.0 %	28.3 %	23.5 %
	% Male	46.4 %	70.7 %	75.2 %	43.0 %	71.7 %	76.5 %
	% Age group	7.9 %	51.9 %	40.2 %	11.2 %	53.5 %	35.3 %
Specialists	% Female	45.3 %	45.7 %	37.8 %	46.5 %	45.0 %	37.3 %
	% Male	54.7 %	54.3 %	62.2 %	53.5 %	55.0 %	62.7 %
	% Age group	12.6 %	59.0 %	28.4 %	11.4 %	61.7 %	27.0 %
Clerical staff	% Female	80.0 %	65.3 %	36.8 %	76.9 %	60.0 %	33.3 %
	% Male	20.0 %	34.7 %	63.2 %	23.1 %	40.0 %	66.7 %
	% Age group	13.1 %	62.1 %	24.8 %	17.6 %	54.1 %	28.4 %
Assistants	% Female	58.8 %	38.5 %	69.6 %	11.1 %	23.5 %	58.3 %
	% Male	41.2 %	61.5 %	30.4 %	88.9 %	76.5 %	41.7 %
	% Edad	21.5 %	49.4 %	29.1 %	10.7 %	60.7 %	28.6 %

Members of governing bodies by gender and age (%)

	Gender and age	2023			2022		
		< 30	30-50	> 50	< 30	30-50	> 50
Board of Directors	% Female	— %	20.0 %	— %	— %	33.3 %	— %
	% Male	— %	80.0 %	100 %	— %	66.7 %	100 %
	% Age group	— %	45.5 %	54.5 %	— %	30.0 %	70.0 %
Management Committee	% Female	— %	50.0 %	14.3 %	— %	50.0 %	22.2 %
	% Male	— %	50.0 %	85.7 %	— %	50.0 %	77.8 %
	% Age group	— %	36.4 %	63.6 %	— %	18.2 %	81.8 %

[GRI 2-7] Employees

Employees by employment type, region and gender^{1,2}

Region	Employment type	2023			2022		
		Women	Men	Total	Women	Men	Total
Spain	Permanent	3,421	5,520	8,941	3,173	5,341	8,514
	Temporary	312	296	608	258	211	469
	Full-time	3,487	5,667	9,153	3,223	5,419	8,642
	Part-time	247	150	396	208	133	341
Africa	Permanent	9	91	100	8	87	95
	Temporary	—	—	—	—	—	—
	Full-time	9	91	100	8	87	95
	Part-time	—	—	—	—	—	—
Americas	Permanent	102	308	410	97	315	412
	Temporary	1	5	6	1	9	10
	Full-time	103	313	416	98	324	422
	Part-time	—	—	—	—	—	—
Asia	Permanent	27	120	147	34	139	173
	Temporary	—	2	2	—	2	2
	Full-time	27	122	149	34	141	175
	Part-time	—	—	—	—	—	—
Europe	Permanent	337	280	617	323	270	593
	Temporary	17	17	34	21	21	42
	Full-time	348	289	637	338	285	623
	Part-time	6	8	14	6	6	12

1. Africa: Algeria and Morocco. Americas: Brazil, Canada, Colombia, Mexico and Peru. Asia: China, UAE, Malaysia and Singapore. Europe: Belgium, Italy, the Netherlands, Portugal and the United Kingdom.

2. The sum of permanent employees and temporary employees yields the total headcount figure. Likewise, the sum of full-time employees and part-time employees yields the total headcount figure.

