



Internal Review

Case number: 2020ES540850

Name Organisation under review: Repsol Technology Lab

Organisation's contact details:

C/ Mendez Alvaro 44, 28045 Madrid, Spain

Organisational Information

Please provide an update of the key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	172
Of whom are international (i.e. foreign nationality) *	15
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	65
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	51
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	67
Of whom are stage R1 = in most organisations corresponding with doctoral level *	54
Total number of students (if relevant) *	
Total number of staff (including management, administrative, teaching and research staff) *	73

RESEARCH FUNDING (figures for most recent fiscal year)	M€
Total annual organisational budget	63.5 M€
Annual organisational direct government funding (designated for research)	0 M€
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	12.5 M€
Annual funding from private, non-government sources, designated for research	51. M€

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

Repsol is a global multi-energy provider that strives to drive the evolution towards a low-emissions energy model. It has nearly 24,000 employees and assets across 31 countries. Moreover, it is a major player in the Spanish electricity and gas market with 1.5 customers, and it operates low emissions electricity generation assets in addition to developing a wide range of renewable solar and wind energy projects.

Repsol Technology Lab, the Research Centre of Repsol, is in Mostoles (Madrid). At the Repsol Technology Lab, we create new efficient methods based on our team's talent, the development and application of cutting-edge technology, and an innovative integrated management system. More than 230 people work every day to develop technologies and products that can be applied to each operation throughout the multi-energy industry's entire value chain.

1. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the four thematic areas of the Charter and Code, as provided by your organization in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Ethical and professional aspects:

STRENGTHS

The actions carried out in line with ethical and professional aspects are:

- Monitoring the complete training plan (Action 1b): Appoint a Direction Committee member as responsible for monitoring the complete plan. Likewise, appoint a person responsible for each technical discipline to carry out the follow-up of each area.
- Promote the PoC platform (Action 6 a): as a tool for innovation where all researchers can promote ideas with an initial budget of € 50,000 and a period of three months to progress from ideas to viable concepts, which can later be developed as research projects.
- Promote the use of open science digital platform (Action 6b): to share both technical information with third parties and report challenges to be solved. The use of open science platforms, have as a result the setting up of third-party technologies, which could complement the understanding of the researchers on the more disruptive technologies for complement their work and expand the vision for each research.
- Lecturing information and internal mobility (Action 7a): Verify that all Repsol Technology Lab researchers keep professional and lecturing information updated in the corporate management tool, Workday, to have a complete map of expertise and areas of knowledge. For the case of mobility positions within Repsol, ensure that the preferences of researchers are updated in the Workday system.
- Professional responsibility (Action 8b) Repeat the organization's quality survey (culture survey) every year as a way to take the pulse of the organization and collect opinions. Share the results with the researchers, form focus group for a deeper analysis of the results and define action plans. It is really important for Repsol Technology Lab to monitor the labor health of its employees, for this reason we launched the cultural survey implementing each year, actions to solve the pain points detected.

Regarding the ethical and professional aspects, we have improved our performance taking in place overall actions in line with the gender balance, LGBTQ+ community and promoting STEM skills. More specifically in the research area, we have adopted new actions in order to update the expertise area of the researchers in the corporate tool and also their interest on moving to another working team:

- Repsol participates in various initiatives to gender equality at the institutional level in Spain as *STEAM alliance for female talent*, *Diversity Charter*, *Equality in the Workplace*, *Free of gender violence*, *More women, more companies*, *Anonymous CV*, *Bloomberg Gender-Equality Index (GEI)*, *ClosinGap* and *The Purple Point initiative*. In 2023 Repsol figures again in the *Bloomberg Gender-Equality Index (GEI) list* as a company that promotes equality and for its transparency in information related to gender issues.
- Since 2020, Repsol has yearly launched a call for boosting girls and women to participate in an international Digital Girls competition to involve more women in digital skills. This initiative has been totally supported by the General Board of Directors.
- To promote an LGBTBI inclusive environment, in 2022 Repsol launched a new educational initiative "*Energy with pride*" to take a closer look at the reality and challenges faced by the LGBTQ+ community in different parts of the world and the need for all of us to contribute to create a safe environment and a friendlier place to work.
- Repsol Technology Lab will receive in November 23 the ANQUE Award of the Year, awarded by the National Association of Chemists and Chemical

Engineers of Spain. This award recognizes the merits in the corporate or professional order of graduates who have earned it for their outstanding and extensive professional performance.

