



Diversity & Inclusion

Carmen Muñoz
EMD People & Organization



The Repsol Commitment
Net Zero Emissions
by 2050

Disclaimer

ALL RIGHTS ARE RESERVED
© REPSOL, S.A. 2022

This document contains information and statements that constitute forward-looking statements about Repsol. Such estimates or projections may include statements about current plans, objectives and expectations, including statements regarding trends affecting Repsol's financial condition, financial ratios, operating results, business, strategy, geographic concentration, production volumes and reserves, capital expenditures, cost savings, investments and dividend policies. Such estimates or projections may also include assumptions about future economic or other conditions, such as future crude oil or other prices, refining or marketing margins and exchange rates. Forward-looking statements are generally identified by the use of terms such as "expects," "anticipates," "forecasts," "believes," "estimates," "appreciates" and similar expressions. Such statements are not guarantees of future performance, prices, margins, exchange rates or any other event, and are subject to significant risks, uncertainties, changes and other factors that may be beyond Repsol's control or may be difficult to predict. Such risks and uncertainties include those factors and circumstances identified in the communications and documents filed by Repsol and its subsidiaries with the Comisión Nacional del Mercado de Valores in Spain and with the other supervisory authorities of the markets in which the securities issued by Repsol and/or its subsidiaries are traded. Except to the extent required by applicable law, Repsol assumes no obligation - even when new information is published, or new facts are produced - to publicly report the updating or revision of these forward-looking statements.

In October 2015, the European Securities Markets Authority (ESMA) published its Guidelines on Alternative Performance Measures (APMs). The guidelines apply to regulated information published on or after 3 July 2016. The information and breakdowns relative to the APMs used in this presentation are updated quarterly on Repsol's website.

This document does not constitute an offer or invitation to purchase or subscribe securities, pursuant to the provisions of the Royal Legislative Decree 4/2015 of the 23rd of October approving the recast text of the Spanish Securities Market Law and its implementing regulations. In addition, this document does not constitute an offer to purchase, sell, or exchange, neither a request for an offer of purchase, sale or exchange of securities in any other jurisdiction.

The information contained in the document has not been verified or revised by the Auditors of Repsol.



01.

Introduction

02.

The state of Diversity and Inclusion at Repsol

03.

Driving change

04.

In pursuit of progress

y gas



01.

Introduction



The Repsol Commitment
Net Zero Emissions
by 2050



01. Introduction

Our Culture is reflected in everything we do

Our mission is to be an energy company committed to a sustainable world



Value creation

We determine what is important by placing special value on the fact that we are all Repsol



Respect

We create an inclusive and trust-based work environment



Efficiency

We make the best use of our resources



Anticipation

We promptly respond to opportunities and threats



People Management Policy



Code of Ethics and Business Conduct

01. Introduction

Diversity and Inclusion Business Case



Greater access to a wider talent marketplace



Better understanding of customers, thanks to a better reflection of society



Among employees, improved satisfaction and pride in belonging



More creativity and innovation



Improved reputation and public opinion

01. Introduction

D&I Governance and Management

A global ambition with local deployment

Diversity and Inclusion Committee

To promote our evolution towards inclusive culture where all employees feel respected and valued, in a work environment where everyone can develop their individual capabilities to the fullest regardless of personal differences.



Josu Jon Imaz
Chief Executive Officer



Carmen Muñoz
EMD People & Organization



Antonio Lorenzo
EMD Chief Financial Officer



Macarena De Santiago
D. Supply Chain E&P



Luis Cabra
EMD Energy Transition, Technology, Institutional Affairs & Deputy CEO



Valero Marín
EMD Client

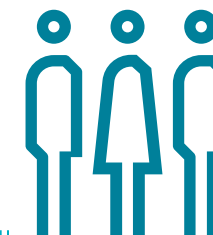
01. Introduction

D&I Governance and Management

A global ambition with local deployment

The **Diversity Ambassadors** serve as liaisons between their area and the Diversity and Inclusion Team.