Annual averages

Annual averages by employment type, employee category and gender

		2023				2022			
		Permanent	Temporary	Full-time	Part-time	Permanent	Temporary	Full-time	Part-time
Employee category	Executives	140	—	140	—	125	—	125	—
	Department heads	760	—	754	7	729	—	721	8
	Senior-level technical staff	2,203	5	2,177	31	2,045	19	2,024	39
	Mid-level technical staff	1,228	6	1,233	1	1,209	13	1,221	1
	Specialists	5,540	711	5,878	374	5,101	766	5,581	286
	Clerical staff	73	10	82	1	71	3	73	1
	Assistants	73	17	71	19	71	16	84	3
Age group	< 30	815	310	974	150	569	329	797	101
	30-50	6,071	369	6,241	199	5,923	431	6,176	178
	> 50	3,132	70	3,119	83	2,859	57	2,857	59
Gender	Female	3,787	369	3,900	256	3,386	446	3,630	203
	Male	6,231	379	6,434	176	5,965	370	6,200	134

2.3.2

Diversity and inclusion

We are committed to having women represent 30% of management positions by 2025.

Share of women by employee category (%)

	2023	2022
Share of female employees	38.9 %	38.0 %
Share of women in management positions	28.9 %	26.7 %
Women in junior management positions	29.0 %	26.9 %
Share of women in senior management positions	28.9 %	25.7 %
Share of women in management positions in key revenue-generating roles	20.8 %	18.2 %
Share of women in STEM-related positions	21.9 %	21.5 %

Employees by nationality (%)¹

Nationality	Employees		Managers	
	2023	2022	2023	2022
Spanish	84.0 %	84.1 %	85.6 %	84.0 %
Brazilian	2.2 %	2.2 %	1.5 %	1.5 %
Chinese	1.3 %	1.3 %	1.1 %	0.6 %
Colombian	1.7 %	1.7 %	2.1 %	2.6 %
Portuguese	5.8 %	5.7 %	2.3 %	2.3 %
Other	5.0 %	5.0 %	7.4 %	9.2 %

1. The 2022 executive figures have been restated.

Employees with disabilities¹

	2023	2022
Employees with disabilities (no.)	177	118
Employees with disabilities (%)	1.63 %	1.14 %

1. The reporting methodology has been modified to include the number of employees with a disability of a severity of over 33% instead of reporting all severities. The 2022 figure has been restated. The increase is attributable to new hires and the Aflora Plan.

[GRI 401-3] Parental leave

Parental leave

	2023			2022		
	Women	Men	Total	Women	Men	Total
Employees entitled to parental leave	59	107	166	95	132	227
Employees that took parental leave	99	187	286	133	225	358
Employees that returned to work after parental leave	90	187	277	94	206	300
Employees that returned to work after parental leave that were still employed 12 months after their return to work	81	187	268	80	183	263
Return to work rate	91 %	100 %	97 %	71 %	92 %	84 %
Retention rate	86 %	91 %	89 %	82 %	92 %	89 %

[GRI 202-2] Proportion of senior management hired from the local community

Senior managers from the local community (%)

	2023	2022
	85 %	85 %

2.3.3

Hiring and turnover

[GRI 401-1] New employee hires and employee turnover

New hires by age, gender and region^{1,2,3}

Region	Gender	< 30				30-50				> 50				Total			
		Nº		%		Nº		%		Nº		%		Nº		%	
		2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Spain	Women	556	577	132 %	158 %	822	825	35 %	37 %	148	112	15 %	13 %	1,526	1,514	41 %	44 %
	Men	702	715	149 %	178 %	651	612	20 %	19 %	161	155	8 %	8 %	1,514	1,482	26 %	27 %
Africa	Women	—	—	— %	— %	—	—	— %	— %	—	—	— %	— %	—	—	— %	— %
	Men	—	—	— %	— %	—	—	— %	— %	—	—	— %	— %	—	—	— %	— %
Americas	Women	2	1	20 %	10 %	8	6	11 %	9 %	—	2	— %	11 %	10	9	10 %	9 %
	Men	2	10	12 %	43 %	11	20	5 %	10 %	2	2	2 %	2 %	15	32	5 %	10 %
Asia	Women	2	2	22 %	20 %	1	1	6 %	4 %	—	1	— %	— %	3	4	11 %	12 %
	Men	12	7	43 %	23 %	9	13	10 %	13 %	—	2	— %	22 %	21	22	17 %	16 %
Europe	Women	71	75	103 %	112 %	52	61	25 %	31 %	9	15	12 %	19 %	132	151	37 %	44 %
	Men	88	73	128 %	107 %	43	39	29 %	27 %	1	10	1 %	13 %	132	122	44 %	42 %
Total	Women	631	655	124 %	145 %	883	893	33 %	35 %	157	130	15 %	14 %	1,671	1,678	40 %	43 %
	Men	804	805	137 %	154 %	714	684	19 %	18 %	164	169	7 %	8 %	1,682	1,658	25 %	26 %
Total		1,435	1,460	131 %	150 %	1,597	1,577	25 %	25 %	321	299	10 %	10 %	3,353	3,336	31 %	32 %