Repsol has an Ethics and Compliance channel that receive reports on malpractices in research (fabrication, falsification, plagiarism as well as non-compliance with ethical and legal requirements) and which may also include incorrect handling of infractions, such as the attempts to cover up the aforementioned bad practices or the retaliation against people who report it. It is a confidential channel for company employees and any third parties to ask questions or confidentially and anonymously report potential breaches of the Code of Ethics and Business Conduct or the Crime Prevention Model.

Digital technologies are incorporated in the research, ensuring their correct use and exploitation, and with specific measures with artificial intelligence, aligned with legal framework on AI of European Commission.

WEAKNESSES

Some gaps have been detected in the implementation phase to improve ethical and professional aspects:

- Repsol doesn't have an onboarding corporate program to improve the employee's onboarding experience.
- Repsol doesn't have a repository for the research production to enhancing the value of research activities.
- Repsol doesn't have all the documents related to HRS4R certification available in English (only 80 have been translated into English).

To face with these gaps, we have included three actions to implement:

- Onboarding corporate program (Action 12): Onboarding corporate program to improve the employee's onboarding experience. Generate a sense of belonging and help new hires identify with the company's culture. Accelerate their performance by facilitating knowledge and establishing an internal network. Reinforce the support of the manager and the buddy in the process.
- Annual research production (Action 16): To have a repository that included annual research production.
- Translated HRS4R documents (Action 17): Translate all the documents related to HRS4R certification into English.

Remarks (max 500 words)

Recruitment and selection:**STRENGTHS**

The actions carried out in line with recruitment and selection aspects are:

- Recruitment and selection (Action 5): Schedule a plenary information session by HR of how the parameters such as mobility, teaching, availability of PhD, qualifications influence in the selection process.
- Recruitment (Action 9): Incorporate job offers for researchers on the EURAXESS page within the recruitment and selection procedure.

Being a relevant company in the sector, Repsol does not usually have problems filling scientific vacancies, receiving many applications through the usual platforms. In line with action 9, presently, REPSOL doesn't make full use of EURAXESS job posting platform to ensure our research vacancies reach a wider audience. The talent recruitment is performed using other job posting digital platforms as LinkedIn or through our contacts and links with universities and/or research centers. In spite on that, expect to fully use EURAXESS platform from 2024.

Repsol requests only essential information from the candidates in the job application not to overwhelm them with documentation requests. In order to be able to make demographic studies regarding the type of candidates interested in Repsol, we have included the gender data as mandatory to fill in when people register on our website, this allows us to reinforce recruitment policies oriented to diversity.

At Repsol Technology Lab, we are promoting the incorporation of doctoral students under the industrial doctorate action plan. The activities of this plan are aligned with the recommendations of the Council of Europe on the "guiding principles for the valorization of knowledge", among which is the creation of plans that allow mobility between the academic world, industry, and the public sector to facilitate the development of capacities and mutual enrichment among the agents of knowledge valorization.

European Commission (2022). "Proposal for a Council Recommendation on the guiding principles for the valorization of knowledge": <https://eur-lex.europa.eu/legal-content/ES/TXT/PDF/?uri=CELEX:52022DC0391>.

It is important to strengthen and promote new collaboration agreements and activities with universities, business schools and training centers, to access the best profiles and encourage direct contact with candidates with R&D profiles. Repsol has agreements with Spanish universities for the incorporation of pre- and post-doctoral students. For example, there are three doctoral students who are doing the doctorate in Repsol Technology Lab and in upcoming weeks Repsol Technology Lab will have 8 researchers from University of Granada who will participate in Artificial Intelligence Chair.

Repsol is working to increase the offer of our internship programs, scholarships, and training contracts, which allow young people to acquire experience and knowledge, and serve as a way to join our company. To ensure adequate monitoring of the growth in experience and knowledge, we have taken 15% of the workforce as a reference for these positions.

Repsol Technology Lab has presence and participation in Mentoring Programs: Connection between students and mentors - directors or technical referents of our organization. (4 per year: 2 Royal Academy of Engineering; 2 IE-Instituto de Empresa).

WEAKNESSES

A gap has been detected in the implementation phase to improve recruitment and selection process:

- We need to recruit more "young talent".

