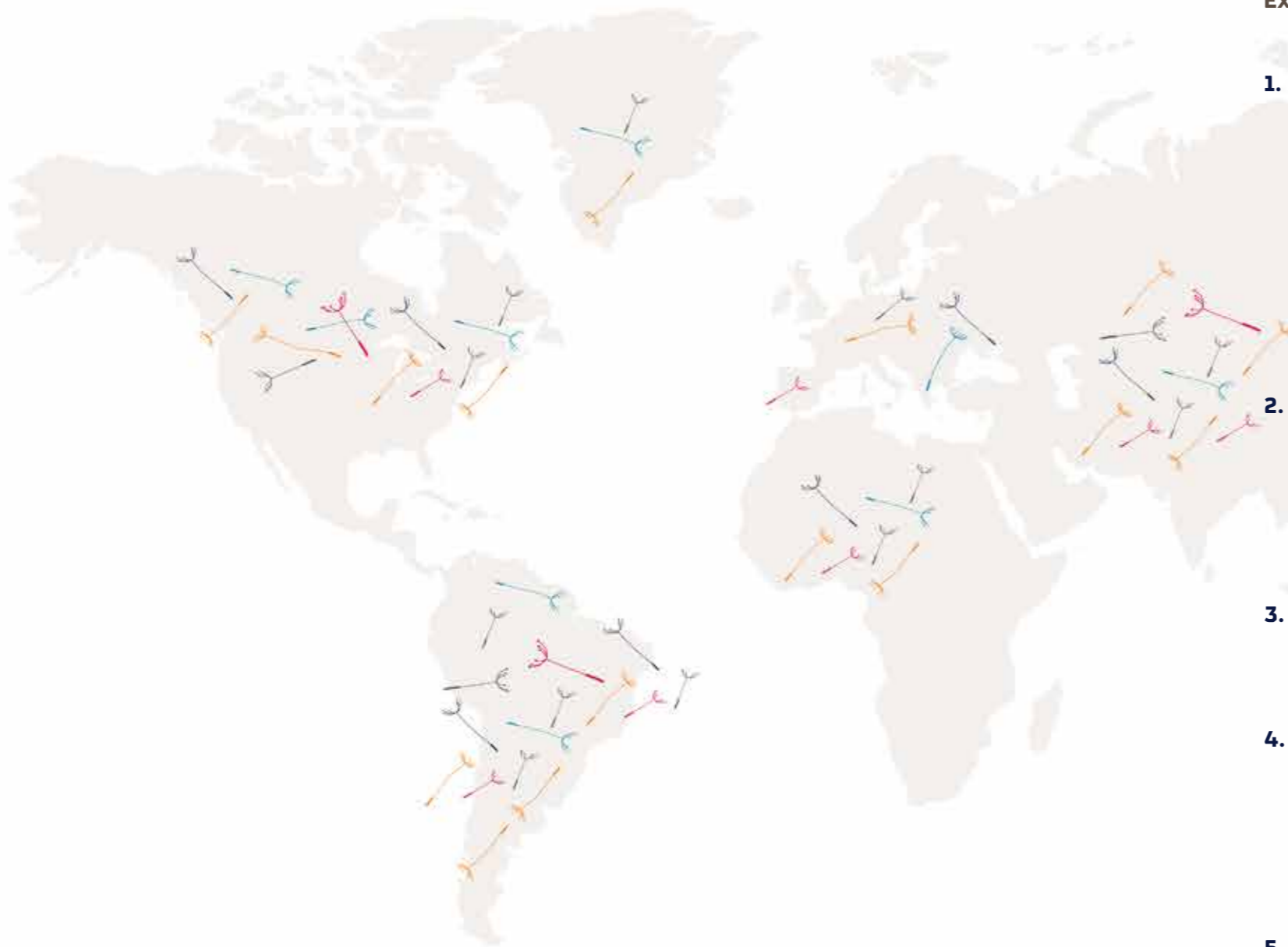


# Diverse Talent Disabilities



The expansion of  
a great project



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# Introduction

Six years have passed since Repsol published the first version of its White Paper entitled “From Words to Deeds”, offering a rigorous and detailed view of the integration of people with disabilities, a project we tackled in 2005. This is in line with our vision and values, and is integrated into our policies on diversity management and equal opportunities.

The journey since the publication of our first White Paper has been very exciting. We have opened up new opportunities for people with disabilities to join sectors that have traditionally been more complex, such as the Industrial or exploration production sectors, and made space for them in all the countries where we currently operate. We have also focused on new areas for action, such as prevention, which is so important in this journey.

Now, I have the privilege of presenting our second white paper called “The expansion of a great project” where we talk about the progress of our programme.

We reflect on the best practice built up by the company in recent years and the testimonials of people who have wanted to share their experience with us from all perspectives, in all areas of the company and at all levels.

At Repsol, under the guidance of foundations, organisations, social entities, trade unions and institutions such as the Fundación ONCE and ILUNION, we are making a significant effort and have a firm commitment to the social and labour integration of people with disabilities as a key element of our responsible management. We are also assuming ethical principles that respect these fragile social balances.

Our integration project is based on the company's values and represents a broad, people-oriented view, highlighting talent and closely linked to competitiveness. We have seen repeatedly how useful it is to listen to society. This helps us provide direction for organisations like ours that operate in society.

I would like to thank everyone in our company who has contributed through their work, effort, commitment and eagerness to the progress and consolidation of the project and those who have believed in social innovation, respect for differences and, ultimately, equal opportunities. I wouldn't want to forget about the experts who have supported us in the expansion of this project: thank you.

The integration project has gained maximum importance to the point of having become part of our value chain and the culture of our company.

**Cristina Sanz Mendiola**

General Manager -  
People & Organisation

# Alberto Durán

At Fundación ONCE, we work towards the social and labour inclusion of disabled people. Faced with this exciting and complex challenge, we understood the importance of encouraging the joint work of all key agents, institutions, governments, networks of associations, third-sector organisations and, of course, companies as key players in the generation of employment and social transformation.

This is the reason behind Foro Inserta (Inserta Forum) and the Inserta programme of the Fundación ONCE. We work with a network of over 80 organisations in the field of social innovation, strategic management of diverse talent and Corporate Social Responsibility on Disability to help companies interested in incorporating staff with disabilities into their workforce at all stages of the process and to develop these added value initiatives in the field of Corporate Social Responsibility on Disability.

The concern and involvement of these companies for groups at risk of social exclusion, social responsibility, sustainability and good governance contribute towards increasing and improving society's perception of a company and the extent to which it shares the concerns of the vast majority of citizens.

Repsol has been part of this programme from the outset, and the project it is developing is a true example at national and international level, encouraging the incorporation of a large number of workers with disabilities into its workforce, the accessibility of its service stations, the design of a new corporate headquarters at the forefront of innovation and accessibility, the implementation of programmes to increase awareness, specific training programmes, etc. All this has been based on the conviction that strategic management of diverse talent, the incorporation of the needs of clients with disabilities and design for all constitute a source of innovation and competitiveness.

Without a doubt, this programme is an excellent reflection of social impact, transformative power and commitment to generating economic and social value, which many Spanish companies strive for every day.

We are infinitely grateful to Repsol for this new venture, for continuing to advance in this field and for sharing their knowledge with this new version of the White Paper. They are indeed building a future with their generosity and example, offering opportunities to those who know how to make the most of them.

**Alberto Durán López**

Executive Vice President of Fundación ONCE.

President of ILUNION.

# Executive Summary White Paper II

DIVERSE TALENT, DISABILITIES.  
“THE EXPANSION OF A GREAT PROJECT”.



## Executive Summary White Paper II

### Diverse Talent, Disabilities.

#### “The expansion of a great project”

Within Repsol's ethical framework and based on its corporate values, its maxim is respect for differences and the safeguarding of people's rights under the principle of equal opportunities, non-discrimination and diversity management.

The integration programme for people with disabilities began in 2005 with the goal of identifying talent, because the company's vision is to be an entrepreneurial, profitable and socially responsible company. Another purpose was to improve people's quality of life and facilitate the social integration of the most disadvantaged groups or those at risk of social exclusion, from the certainty that workforce integration is the best way to achieve the normalisation of people with disabilities.

The programme seeks to combine profitability and corporate responsibility at all times. It entails

a firm commitment to diversity management in the company, encouraging competitiveness and respect for people's rights.

The promotion of diversity and incorporation of people with disabilities at Repsol has enriched all activities and work teams, as well as boosting talent management.

The implementation of Repsol's integration programme rests on the strong resolve of management in line with its values of **Integrity, Responsibility, Transparency, Flexibility and Innovation** and as a corporate project, which has led to a significant cultural shift in the company.

Our achievements have only been possible thanks to a combination of actions carried out in different areas, from architectural accessibility to the analysis of jobs and awareness-raising workshops with the participation of more than 8,000 employees, not to mention the coordination of all the departments involved and the support of various expert organisations.

At present, Repsol has a normalised integration programme for people with disabilities in all departments in the organisation.



In Spain, according to the criteria of the General Law on Persons with Disabilities, as at the end of 2015, the direct employment of this group of people represented 3.16% of the workforce, 27% of whom were performing technical roles.

The Diversity and Work-Life Balance Committee, together with the Corporate Culture, Internal Communication and Staff Development Department created in December 2012, promote the inclusion of people with disabilities in the company. Said in-

clusion comprises different strategic approaches, including the commitment of management, the application of adequate criteria in the recruitment process, prevention, accessibility, etc., as well as its extension to the different businesses and countries that make up the group.

In 2009 Repsol, with the technical collaboration of Fundosa Technosite (now called ILUNION Tecnología y Accesibilidad), wrote the first White Paper on the incorporation of people with disabilities



in Repsol España called “From Words to Deeds”, which reflected the actions and progress made since 2005.

In 2010, this cooperation between ILUNION and Repsol resulted in a social audit being conducted to assess progress and detect aspects that could be improved in the development of the programme.

In 2014, after an external assessment carried out by Fundación Bequal (an organisation made up of CERMI, Fundación Seeliger y Conde and Fundación ONCE), the company obtained the Bequal Seal of Distinction in the category of **BEQUAL PLUS** in recognition of its management and commitment to the incorporation of people with disabilities.

In 2015 Repsol, once again with the technical collaboration of ILUNION Tecnología y Accesibilidad, set about updating the White Paper on the incorporation of people with disabilities to somehow structure the journey travelled from 2009 to now.

The general purpose of the second White Paper (Diverse Talent, Disabilities: “**The expansion of a great project**”) reflects the progress made in the incorporation programme for people with disabilities

from 2009 to 2015. All this from a global perspective, addressing all businesses and countries, paying particular attention to the progress made regarding prevention and accessibility, and the shift in the corporate culture from the standpoint of the company’s values.

The White Paper II (Diverse Talent, Disabilities: “The expansion of a great project”) is the result of collaboration between different actors in this project from a personal and professional approach in various areas of responsibility, contributing towards Repsol becoming a better, more profitable, more accessible, more human and more efficient company.





# 1. Inclusion programme for people with disabilities at Repsol





# 1. Inclusion programme for people with disabilities at Repsol

## 1.1. Integration of people with disabilities in the framework of Repsol's values

Repsol believes in diversity and equal opportunities policies as important competitive advantages for the company.

Its major objectives also cover matters such as financial strength, technology and operational excellence, but what really makes Repsol unique are the people who form part of it.

Repsol sees diversity as an important value that offers different points of view, experiences, knowledge, sensitivities and ways of solving problems; stimulates innovation and creativity; and enables decisions to be made from a broader perspective.

In a world where paradigms do not change, but constant change is itself the paradigm, diversity contributes decisively to the capacity for anticipation and adjustment. Diversity management is an opportunity for cohesion that all responsible companies must foster and learn to manage.

The integration project for people with disabilities at Repsol is a sustainable programme involving a firm commitment to diversity management, without a doubt a great business value with a positive impact on results and very much in line with its strategy.

The project responds to a broad, people-oriented view and is closely linked to the concept of competitiveness. In order to identify the core elements of this view, Repsol has seen repeatedly how useful it is to pay attention to society. Society leads the way for organisations like ours that operate in it. The current interests of stakeholders are the same as the future interests of shareholders.

The promotion of diversity and the incorporation of people with disabilities at Repsol has enriched work teams and talent management. It encourages pride in belonging and acts as a competitive advantage by improving the working environment

and fostering loyalty to the company. Specifically, according to the last working environment survey in 2014, the integration project was evaluated very positively: 82% of 20,098 people "totally agreed" or "agreed" that this project is a value worthy of being shared in the company.

Without a doubt, this is because it is a course of action with a direct impact on the core values held by people that form part of Repsol: **Integrity, Responsibility, Transparency, Flexibility and Innovation.**

## 1.2. Corporate culture and staff development: conviction that people make the company

Repsol's main strength is its staff. Hence, the importance that Repsol has given leadership and team management in recent years as strategic value to adapt to and anticipate the new reality.

*"People bring added value to companies. The President and management board are well and truly convinced of this".*

**Cristina Sanz Mendiola**

General Manager - People & Organisation



At Repsol, diversity provides added value to the company. The variety of genders, ages, cultures, professional profiles and disabilities all contribute to fostering cultural diversity nurtured by different and innovative ideas and perspectives.

Another of the aspects most valued by company employees is the opportunity to interact with a varied group of people. Sharing experiences and different realities is perceived as positive in achieving the objectives of all business areas.

In 2007, Repsol's Diversity and Work-Life Balance Committee was set up by management for the purpose of coordinating and promoting actions in different programmes. Since then, this committee has been the engine behind Repsol's progress in terms of diversity and work-life balance. The progress made since then has been outstanding. The main objective of this programme has been to foster a culture based on respect for differences in a company that encourages, values and promotes diversity.

With the creation of the Corporate Culture, Internal Communication and Staff Development Department in 2012, the company considered a strategic restructuring of the Diversity Committee and included a Diversity and Work-Life Balance Department to coordinate diversity management policies in corporate sectors and countries in a cross-sectional manner throughout all businesses with three main objectives:

- Identification and retention of talent.
- Social responsibility.
- Follow-up and compliance with legal regulations.

The objective is to monitor and coordinate all businesses and corporate sectors to ensure compliance with legislation and implement initiatives to this effect.



*“Nowadays, at the Diversity and Work-Life Balance Committee, we perform a supervisory role that is not as exhaustive as at the beginning because the project has already been launched and taken up. The challenge is to consolidate it and extend it throughout the company.”*

**Pedro Fernández Frial**

General Strategic,  
Sustainability and Technical Secretariat  
Manager, and President of the Diversity and  
Work-Life Balance Committee.

Thanks to this process, the incorporation of employees with disabilities in the workforce is standard practice at Repsol.

*“This project has become an irreversible part of our company's DNA: integration and diversity represent a wealth of talent at Repsol. It also responds to a broad, people-oriented view of the concept of competitiveness.”*

**Cristina Sanz Mendiola**

General Manager - People & Organisation

### 1.3. Progress of the integration programme for people with disabilities

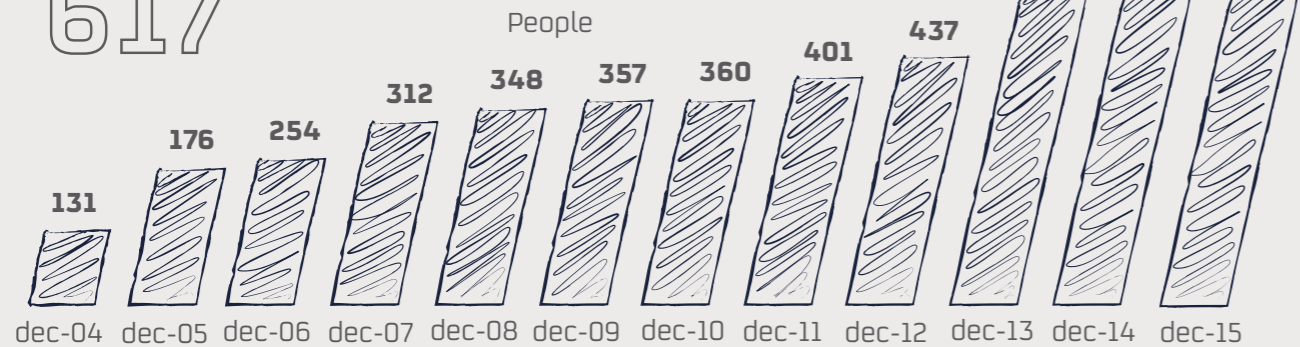
The most tangible result of the programme has been the increase in the number of disabled people on the payroll. In Spain, the figure increased from 131 (0.80 per cent) in December 2004 to 617, according to LGD calculations as at the end of 2015. This achievement has only been possible thanks to the efforts and joint actions of people working on different aspects to combine social responsibility with legal compliance.