1 Africa: Algeria and Morocco. Americas: Brazil, Canada, Colombia, Mexico and Peru. Asia: China, UAE, Malaysia and Singapore. Europe: Belgium, Italy, the Netherlands, Portugal and the United Kingdom.

2. The percentage of vacancies filled by internal candidates in 2023 was 46 % (2022: 18 %). The increase was the result of a new internal mobility model. The average cost of hiring in 2023 was € 2,890 in 2023 (2022: €2,056). That cost was calculated as the average cost per process (considering all hiring costs, including the wages of the recruitment team, platforms, subcontracting, advertising and forums) divided by the number of new hires into permanent corporate positions. The incidence of temporary hiring at the service stations is not considered. The difference reflects the fact that in 2022 there was a higher number of external vacancies.

3. The percentages of over 100% reflect high volumes of hiring and departures at the service stations.

Voluntary departures by age, gender and region¹

Region	Gender	< 30				30-50				> 50				Total			
		No.		%		No.		%		No.		%		No.		%	
		2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Spain	Women	108	72	26 %	20 %	114	101	5 %	5 %	12	11	1 %	1 %	234	184	6 %	5 %
	Men	119	77	25 %	19 %	7500 %	61	2 %	2 %	11	5	1 %	— %	205	143	4 %	3 %
Africa	Women	0	—	— %	— %	— %	1	— %	17 %	0	—	— %	— %	—	1	— %	13 %
	Men	0	—	— %	— %	— %	1	— %	2 %	0	—	— %	— %	—	1	— %	1 %
Americas	Women	0	—	— %	— %	200 %	5	3 %	7 %	1	—	5 %	— %	3	5	3 %	5 %
	Men	3	3	18 %	13 %	700 %	25	3 %	12 %	0	1	— %	1 %	10	29	3 %	9 %
Asia	Women	0	—	— %	— %	200 %	2	11 %	8 %	1	—	— %	— %	3	2	11 %	6 %
	Men	7	4	25 %	13 %	500 %	6	6 %	6 %	2	—	33 %	— %	14	10	11 %	7 %
Europe	Women	18	23	26 %	34 %	2100 %	37	10 %	19 %	2	7	3 %	9 %	41	67	12 %	19 %
	Men	33	27	48 %	40 %	2400 %	22	16 %	15 %	4	2	5 %	3 %	61	51	21 %	18 %
Total	Women	126	95	25 %	21 %	139	146	5 %	6 %	16	18	1 %	2 %	281	259	7 %	7 %
	Men	162	111	28 %	21 %	111	115	3 %	3 %	17	8	1 %	— %	290	234	4 %	4 %
Total		288	206	26 %	21 %	250	261	4 %	4 %	33	26	1 %	1 %	571	493	5 %	5 %

1. Africa: Algeria and Morocco. Americas: Brazil, Canada, Colombia, Mexico and Peru. Asia: China, UAE, Malaysia and Singapore. Europe: Belgium, Italy, the Netherlands, Portugal and the United Kingdom.