In order to face with this gap, we have included one action to recruit "young talent":

- (Action 13): TFM/TFG* collaboration programs and master's scholarship holders. Attract key university talent from the earliest stages (students completing bachelor's or master's degrees), promoting the Repsol brand as an employer and making initiatives visible in target universities.

Remarks (max 500 words)

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Working conditions:**STRENGTHS**

The evaluation of the principles included in this thematic block by the 2021 gap analysis exercise resulted in most of the actions considered by the Action Plan being designed to improve working conditions. The actions carried out in line with working conditions are:

- Development (Action 2b): Review / verify that all managers define / redefine the career plan for every researcher in a similar way, covering aspects of professional career development, training, etc., with specific and measurable objectives.
- Corporate mentoring program (Action 2c): Ensure 30% of people of Repsol Tech Lab from the scientific community (R3 & R4) are included in the corporate Mentoring program.
- Mentor of onboarding process (Action 3a): Every researcher will be assigned a mentor as a specific part of the onboarding process at Repsol Tech Lab. The mentor will be accountable for answering the questions related to logistics, procedures, facilities and introducing people in the working groups.
- Evaluation (Action 4a): Organize training sessions on transparent feedback for all the managers.
- Evaluation (Action 4b): Schedule Skip level meetings (the next level of supervision) to recap evidence not only for your direct manager.
- Research environment (Action 6c): Implement measures for digital disconnection.
- Research environment (Action 6d): Plan for “New normal post COVID” guiding the present/ remote work timetable.
- Complaints (Action 8a): To Organize annual training / awareness sessions on how to communicate negative feedback, with specialists in the field, to maintain and deepen the programs carried out in recent years at Repsol Technology Lab.

Measures have been implemented to improve the work environment. As a result of the pandemic, digital tools allow full communication at any time and in any place. In order to push employees to disconnect during non-office hours, specific disconnection measures have been implemented, led by the entire company but also in the Repsol Technology Lab. Through messages sent by senior management and with the example of not disturbing during out-of-office hours, using IT tools.

Another measure to improve the work environment has been the specific training to deal with complicated conversations, especially focused on manager-collaborator conversations to encourage sincere and improvement conversations. In addition, the action focused on “skip supervisor level meetings”, allow researchers to exchange impressions about their development and other work aspects with their superior manager, so that he can have a broader vision and not only stay in the vision of the direct superior. These conversations enrich and give visibility.

WEAKNESSES

A gap has been detected in the implementation phase to improve working conditions. To reverse this fact, we have identified a new action in the Action Plan:

- Coaching tool (Action 11): Enable a tool that will help us to define and ensure the achievement of objectives. Establish and prioritize actions, making decisions quickly and systematically. Obtain better results. Support and help build internal capacity so that, from within, the researchers can transform themselves. Establish high performance habits.

Remarks (max 500 words)

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Training and development:**STRENGTHS**

Repsol has fully implemented four actions for improving training and development, that have provided the perfect framework to guide researcher's career development. The plan is focused not only in the technical area but also in managing and developmental skills. The actions to be carried on are reviewed periodically. The implementation of the two new actions will involve a global plan for technical and skills development in line with the new professional skills that the Company will need for the industrial transformation. Industrial capacity plan to have professionals with experience and knowledge in critical competencies developing in industrial complexes, Technology and Engineering to facilitate the transversal vision and their contribution of value in the final positions. The actions carried out in line with training and development are:

- Training (Action 1a): Elaborate a yearly training plan, compiling the needs of all the researchers.
- Evaluation (Action 2a): The individual annual performance plan will specifically include an objective linked to professional development. The scientist / researcher will propose the specific actions for the objective. This objective must be aligned with the career plan defined for the researcher.
- Mentoring (Action 3b): Appoint to each researcher of R1 & R2 categories a R3 or R4 researcher as technical mentor (Buddy) to support the technical development. Ensure that the mentor's tasks are correctly defined and understood by everyone in the same way.
- Teaching-Training activities (Action 7b): Expressly define within the performance and development objectives the required internal and external training activities related to Repsol Technology Lab experimental / scientific and technical activities.

In Technology & Corporate Venturing division, the tools that promote career development are the individual development plan (IDP) and the annual performance evaluation tool. Specifically in the research area where is mandatory for all researchers to include in their yearly performance tool, one specific goal is linked to their development plan. This goal can include specific training and other activities such as the participation in a research meeting, participate in some relevant activities, or to have more visibility within the board of directors. The researcher will be advised by a technical and development coach.