With the expansion of this project, Repsol ended 2015 with 117 people with disabilities in the various countries in which it operates: 9 in Brazil, 34 in Ecuador, 17 in Portugal, 12 in Venezuela, 1 in Italy, 1 in Russia and 43 in Peru.

LGD follow-up data  
Direct contracting



Direct contracting in Spain **3,16%**  
**617**



Updated on the 31<sup>st</sup> December 2015  
Progress in the recruitment of people with disabilities.

Similarly, the commitment of the purchasing and contracts department to the creation of indirect employment through purchases made from Special Employment Centres is worthy of mention.

In 2015, purchases from Special Employment Centres amounted to **€3,339,190.44** in Spain alone. In addition to the above, donations to non-profit organisations related to disability amounted to **€157,418** in Spain.

According to the data as at 31<sup>st</sup> December 2015, of the 663 people with disabilities actively working in the company all over the world, 47% are over 45 and 26% are women. In Spain, 10% of disabled employees have a recognised level of disability of 65% or higher.

As indicated in the executive summary of this document, in 2014 Repsol was awarded the **Bequal Plus Certificate**, which represents yet another acknowledgement of a management model based on diversity through the integration of people with disabilities.

**In April 2015, the Ministry of Employment and Social Security issued a compliance certificate to the company, pursuant to Section 42.1 of the consolidated text of the General Law on the Social Inclusion of People with Disabilities.**

The integration of people with disabilities in the company came about through the direct hiring of personnel. The company was fully aware of its own responsibility to society to generate the opportunities and spaces to enable this to happen. So says the General Manager - People & Organisation at Repsol:

*"We believe in normalisation through labour integration."*

**Cristina Sanz Mendiola**  
General Manager - People & Organisation

In 2015, the company continued working towards nurturing diversity in all its varieties (gender, cultural, generational, disabilities, etc.) as an enriching and value-creating element.

Another key approach to the success of this programme is to plan actions in advance of future needs.

All initiatives as regards the integration of people with disabilities are framed within the company's staff management policies and built into its business plans. They are mainly aimed at implementing initiatives to comply with the law in each of our companies.

Specific plans tailored to the needs of each business with the aim of anticipating opportunities are designed and implemented each year.

The launch and implementation of the process to integrate people with disabilities into Repsol is divided into five main phases:



#### 1.4. Team awareness raising

Repsol believes that awareness workshops have been essential tools since the beginning of the programme. They seek to raise awareness among teams at all levels of the organisation and foster inclusion in normalised environments.

The Corporate Culture Department leads and monitors the implementation of all initiatives through the diversity and Work-Life Balance Department.

In 2012, the company collaborated with Fundación Seeliger y Conde **in a follow-up campaign for the incorporation of people with disabilities in the company** with the purpose of learning what disabled employees, their colleagues and managers thought about the integration process. Over 500 people took part in the follow-up and the results led to the design and implementation of a series of initiatives to promote communication and awareness.

Awareness **workshops** help to welcome new employees and move from integration to inclusion in a normalised environment throughout the entire company.

In this way, disability awareness workshops have become a tool for:

- Affirming the value of difference in the organisation through the identification and fostering of talent.
- Promoting enrichment through different realities.
- Reinforcing the role of a boss as a manager of different people according to their needs from a global perspective.
- Developing skills and empathetic attitudes.
- Removing obstacles that stand in the way of labour integration.
- Facilitating compliance with the objective of the direct employment of people with disabilities.
- Combining profitability and corporate responsibility according to the values of the company.



In addition to awareness actions implemented in each department, the diversity and Work-Life Balance Department now has a catalogue of measures available to each individual business in a proactive manner and/or in collaboration with the Training Department.

The different types of actions are based on high-impact programmes and walking in another person's shoes through dynamic and participatory activities tailored to the group taking part.

The catalogue is fully adaptable depending on the specifics and needs of each business in coordination with the Diversity and Work-Life Balance Department.

The type of workshop and/or initiative is adapted with the business for more "sensitive" groups of people or specific needs identified in each area of activity. These workshops are aimed at everyone, from executives,, senior managers and middle management to the general workforce and/or expert departments.

By way of an example, during 2015, after having analysed the needs of each business with the



People & Organisation Manager, the following adapted initiatives are being implemented:

- **A meeting between the medical and prevention services of the industrial sector**, with the purpose of creating a meeting place for the medical and prevention services of industrial complexes and factories that manufacture LPG, =lubricants and specialities. This event was also intended to create a guide to good practice and experience in relation to medical examinations to be carried out prior to selecting candidates with disabilities.
- **Awareness workshop with auxiliary services**, with the purpose of raising awareness and encouraging the use of these services through Special Employment Centres.
- **Sporting assistance workshop for people with physical disabilities**, with the collaboration of Fundación Repsol and aimed at all interested employees.

**Specific campaigns for each business/department** are also being carried out:

- **Campaign for friends & family of employees in the industrial sector**, with the objective of offering employees the chance to recommend family and friends with disabilities and administrative skills in order to create a pool of candidates for possible vacancies that might arise at Refino and Química Madrid.
- Awareness **workshop** for distributors of **lubricants and specialities**.
- **Campaign in LPG factories** to inform employees of the benefits they are entitled to for having a certified disability and the free and confidential advice that Repsol makes available to these employees through Fundación Seeliger y Conde.
- **"Live Diversity"** awareness workshops aimed at managers, base coordinators and safety, environment and quality coordinators at **Repsol Directo** and its distributors.

In this area, without a doubt the most powerful information and awareness tool which Repsol has been working on since 2015 is the updating of existing company documentation related to the integration programme, in collaboration with Fundación ONCE and ILUNION:

- **The overall objective of the 2nd version of the White Paper ["The expansion of a great project"]** is to organise the progress made in the incorporation programme of people with disabilities from 2009 to 2015, in terms that contribute to the internal and external dissemination of the project, as well as raising awareness.
- **2nd version of the Guide to Accessible Service Stations**, to adapt it to pioneering international standards in the field.
- **2nd version of the Guide to Overcoming Barriers** with a new and more innovative approach, backed by training resources, with the aim of having a greater impact at a worldwide level and being fully accessible.

These awareness initiatives have enabled Repsol to build a culture of diversity and to move from integration to inclusion of people with disabilities in a normalised environment.

### 1.5. Progress of the programme in different businesses and countries

Since the creation in 2012 of the Corporate Culture, Internal Communication and Staff Development Department, the company has been working in a more individual way with each department and business through the Diversity and Work-Life Balance Department. This department coordinates diversity management policies for all businesses and countries with the main objectives of identifying and harnessing talent, social responsibility and legal compliance.



**Marketing,  
Lubricants,  
asphalts and  
speciality  
departments.  
LPG department**

Repsol's retail sector has maintained and improved its commitment to people with disabilities for 10 years.

In 2005, the Campsared network of service stations began to recruit people with disabilities, standing out as a pioneer in this type of hiring in the company. Today, 10 years later, each and every business in the sector has a specific training programme to facilitate the integration of these people into the world of work, the world of Repsol.

For the Executive Marketing Department, the training and integration programme has been a total success.

*“Without a doubt, it has been a success for all of us (both people with disabilities and their co-workers) and has made a clear contribution to the business. The enrichment for everyone is huge and it is a source of great ideas, most of which are implemented and contribute towards results and the satisfaction of our clients.”*

**António Calçada de Sá**  
Executive Marketing Manager

Thus, for our clients, coming to any of our service stations and being served by a person with disabilities has become normal. However, this is not the only one of our businesses to believe in equal opportunities.

In recent years, these people have been accessing other positions in other departments and businesses at Repsol in a very natural manner.

*“In recent years, we have extrapolated what we have been doing in the service stations to other businesses in the retail sector. We can highlight the effort put into awareness, from training to the integration of disabled people in our LPG factories, lubricants, asphalts and specialities plants, and marine and fishing ports.”*

**Patricia Mantel**  
Manager - People & Organisation for Marketing, Lubricants, Asphalts and Specialities

### Training is the foundation

In the case of the retail sector, the incorporation of people with disabilities into the world of work

requires a proper training process. The objective is to equip participants with the knowledge, technical skills and social skills to facilitate their participation in the labour market and employability in the business. To this end, training is promoted through a period of unpaid work experience that enables students to harness knowledge and skills and to complete the learning process and the company to obtain objective information that allows it to assess adjustments to the particularities of the job and the real possibility of inclusion in the labour market.

Training programmes consist of theory and practical activities and include 30 hours of theory and 30 hours of unpaid work experience.

Classes are taught entirely by internal experts in the company (except for fire prevention and food handling, which are taught by certified external companies). In addition to formal training, students also learn about Repsol's values and corporate culture.

These programmes are designed based on the profile of a certain role (sales agent, operator, etc.), which facilitates candidate selection. These courses include:

- Marketing **petrol-based products and services** in service stations, direct sales and marine and fishing ports.
- **Service station course.** This is the oldest course of them all and began in 2006. Between 30 and 40% of students are hired after completing this course. Content from the Direct Sales Department has been included in this programme to give students more comprehensive and multi-purpose training.
- **LPG factory operator course.** This was taught for the first time in 2014 after an initial pilot course at Montornés factory [Barcelona].
- Business administration **for LPG distributors.** This was the last course to be included. It has been taught in Seville this year and one person has already been hired on a three-year contract.





- Business administration **for lubricants distributors**. This course is currently being designed and it completes the training offered to people with disabilities in retail sector.

### Awareness actions

The commitment of the retail sector to the integration of people with disabilities is completed with several awareness actions developed in collaboration with the Corporate Culture Department, ILUNION and the Red Cross. These actions are aimed at people in charge of retail businesses (service stations, LPG, direct sales, lubricants, and marine and fishing ports) and companies collaborating with Repsol in these sectors.

The objective is to share Repsol's vision and responsibility with regard to integration into the labour market, to explain the training programmes and encourage collaborating companies to participate in this activity.

In this sense, the company has also organised various awareness campaigns aimed at employ-

ees in the LPG Operations Department and Repsol Directo as future co-workers of people with disabilities. This enables us to confirm a reality: **work teams have been professionally and personally enriched with the arrival of these colleagues, who are a true example of effort and self-improvement.**

In general, people have reacted very positively to the retail sector's labour market integration programme. There is a "normalisation" in service stations, where the company has been collaborating for years and the response to integration is extremely positive. The company expects similar progress to be made in the new fields where work has begun: LPG, direct sales and lubricants.

The history of retail businesses with respect to the labour market integration of people with disabilities can be summarised from different points of view: the clear and decisive commitment to awareness-raising at Repsol, the extension of the programme to all retail sectors and the extrapolation of the project to collaborating companies and partners (network of leading service stations, LPG, lubricants and specialities distributors etc.),

fostering the implementation of the project beyond its borders and opening new paths in the retail sector.

Further evidence of the normalisation of the project can be found in the hiring figures after training, even in difficult economic times. This reveals the success of a programme that helps to create opportunities for people with disabilities or those at risk of social exclusion by demonstrating their skills and improving their employability with appropriate training.





## Exploración y producción

The effort made by exploration and production businesses to meet the reserve quota for the incorporation of people with disabilities in its workforce is worthy of mention. This effort are currently being built on.

This is a further demonstration of the commitment of staff and management, bearing in mind the special difficulty of recruiting candidates in this area due to the highly technical nature of the roles:

*"We reached the conclusion that there was no reason not to be more active in promoting the incorporation of employees with disabilities in our business and we set to work."*

**Luis Cabra Dueñas**

General Manager - Exploration and Production

The integration programme was implemented in five phases in this business. Implementation began in 2013 with a biannual target of incorporating 10 people with disabilities into the business and complying with legal requirements.

### AWARENESS WORKSHOPS

Two workshops aimed at line managers were held at the auditorium with the participation of the Fundación ONCE

### EMERGENCE CAMPAIGN

Two different types of medical conditions classified as disabilities, and the support and advice offered by the medical services and the Fundación Settiger y Conde on declaring disabilities, were advertised through different internal means (email, newsletters, posters, internet).

### Net work of Leaders

Two "live diversity" workshops were held with leaders identified by the People and Organisation Manager.

### RECRUITMENT AND SELECTION

Identification of vacancies that could be filled by people with disabilities. Use of specialised recruitment sources (Ilunion, Seeliger y Conde). Identification of candidates for the Exploration and Production Master's Degree.

### INTEGRATION AND SUPPORT FOR NEW EMPLOYEES

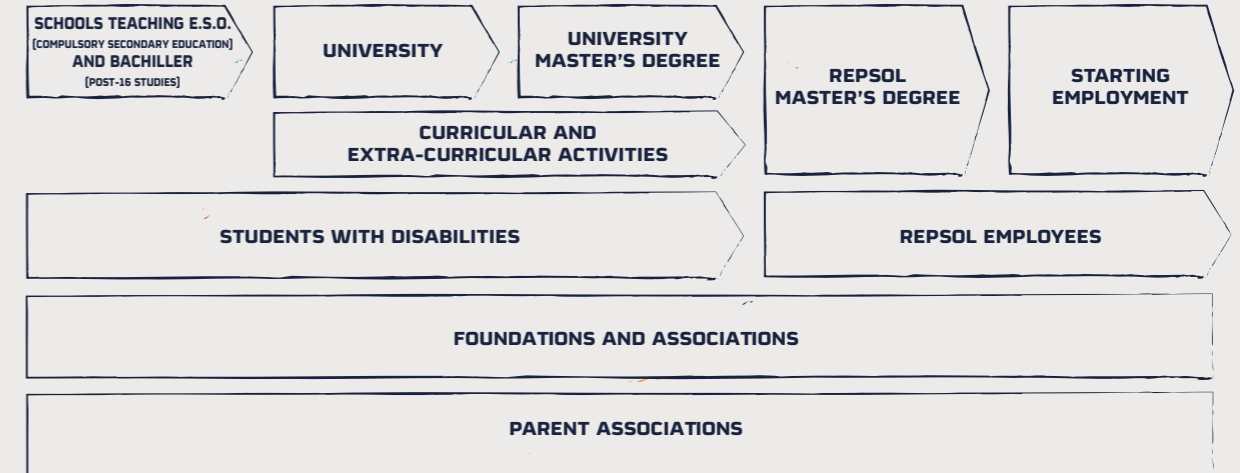
Awareness actions for co-workers, implementation of the induction process and annual appraisal plans.

After incorporating more than 10 people into various roles over 2 years, it was noted that in order to continue promoting incorporation, a higher number of disabled people should be able to study technical courses at university, the main source of recruitment for the business. With this objective in mind and in collaboration with Fundación Repsol, the company is working on a medium-term action programme to identify candidates with the necessary technical skills for the business with four areas of action:

- **Fundación Repsol Scholarships:** There are currently 2 students holding academic and language scholarships. Applications for the scholarship programme for the 2015-2016 academic year are now being accepted.
- **Curricular Practices.**
- Launch of the guide **“Exploration and production: a world yet to be discovered”**. This was designed with the idea of bringing the world of exploration closer to students, making the most of the activities carried out by Fundación Repsol.



## EDUCATION BODIES



- **Dissemination Campaign in Universities and Educational Establishments.** With the purpose of raising awareness of the world of exploration, the company (in collaboration with Fundación Repsol) is designing a proposal that teaches people about the professions in the sector that collaborate with Fundación Repsol.

These actions intend to:

- Promote more in-depth general knowledge of the exploration and production business in Spain because this country has not had much of an opportunity to develop an exploration and production culture in oil fields.