- Participate in D&I training and activities.
- Provide information and feedback from their diverse backgrounds, knowledge and experiences
- Extend D&I narrative
- Drive change within their scope



01. Introduction

Goals in Diversity and Inclusion

Our ambition extends to all dimensions



Gender

Balance the **participation of women** at all levels of the company through appropriate, equal opportunity-based talent management



Disability

Exceed legal obligations related to the integration of people with disabilities



Generational

Proactively manage an **age-diverse workforce** to help employees maintain engagement, motivation and productivity throughout their working lives



LGTBI+

Create an inclusive culture so LGTBI+ employees can bring their **true self to work**



Culture and ethnicity

Raise **cultural awareness** to increase teamwork effectiveness. Ensure respect and inclusion for employees from all **racial, ethnic and cultural** backgrounds



02.

The state of Diversity and Inclusion at Repsol



The Repsol Commitment
Net Zero Emissions
by 2050



02. The state of Diversity and Inclusion at Repsol

Representation

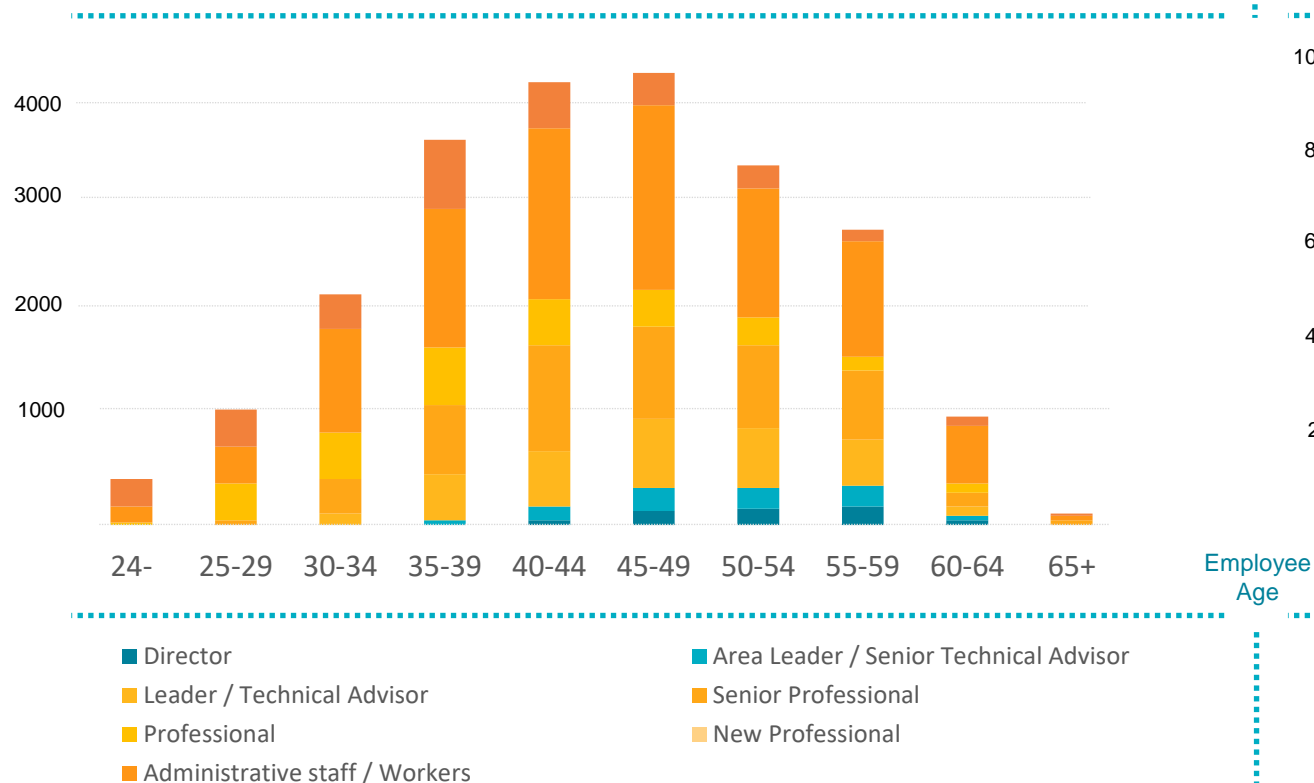
Female Talent	2020	2022
Total women at Repsol	37%	39%
New hires	49%	49%
Leadership positions	31%	32%
Executive positions	19.5%	19.9%
Board	33%	33%