WEAKNESSES

Some gaps have been detected in the implementation phase to improve training and development:

- Offer support for professional career development.
- Identify critical skills of the area, and self-assessment by the employees of those responsible and third parties to have a joint vision that serves for the optimal design of development plans.
- Given the new challenges which we have to face in for the industrial transformation, we need to implement a specific industrial capacity plan.

Based on these gaps, we have included 3 new actions in the Action Plan:

- Offer support to professional career (Action 10): To have a document available for the entire research community to explain professional career development.
- Development (Action 14): Identify critical skills of the area, and self-assessment of their performance by the employees, their supervisors and third parties, to have a complete vision of their strengths and weakness that will serves for the optimal design of development plans.
- Development in Industrial capacity (Action 15): Industrial capacity plan to have professionals with experience and knowledge in critical competencies developing in industrial complexes, Technology and Engineering to facilitate the transversal vision and their contribution of value in the final positions.

Remarks (max 500 words)

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Have any of the priorities for the short and medium term changed? (max 500 words)

No, the priorities have not changed and Repsol has increased its commitment to the implementation of the actions. Repsol started the deployment of the Action Plan immediately after obtaining the HRS4R certification. In the strategic plan 2020-2025, Repsol made the commitment to be a net zero Company by 2050. This big challenge only will be reached through innovation processes and technology. The research division is getting more important within this plan and is necessary to increase the skills and the number of researchers in the coming years. Repsol is now immersed in the strategic plan for 2027 and it will be expected that the R&D Division be one of the most strategic ones. The essence is the same, but we will put more focus on young talent, industrial transformation skills and new digital transformation tools.

Have any of the circumstances in which your organization operates changed and as such have had an impact on your HR strategy? (max 500 words)

Yes, external circumstances have impacted in the Repsol's recruitment procedures. Spain has changed its labor legislation and Repsol is adapting its procedures to this new legislation.

As mentioned before, several national legislative changes occurred during these years, that impacted on human resources policy in research:

- Royal Decree-Law 8/2019, of March 8, on urgent measures for social protection and the fight against labor precariousness in the working day.
- Law 10/2021, of July 9, on telecommuting.
- Royal Decree 901/2020, of October 13, which regulates equality plans and their registration and amends Royal Decree 713/2010, of May 28, on registration and deposit of collective bargaining agreements.
- Royal Decree 902/2020, of October 13, on equal pay for women and men.
- Royal Decree-Law 32/2021, of December 28, on urgent measures for the labor reform, the guarantee of employment stability and the transformation of the labor market.
- The new Law 17/2022 of science, technology and innovation approved by September 5 2022.

All these legislative changes have had some impact on the Repsol's human resources policy. Specifically, the labor reform law has had a radical impact on the recruitment of researchers.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

We have a strong support of top-level management. In fact, the Chief Technology Officer and Deputy CEO has the monitoring of the HRS4R, along with the implementation of the measures of the action plan, included in his annual performance plan, as part of his objectives that affect the entire General Management. This means that part of the annual target-based remuneration of the entire general management will depend on the achievement of the implementation and maintenance of HRS4R.

We are immersed in a campaign to attract young talent in all areas of the company, including Repsol Technology Lab, which will have positive impact in the plan. According to the company's 2030 strategy, it is envisaged that the scientific community may increase in our division, especially in Industrial Transformation area. In line with this, we have included more actions regarding recruitment and professional career of young talent as part of the action plan.

2. Actions

Please consult the list of all actions you have submitted as part of your HR Strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also select new objectives.