Total departures by age, gender and region^{1,2,3}

Region	Gender	< 30		30-50				> 50				Total ²					
		Nº		%		Nº		%		Nº		%		Nº		%	
		2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Spain	Women	477	420	113 %	115 %	696	731	30 %	33 %	133	134	14 %	16 %	1,306	1,285	35 %	37 %
	Men	597	578	126 %	144 %	485	474	15 %	14 %	192	213	9 %	11 %	1,274	1,265	22 %	23 %
Africa	Women	—	—	— %	— %	—	1	— %	17 %	—	—	— %	— %	—	1	— %	13 %
	Men	—	—	— %	— %	—	2	— %	3 %	—	1	— %	5 %	—	3	— %	3 %
Americas	Women	—	—	— %	— %	2	5	3 %	7 %	2	3	11 %	17 %	4	8	4 %	8 %
	Men	3	4	18 %	17 %	9	30	4 %	15 %	12	11	13 %	12 %	24	45	8 %	14 %
Asia	Women	—	—	— %	— %	3	12	17 %	50 %	1	1	— %	— %	4	13	15 %	38 %
	Men	8	4	29 %	13 %	10	11	11 %	11 %	2	—	33 %	— %	20	15	16 %	11 %
Europe	Women	51	57	74 %	85 %	42	63	20 %	32 %	13	19	17 %	25 %	106	139	30 %	40 %
	Men	69	51	100 %	75 %	36	40	24 %	28 %	7	7	9 %	9 %	112	98	38 %	34 %
Total	Women	528	477	104 %	105 %	743	812	28 %	32 %	149	157	14 %	17 %	1,420	1,446	34 %	37 %
	Men	677	637	115 %	122 %	540	557	14 %	15 %	213	232	9 %	11 %	1,430	1,426	22 %	22 %
	Total	1,205	1,114	110 %	114 %	1,283	1,369	20 %	22 %	362	389	11 %	13 %	2,850	2,872	26 %	28 %

1. Africa: Algeria and Morocco. Americas: Brazil, Canada, Colombia, Mexico and Peru. Asia: China, UAE, Malaysia and Singapore. Europe: Belgium, Italy, the Netherlands, Portugal and the United Kingdom.

2. The total employee turnover rate excluding temporary employees was 7 % in 2023 (2022: 7 %).

3. The percentages of over 100% reflect high volumes of hiring and departures at the service stations.

Involuntary departures by age, gender and employee category

Employee category	Gender	< 30		30-50		> 50		Total	
		2023	2022	2023	2022	2023	2022	2023	2022
Executives	Women	—	—	—	—	—	—	—	—
	Men	—	—	—	—	6	4	6	4
Department heads	Women	—	—	1	1	4	6	5	7
	Men	—	—	6	2	8	10	14	12
Senior-level technical staff	Women	—	—	3	6	2	1	5	7
	Men	—	—	7	1	2	6	9	7
Mid-level technical staff	Women	—	—	2	7	—	3	2	10
	Men	—	—	2	1	5	5	7	6
Specialists	Women	7	2	12	17	4	3	23	22
	Men	7	6	18	14	3	13	28	33
Clerical staff	Women	1	—	1	2	2	1	4	3
	Men	—	—	—	1	1	—	1	1
Assistants	Women	—	—	1	—	1	—	2	—
	Men	—	—	—	—	—	—	—	—
Total	Women	8	2	20	33	13	14	41	49
	Men	7	6	33	19	25	38	65	63
	Total	15	8	53	52	38	52	106	112