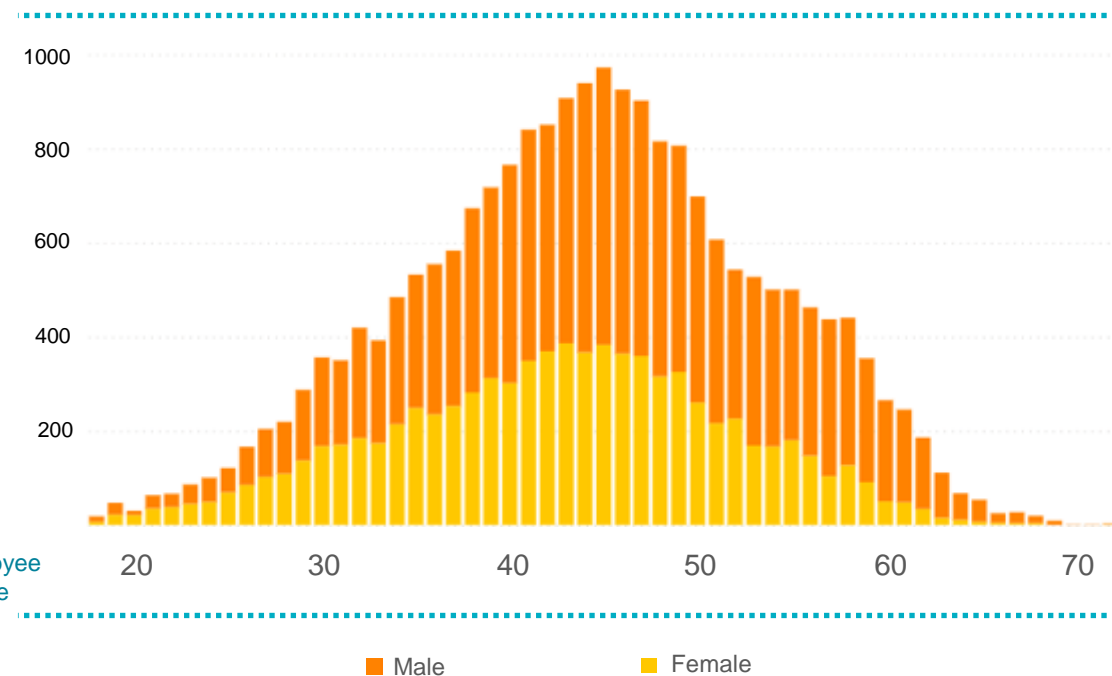
02. The state of Diversity and Inclusion at Repsol

Representation

Age distribution by level



Age distribution by gender



02. The state of Diversity and Inclusion at Repsol

Representation



77
Nationalities
in **36**
Countries¹

Employees with disabilities



2020
527
Spain 2.42%

2021
475
Spain 2.29%

2022
500
Spain 2.24%

Average age



Women

42



Men

45

02. The state of Diversity and Inclusion at Repsol

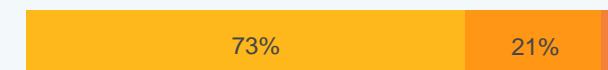
Voice of the employees

▼ Inclusive environment

In my business unit/corporate area there are equal opportunities and treatment regardless of age



My business unit/corporate area has sufficient support for teams who have people with disabilities



I have never noticed a lack of respect in relation to anyone's sexual orientation in my work environment



In my work environment, everyone is treated regardless of background or personal traits



Repsol develops and prepares women to move into leadership positions



In my business unit/corporate area, there is a good work-life balance



■ Agree
 ■ Neutral
 ■ Disagree



03.