Note: Choose one or more of the principles from the GAP Analysis with their implementation ratings: New, In Progress, Completed, Extended

Proposed ACTIONS

Principles:

() 1. Research freedom () 2. Ethical principles () 3. Professional responsibility () 4. Professional attitude () 5. Contractual and legal obligations () 6. Accountability () 7. Good practice in research () 8. Dissemination, exploitation of results () 9. Public engagement () 10. Non discrimination () 11. Evaluation/ appraisal systems () 12. Recruitment () 13. Recruitment (Code) () 14. Selection (Code) () 15. Transparency (Code) () 16. Judging merit (Code) () 17. Variations in the chronological order of CVs (Code) () 18. Recognition of mobility experience (Code) () 19. Recognition of qualifications (Code) () 20. Seniority (Code) () 21. Postdoctoral appointments (Code) () 22. Recognition of the profession () 23. Research environment () 24. Working conditions () 25. Stability and permanence of employment () 26. Funding and salaries () 27. Gender balance () 28. Career development () 29. Value of mobility () 30. Access to career advice () 31. Intellectual Property Rights () 32. Co-authorship () 33. Teaching () 34. Complains/ appeals () 35. Participation in decision-making bodies () 36. Relation with supervisors () 37. Supervision and managerial duties () 38. Continuing Professional Development () 39. Access to research training and continuous development () 40. Supervision

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator (s) /Target(s)	Current Status	Remarks
<p>Action 1</p> <p>A. Elaborate a yearly training plan, compiling the needs of all the researchers.</p> <p>B. Appoint a Direction Committee member as responsible for monitoring the complete plan. Likewise, appoint a person responsible for each technical discipline to carry out the follow-up of each area.</p>	PRINCIPLE 3/39. Professional responsibility & Access to research training and continuous development	<p>A. Available in 3Q yearly</p> <p>B. The member of the Committee is already nominated (Gema Garcia, Corporate Venturing and Open Innovation Director). The rest of the people in 3Q21.</p>	Member of Committee and the Range Managers (team leader of all the different research groups) nominated the responsible of the training in each area.	<p>A. Plan available guarantying a balance between the different technical disciplines with resources and budget equitably distributed.</p> <p>B. The list of the responsible available. The plan and the list of responsible must be published in a visible place in the General TEAMS of Repsol Technology Lab.</p>	Completed	Action 1A. Annually, the training plan, defined by the managers and based on the competency profile of the researchers and employees of the Repsol Technology Lab, is prepared jointly in the Technology & CV Department. To ensure the correct evaluation of the training plan, quarterly follow-ups are carried out in collaboration with the Talent, Culture and Transformation Department.

					<p>In addition, Repsol has an ambitious training and learning plan that encourages all the staff to propose training actions through various applications and methodologies.</p> <p>Through the internal tool "Workday Learning", the training options that appear are personalized with artificial intelligence to show recommendations based on employees training history, profile, and the training completed by similar profiles. These AI mechanisms also shows the Company's suggested and mandatory training for skills development or specific experiences.</p> <p>Evidence: Training plan documents 2022 and 2023. Monitoring and specific training documents for each research area, Training and learning information (published in MyRepsolnet).</p> <p>Action 1B. The member of the Committee nominated is Gema Garcia González, Tech BD, Corporate Venturing and Open Innovation Director. In addition, a specific HRS4R Committee was created,</p>
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						<p>coordinated directly by Gema García's area. In these committees, the actions of the plan are monitored by the heads of each technical discipline, the Management Committee, people from the Human Resources team and a selection of researchers from each technical area. In 2023, a total of 4 meetings have been celebrated to follow-up the training plan. All the information related to the training plan is loaded in General TEAMS of Repsol Technology Lab channel which is accessible to all the organization.</p> <p>Evidence: Gema Garcia (Director's Committee organization chart), HRS4R Members of monitoring plan list with their position (Excel file), meeting call for follow-up and image capture of General TEAMS of Repsol Technology Lab where the information related to the training plan is loaded.</p>
<p>Action 2</p> <p>A. The individual annual performance plan will specifically include an objective linked to professional development. The scientist / researcher</p>	<p>PRINCIPLE 28/38 Career Development & Continuing Professional Development</p>	<p>A. Yearly in 1Q</p> <p>B. 1S22</p> <p>C. Every time the corporation launches the program</p>	<p>A. Range Managers (team leader of all the different research groups)</p> <p>B. Range Managers (team leader of all the different research groups)</p>	<p>A. One development objective included in the annual performance plan.</p> <p>B. Systematize the monitoring of career plans. Availability of</p>	<p>Completed</p>	<p>Action 2A. The performance objectives for each researcher are established annually. One of the guidelines set within the Technology and Corporate Venturing Department is that one</p>