- Promote equal opportunities when disabled people enrol on technical university courses, which are the main source of talent for Repsol.
- Ensure a suitable level of English of potential candidates with disabilities.

After this intense period in Spain, we are currently in a reflection period where businesses are pondering on how to extend the global diversity policy beyond our borders.

Significant progress is being made in countries such as Ecuador, Peru, Portugal, Venezuela and Brazil, where the number of employees with disabilities is gradually increasing. In businesses like exploration and production, there is also a great opportunity to expand the programme in these countries.

*“70% of the workforce in exploration and production is located outside Spain, distributed all over the world, and this is why we have a great opportunity to extend it to other countries”.*

**Luis Cabra Dueñas**  
General Manager - Exploration and Production

**ANALYSIS OF COUNTRIES' CULTURE AND LAWS**

- Per-country analysis, focusing on 4 key aspects of Diversity: Gender, Age, Origin and Disability
- Update of the laws of each country

**FOSTER COLLABORATION WITH FUNDACIÓN ONCE FOR EXTENSION TO OTHER COUNTRIES**

- Membership of the ILO
- Sponsorship of a Session with IBEX companies on the extension of cross border initiatives.

**CONSIDER COUNTRIES WHERE PROGRESS COULD BE MADE**

- Depending on the analysis of the law and the culture
- Assessment on a case-by-case basis as projects adapted to the local reality



**Industrial Sector**

In the industrial sector, the incorporation of chemical plant operators is carried out mainly through chemical plant operator courses leading to an advanced vocational qualification in industrial chemistry and maintenance. Qualified chemical and industrial engineers join the company via the New Professionals Programme by completing a Master's degree in Refinery.

Security matters (very rooted in the industrial culture-) are crucial in the industrial sector.

*“The incorporation of employees with disabilities in the industrial sector has entailed a cultural shift from “there is no option in a refinery” to “s/he is suffering from an unexpected disability and we must relocate him/her” and “we must consider all possibilities.”*

**Marisol Pérez Picarzo**  
Deputy Manager - P&O, GLP Spain, previously Deputy Corporate Culture Manager

Throughout the programme, which has been running since 2009, the following initiatives have been implemented:

- **Analysis of roles in the industrial sector.**

An analysis of roles in the industrial sector was conducted in 2009 at the petrochemical complex in Puertollano with a multidisciplinary team formed by heads of businesses/lines, the prevention service, the medical service, and people and organisation managers in collaboration with FSC Inserta (Fundación ONCE). This study focused on the skills required to perform the job in question in optimum conditions. The work carried out in this respect meant breaking barriers and stereotypes concerning the integration of people with disabilities in the industrial sector. This project, carried out over approximately one year with maximum rigour and professionalism, opened up a new path in the industrial sector. The company became a benchmark in the industrial world, and even Feique (Spanish Federation of Chemical Industry Companies) asked us to provide advice and share our experience to help other companies advance in this field.

- Awareness workshops.
- In October 2010, we held the **first industrial sector awareness-raising workshops at the Municipal Auditorium of Puertollano**. These were led by management and participated in by employees from all categories, suppliers and contractors. The company was able to demonstrate its commitment to the integration of people with disabilities in the Industrial sector during these workshops, giving the subject a considerable boost.
- From 2011 onwards, many training and awareness workshops for full and part-time employees were held and over 4,900 people in various refineries and industrial complexes were trained.

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*“An awareness workshop was held in Puertollano with Fundación ONCE, Gureak and the Siro Group, and with the involvement of senior management, middle management and everybody working in this area. It was a great experience for everyone that was there to consider things from a different perspective”.*

**Lourdes Rodriguez Gutiérrez**

In her former position as Executive Director for the industrial and trading sectors

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- **Occupational Training (2011-2015).** In 2011, the first chemical plant operator course (OPQ) was taught in Puertollano and 8 of the students with disabilities that successfully completed the course joined the refinery. This then became standard practice in all centres, which reserved 5% of places for people with disabilities (advanced vocational qualification + dual vocational training).



- **Scholarship and Internship Programmes (2011-2015)**, aimed at people with disabilities in various categories (administrative assistants, environmental technicians, computer technicians, etc. in all workplaces.
- **Promotion of responsible purchasing (2011-2015)**. All purchases are coordinated with the Purchasing and Contracts Department for the purpose of making responsible purchases, wherever possible, and contracting services (gardening and cleaning, reprography, bookbinding, etc.) through Special Employment Centres.
- In the **New Professionals Programme (2011-2015)**, we normalised the incorporation of graduate professionals with disabilities into the Master's degree in Petrochemicals.

As at the end of 2015, compliance with the General Law on Persons with Disabilities (GLD) in the industrial sector in respect of its own workforce plus indirect contracting for purchases and services amounted to 3.99% compared to the 2% required by law.

The impact of the integration programme has been very positive in industrial complexes and refineries because the recruitment of professionals from local training centres and universities has played a key role. At staff and company level, the programme has also had a very positive impact on the working atmosphere and pride in belonging.



**The normalisation of the integration of people with disabilities in the industrial sector has been a great lever for other businesses in our company.**

*"In 2011, we taught the first chemical plant operator course and 8 or 9 people with a disability joined the company. This was a ground-breaking milestone and since then, integration is seen as normal".*

**Roberto Cabrera**

In his former position as Deputy Manager - People & Organisation at Puertollano

It involves qualified professionals in an environment where the maxim is safety. It has, therefore, been an important example in demonstrating that with rigorous and professional work in the analysis of roles, it is possible to break barriers and stereotypes, encourage cultural change, transform the attitudes of all employees and see people's abilities and skills rather than being blinded by their limitations.

Repsol continues to improve in terms of incorporation processes through coordination meetings with the medical services in refineries and industrial complexes. These meetings are used to share experiences and discuss best practice, as well as problems that may arise during the integration process. This course of action serves as a continued learning process to enrich us all and for us to improve day by day.

In the same way, there is coordination between all prevention departments at the various industrial sites.

The labour market integration of people with disabilities in the industrial sector forms part of and is built into our value chain.



A photograph of a modern, multi-story office building with a glass and steel facade. The building is surrounded by lush greenery, including trees and a landscaped terrace with outdoor seating in the foreground. The sky is blue with some clouds.

## Corporate sectors

In corporate Sectors, there continues to be a firm commitment to the integration of people with disabilities seen through the implementation of scholarship programmes, virtual internships, and dual vocational training.

The incorporation of university graduates is carried out through the Master's degree in Energy Management, where the most sought-after roles are: business administration, law, economics, industrial engineering and chemical engineering. A high level of English is a must for university graduates.

Another highly sought-after role in the company is that of administrative assistant or executive secretary, with an advanced vocational qualification in administration and finance or similar.

For any vacancy that arises in the company for a person with experience, the Recruitment Department seeks candidates with disabilities and always applies the principle of equal opportunities.

The key in corporate Sectors is maintaining a close relationship with all universities; being present at all national employment forums; having access to the support of various foundations, organisations and entities that have databases to facilitate the recruitment of candidates; and publishing job offers through various channels. No matter what, the company maintains a firm commitment to equal opportunities and normalisation.

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*"We must highlight the professionalism of our colleagues in the Recruitment and Development Departments in the identification of fully competent candidates with disabilities."*

**Marta Renovell Gómez**

Technician - People & Organisation  
Corporate Sector

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Ecuador

## Ecuador

### Context of the country

There are policies for the inclusion of people with disabilities in the labour market that impose legal obligations on private companies with quotas of up to 4%, depending on the size of the company. The Constitutional Law on Disabilities has been in place since 25<sup>th</sup> September 2012, but the obligation of having 4% of people with disabilities in the workforce has only been in force since January 2010. Repsol Ecuador has been meeting the 4% quota since April 2010.

Repsol Ecuador has employees in the exploration and production and LPG businesses.

Whilst in Spain, making purchases from Special Employment Centres is considered as an alternative measure to meet the legal quota, in Ecuador, these “alternative measures” include hiring people who have to care for r disabled relatives of up to the 4<sup>th</sup> degree of consanguinity or affinity, considered as “substitutes”. Companies also include these “substitutes” as employees with disabilities in this quota. Thus, people with disabilities make up 4.09% of Repsol’s workforce (34 employees), but this figures reaches 4.56% (Repsol Ecuador: 5.02% and Duragas: 4.01%) when including substitutes in the quota as at the end of 2015.



The disability profiles we can find among the employees are both physical and sensory. The positions occupied by disabled people include, above all, analysts and technicians, which are more administrative positions, but there are also some upstream and LPG technicians (this figure is lower due to the limitations of the roles and the difficulty of recruiting employees for these more highly skilled roles). Employees with disabilities occupy posts at all levels of the organisation, including senior and management positions.

The integration of employees with disabilities is viewed very positively:

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*“Not only have they gained the right to be there due to a legal obligation, but they have also gained their job due to hard work, achievements and all the effort invested on a daily basis.”*

**Héctor Reinoso Silva**

Manager - People & Organisation at  
Repsol Ecuador

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## **Actions**

To be experts in disability in order to provide sound advice to the workforce on how to treat people with disabilities

The protocols for the full incorporation process follow a similar procedure to those in Spain:

- The position to be filled is analysed and the profiles that are most likely to join the company are determined according to the limitations they may have, bearing in mind the safety conditions of each role.
- Several external recruitment sources related to disability are contacted, among which we can highlight CONADIS (National Council for Disability Equality, which has its own database of disabled people looking for work), *Fundación General Ecuatoriana* and *Fundación Eugenio Espejo* (created by the Vice-Presidency of the Republic).

- Before the selected person joins the company, a medical examination is carried out.
- After signing the contract, the job is analysed to make adjustments specific to each individual.
- All evacuation and emergency procedures are also adapted to the circumstances of each employee. Two people, who have undergone multiple drills to practise these protocols, are assigned to each employee with disabilities.
- An induction process similar to that for any person who has recently joined a company is carried out to train the new employee in general terms and on ethical standards of behaviour and internal procedures.
- If the team has not had an employee with disabilities before, awareness sessions are carried out with management and co-workers.

Years ago, there were no accessibility regulations in this country, so employees themselves took the initiative to learn about the needs and preferences of people with disabilities, and thus make the necessary adjustments. This knowledge, together with the corresponding legislation, has been applied to the construction of the new headquarters where the company is currently located.

#### Barriers detected

Recruiting qualified professionals is not an easy task. To this end, a network of industrial companies in the country would like to ask the government to promote more professional profiles for disabled people and make it easier for them to access higher education in order to incorporate them into their workforces.

They have experienced some difficulties with the integration of some employees with intellectual disabilities, but with the assistance of an expert psychologist who conducted conflict resolution therapies, solutions were found promptly. There are currently no employees with intellectual disabilities.

#### Overall assessment

The overall assessment is very positive and the programme is growing stronger and normalising:

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*“Now it is normal and commonplace to have people with disabilities working hand-in-hand with others at Repsol Ecuador. So much so that it does not make any difference because we have got past that differentiation; they are simply co-workers who suffer from a disability. They contribute and invest effort as well as everyone else does”.*

**Héctor Reinoso Silva**  
Manager - People & Organisation at  
Repsol Ecuador

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#### Future challenges

Despite the decline in production of Repsol Ecuador, the aim is to continue working towards a presence in the country and to proceed with the work carried out to date.

## Brazil

### Context of the country

There are policies for the inclusion of people with disabilities in the labour market that impose a legal obligation on companies. In Repsol's case in Brazil, 3% of the workforce must have some sort of disability and this must be achieved through direct hiring; alternative measures cannot be used. This law indicates specific disability profiles to meet the quota.

Repsol only has exploration and production businesses in Brazil. Currently there are 234 employees, 9 of whom have a disability, which represents 3.8% of the workforce.

### Actions

There is no clear perception of having an integration programme for disabilities; there is a legal obligation:

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*Truth be told, we do not have a programme for disabilities; we have a law".*

**Daniele Lemos Carestiato**  
Personnel Management Manager at  
Repsol Brazil

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No adjustments have been made to any roles because this has not been required by any of the 9 employees. The integration and normalisation of these employees is optimum. This is due more to the fact that the disabilities of these people are hardly visible than actions focused on facilitating and encouraging integration. All the employees with disabilities occupy administrative posts, but none in industrial complexes or plants.



Brazil



The company has a multi-pronged approach to the selection of candidates with disabilities:

- When a vacancy for a person with a disability comes up, it is published with a clear indication of the disability requirement.
- The company also works with organisations and employment agencies that have databases of candidates with disabilities.
- Through company employees themselves.

In 2014, a brainstorming session was carried out with employees with disabilities to prepare guidelines for treating co-workers with disabilities in the best way possible. However, no awareness-raising actions have been carried out.

No specific adjustments as regards emergency and evacuation have been carried out for people with disabilities. In evacuation drills, people with mobility difficulties are accompanied by a member of the emergency response team and use the emergency lift.

In the next Sustainability Plan, we intend to include a manual of good practice or a guide on how to treat employees with disabilities. In the Corporate Responsibility plan, there are no actions regarding disabilities, but a handful of donations to disability organisations.

#### **Barriers detected**

- The facilities where the central Repsol offices are located are not accessible. If a candidate with more severe limitations submits an application, s/he will have to be rejected given that the environment itself prevents access to people with severe disabilities.
- More qualified candidates are harder to find than those who are less qualified.
- There are isolated incidents of distrust or prejudice from the rest of the staff towards hiring people with a disability to comply with the law.

#### **Future challenges**

Adapt the facilities of new buildings to facilitate the incorporation of any accessibility profile, even though at present there are no specific refurbishment plans because the company does not own the building.



Peru

## Peru

### Context of the country

In general, in Peru, there is little awareness of the potential of people with disabilities. In the first instance, awareness in the country must be raised. The National Council for the Integration of Disabled People (CONADIS), located within the Ministry of Women and Vulnerable Populations, has become a strategic partner for this. They have been working hand-in-hand with the Ministry on the culture and responsibility of other companies to generate training opportunities.

In 2014, a law was enacted whereby 3% of the employees of any company must be people with disabilities. However, for the audits conducted by the relevant authorities, mitigating circumstances have been established for the application of penalties; for example, having published vacancies on the job board of the Ministry of Employment. Repsol Peru is one of the most renowned companies in the country for its inclusion and equality policies.

### Actions

- In Peru, the disabilities programme is called “*Creciendo Juntos*” (“Growing Together”) and began in 2006. In the first instance, the best course of action was to offer professional internships through an organisation working with people suffering from Down’s Syndrome. From there, things progressed with the company’s own programme. In 2012, a programme was launched with the idea of extending these principles to all businesses within the company’s value chain.
- Repsol Peru employs 43 people with disabilities and it is the prime mover, together with the *Organización Internacional del Trabajo* (International Labour Organisation), behind a network of companies that promote the training and hiring of people with disabilities.

- As well as raising awareness in the country, the company also works with universities to publish internship opportunities. There are university programmes that offer internships with the purpose of training and recruiting potential employees for Repsol.
- People with disabilities have joined all businesses and corporate sectors, but the biggest obstacles to recruitment are those related to the lack of qualifications of disabled personnel in the country.
- As far as workplace accessibility is concerned, the offices do not belong to Repsol. Buildings are occupied on a leasehold basis, so any intended adjustment to the facilities must be authorised and assessed by the owner. In recent years, basic aspects of accessibility have been improved in the towers of Repsol's headquarters and the refinery by placing ramps to facilitate access. The company is also working towards making all service stations accessible to our clients through a plan that has been

implemented since 2013, focused not only on accessibility for our employees, but also for our customers.

- Concerning team awareness, in 2013 and 2014, we began to promote the implementation of campaigns on how the integration of people with disabilities goes hand-in-hand with the values of Repsol in Spain.

#### Barriers detected

- The unique feature of this programme is that Repsol Peru does not have a partner to provide expertise in recruiting people with disabilities, training, etc. with whom to work jointly.
- Safety and prevention are two barriers we can find in Peru. Lima is a seismic area and evacuations are frequent, which means that safety mechanisms must be put in place to ensure risk-free evacuation procedures for everyone. People with certain physical disabilities cannot be evacuated in a safe manner and alternatives must be sought to enable these workstations to be

located on the lower floors of buildings. Medical examinations determine whether a secure evacuation is feasible. Otherwise, the person cannot be employed.