Driving change



The Repsol Commitment
Net Zero Emissions
by 2050



03. Progress and ambition

How we are driving change

Setting goals

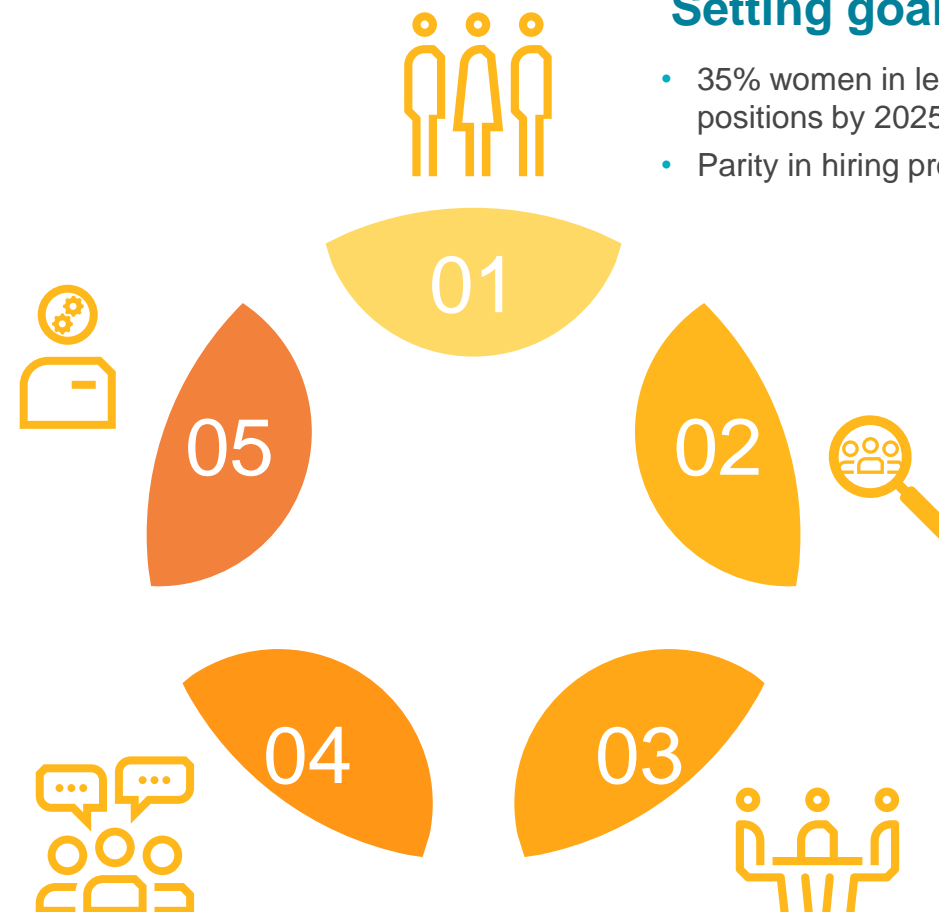
- 35% women in leadership positions by 2025
- Parity in hiring processes
- Exceed legal obligations regarding employment of people with disabilities
- Inclusive culture for LGTBI+ employees

People Analytics

- Measure company performance regarding key metrics
- Uncover issues to enable action
- Share KPI's with leaders calling to action

Talent Management

- Ensure bias-free Talent Review processes by monitoring and support to leaders
- Training, coaching and mentoring programs
- Personalized development programs for key talent



Leadership Development

- D&I contents in leadership training, assessment and communication for leaders

Awareness and Belonging

- Training and frequent communication
- D&I Index in Culture and Engagement Survey
- Flexibility and work-life balance measures

03. Progress and ambition

Gender

Achieving gender equality and empowering all women

2025 target

Achieve a **35%** of women in leadership positions

Driving change

- Consistently achieving parity in external recruitment
- >40% of women in mentoring program
- Up-skilling and Re-skilling like the Data School training program
- Internal mobility to provide development and exposure
- Parity in executive talent pool
- 3% salary gap

Raising Awareness

- External partnerships and alliances
- Outside appraisals and recognitions
- Gender Equality training for leaders and teams
- STEM inspiration to younger generations, especially girls



03. Progress and ambition

People with Disabilities

Repsol is a benchmark of inclusion for people with disabilities

2025 target

Go beyond the legal requirements in terms of professional opportunities for people with disabilities