<p>will propose the specific actions for the objective. This objective must be aligned with the career plan defined for the researcher.</p> <p>B. Review / verify that all managers define / redefine the career plan for every researcher in a similar way, covering aspects of professional career development, training, etc., with specific and measurable objectives.</p> <p>C. In the corporate Mentoring program, ensure 30% of people of Repsol Tech Lab from the scientific community (R3 & R4).</p>			<p>C. Direction Committee</p>	<p>a file to be complete.</p> <p>C. 30% of researchers in Corporate mentoring program.</p>	<p>of the objectives included in the plan is related to professional development and that this objective is also aligned with the Individual Development Plan.</p> <p>During 2022-2023 a total of 143 IDP have been defined for researchers.</p> <p>Additionally, In December 2022, the CTO of Technology and Corporate Venturing launched a satisfaction survey on the "Individual Development Plan (IDP)" to all researchers of the Technology department, to learn about aspects of the definition and execution of the IDP for 2022. The survey was launched to 143 researchers and the participation rate was 40%. A total of 22 recommendations were received to improve the process of IDP definition and monitoring.</p> <p>Evidence: "How can I develop professionally at Repsol" (Published information on MyRepsolnet), IDP survey email, satisfactory survey, survey results report.</p> <p>Action 2B. During 2022, the Individual Development Plan was</p>
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					<p>prepared and/or updated for all the staff part of the Technology & Corporate Venturing Department. This IDP is updated in the Workday profile of each employee and is monitored annually, with the aim of developing people in all areas of their professional career. 10 range managers (team leader of all the different research groups) have been define/refine the career plan with their team.</p> <p>Evidence: Individual Development Plan (infographic), IDP Questions about Career Conversation/Professional Interests in Workday system, IDP example (Excel file).</p> <p>Action 2C. The Mentoring Program is designed to accelerate the mentees' acquisition of technical skills, as well as to broaden their knowledge of Repsol's processes and corporate culture. Each plan is designed according to the technical discipline of the mentee's e mentor and the manager, to the needs of the position, career development options and learning style of each mentee.</p> <p>The research</p>
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						<p>community (R3 & R4) are 37 people and 9 of them have completed the program (24%) and is expected 3 more people will join the program by the end of the year (reaching 32%, overcoming the target established).</p> <p>In total 22 people have been mentored from 2019 to today.</p> <p>Repsol Technology Lab is working with HR to create a mentoring procedure like the one used presently in Repsol corporation. Currently, the steering committee mentors high-potential senior scientists (R2).</p> <p>Evidence: Mentoring list (Excel file).</p>
<p>Action 3</p> <p>A. Every scientist will be assigned a mentor as a specific part of the onboarding process at Repsol Tech Lab. The mentor will be accountable for answering the questions related to logistics, procedures, facilities and introducing people in the working groups.</p> <p>B. Appoint to each researcher of R1 & R2 categories a R3 or R4</p>	<p>PRINCIPLE 30/36/37/40 Access to career advice/ Relation with supervisors/ Supervision and managerial duties/ Supervision</p>	<p>A. The Onboard mentor must be appointed as least 1 month before the arrival of the new researcher to have time to organize the onboarding process.</p> <p>B. Before the end of 2021 all the mentors must be nominated.</p>	<p>A. Range Mangers and Direction Committee and HR</p> <p>B. Range Mangers and Direction Committee.</p>	<p>A. List of mentors available</p> <p>B. Detailed tasks defined</p>	<p>Completed</p>	<p>Action 3A. The mentor is the person assigned to the new employee as a referent/tutor in charge of solving all the doubts that the new employee may have in his/her first days of work, ensuring a good integration of a new employee in the company. The Mentor during the first months must:</p> <ul style="list-style-type: none"> Ensure that the employee gets to know the Operative Model, learns to