#### Assessments and future challenges

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*"We have had good overall growth as an organisation. This programme is one of the objectives of the entire management team. They not only want to incorporate people with disabilities, but also to train them, raise awareness, work on accessibility, etc. What I am most interested in is not so much the quantitative elements but the qualitative consolidation of the programme. We are interested in eliminating barriers, both cultural and those relating to accessibility."*

**Gustavo Ceriani Lenzi**

Manager - People & Organisation in Peru

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# Portugal

## Portugal

### Context of the country

In the case of Portugal, the integration programme began in 2008 with the collaboration of *Fundación Liga* in Lisbon and *Cercisiago* in Sines. In this country, there is no legal obligation to hire people with disabilities in the private sector. However, 3.5% of the workforce of the Gestpost stations at Repsol Portugal have disabilities [17 employees].

In 2014, they achieved the milestone of having the first person with disabilities (in a wheelchair) in the central offices of Repsol in Portugal. This entailed corresponding adjustments to the physical space in which s/he would be working and the emergency and evacuation plans.

### Actions

- Repsol has marketing and LPG businesses in Lisbon and industrial businesses in Sines.
- As far as accessibility is concerned, some service stations in Portugal (see the notes in the accessibility section) have been adapted and the first accessible service station has been built. Nowadays, there are 261 accessible service stations throughout the country.
- As regards training, the plan is to incorporate students with disabilities in the next operators' course in Sines.
- In terms of awareness: a session of the "Live Diversity" course [2010-2011] was taught in Sines, which external contractors also attended. It was organised with the collaboration of the Cercisiago Education and Rehabilitation Cooperative.

- Workshops at associations working with people with disabilities, particularly intellectual disabilities, were organised where it was employees with disabilities of Repsol themselves who were in charge of presenting their experiences of the company's programme.
- In 2013, a disability awareness workshop was held following the Puertollano model, raising awareness among governments and companies of the integration of people with disabilities as a competitive advantage.

#### Barriers detected

- In Portugal, medical services are outsourced, which entails certain coordination difficulties as far as safety and prevention are concerned.

#### Future challenges

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*"The main challenge is to expand the integration of these people who spread happiness in service stations and customer care. This touches the client."*

**Manuela Pinto**

Manager- People & Organisation Portugal

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- Continue working towards removing mental barriers and ensuring the programme becomes something normal in everyone's day-to-day life.
- Enrol students with disabilities in the Sines operators' course.

- Enter into more collaboration agreements with universities, employment centres, etc.
- Perform visibility and awareness work regarding disabilities in the environment and society.
- New medical services at Sines.

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*"With future retirements and the new medical service, a true challenge appears and a path towards integration opens up".*

**Francisco Castro Herencias**

In his former position as People & Organisation Manager in Portugal

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# Venezuela

## Venezuela

### Context of the country

There are policies for the inclusion of people with disabilities in the labour market that impose a legal obligation on companies as far as hiring is concerned. Venezuela has a law enacted in 2009 whereby 5% of the employees of any company must be disabled people. It is quite a high quota for the little amount of resources the company has for recruiting employees with disabilities. The Government is very strict and companies are obliged to send updates on their compliance every 6 months.

Repsol Venezuela works in close collaboration with the National Council for People with Disabilities (CONAPDIS) to recruit and select candidates with disabilities.

In Venezuela, Repsol only has the exploration and production businesses, which is where employees with disabilities in this country work.

### Actions

- The integration and normalisation of its 12 employees is optimum, but this has more to do with the fact that the disabilities of these people are hardly visible than actions focused on facilitating and encouraging integration. Employees with disabilities occupy highly skilled positions such as lawyers, engineers and general services or administrative positions.
- The company is currently working on implementing the position of internal facilitator of the programme within the country.



### Barriers detected

- As happens in other countries where Repsol is present, in Venezuela, the buildings where the company is located are used on a leasehold basis, so permission must be sought from the owner for any intended accessibility improvements. They have begun to work on accessibility matters for a future move to one of the headquarters of the company
- Continue working towards removing mental barriers and ensuring the programme becomes something normal in everyone's day-to-day life.
- Initial difficulties from the moment the candidate is recruited and selected.

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*"We have seen how hard it is to find candidates with disabilities in Venezuela. We would like to go further and not just comply with a legal requirement."*

**Mario Ricardo Peña Baquerizo**  
Manager - People & Organisation Venezuela

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### Future challenges

- To take a step forward in social responsibility policies, increasing specific actions related to the disabilities programme in Venezuela. The first step is all about incorporating employees with intellectual disabilities.

Repsol is currently immersed in a continuous improvement process to progress towards complete integration in all the sectors and countries where the company is present. However, the scheme of work, follow-up, personalised support from the Diversity and Work-Life Balance Department and the factors for success are all clearly defined to continue progressing and ensure that this philosophy continues to apply in the organisation.

## 1.6. Success factors of the disabilities programme: from integration to inclusion in the corporate strategy

In the first edition of the White Paper in 2009, we spoke about the “success wheel in the integration of people with disabilities”. In other words, this is the graphic representation of the set of factors which, when combined, lead to the wise decision of incorporating employees with disabilities into the workforce.

Many of these factors continue to explain the success of the programme today. Neverthe-

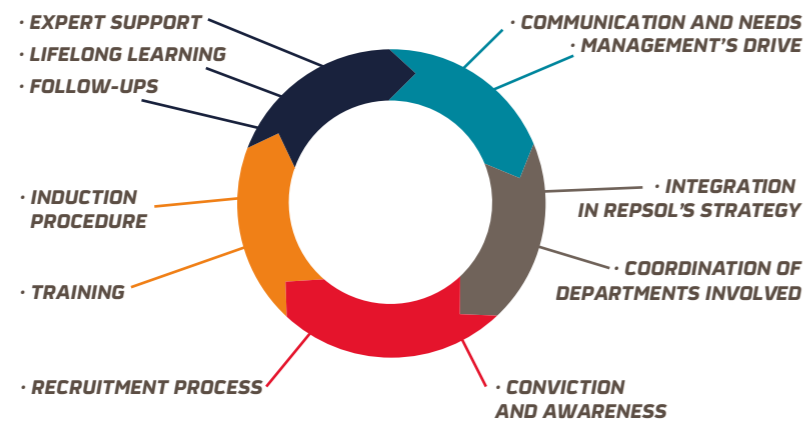


Figure 1. Success wheel in the integration of people with disabilities at Repsol (2009)

less, looking at the set of actions carried out in recent years, the focus has shifted from the integration of people with disabilities to the harnessing of diverse talent management through true inclusion in a normalised environment. In this way, the disabilities programme has become part of the company's business strategy.

The factors that explain why the programme is part of Repsol's business strategy, why it is in line with the company's values and why it continues its expansion are the different businesses and countries gathered in this diagram.

The prime mover behind the programme from the outset has been the conviction of management that the incorporation of people with disabilities is an added value for the company.

*“You can address the incorporation of people with disabilities from an ethical and legal standpoint. We have done so out of conviction. The path is easier if you do things out of conviction than using rules and practices as a guide. The first person to feel this conviction was the President, then the management team followed suit”.*

**Cristina Sanz Mendiola**  
General Manager - People & Organisation



Also, **with the creation of the Corporate Culture, Internal Communication and Staff Development Department, the programme acquired the structure, power and governing capacity to work in a more coordinated and personalised manner in each sector and business.**

Within the mainstreaming of disabilities in the company, planning actions to get ahead of future needs is considered another key approach for the success of this programme:

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*“One of the keys to success is to anticipate needs.”*

**Jaime Martínez López**

Manager - Corporate Culture, Internal Communication and Staff Development

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Collaboration with expert organisations continues to be another essential factor for success since it contributes to the strengthening of the programme in the different businesses and countries. Local organisations of each industrial complex or country are crucial to the incorporation of employees with disabilities. We must mention that in Spain, the Framework Cooperation Agreement between Repsol, ONCE and their respective foundations are

carrying out actions aimed at developing and fostering the integration and social normalisation of people with disabilities.

**Actions carried out at Repsol regarding universal accessibility** within the programme have also enabled the company to become a benchmark in creating friendly spaces and working atmospheres for everyone.

Lastly, another success factor of the programme has been to go beyond legal requirements and have an impact on the company’s responsibility to society and also the full social integration of people with disabilities.

In short, thanks to these factors, not only have we reinforced the objectives of the programme, but we have also helped to improve Repsol’s talent management and the construction of a more inclusive society.





## 2. People with disabilities

FROM INTEGRATION  
TO INCLUSION



## 2. People with disabilities: from integration to inclusion

The great challenge of an organisation that manages people with disabilities is to be able to progress from integration to inclusion in a normalised environment.

**Once integration is achieved, the next difficulty is focused on inclusion** in a normalised environment and in the company's DNA, providing added value, success and talent as sources of competitive advantage.

The progress and expansion of the disabilities programme has helped to reinvent and redefine personnel management systems and processes within the company.

The People & Organisation Department coordinates the implementation of the corresponding protocols to ensure the incorporation of people with disabilities happens as normally as possible, even though its management is already fully integrated into the actions of the departments involved: Recruitment, Training, Medical Services, Prevention Services and Labour Relations.

### 2.1. Recruitment and selection: the entry of diverse talent

*"Evidently, success is contingent upon correct recruitment. Whether a person has a disability or not should not change the fact that the recruitment process is something very important".*

**Cristina Sanz Mendiola**

General Manager - People & Organisation



From the outset of the disabilities programme about 10 years ago, Repsol has worked hand-in-hand with expert organisations to identify and recruit people with disabilities. In this sense, in 2013, Fundación ONCE and Repsol signed a renewal of the Inserta Agreement, which will enable 60 new people with disabilities to join the company, over a period of three years.

Despite alliances with experts, in recent years, the company has been promoting the use of its own

means with a view to achieving a high degree of self-sufficiency in all critical phases of the recruitment and selection process.

To reinforce this strategy, in 2013, a new position was created within the Recruitment and Mobility Coordination Department with the purpose of identifying profiles and candidates with disabilities. Its main task is to bring all participating agents together and make all the pieces fit.



*"We already monitor all sources, associations and other agents that have contact with potential candidates. These, in turn, refer their candidates to us."*

**Ana Jimeno de la Casa**

Recruitment and Development Manager

With the objective of promoting the direct hiring of people with disabilities, the company has intensified the actions contained in the programme in all areas of the organisation. Moreover, different channels are used to publish vacancies and enable people with disabilities to access them.

The other countries where Repsol operates work or are beginning to work on the same basis of collaboration with expert organisations and have begun to resort to recruitment agencies to source candidates.

Repsol has designed a procedure to adapt positions according to the specific functional skills of each employee, which include the necessary abilities (physical, mental and sensory) and required means to perform the job effectively. The objective is to achieve the best possible match between the job and the individual in all businesses, and to enable candidates with disabilities to participate in the recruitment process.

*"Talent is what matters and everything else can be adapted. This concept has been useful not only for people with disabilities, but for everyone. We have learnt that we must adapt: you have to adapt to the employee, not the employee to the company, because you are looking for something the employee has. That something is talent. This is what this programme has taught us."*

**Jaime Martínez López**

Manager - Corporate Culture, Internal Communication and Staff Development

*"Through analysis and adjustment of the job role, we make it easier for people with disabilities to take part in the recruitment process and increase their chances of showing what they are worth."*

**Helena González Romera**

Manager - Coordination of Recruitment and Mobility





At Repsol, each line of business has an active role in the different recruitment and selection processes. In this way, they coordinate with the human resources units involved in the presentation and recruitment of candidates, defining requirements, assessing and taking decisions, as well as taking part in the process of inducting and integrating the new employee. In these processes, each business has the support of the **Business Partner**, a figure with extensive knowledge of the business and staff management who acts as an authorised representative.

Due to their unique features and different journeys in the implementation of the programme, each line of business addresses the selection and recruitment process in a slightly different manner to reach the same objective.

For example, in the **industrial sector**, each refinery has chemical plant operator pools including candidates with disabilities coming from training programmes for the labour market inclusion of groups at risk of exclusion with advanced vocational qualifications.

Those in charge of selecting personnel for the industrial sector inform the Cross-Cutting Coordination Department of the processes they would

like to implement during the year to ensure all participating agents are duly informed.

Also, informative sessions with local foundations and organisations are organised to explain how the recruitment and selection processes at Repsol work, and which are the most sought-after profiles and roles.

In the case of **exploration and production**, the task of finding candidates with professional profiles in the fields of engineering, geology, petrophysics, etc. is more complex. This is why this sector and its career opportunities are explained in secondary schools and universities.



*"We need to publicise the fact that large companies are generating employment. That you can work here, but to do so, you must train for it. More than just a company, I would like us to be a social actor capable of mobilising people and to have more people calling at our door in future. We have done a lot of work going out looking for people and it would be great if these people could come knocking on our door."*

**Jaime Martínez López**

Manager - Corporate Culture, Internal Communication and Staff Development

In this respect, in 2014, Repsol and its foundation launched a scholarship programme to ensure people with disabilities have equal knowledge and opportunities to access all qualifications. Universities are an important source of recruitment for the company. Some actions have been carried out, among which we can name:

- Sharing the disabilities programme with universities, inclusive schools and other educational establishments.
- Sharing the programme with secondary school and baccalaureate students with disabilities,, parents' associations, foundations, etc.
- Providing technical and financial support for the enrolment of young students with the best academic profiles who may need assistance.
- Providing support by incorporating interns.

In corporate sectors, there continues to be a firm commitment to the integration of people with disabilities through the implementation of scholarships and virtual internships. The company encourages participation in employment fairs and all proactive and reactive channels possible. The objective of this is to act as a liaison between professionals in the Recruitment Department and candidates with disabilities who are actively seeking employment. In this way, we establish a friendly and trusted atmosphere in which to solve queries and explain the professional opportunities that may arise in the organisation.

There is a great deal of versatility with respect to the profiles of experienced people with disabilities who form part of the corporate sectors: professionals in finance and administration, communication and audit are already part of the organisation, offering excellent performance and integration into their teams.

## 2.2. Training for professional integration

The programme is moving forward from a position of normalisation and believes in training as a foot in the door of the company, both through vocational training programmes carried out ad hoc and taught by Repsol's Advanced Training Centre aimed at training sales agents in retail sectors, and the implementation of scholarships and internships in all areas of the company.



YEAR	No. OF COURSES	No. OF STUDENTS	No. OF EMPLOYEES HIRED	CONTRACTING %
2005	3	39	23	58,97
2006	8	100	84	84,00
2007	7	84	75	89,29
2008	7	99	85	85,86
2009	7	97	43	44,33
2010	7	105	35	33,33
2011	8	120	44	36,67
2012	10	131	49	37,40
2013	8	107	48	44,86
2014	5	80	34	42,50
2015	5	71	27	38,00
<b>TOTAL</b>	<b>75</b>	<b>1.033</b>	<b>547</b>	<b>52,95</b>

Figure 3. Progress of the sales agent programme for service stations

The Professional Integration Department at Repsol is in charge of implementing these training programmes, which began in the retail sectors, specifically in service stations with the sales agent course.

The sales agent course has always yielded good results in terms of subsequent hiring, with this

figure never under 30% of participating students. It is currently above 40%.

The sales agent course for service stations has enabled us to develop a further, more in-depth course on marketing of **petrol-based products and services**, which includes service stations, direct sales and marina and fishing ports.

In 2014, the first **LPG factory operators' course** was taught, and in 2015, the **commercial administrative assistant for LPG Distributors' course** concluded with one person being hired for 3 years. Nowadays, the design of the **commercial administrative assistant for lubricants course** is currently under way. It is expected to be implemented before the end of 2015. With this, the training model for the integration of people with disabilities at Repsol will be consolidated.

In the industrial sector, the incorporation of chemical plant operators with advanced vocational qualifications in industrial chemistry and maintenance is mainly carried out through the **chemical plant operators' course**. Qualified chemical and industrial engineers join the company via the **New Professionals Programme** by completing a **Master's degree in refinery**.