Driving change

- Accessibility of offices and service stations
- Job analysis from capabilities perspective
- Internship Program for students with disabilities
- Active recruitment for employment in all areas and businesses
- Self-identification campaign
- Adaptation of the Workstation and job functions
- Support to leaders and teams to ensure inclusion

Raising Awareness

- External partnerships and alliances
- Sharing lessons learned with the broader community through benchmarking and publications
- Internal and external communication



uni>ersia
FUNDACIÓN



Fundación Seeliger y Conde

03. Progress and ambition

Gender Identity and Sexual Orientation

Inclusion and sense of belonging so all employees can bring their true self to work

2025 target

Be an attractive company to work for, recognized as respectful and non-discriminatory towards the LGTBI+ collective

Driving change

- Signature of the “UN Standards of Conduct for Business Tackling Discrimination against LGTBI+ people” promoted by the United Nations and the Ministry of Exterior Affairs
- LGTBI+ Allies Employee Resource Group
- Analysis and update of legal regulation and benefits of marriages or civil unions between same-sex couples within the company
- Travel safety information update from the LGTBI+ perspective

Raising Awareness

- External partnerships and alliances
- “Energy with Pride” training course
- Development of Repsol’s LGTBI+ Respect Guide
- Internal communication in plenary meetings and town halls



03. Progress and ambition

Culture and ethnicity

Teamwork and collaboration in a multicultural environment where differences are celebrated

2025 target

Develop and deepen communication, awareness and training initiatives that favor the creation of an inclusive environment for all cultures, races and nationalities

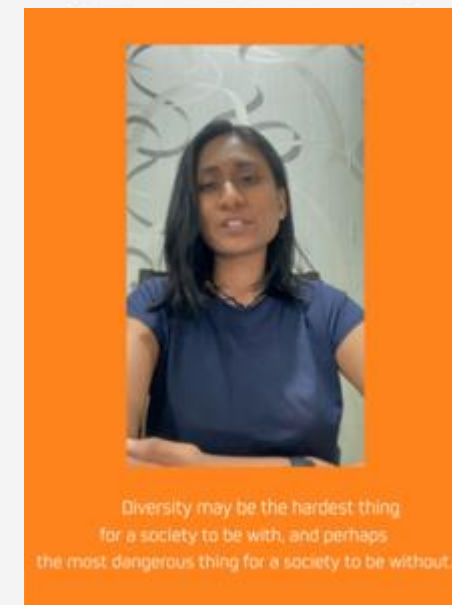
Driving change

Training and Support to leaders and teams in multicultural environments:

- Awareness of the different cultural preferences and how they influence thoughts, emotions and behaviours
- Knowledge of the basic features of culture to understand values and motivations that drive behaviours
- Develop interpersonal skills, empathy and adaptability

Raising Awareness

Celebrate our multicultural workforce through internal and external communication



03. Progress and ambition

Generational

Highlight the contributions that the different generations bring to work

2025 target

Ensure all employees are healthy, motivated and engaged throughout their professional lives

Driving change

- Bridging the generation gap through mentorship
- Young Talent Program
- Dual Vocational Training
- Technical mentoring program
- Health & Wellbeing:
 - Health Campaigns
 - Workshops and webinars

Raising Awareness

- Internal and external communication
- Participation in external research and studies





04.

In pursuit of
progress



The Repsol Commitment
Net Zero Emissions
by 2050



04. In pursuit of progress

Driving change

Leadership Development

- Developing unbiased talent campaigns, coaching and supporting leaders in their role in creating inclusive environments

Belonging

- Deepening the analysis of perceptions of inclusion and reinforce the sense of belonging. Launch further training and communication initiatives

Setting goals

- Monitoring the progress and evolution, holding ourselves accountable in how we make our goals a reality

People Analytics

- Deepening our advanced analytics to detect biases and barriers for diverse talent to thrive

Talent Management

- Strengthening and broaden the participation of minorities in key processes and tools that enhance their professional development



ESG Day

October 4th, 2022



The Repsol Commitment
Net Zero Emissions
by 2050