Absenteeism

Hours of absenteeism¹

	2023	2022
	894,219	1,090,451

1. Hours of absenteeism do not include hours for work-related injuries or occupational disease.

2.3.4

Training

[GRI 404-1] Hours of training per year and per employee

Total and average hours of training per employee by category and gender

		2023			2022		
		Female	Male	Total	Female	Male	Total
Executives	Hours	1,649	2,540	4,189	1,186	2,674	3,860
	Average	40	25	30	33	26	28
Department heads	Hours	10,555	18,570	29,124	10,311	25,181	35,492
	Average	47	34	37	51	46	47
Senior-level technical staff	Hours	31,443	72,942	104,385	33,701	77,185	110,886
	Average	41	49	46	47	54	52
Mid-level technical staff	Hours	11,016	43,619	54,635	13,678	43,249	56,927
	Average	31	50	45	36	49	45
Specialists	Hours	44,431	160,221	204,652	36,825	160,106	196,931
	Average	16	45	32	15	48	34
Clerical staff	Hours	676	148	824	951	567	1,518
	Average	15	5	11	23	17	21
Assistants	Hours	83	2,950	3,034	269	5,090	5,359
	Average	2	78	38	10	89	64
Total	Hours	99,853	300,991	400,843	96,921	314,052	410,973
	Average	24	45	37	25	49	40

Investment in training

Investment in training: total and per employee (€)

	2023	2022
Investment in training	7,606,831	4,909,357
Investment in training per employee	700	476

2.3.5

Remuneration

[GRI 2-19] Remuneration policies

Remuneration of the members of the Board of Directors is regulated by the Remuneration Policy for Directors approved by both the Board and the General Shareholders' Meeting. The Board is responsible for adopting and regularly reviewing the policy's general principles and ensuring that they are applied.

The Nomination and Compensation Committee is tasked with reviewing and approving the remuneration of senior management and the implementing policies. These policies are reviewed annually.

[GRI 2-20] Process to determine remuneration

Remuneration of members of the Board of Directors in their capacity as such is approved by the Board of Directors and General Shareholders' Meeting on a recommendation by the Nomination and Compensation Committee based on the duties and responsibilities ascribed to them, their individual role on the Board of Directors and its committees and other objective circumstances deemed relevant.

The system of director remuneration entails a fixed annual amount for directors in their capacity as such determined by the General Shareholders' Meeting and distributed among all directors.

Remuneration of executive directors and senior managers comprises fixed remuneration, short- and long-term variable remuneration, and benefits (primarily pension plans, company car, petrol, parking and medical insurance, life and accident insurance).

The system of remuneration for directors performing executive duties in the company, in addition to adhering to principles of transparency, prudence and compliance with corporate governance recommendations, is dictated by market trends, alignment with shareholders' objectives, compatibility with appropriate and effective risk management in accordance with the risk management policy, a balanced remuneration mix between fixed and variable components, and a short-, medium- and long-term vision that encourages strategic performance by directors.

Therefore, the remuneration policy is geared towards generating value for the company through alignment with the interests of shareholders, prudent risk management and complete respect for good corporate governance recommendations.

In 2016 the Nomination and Compensation Committee selected an outside consultant (Korn-Ferry) to analyse its senior management remuneration policies with respect to both structure and competitiveness. In the wake of that analysis, the committee proposed an action plan for bringing senior management remuneration in line with the structure and levels desired. In 2018 and in 2022, the Nomination and Compensation Committee again asked Korn Ferry to review the remuneration structure and competitiveness. It concluded both times that the plan was satisfactory as is and should continue to apply.

[GRI 405-2] Ratio of basic salary and remuneration of women to men

Ratio of remuneration of women to men by employee category and significant location^{1,2}

Region	Executives		Department heads		Senior-level technical staff		Mid-level technical staff		Specialists		Clerical staff		Assistants	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Spain	0.80	0.83	0.89	0.93	0.91	0.92	0.81	0.81	0.73	0.71	0.88	0.95	0.79	0.92
Africa	—	—	—	—	0.81	1.38	1.53	0.66	—	—	—	1.38	—	—
Americas	—	—	0.82	0.88	0.82	0.74	0.55	0.71	0.93	1.08	—	3.33	—	5.13
Asia	—	—	1.51	0.79	1.03	0.95	0.85	—	1.08	0.76	0.62	0.86	—	—
Europe	—	—	0.66	0.81	0.97	0.92	0.87	0.90	1.07	1.10	—	0.42	—	—
Total	0.80	0.83	0.90	0.93	0.91	0.91	0.81	0.82	0.73	0.71	0.89	0.89	0.73	0.94

1. Ratio of women to men: average remuneration of women/average remuneration of men.

2. Empty cells correspond to disclosures for which there are no employees of both genders.

To prevent biases, our remuneration policies set common criteria for determining salaries and seek maximum objectivity in their application. Each of our companies has a remuneration register in accordance with the law so that we can analyse the gender pay gap continually.