For the **exploration and production sector**, the profiles required by the company are slightly more specific: geologists, mine engineers, civil engineers and those incorporated through the Master's degree in exploration and production.

For other businesses and corporate sectors, new professionals that join through the Master's degree in management have profiles in the areas of: Business administration and management, law, environmental sciences, etc.

### 2.3. Prevention and Health and Safety: a tool for success in the management of people with disabilities

From the programme's inception, the prevention service has collaborated and participated in different ways to ensure the incorporation of people with disabilities into the company can be carried out in Repsol's network of service stations.

In the first place, with the purpose of adapting roles to these people, **a detailed analysis of the roles** was necessary. This led to the company being able to identify positions that could be occupied by an employee with a disability.

The below diagram reflects the progress of analyses of roles in the company:

**2006**

*Start-up of the roles analysis project.*

**2008**

*100% of roles have been analysed in: Marketing Europa, Chemistry [Headquarters and Technological Centre] and Corporate Management.*

**2010**

*60 roles are being analysed in the Industrial Complex of Puertollano [Lubricants, Specialities and Asphalts, Chemistry and Refinery] to be applied to other industrial complexes.*

Later, with the collaboration of expert organisations, people with **certain types of disabilities that best suited the requirements of each of the roles analysed were sought**.



The last step was to **create an in-house risk assessment methodology** applicable to all companies in the Repsol Group to ensure that employees with disabilities performed their jobs with the same degree of safety as their co-workers. To this end, the company **established that the occupational risk assessment of an employee with a disability should be composed of a generic occupational risk assessment of the role to be occupied supplemented by a personal data sheet with a list of tasks that must not be performed by the employee. This sheet also includes possible adjustments to the role, if necessary.**

In this way, not only were the risks of the role analysed, but also the particular risks of each employee associated with his/her disability.

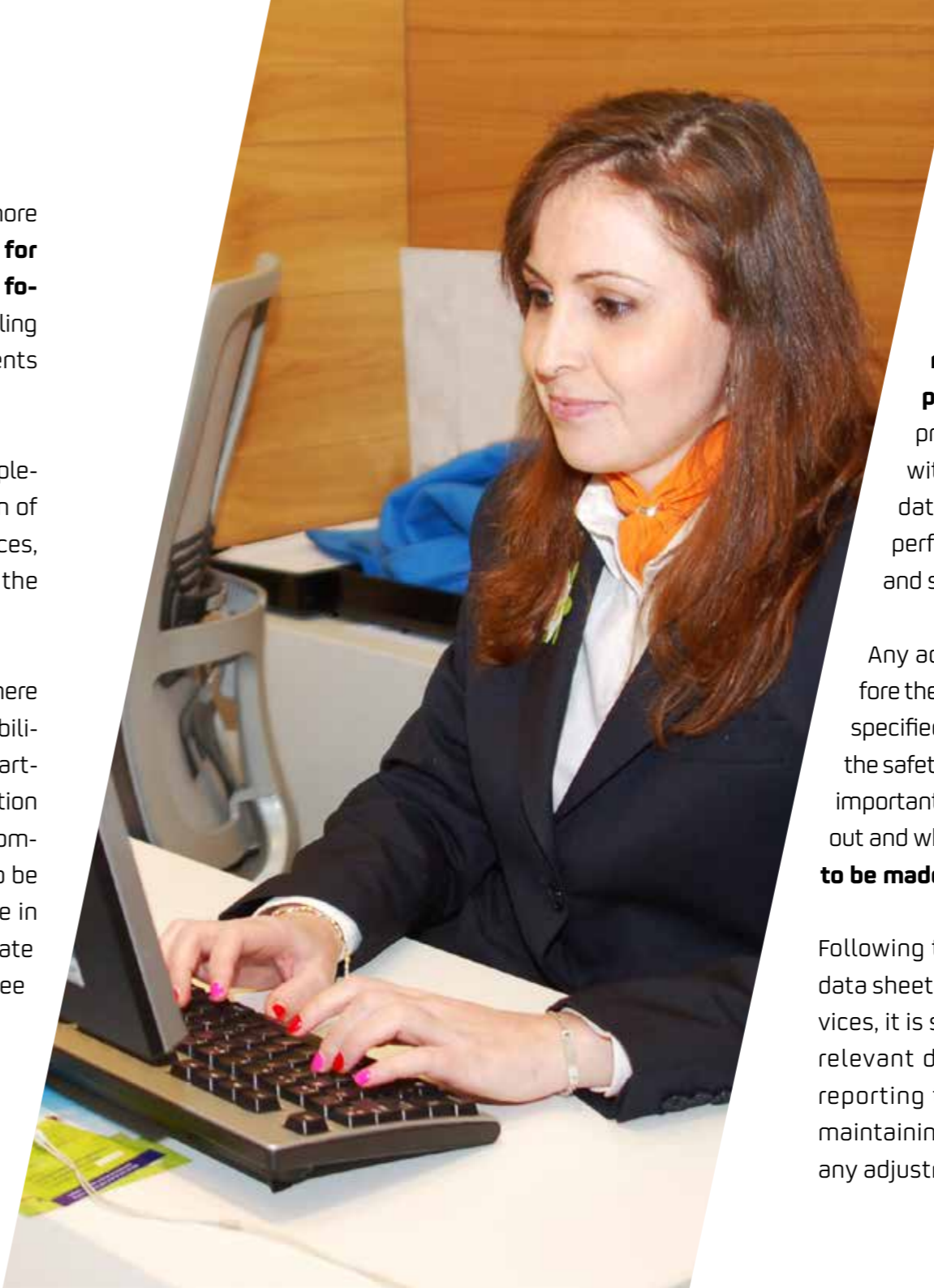
**GENERAL  
ASSESSMENT OF  
THE FACILITIES**

**INDIVIDUAL  
EMPLOYEE  
SHEET**

In recent years, the company has taken one more step by designing a **coordination protocol for the integration of people with disabilities focusing on health and safety aspects** detailing the steps to be followed, as well as the agents participating in each stage.

The People and Organisation Department implemented this procedure with the participation of the Recruitment Department, Medical Services, Prevention Services, Corporate Culture and the Training Department.

The coordination protocol is activated when there is a chance of hiring an employee with disabilities. At that moment, the Recruitment Department will report this circumstance to Prevention and Medical Services for them to prepare a compatibility study of the tasks and functions to be carried out by the employee in the role and their current state of health before the employee joins the company.



After the medical examination and assessment of the tasks to be performed by the employee, they complete the **“data sheet of tasks that must not be performed by the employee”**. This sheet includes permitted, prohibited and restricted tasks, together with any observations and recommendations considered for the employee to perform his/her job in appropriate health and safety conditions.

Any adjustments that may be required before the employee joins the company are also specified on this data sheet. In order to ensure the safety of employees with disabilities, it is so important to be sure of the tasks they can carry out and which not, and **adjustments that need to be made to the role.**

Following the coordination protocol, once the data sheet has been completed by Medical Services, it is sent to the Prevention Service of the relevant department who is responsible for reporting to the remaining agents involved, maintaining due confidentiality at all times. If any adjustments are necessary, the Prevention

Service itself will report these to the Department of Corporate Culture for processing.

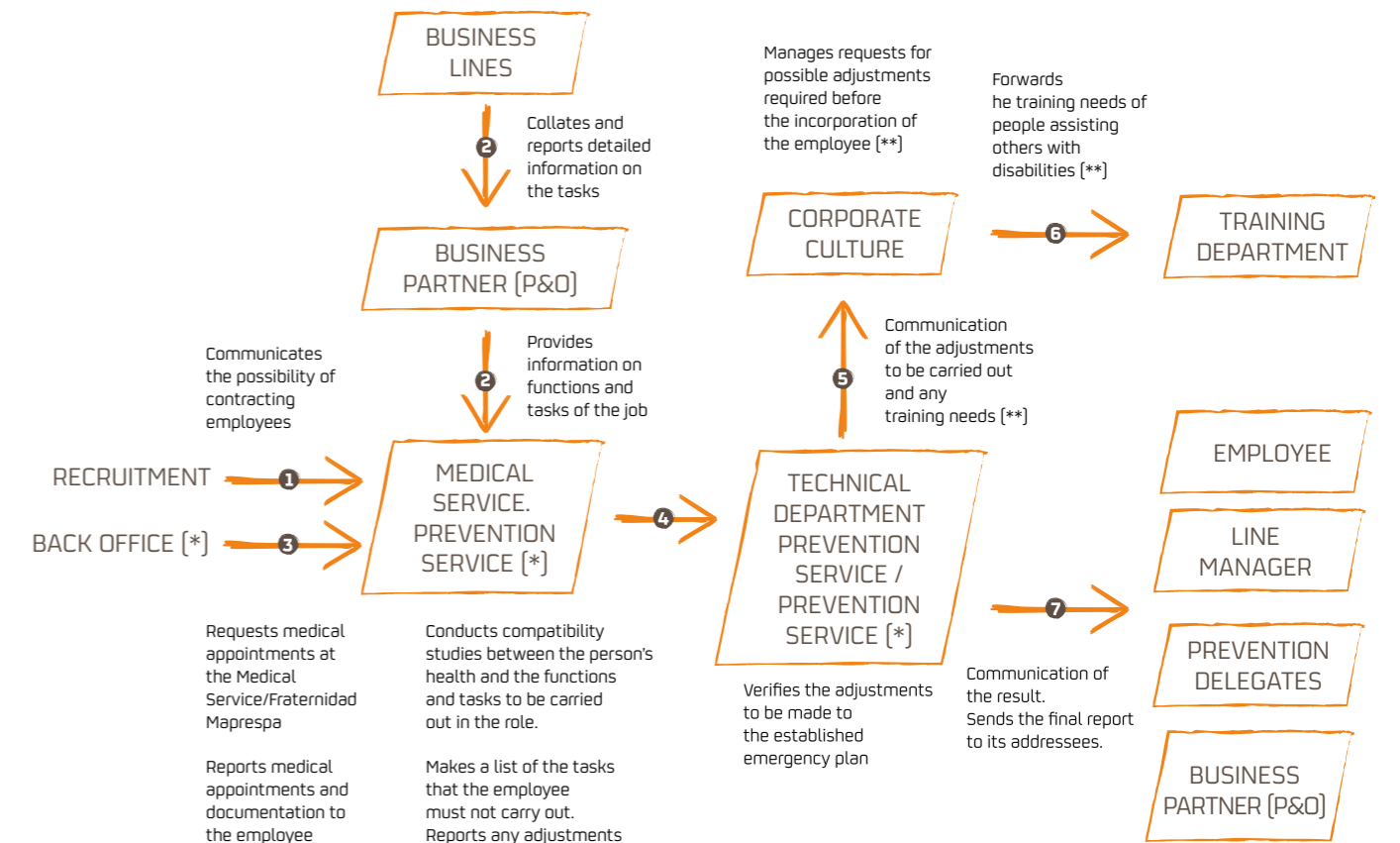
Within this protocol, it must be verified that, in the event of an emergency, the employee is capable of acting according to the established plan. Otherwise, support assistants, who will receive adequate training, shall be assigned to the disabled employee.

This protocol shall also be activated when an employee with disabilities changes jobs or reports his disability through any of the various “emergence campaigns”. In these cases, the Business Partner will be in charge of reporting this circumstance to the Prevention Department to implement the protocol.

The following flow chart reflects the coordination procedure.



**FLOW CHART: HEALTH AND SAFETY ASPECTS OF THE COORDINATION PROCEDURE FOR THE INTEGRATION AND ADAPTATION (SUDDEN DISABILITY) OF PERSONNEL WITH DISABILITIES.**



In the event of a change of role, contact must be made with the Prevention Service Department to begin the cycle again.

(\* ) If the occupational medicine speciality is outsourced  
 (\*\*) If necessary.





The work carried out by Repsol in the integration of people with disabilities from the point of view of occupational risk prevention was awarded the “*Escolástico Zaldivar de prevención y discapacidad*” (Escolástico Zaldivar Award for Prevention and Disability) in 2013, and in 2014, the National Alares Award for Excellence in Occupational Risk Prevention aimed at people with disabilities.

*“The key to integration lies in the joint and coordinated work of all departments involved”.*

**Esther Iglesias Pampliega**  
Prevention Manager for the Executive  
Marketing Department

Repsol continues to work towards improving this procedure and extending it to all businesses and countries. For this, Repsol collaborates with the cross-cutting **Occupational Health Unit** that facilitates its implementation in other countries or business lines.

*“We have the advantage of having gained experience here in Spain to support other countries.”*

**Federico Galán Martín**  
Deputy Occupational Health Manager

At present and with the aim of businesses speeding up the process of identifying the tasks of personnel at Campus Repsol, the company is working on the creation of a data sheet of tasks, which should include the majority of potential tasks and may be completed with others, if need be.

In the industrial sector, for the moment, the above procedure is not necessary given that all parties involved in the process are physically located in the same complex. This speeds matters up and makes all the necessary steps to incorporate the employee with safety guarantees much easier.

In short, communication and coordination between the different agents involved is essential for the procedure pertaining to health and safety matters.



#### 2.4. Labour relations and collective bargaining: necessary support

Labour relations are the instrument that contributes towards achieving the objectives of the organisation, fostering the company's culture and values in a climate of social dialogue and respect for one another.

A key factor at Repsol has been the commitment of trade unions through successive framework agreements signed with trade unions that represent more than 10% of company employees. The Agreement governs the employment conditions of Repsol Group employees in Spain and applies to all companies in the group.

Repsol's commitment to continue boosting the labour market inclusion of people with disabilities, prioritising direct hiring, was once again formalised in 2014 with the signature of the VII Framework Agreement.

As stated by the Agreement: *"With this new commitment, we will continue with the direct hiring of people with disabilities in order to continue as a group at the very least to meet the percentage es-*

*tablished by the current law. If this is not possible due to objective reasons, the company shall resort to the alternative measures provided by law."*

The company also ensures trade union participation in incorporation programmes for people with disabilities through a special commission established within the Framework Agreement Follow-up Commission. Here is where proper implementation of the programmes is assessed and specific actions and improvements are established.

The Corporate Labour Relations Department and employee representatives have supported and followed the programme every step of the way since its inception, and this commitment is renewed with each new agreement. Co-workers with disabilities are equal to other employees because the same rules apply to all; the chapter on offences and penalties, for instance.

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*"We have detected very few cases of conflict between employees with disabilities compared to other employees. These have been handled normally and without paternalism, with the full support of the unions."*

**Dolores Estrada García**

In her former position as Labour Relations,  
Planning, Cooperation and International  
Manager

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In the ten years the disabilities programme has been around, the advice and support of expert collaborating organisations, such as Fundación ONCE, has been essential.