<p>researcher as technical mentor (Buddy) in order to support the technical development. Ensure that the mentor's tasks are correctly defined and understood by everyone in the same way.</p>					<p>work according to the center's schedules and processes, ensuring learning and meeting milestones, deliverables, etc.</p> <ul style="list-style-type: none"> • Give company context and global vision. • Resolving doubts. • Giving feedback. <p>Range managers (team leader of all the different research groups) are responsible for assigning mentor to new employee.</p> <p>Onboarding Process has been defined as a complement to the corporate proposal to ensure a good integration in the company (see Onboarding kit).</p> <p>A checklist for onboarding process has been designed, that includes information about the task for this process (before, first days and access to basics tools in Technology as SAP, Documentum...).</p>
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					<p>The mentor is in charge of carrying out the tasks identified in the onboarding checklist of Technology & CV.</p> <p>Since November 2021 quarterly circuit (15 hours/3 days) are carried out to learn about the activity of different ranges and laboratories. Information about this process is published on Repsol Technology channel in Microsoft Teams, which entire D. Technology has access. 35 new employees (scientific and technical) have been able to participate in the onboarding circuit.</p> <p>In addition, information has been published on Repsolnet about how to proceed as a leader to welcome a new colleague.</p> <p>Evidence: Checklist on boarding, Onboarding kit, your first day (onboarding), Onboarding facilitator list, information published on MyRepsolnet, onboarding process information on Teams (image capture), image capture of the onboarding circuit agenda, survey result onboarding circuit</p>
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					<p>Action 3B. It has been created the figure of technical mentor (buddy) who is an experienced professional (R3 or R4) that performs supervision and guidance tasks (technical accompaniment), supporting the technical development of R1 and R2 researcher.</p> <p>The manager of each range/discipline is responsible for appointing these mentors.</p> <p>The technical mentor tasks are:</p> <ul style="list-style-type: none">• They technically accompany the team members (Maximum 5 people per mentor).• They participate in the individual development plan of the members they accompany. <p>For an example, a total of 26 buddies have been selected in Asset Optimization Industrial and E&P Tech division.</p> <p>Evidence: Technical mentor (buddies) list (Excel file).</p>
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<p>Action 4</p> <p>A. Organize training sessions on positive and transparent feedback.</p> <p>B. Schedule Skip level meetings (the boss of the boss) in order to recap evidence not only for your direct manager.</p>	<p>PRINCIPLE 11. Evaluation/Appraisal system</p>	<p>A.1S22</p> <p>B. Yearly exercise. For 2021 meetings schedule in 3Q21 but take place during 4Q21 & 1Q22.</p>	<p>A. Communication team</p> <p>B. All the managers</p>	<p>A. Training sessions for all the manager</p> <p>B. One skip level meeting by year for each researcher.</p>	<p>In progress</p>	<p>Action 4A. It has been established as objective for all management to have completed the online course (1h) <i>“How to give constructive and transformative feedback”</i> on the Workday platform. At least 10 managers have done the online course, and it is expected that the rest of the managers will complete it in the upcoming months.</p> <p>Evidence: Information about the course in Workday system (image capture).</p> <p>Action 4B. Since 2022, skip level meetings are being held at each of the management research areas.</p> <p>During the last year, there have been important organizational changes as well as new incorporations to the D. Technology which is slowing down the process.</p> <p>As an example, the people in <i>Asset Industrial Optimization</i> are 129 (fellows and direction are not included). There are 3 differentiated management unit levels (N1= first hierarchical line, N2=second hierarchical line and</p>
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						<p>N3= third hierarchical line) and the percentage of meetings held by each level are 100% for N1 level, 50% for N2 level and 100% for N3 level.</p> <p>Evidence: Skip level meetings list (Excel file).</p>
<p>Action 5</p> <p>A. Schedule a plenary information session by HR of how the parameters such as mobility, teaching, availability of PhD, qualifications influence in the selection process.</p>	<p>PRINCIPLE 15,16,18,19,20,21</p> <p>Transparency (Code)/ Judging merit (Code) /Recognition of mobility experience (Code) / Seniority (Code)/ Postdoctoral appointments (Code)</p>	4Q21	Open innovation schedules the meeting.	Minutes of the meeting.	Completed	<p>Action 5A. Plenary online session about Repsol recruitment criteria held on 29th March 2023, where HR explained for two hours the end-to-end external selection process and also the definition and the technological technical career project which consists of anticipating, developing, and maintaining the necessary technical/scientific talent in D. Technology to carry out the strategic plan. In total, 151 people attended the plenary session.</p> <p>After the session a satisfactory survey was launched to know the feedback of the attended and improve the next sessions. The participation rate for this survey was 28%. The average rating of the session was 4.36/5 and there were positive comments about the session content.</p>