Considering all of our company's employees, the gross pay gap is 29.29%. This is very generic figure, since pay conditions are different in each of the countries in which we have operations. Therefore, we also conducted a more in-depth analysis for the countries with the largest headcounts, i.e. Spain and Portugal. The gross gender pay gap decreased in both Spain (to 29.18% from 30.05% in 2022) and Portugal (to 19.75%, from 21.96%). We also calculated the adjusted gender pay gap, comparing jobs of equal value held by people with similar characteristics. These readings also improved year-on-year, to 3.82% , from 4.33% in 2022, and to 1.12% in Portugal, from 2.85% in 2022, thanks to higher average growth in the fixed and total remuneration earned by women in 2023 as a result of our policies and efforts to reduce the gender pay gap.

Average remuneration

Average remuneration by employee category, age and gender (€)

		2023	2022
Employee category	Executives	374,785	386,803
	Department heads	113,430	110,906
	Senior-level technical staff	61,021	59,487
	Mid-level technical staff	43,626	41,699
	Specialists	25,807	25,319
	Clerical staff	29,392	27,887
	Assistants	20,644	18,776
	Age group	< 30	22,977
30-50		44,998	43,978
> 50		55,096	56,089
Gender	Female	36,624	35,779
	Male	51,794	51,435

Average remuneration by employee category and gender (€)

Employee category	2023		2022	
	Female	Male	Female	Male
Executives	319,099	397,616	336,572	404,359
Department heads	104,890	116,911	105,121	113,043
Senior-level technical staff	57,225	63,008	55,678	61,383
Mid-level technical staff	37,490	46,180	36,102	44,077
Specialists	21,296	29,263	20,603	28,886
Clerical staff	28,034	31,473	26,478	29,637
Assistants	17,510	24,025	18,004	19,143

In 2023 the members of the Board of Directors (made up of 11 people in 2023 and 10 in 2022) earned the following amounts of remuneration: €5.0 million of fixed and variable remuneration (2022: €4.6 million), €2.7 million of meeting attendance fees (2022: €2.8 million) and €0.7 million of other items (2022: €1.2 million).

[GRI 2-21] Annual total compensation ratio

The ratio of the annual total compensation of the highest-paid individual to the median annual total compensation of all employee^{1,2}

2023	2022	The change in the annual total compensation ratio
44.60	43.33	2.3

1. The compensation ratio, and also the ratio of the increase, are calculated considering the average total remuneration received by the Management Committee. In the total remuneration received by the members of the Management Committee, variable remuneration, which is calculated as a function of performance, commands a significant weight. As a result, it is not really a ratio of the percentage increase in wages but rather in the total amount of compensation received as a result of a healthy earnings performance in 2022.

2. The ratio considers the employees in 2023 that were employed by the company in 2022.

2.3.6

Labour relations

[GRI 2-30] Collective bargaining agreements

Employees covered by collective bargaining agreements by country (%)

Country	2023	2022
Algeria	— %	— %
Belgium	— %	— %
Brazil	91 %	92 %
Canada	— %	— %
China	— %	— %
Colombia	— %	— %
United Arab Emirates	— %	— %
Spain	91 %	90 %
Italy	80 %	86 %
Morocco	— %	— %
Malaysia	— %	— %
Mexico	75 %	92 %
Netherlands	— %	— %
Peru	— %	— %
Portugal	98 %	98 %
United Kingdom	— %	— %
Singapore	— %	— %
Total	87 %	87 %