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*"We are happy with what we have accomplished so far."*

**Alfredo Orella Barrios**

CCOO (trade union)

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*"We are an example to other companies in Spain".*

**Jenaro Prendes Alcoba**

UGT (trade union)

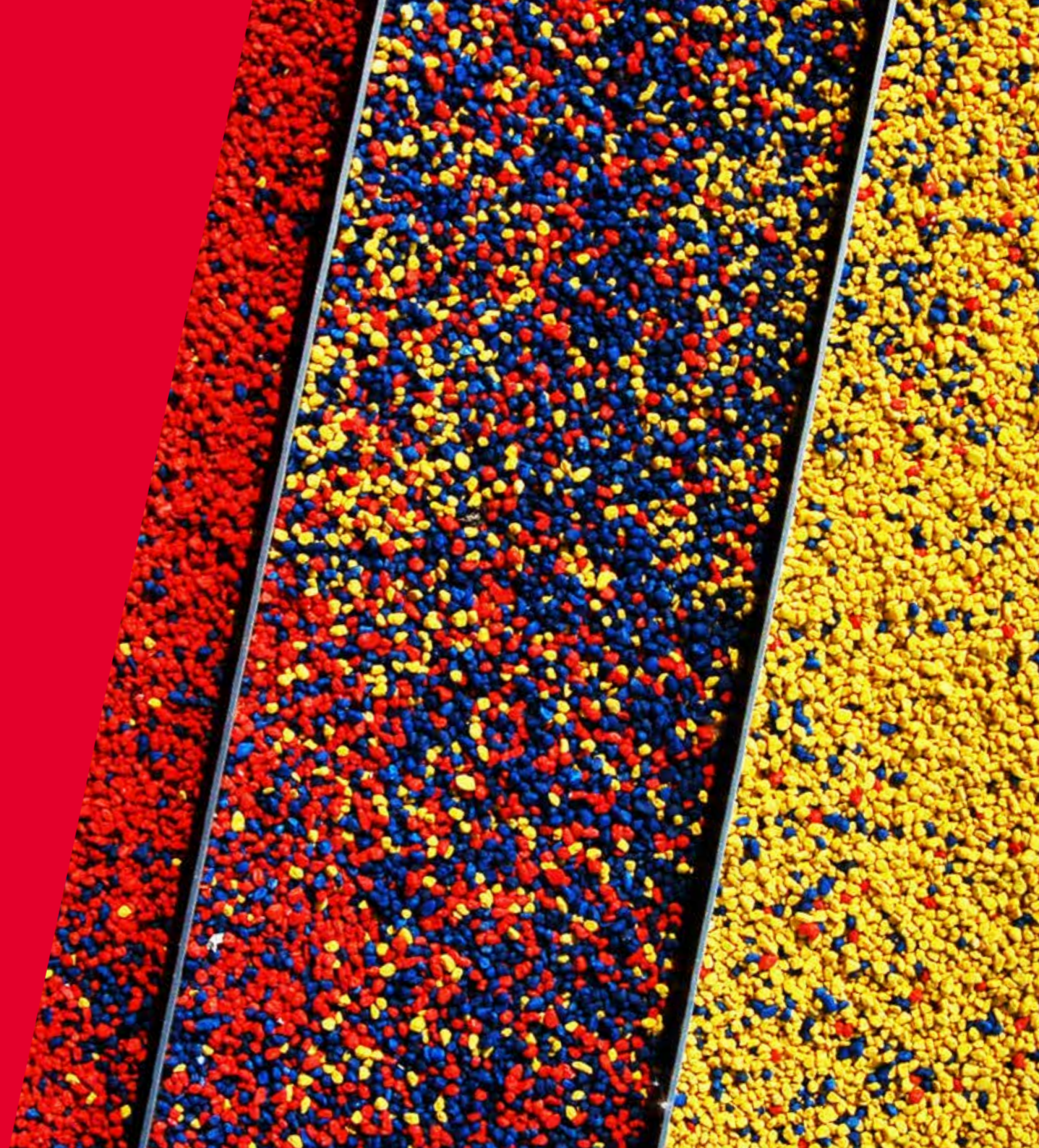
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# 3. Universal Accessibility

CORPORATE STRATEGY  
AND BUSINESS VALUE





### 3. Universal accessibility: corporate strategy and business value

Diversity in people's functional abilities is a reality that must be taken into account in the entire production cycle of goods, products and services and the construction and implementation of environments, both in the design phase and in their development and improvement.

Repsol has been able to give added value to the experience in accessibility and the adjustments required by employees with disabilities and thus prepare the organisation to respond to the needs of both employees and customers alike. This all adds special value to the company, improving its chances and opportunities from a dual perspective: increasing its market share by reaching more potential customers that visit its public spaces (customers with some sort of disability) and enabling the inclusion of talent and richness that comes

with the diversity of abilities in its human capital through accessible workplaces.

#### 3.1. Accessible working environments for all.

*"What's most interesting is seeing that accessibility has become so ingrained in all projects that it is no longer interesting in itself. Its integration has become something entirely normal."*

**Yolanda Segovia Ruiz**  
Design and Normalisation Technician

Good talent management must be associated with proper universal accessibility management in workplaces to ensure normalised incorporation and no barriers for any employee in the company.

Ensuring universal accessibility in the workplace involves not only managing the physical and architectural conditions of the environment for the removal of barriers, but also a broader design that ensures full access to communication systems and information technology.

In this regard, at Repsol, universal accessibility began to gain a foothold in service stations as regards customers, but soon, the progress and consolidation of the Disability Inclusion Plan placed universal accessibility as another central concept of a cross-cutting strategy.

Universal accessibility and technological developments are currently integrated into the plans of any new building and the gradual improvement of workplaces in the company. This integration is carried out as a planned and conscious act of the organisation to apply the "design for all" criteria, which provides a further key to success in the inclusion of people with disabilities.

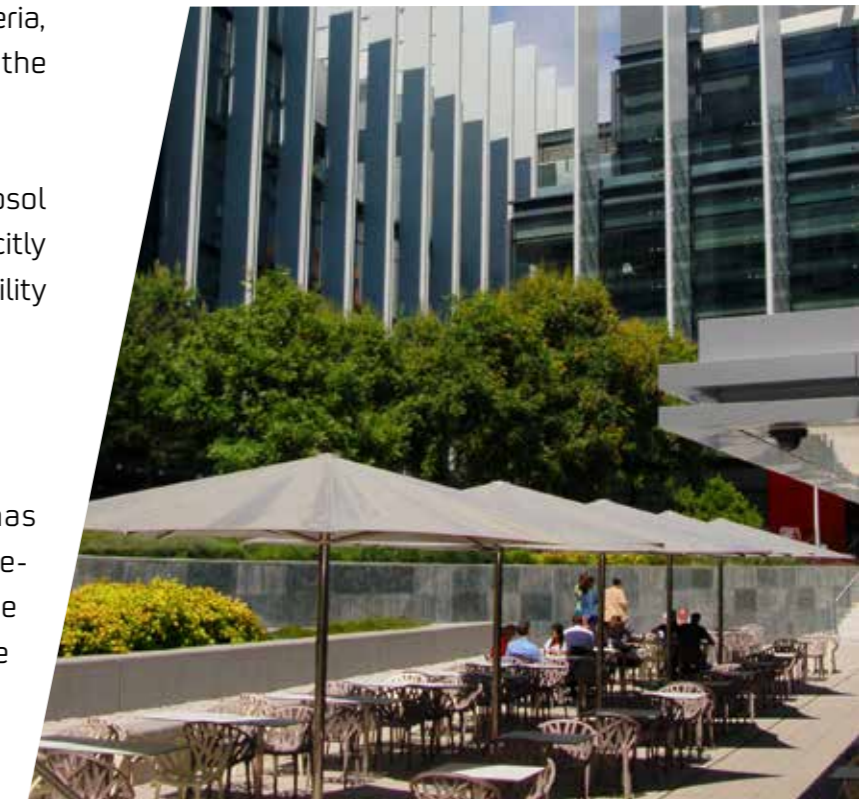
From this perspective, in recent years, Repsol has carried out a series of actions which explicitly display its commitment to universal accessibility with its own employees.

#### REPSOL CAMPUS

The main action in which accessibility has played a leading role from design to implementation has been the construction of the "Repsol Campus", opened in 2012 under the

theme "Repsol Campus is for everyone". The new company headquarters, located in the centre of Madrid and the workplace of over 4000 employees, has an architectural design based on a human dimension that ensures the universal accessibility of its buildings and facilities. Anyone can move around independently without barriers there.

The building was designed with the DALCO accessibility criteria (UNE standard 170.001) in mind.





The company did not do this alone. It had the expert advice of Via Libre (now known as ILUNION Tecnología y Accesibilidad). Via Libre provided technical support from the outset to ensure that accessibility was an essential part of the whole design and construction process. With this support, a systematic review of all expected steps,

documentation produced, plans, operational positions, furniture, lighting, and even colours was conducted, incorporating all technical accessibility recommendations in the specifications for suppliers. As a pioneering initiative in Spain, more than one hundred volunteers from among Repsol employees and their families and friends collab-



orated in identifying architectural barriers in the surrounding areas of the new campus to ensure that this accessibility was also complete in the surrounding environment.

The Repsol Campus has become a true benchmark concerning accessibility. Fundación ONCE awarded Repsol the “Accessible Actions 2014” award for the Campus project as one of the most emblematic architectural and engineering works holding maximum representativeness in terms of accessibility. Similarly, the Spanish Association of Workplace Prevention Services, in its Guide to Good Business Practices on Accessibility, published in May 2015, highlighted the Repsol Campus in particular as an example of good practice by ensuring universal accessibility in the workplace of its headquarters in Spain.

The accessibility requirements at Repsol Campus ensure that anybody, regardless of their abilities or limitations, may perform their job in the appropriate conditions. In addition, although the furniture was purposely chosen to fulfil the “*design for all*” criteria, workstations are adapted and adjusted to the specific conditions of the new employee, if required, upon joining the Campus.

Under this comprehensive plan for universal accessibility based on the construction of the Campus building and as a way of harnessing everything learnt in the process, the **Architectural Design Manual for Repsol Offices** was developed. This manual had the aim of establishing a corporate policy for all Repsol buildings around the world. In addition, to ensure that this initiative is properly applied in other countries, according to the Standards, the Asset Management Department should provide technical advice on accessibility to any country requesting express assistance in this regard for their buildings.

#### OTHER REPSOL HEADQUARTERS

As a continuation of the work carried out at the new Campus, we must also highlight the accessibility improvement plan that is taking place at three other Repsol buildings in Madrid: Repsol’s Technology Centre (CTR) in Móstoles, Repsol’s Advanced Training Centre (CSFR), also in Móstoles, and the offices on General Lacy 23.

The accessibility improvement plan for each of these environments involves three phases: diagnosis of the accessibility of the environment;



operational plan of prioritised actions and proposals for improvement; and the implementation of the plan, as the most important phase of the project, where the necessary improvement actions actually take place. Again, universal accessibility and design for all are the essence of these improvement plans.

The absolute internalisation of this commitment to accessibility has been a clear sign of the company's progress, which, in turn, results in an economic component. This is because by incorporating accessibility from the beginning, the company eliminates all extra costs that subsequent modifications may require. This is a key success factor that Repsol has learnt and now applies by default in all new building plans.

### INDUSTRIAL COMPLEXES

While universal accessibility is firmly integrated into all Repsol's new building plans under a proactive understanding anticipating all potential barriers to allow the incorporation of any employee, the working environment of the industrial sector of the company does not yet have the same perspective. Due to the safety and prevention conditions de-

manded by the activity performed in factories and refineries and the functional and physical requirements of the performance of tasks, these businesses are not designed to incorporate employees with severe physical and sensory limitations; for example, employees in wheelchairs. This circumstance combined with the age of the buildings means that the accessibility strategy is designed differently. However, as happens with other businesses, when an employee with disabilities joins the company, the Prevention Service carries out corresponding adjustments to the role as and when the new employee needs them.

### INTRANET

Repsol's commitment to accessibility also has an impact on the technological component as regards employees. For this reason, at the beginning of 2015, the new Intranet was launched following the **Web Content Accessibility Guidelines (WCAG) 2.0 of the W3C (World Wide Web Consortium) at intermediate level (AA)**. During its development, the technical team received training in accessibility



and tests were conducted with employees with disabilities to detect any potential accessibility and usability barriers on the platform. With all these actions, the necessary measures were adopted to get as close as possible to meeting the standards of the Web Content Accessibility Guidelines for Web Content of the W3C (World Wide Web Consortium).

In future, the company also intends to adapt the Intranet for mobile devices, enabling access to multiple devices. Meeting accessibility standards in this new development for other platforms poses a new challenge.

The commitment to accessible and barrier-free communication in the corporate digital reports produced by Repsol also stands out. The accessibility requirement has always been included in these reports.

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*“For the new repsolnet project, accessibility and usability tests were conducted with the assistance of employees with disabilities.”*

**Esther Poza Campos**  
Employee Value Proposition Manager

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### **3.2. Customers with disabilities: accessibility as a differentiating element**

Having employees with disabilities increases the ability of the company to offer services that are attractive to a wide range of customers.

As demand for accessible products grows, so does the degree of experience of companies, which have adapted to be more in line with customers with special needs. By having employees with disabilities, Repsol has a cross-cutting “know how” of

attention to diversity and a vision of the market that it would not otherwise have, and that without a doubt positions it clearly on the side of people with disabilities. In the end, a diverse workforce places the company at the forefront of the competition in the attention given to a varied market.



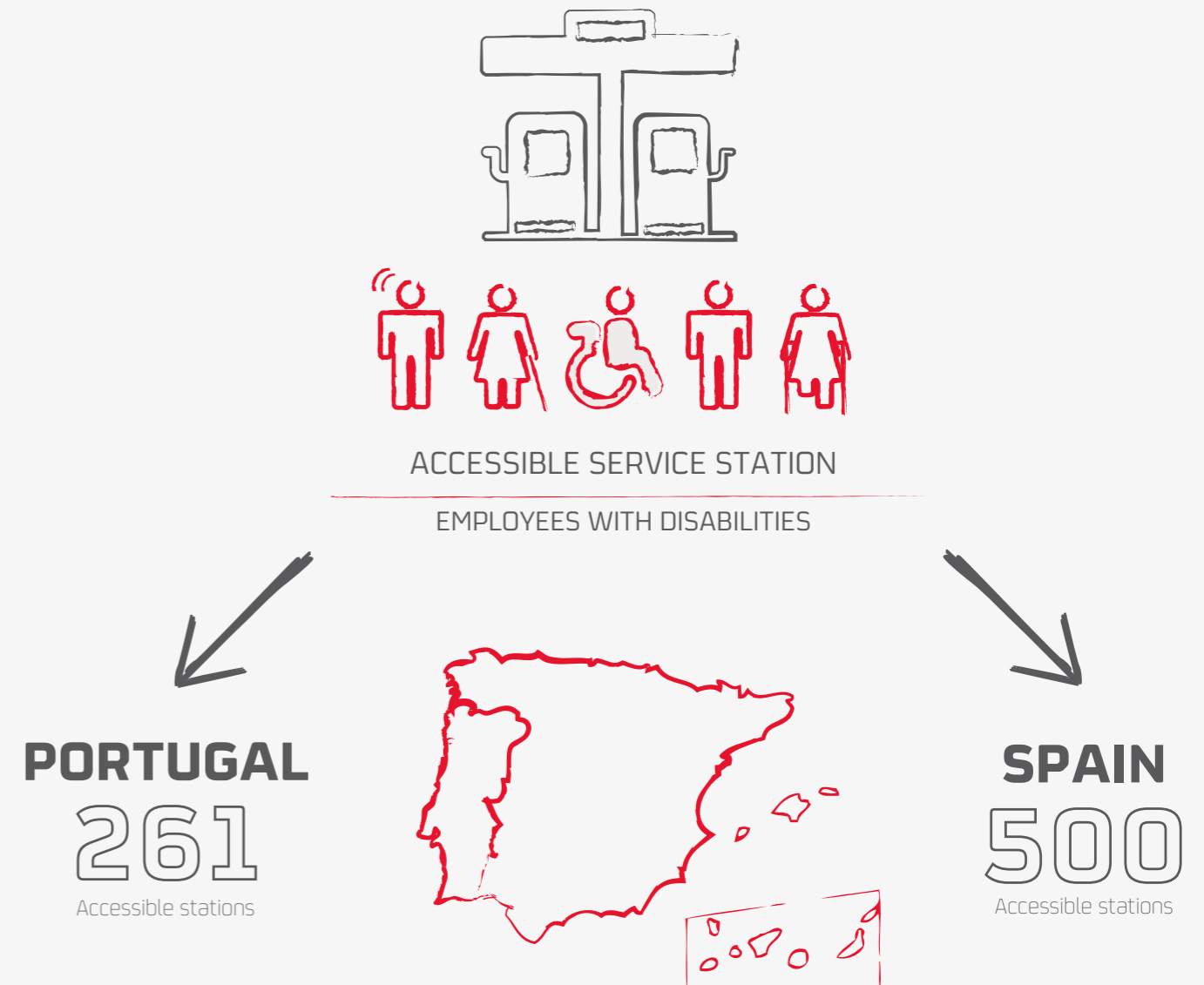
The biggest effort Repsol has invested in its commitment to universal accessibility and attention to diversity for external customers is focused on its public spaces, particularly service stations, but without forgetting actions in external communication with customers and shareholders.

#### ACCESSIBLE SERVICE STATIONS

Repsol currently has over 500 service stations incorporating accessibility criteria in its Spanish network. The accessibility of the facilities makes access to the services offered at these stations much easier. This effect also leads to friendlier spaces free of obstacles ensuring that any customer, regardless of their abilities, may fill up at Repsol. This circumstance marks a clear difference compared to the competition by enabling a driver in a wheelchair to access and use the services of a Repsol service station with complete autonomy, just as any other client would.

To achieve this current situation, the company has invested much effort and dedication combined with essential actions. By way of an example, four service stations in Spain have been awarded the Universal Accessibility Management System Certificate under UNE standard 170001-2 endorsed by AENOR (Spanish Association for Standardisation and Certification):

- Móstoles Service Station CR M-856 (link between N-V and n-501), 28931 Madrid.
- Eco Zaragoza Service Station, Av. Casablanca, 11. 50012 Zaragoza.
- Alberto Aguilera Service Station, 9. 28015 MADRID
- CR Service Station A-1 P.K. 49 M.D. Venturada, Madrid.



These certificates paved the way for a broad knowledge of accessibility within the company and promoted the commitment of adapting more service stations that incorporate the principles of universal design, both in newly-built stations and in all those that require refurbishment works. As part of “the expansion of this great project”, the company also has 261 accessible service stations in Portugal.

With these actions and with the purpose of implementing everything learnt in this field, Repsol plans to publish the new edition of the “Guide to Service Stations Accessible to All” in 2015.

Repsol has become a leader and guarantor of accessibility thanks to its corporate commitment. In trade agreements with suppliers (furniture, toilets, flooring, etc.), the company also expressly highlights the specific accessibility conditions required by including them in the specifications for the tenders for the purchase of materials issued by the company.




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*“We have accelerated market developments through our suppliers. Repsol passes on requirements and needs in terms of accessibility and suppliers learn and include these criteria in their product manufacturing processes. It is like a loudspeaker; we, as clients, help many companies improve their processes.”*

**Yolanda Segovia Ruiz**  
Design and Normalisation Technician

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As part of this multiplying effect, the Network of Leading Service Stations can benefit from volume trade discounts agreed between Repsol and its suppliers, thereby facilitating the purchase of accessible equipment. Suppliers are also provided with quality manuals describing all technical accessibility conditions and requirements.

### **Accessible information and communication**

Other channels Repsol uses to interact with its clients and shareholders are digital media and the Internet, which currently play a much more powerful role than traditional media. The challenge of any company in today's society is to be accessible by any personal or electronic means, including information and communication through technological media and the Internet, even if its main activity and business route do not involve any of these channels.

Under this premise, Repsol has also consequently extended its commitment to universal accessibility to digital media. For these reasons, all web developments carried out are considered from the internal objective of complying with the intermediate level of the Web Content Accessibility Guidelines [WCAG 1.0 and 2.0].

The corporate website [repsol.com](http://repsol.com) is currently being redesigned. As part of this project, the company has planned to receive advice from expert bodies such as AENOR for the purpose of achieving a seal of distinction for web accessibility. It is the company's first web development project, designed with a view to obtaining the certification.

All products and services information offered by the company through online services was reviewed in 2010. As a matter of fact, one of the most popular products that the company offered its customers on the Internet was the Guía Repsol. The most recent digital version was launched in April 2014 under the premise of accessibility.

Digital versions of all reports are also available to the general public (management reports, corporate responsibility reports, etc.). They have been designed with accessibility criteria in mind and we can highlight that the presentation sheet of the 2014 Annual Report has been created in Braille. This is just another example of no language barriers for customers, employees and shareholders.

On the other hand, even though digital communication plays a strategic role, face-to-face communication is still important in many fields. In this respect, as part of the commitment to universal accessibility, the incorporation of real-time sign language interpreters in Repsol's General Shareholders' Meetings is considered a measure to ensure equal access to the communication and information offered in these events held by the company.

As regards the diversity of disabilities that exist in society nowadays, Repsol has understood universal accessibility as a success factor for the company on the one hand, in management of the workforce with accessible working environments and, on the other, as a differentiating element from the competition in the attention provided to customers and shareholders with disabilities. This coming together of perspectives has positioned Repsol as a guarantor of accessibility and a benchmark in Spanish society for believing unconditionally in the competitive advantage of diversity as a whole.

### External communication

The integration of people with disabilities has now become something quite commonplace at Repsol and this has flowed towards the company's external communication. If, in the beginning, the simple fact of integrating was already news, now all that has given way to a reality that generates quite some pride in belonging.

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*"In the Communications Department, we have emphasised information about this programme, which is something the company feels so proud of implementing and telling people about. We tell everyone about it and have managed to get it to resound more and more in society."*

**Juan Navarro Valdemoro**  
Communications Manager

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While in the beginning, the company was committed to disabilities and all communications were carried out through different channels (on and

off-line], now there is a more information and awareness-based approach and guidelines are based on normalisation.

For several years and as regards the online part, particularly at repsol.com, the disabilities programme has been portrayed as another programme that the company has within the Diversity and Work-Life Balance Department -together with the accessibility of facilities, telecommuting, cultural diversity and flexible working hours, among others.

In offline communication, among many other actions and as an example of this normality, the Communications Department has enhanced information on disabilities and accessibility in other departments, such as employment and training.

In short, normalisation and its contribution to other employees is news, instead of integration in itself. Moreover, that global communication strategy has helped Repsol to be perceived externally as one of the most recognised and awarded companies in diversity.





# 4. Responsibility and Values

BEYOND LEGAL REQUIREMENTS



## 4. Responsibilities and values: beyond legal requirements

The disabilities programme has a direct impact on the five most important values of the company: **Integrity, Responsibility, Transparency, Flexibility and Innovation.** Therefore, the aim is to continue our commitment to equal opportunities and to progress towards consolidating this at an international level.

The programme seeks to combine profitability and corporate responsibility at all times. It entails a firm commitment to diversity management in the company, encouraging competitiveness and respect for people's rights.

This programme has an impact on responsibility to society by working towards not only the inclusion of people with disabilities in the workplace, but also their complete inclusion in society. Fundación Repsol and corporate volunteers contribute to this because, in addition to supporting and

supplementing the programme, they implement and coordinate projects and actions that help towards full inclusion.

Responsible purchasing and corporate responsibility commitments at Repsol go beyond mere compliance with the law, giving more value to the disabilities programme. By way of an example, the company has greatly increased the generation of indirect employment through the acquisition of goods and services from Special Employment Centres in recent years.

### 4.1. Responsible purchasing and alternative measures

*"The path travelled so far has been challenging. Internal and external barriers have been demolished to promote hiring."*

**Juan José Pedraza Ruiz**  
Purchasing and Marketing and  
LPG Contracts Manager



Backed by the firm commitment of the company, the Purchasing and Contracts Units at Repsol have played a very important role from the outset of the programme in the generation of employment through alternative measures and encouraging the contracting of goods and services from Special Employment Centres. This impulse has spread to all the businesses the company manages in Spain.

Nowadays, at group level, Repsol exceeds the direct hiring and social inclusion requirements set out in the General Law on the Rights of Disa-

bled Persons. Nevertheless, the company continues to reinforce the role of responsible purchasing by acquiring goods and services from Special Employment Centres and making donations to foundations that work towards the inclusion of disabled people.

During 2015, Repsol made purchases from 41 Special Employment Centres in Spain, spending about 3.3 million euros.

We treat Special Employment Centres the same as we do any other supplier.



*“The performance expected from Special Employment Centres is the same as that requested from everyone else: solvency, technical ability, quality, requirements, etc. As regards supplier qualification procedures, nothing more or less is requested of them.”*

**José Vicente Castillo Sevilla**  
Supplier Relations Manager

Purchasing policies involve a wide variety of different business units, ranging from industrial complexes to head offices, where the action of these alternative measures materialises.

*“Everything achieved is due to the commitment of the company and the beliefs and values of buyers, and if we do not want to go off track, we must continue to make an effort so that these values can endure and expand between purchasing units.”*

**José Vicente Castillo Sevilla**  
Supplier Relations Manager

To encourage purchasing and contracting from Special Employment Centres, the company has carried out activities such as:

- Awareness-raising workshops.
- Meetings with Special Employment Centres and businesses with the purpose of identifying new goods and services likely to be purchased and contracted.
- Identification and regular registration of the Supplier Systems (SISPRO) of Special Employment Centres.

**In 2012, all this work was recognised by the Spanish Association of Purchasing, Contracting and Procurement Professionals (AERCE)** with the “El Diamante de la Compra” [Diamond Purchasing Award]. This award recognises the best projects of the year in purchasing management. In the third year of these awards, organised in ten categories, AERCE gave Repsol an award as a source of supply in the category of special employment centres for helping to generate employment through alternative measures; deploying a strategy to promote the

purchasing and contracting of goods and services from “Special Employment Centres” within the organisation; and promoting and raising awareness of compliance with the LGD [General Disability Law] among its suppliers.

*“This award has been an acknowledgement to the Purchasing Department for its social contribution and an incentive to continue working in this area.”*

**Juan José Pedraza Ruiz**  
Purchasing and Marketing and  
LPG Contracts Manager

Repsol's management of the supply chain is governed by corporate legislation that ensures compliance with ethical, environmental and social standards, including labour and security standards, by suppliers and contractors. While suppliers are independent organisations, they actively participate in Repsol's value chain. For this reason, the company drew up “Supplier Ethics and Behaviour Codes”. This document sets the standards of performance expected from suppliers while developing their business and professional relationships.



Repsol is able and wants to influence the performance of its suppliers and has become a benchmark by encouraging trade relations with companies that comply with the regulations, including the employment of people with disabilities.

*“Internally, we can blow our own trumpet all we like, but if others recognise your efforts, that’s different. This makes hiring from Special Employment Centres through alternative measures an added value for Repsol.”*

**Pedro Shimose Barroso**

Deputy Corporate Purchasing Manager

## 4.2. Social Responsibility

*“We have a great tool that helps the programme advance: Sustainability Plans. With these plans, we publicly undertake to perform a series of actions which we will work on throughout the year and be accountable for at the end of it, both in specific reports at the end of each plan and in the company’s sustainability report. In the Corporate Responsibility Department, we contribute to all of these initiatives having the visibility they deserve and being accessible to all our shareholders.”*

**Arancha Hernanz Martín**

Deputy Community Relations and Human Rights Manager



Repsol understands corporate responsibility as a commitment assumed voluntarily to reduce the impact generated on society and the environment by its activities, beyond the legally required parameters.

Repsol’s Corporate Responsibility Department brings together, among other things, the specific actions of the disabilities programme in their Sustainability Plans. Repsol’s sustainability committees, both at international level and in individual countries and operating centres, have defined

and selected the priority initiatives that form the various Sustainability Plans.

**There are currently fifteen plans containing specific actions related to the disabilities programme:** the corporate one, the one included in five of the nine country plans (Bolivia, Brazil, Colombia, Ecuador, Spain and Portugal, the United States, Peru, Venezuela and Trinidad and Tobago) and the one included in four of the five operational centre plans: A Coruña, Cartagena (Murcia), Petronor (Vizcaya), Puertollano (Ciudad Real) and Tarragona.

## Spain and Portugal

- **Human Rights Programme:**
  - Promote the integration of groups according to their diversity while enhancing their capabilities.
  - Perform training actions for professional integration, in collaboration with FSC Inserta (Fundación ONCE) and the Red Cross.
  - Consolidate the accessibility project for service stations in Spain.
- **Labour Practices Programme:** Promote the employment of people with disabilities in Spain and Portugal while fostering equal opportunities.
- **Active participation and community development programme:** Encourage active participation and development of the local community close to the Repsol Industrial Polymers Complex in Sines

## Peru

- **Labour Practices Programme:** Promote the employment of people with disabilities.

## Trinidad and Tobago

- **Labour Practices Programme:** Analyse the feasibility of the disabilities programme in the business unit.

## Venezuela

- **Labour Practices Programme:** Continue fostering the hiring of people with different abilities at the Repsol Business Unit in Venezuela.

## Operational Centre Plans

### A Coruña

- **Labour Practices Programme:** Integrate people with different abilities into our payroll.

- **Fair operating practices. Value chain:** Purchase and contract from companies that employ people with disabilities.

- **Active participation and community development programme:** Encourage equality of people with disabilities.

## Cartagena

- **Labour Practices Programme:** Hire people with disabilities on equal terms.

## Petronor

- **Active participation and community development programme:** Pay special attention to vulnerable groups in terms of employment.

## Puertollano

- **Active participation and community development programme:**

- Promote the social and labour integration of people with disabilities.
- Collaborate with the University of Castilla La Mancha and others in our environment.

- Participate in community social, cultural, educational and sports initiatives.

## Tarragona

- **Human Rights Programme:** Improve accessibility for people with disabilities.

- **Labour Practices Programme:** Encourage the recruitment and integration of people with disabilities.

Sustainability Plans constitute a public commitment and are, therefore, available on the company's website. In particular, they are a very important way of publicising the actions Repsol carries out within its disability programme. Similarly, all initiatives are collated in the reports that Repsol publishes on an annual basis.

### 4.3. Fundación Repsol and its commitment to people with disabilities

*“When a person with disabilities manages to integrate into society, employment is an essential part of the process, as is accessibility, but they have to keep on working to break down barriers in other fields.”*

**Luisa Roldán Obeso**

Diversity and Integration Manager for  
Fundación Repsol

Repsol has been carrying out a wide range of social responsibility actions targeting people with disabilities, most of them through its foundation. At the beginning of the Disabilities programme, these activities were carried out by the company's corporate social responsibility department, as part of its social commitment.

Coinciding with the change of organisational structure in 2008, Fundación Repsol began managing social projects and became the ultimate expression of the social contribution of Repsol.

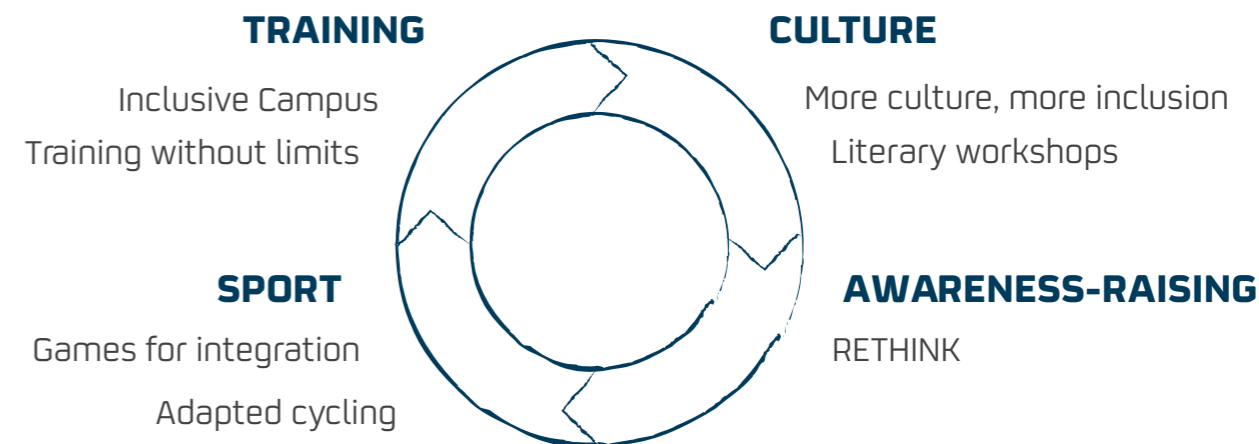
Promoting the social and labour integration of people with disabilities was one of the areas where the company had already advanced somewhat and wanted to pay special attention. An example of this is the creation of the Diversity and Integration Department within the foundation, where they execute and coordinate projects and actions that contribute to equal opportunities, the full integration of people with disabilities in different environments and activities, and that go beyond mere labour inclusion.

*“Everyone knows their field of action, which is clearly specified by the company, and we mutually help and complement each other”.*

**Luisa Roldán Obeso**

Diversity and Integration Manager for  
Fundación Repsol

The four main areas for action of Fundación Repsol are related to: training, culture, sport and awareness.



**Figure 4. Areas of action for the inclusion of people with disabilities of Fundación Repsol**

#### Training

For Fundación Repsol, education and training are fundamental tools that make it easier for people with disabilities to be included in society and in the world of work. To this end, the foundation develops training programmes which generate employment opportunities and awareness programmes on the importance of education in achieving full integration.

Within this line of work, we highlight four projects: “Tu Formación no tiene Límites. Desarrolla tu Futuro” [Your training has no limits. Develop your future]; “Campus Inclusivos. Campus sin límites” [Inclusive Campus. Campus with no limits]; Cátedra Telefónica

Fundación Repsol; and Fundación Síndrome de Down Madrid “Familia y Discapacidad” at ICADE and vocational education and training for people with paralysis and brain damage with the Fundación Bobath.

#### Culture

Fundación Repsol offers specific programmes to people with disabilities to encourage their social integration through art and culture.

In this line of work, three projects are worthy of mention: the adapted theatre workshop, the “Más cultura, más inclusión” project and the “Artistas Debajo del Sombrero” project.



## Sport

The practice of sport is an alternative inclusive leisure activity with which to contribute to the integration of people with disabilities. For this, Fundación Repsol promotes initiatives that foster the normalisation of its sporting activities.

Within this line of integration through sport, we can mention two projects that Fundación Repsol is working on: The “Games for Integration” initiative, as an awareness-raising tool, and collaboration with the *Fundación También* in an adapted cycling programme.

## Awareness

This fourth and final line of work of Fundación Repsol for the integration of people with disabilities is that which is being addressed in all projects implemented by the Diversity and Work-Life Balance Department for this purpose. However, there is a particular project designed for this purpose that stands out from the rest called: **Recapacita**.

Through the “Recapacita” initiative, Fundación Repsol works to raise awareness about the difficulties and barriers that people with disabilities encounter in their daily life.

The “Recapacita” tent is an interactive space that invites people to participate in the “circuit of the senses” and recreates different scenes where the visitor can step into the shoes of a person with disabilities. Games for Integration are carried out after the “Recapacita” tent to raise awareness in society about the importance of sport for this group and their capacities to practise it.

Fundación Repsol has partners and expert collaborators in all projects for the full integration of people with disabilities framed in the four lines of work, namely the Spanish Committee of Representatives of People with Disabilities (CERMI), Fundación ONCE, FEAPS (Spanish Confederation of Organisations for Persons with Intellectual Disabilities), Spanish Sports Federation for People with Physical Disabilities (FEDDF) and many other organisations both at a national and local level.

When any of the initiatives of the four action areas is requested by a department at Repsol or is developed in any venue or industrial complex in particular, **the head of the department or business requesting the action of the foundation** will be indispensable partners in carrying it out. There is constant coordination between the company and, specifically, the Diversity and Work-Life Balance Department and Fundación Repsol.



## 4.4. Corporate Volunteers

*“The idea is to volunteer in things we do best. Where our efforts make a difference. We have developed more abilities and have more knowledge about this topic.”*

**Cristina Sanz Mendiola**

General Manager - People & Organisation

The Fundación Repsol began Repsol's Volunteer Plan in 2011 with the dual purpose of channelling the social concerns of group employees and their environment, as well as a to generate a positive impact on society through its programmes and activities. After two years of existence, in 2014, the Fundación Repsol and the Department of Social Action and Corporate Volunteering, belonging to the company's Corporate Culture Department, began to work together to build a new Volunteer Plan which seeks to give value to the experience, knowledge and values of the company through its employees.

The volunteer team is made up of Repsol group employees, retirees, family and friends, and anyone who identifies with the values of the company and is interested in collaborating with the programmes carried out. People with disabilities are beneficiaries of some of these actions, and since they are intended to be inclusive projects, their participation is actively encouraged.

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*“The volunteer programme aims to channel the concerns of employees, because ultimately it is they who carry out activities voluntarily in response to real needs. People act as ambassadors of the company.”*

**Diana Gómez Fidalgo**  
Corporate Culture Technician

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Voluntary initiatives towards society fall into four categories covering a wide variety of activities, from attention to groups at risk of social exclusion and the promotion of values and activities that promote the social integration of people with disabilities to environmental actions:

- **Energy efficiency:** Collaborate in projects related to energy efficiency.
- **Training and development:** Transmit knowledge and experience to society as a Repsol professional.
- **Disabilities:** Contribute to the social integration of people with disabilities.
- **Social/environmental awareness:** Act on the basic needs of our environment and support groups at risk of exclusion.



In the framework of the disabilities programme, activities are carried out that aim to foster the social integration of people with some kind of disability and share the experience of Repsol professionals in this field in the social and working environment.

Repsol volunteers work closely with the Diversity and Integration Departments of Fundación Repsol and the Diversity and Work-Life Balance Departments of the company, promoting the collaboration of volunteers as awareness-raising agents working for equal opportunities.

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*“One of the strengths of the Repsol Volunteer Plan is that we work from an innovative and inclusive perspective in which volunteers become its best expression as promoters of social transformation.”*

**Lola Zamorra Arjonilla**  
Volunteers Manager

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The initiatives carried out by the company’s Social Action Department are usually carried out in our own workplaces and fall into the following areas: promoting healthy habits, support for disadvantaged groups, donations and activities aimed at employees and their families. **All activities in this area are carried out by and for employees and their families, working towards raising awareness in our environments.**

There is also an internal initiative carried out only among employees called Volunteer Point. This network is aimed solely at providing support between Repsol Group employees and people willing to share the situations they


have experienced in life. It is a meeting place for Repsol employees where their experiences serve as support and guidance for other employees that at some point in their life have had to go through similar situations.

It is all about generating change and showing employees and society that one can be more socially responsible without performing major changes in life.

In the years that the programme has been running, a social action policy related to people with disabilities has been established with a medium and long-term scope, avoiding limiting itself to merely one-off actions.







# **5. Assessment of the programme and future challenges**

**REFLECTIONS TO CONTINUE ADVANCING**

## 5. Assessment of the programme and future challenges: reflections to continue advancing

The integration programme for people with disabilities forms part of Repsol's culture.

The plan is fully incorporated into its strategy, responding to a broad people-oriented view.

Each individual is a protagonist of the cultural change and sustainability of the programme, strengthening it through its values.

Repsol fosters flexibility and innovation as key values to identify new opportunities, which allow for ongoing adjustment when faced with changes in the environment in the context of continued improvement, collaboration and learning.

The values, global vision, leadership and talent of the people that make up the company

represent a unique way of doing things and facing new challenges, demonstrating a high degree of commitment and motivation. This is the true essence of the integration programme for people with disabilities.

All sectors and businesses in the company agree that the key is normalisation, as a signal of the progress of the programme.

As the company has grown, staff as a whole have not been the only witness to this normalisation. The same society in which Repsol is integrated and feels socially responsible for has verified this progress. Proof of this are the numerous awards the company has received since the beginning of the programme.

Repsol's diversity management and equal opportunities policies have received awards on several occasions since 2005, namely the **Reina Sofía 2012 Award** for the Labour Inclusion of People with Disabilities, the **Ability Award for "Best Private Company" in 2011**, for its policies for the development and labour inclusion of people with disabilities and the

Discapnet Award (Fundación ONCE) for its commitment to this group, among others.

In 2014, the company achieved the following awards for its work in this field at an international level:

### SPAIN

1. Campus Award for the Cooperation and Social Inclusion of People with Disabilities (Fundación ONCE - 27th November 2014).

Campus Repsol has been recognised by Fundación ONCE in the "Accessible Actions 2014" Awards for its architecture and engineering of maximum representation where accessibility has been treated in an exemplary manner.

2. **Diploma in recognition of the commitment and work carried out towards gender equality.** (International Trade Fair of Asturias - 7th August 2014). Gijón Town





Council awarded the Gijón factory a diploma in recognition of its commitment and work carried out towards gender equality in the business world within the framework of the International Trade Fair of Asturias.

3. **Bequal Plus Certificate.** [Fundación Bequal – 16th July 2014]. This important award recognises companies that stand out for their disability inclusion policies. This certificate, awarded by the Fundación Bequal, confirms the company's commitment to people with disabilities through a diversity management model for the entire organisation.
4. **Down Madrid 25th Anniversary Award** [Down Madrid – June 2014]. Repsol and its foundation received the Down Madrid 25<sup>th</sup> Anniversary Award in the “private organisation” category for its commitment to the full social integration of people with disabilities. This award recognises the journey of organisations and individuals who have supported the task of this Madrid foundation to achieve the full integration of people with Down's Syndrome or other intellectual disabilities into society.

5. **Renewal of the Seal of Distinction for Equality in the Workplace.** [Secretary of State for Social Services and Equality. 30th May 2014] The seal of distinction awarded to Repsol, S.A. in 2010 for its commitment to equal opportunities was renewed for a period of three years.

6. **Fundación Alares Awards.** [Fundación Alares – 16th May 2014]. The National Alares Awards for Occupational Risk Prevention for People with Disabilities.

We must highlight that, in 2014, the International Institute of Political Sciences published the II Study on the Work-Life Balance Situation in Spain. After analysing specific cases of large companies, it concluded that **Repsol has the most advanced strategies to encourage work-life balance** among companies.

In the first six months of 2015 in Spain, the Alares foundation awarded Repsol the ESR seal for its socially responsible policies for and with its employees.

Afanias also gave Repsol an award for work carried out on the integration of people with intellectual disabilities.

## PORTUGAL

7. Repsol was recognised by the **“HUMANA PORTUGUESA” institution** for its commitment in the areas of social and environmental responsibility and social support on 22nd September 2014. Repsol has been doubly recognised in the following categories: Other Entities and Special Awards.

In the category of “Other Entities”, the Torres Vedras service station was given an award for the amount of second-hand clothes collected in its container.

In the “Special Awards” category, Repsol received the “Expansion Award”.

## ECUADOR

8. According to the Employer Branding study conducted by EKOS magazine, Repsol Ecuador has been named as one of the most attractive companies to work for. The initiative recognised in this framework was: “Conversations with interest groups surrounding the annual corporate



responsibility reports of the exploration and production business units in Ecuador, Quito and Amazonia”

9. **General Rumiñahui Recognition, November 2014.** On the 26<sup>th</sup> November 2014, Repsol Ecuador received “General Rumiñahui” recognition for Good Practice in Social Responsibility, -V edition- in the subcategory of transparency and accountability, organised by the Autonomous Decentralised Government of the Province of Pichincha with EKOS. The objective was to recognise companies with responsible practices developed within the province of Pichincha.

## PERU

10. **“Soy Capaz”** [“I am Capable”] Award from the National Commission for the Integration of People with Disabilities for being recognised as the leading company in the labour inclusion of disabled people in the country.

## FUTURE CHALLENGES

**Among the challenges the company will face in future, two messages must be highlighted: “consolidation” and “extension”.**

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*“Continue consolidating the programme, but above all, extend it and make it grow inside the concept of normality”.*

**Cristina Sanz Mendiola**

General Manager - People and Organisation

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Diversity management unites **the wish to combine profitability and social responsibility**, bound to the corporate strategy and achievement of the objectives.

Thanks to the talent of the teams, from the standpoint of anticipation and respect for differences, we have been able to structure the normalisation of the programme in a sustainable manner.

Consolidation of the programme by boosting diversity management and the incorporation of people with disabilities at Repsol has meant strengthening all its activities and work teams.

Repsol believes in consolidation as the generation of direct employment in all business and corporate sectors in a normalised environment. To this end, follow-up work must be carried out, promoting initiatives in a coordinated manner, adapting them to the degree

of maturity of each sector, anticipating opportunities and working in unison with expert organisations, strengthening all the alliances and commitments acquired.

An **extension** of the company’s philosophy. On the one hand, to all agents involved in business, clients and suppliers, making them leaders and ambassadors of diversity from their own responsibility of making people see that normalisation in inclusion is indeed possible.



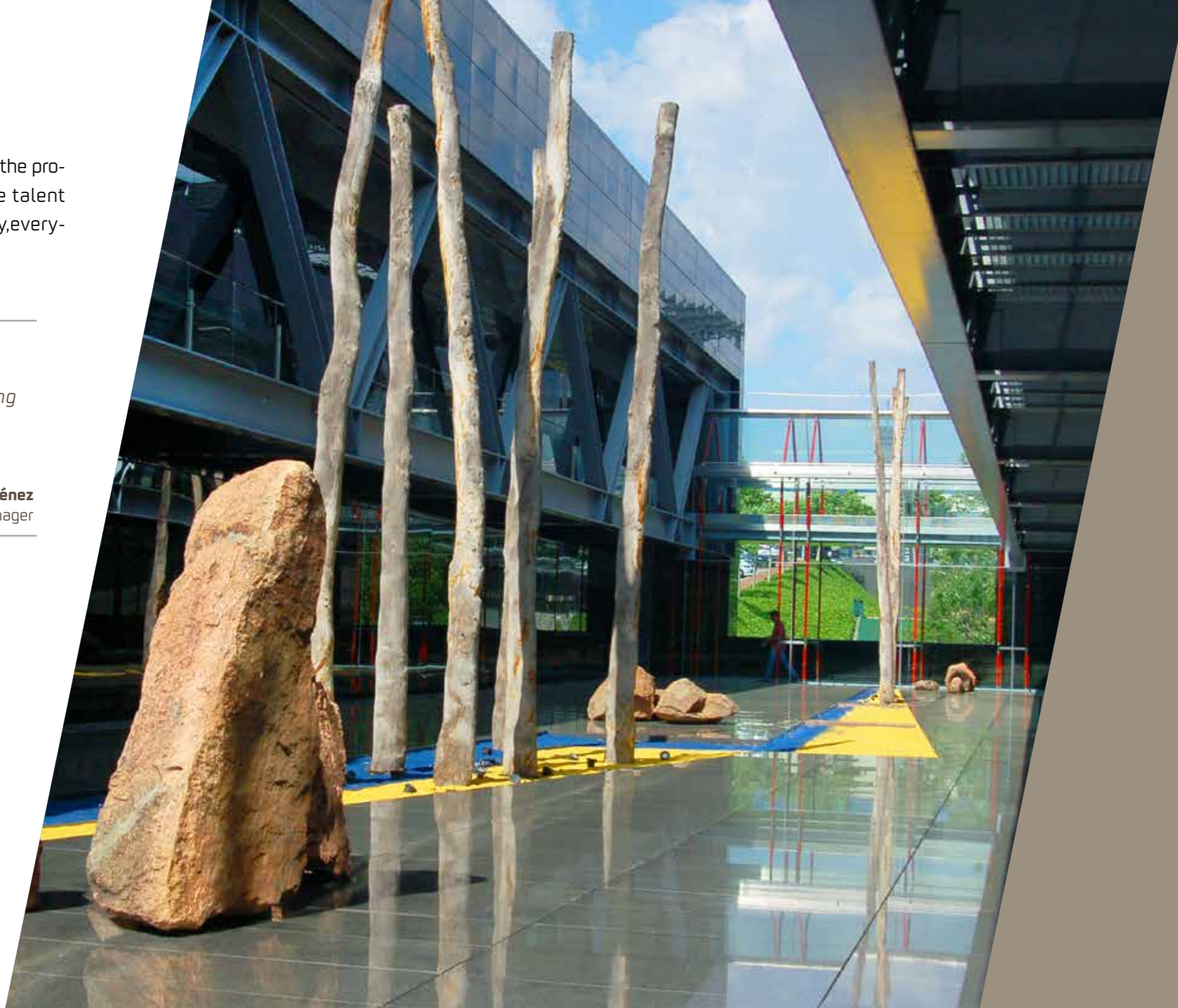
And on the other hand, the extension of the programme outside Spain so that diverse talent management becomes a global reality, everywhere Repsol operates.

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*“We are facing a transformation process in the company, which offers the opportunity of addressing diversity management from an integral perspective.”*

**Gloria Iglesias Jiménez**  
Diversity and Work-Life Balance Manager

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# Acknowledgements

Lastly, management would like to thank all the people that have made the expansion of this great project possible.