						Evidence: Call for plenary session, plenary session presentation (Pdf), attendee report (Excel file), recording's captures, satisfaction survey results.
<p>Action 6</p> <p>A. Promote the proof-of-concept (PoC) platform as a tool for innovation where all scientists can promote ideas with an initial budget of € 50,000 and a period of three months to move from ideas to viable concepts, which can later be developed as projects research.</p> <p>B. Promote the use of open science digital platform to share technical information with third parties and challenges to be solved.</p> <p>C. Implement measures for digital disconnection.</p> <p>D. Plan for "New normal post COVID" guiding the present/ remote work timetable.</p>	PRINCIPLE 23 Research Environment	<p>A. Information sessions with the technical division scheduled in 1S21. In 3Q21 reinforce the communication plan scheduling a session with Direction Committee and a plenary session. Update annually.</p> <p>B. Open innovation team is making a benchmark of open science platform available in the market (End in 1Q22). In 2Q22 communication campaign.</p> <p>C. List of proposed measures available in 3Q21.</p> <p>D. In 3Q21</p>	<p>A. Open Innovation team</p> <p>B. Open Innovation team.</p> <p>C. Direction Committee and HR directly involved. All the researchers</p> <p>D. Direction Committee and HR directly involved. All the researchers</p>	<p>A. Minutes of the meetings. List of PoC made by division yearly.</p> <p>B. The benchmark final informs with the selected platform.</p> <p>C. Each year a culture survey is done for all the Repsol Technology Lab. A target of al list 5 pp in the Conciliation principle.</p> <p>D. Plan available</p>	Completed	<p>Action 6A. The proof-of-concept (PoC) platform (IdeAction) is a tool for technology validation and development acceleration in Technology and CV. The purpose of this platform is to facilitate the testing of technology solutions, internal or external, to identify in an agile way those that can be derived in new product developments or new collaborations with external agents.</p> <p>Specific meetings have been held with each of the research areas to give more details about PoC platform.</p> <p>Monthly newsletter is elaborated for monitoring of launched IdeActions. The newsletter is shared through the general Repsol Technology Lab channel in Microsoft Teams application: the newsletter includes the balance of IdeActions launched during the year, the status and IdeAction mapping by search field. Information is showed in Repsol</p>

					<p>Technology Lab dashboard (Power BI) which is accessible to all D. Technology.</p> <p>17 proofs of concept were launched in 2021, 15 were completed and 2 continued in 2022.</p> <p>There was an online session about new PoC management procedure held on 8th March 2023 to all Technology (1 hour duration).</p> <p>Evidence: Newsletter examples, PoweBI image capture, information about IdeAction newsletter on Teams (image capture), call meeting for an online session about new PoC management procedure.</p> <p>Action 6B. The use of platforms to share technical information and for solving technology challenges for the development of researchers' projects is encouraged by the Open Innovation team.</p> <p>Since 2021, Repsol has collaborated in several open innovation programs, such as The Collider (Venture Builder program by Mobile World Capital Barcelona), Pitcch (European project that aims to promote Open</p>
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					<p>Innovation by building a European Network), etc., among others (Open Innovation Forum).</p> <p>In 2021 and 2022 we launched 19 technological challenges to solve our Scientific's needs.</p> <p>Evidence: Current contract examples, (The Collider, Pitch), challenges list.</p> <p>Action 6C. Published information in MyRepsolnet about Repsol Group digital disconnection rights protocol (September 2019). Also published guidelines for improving individual work that include information about disconnecting and helping others disconnect as the best way to reconcile personal and professional life.</p> <p>For 2022, a workshop was held between HR and all the managers of Technology department to discuss improvement points and actions to be taken to define the hybrid work. The results were presented in a plenary online session about Repsol Work Model (hybrid and flexible) held on 22nd February 2023. A total</p>
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					<p>of 197 people attended it. After the session a satisfactory survey was launched to find out the feedback of the participants who attended.</p> <p>Evidence: Disconnection Protocol (Pdf), Call for plenary session, plenary session presentation (Pdf) and survey results, published information about disconnection on MyRepsolnet (image captures), guidelines for improving individual work (Pdf file).</p> <p>Action 6D. Since February 2021, 25 online plenary sessions have been held for the whole Technology Direction, on a wide range of topics relevant for Technology & CV (Culture Survey results, Operative Model, Monographic sessions, entrepreneurship, etc.). After each session, a satisfactory survey is launched to know the feedback of the attendees and get improvements for the upcoming sessions.</p> <p>In addition, small group meetings were held to encourage dialogue with the Corporate Director of Technology and Corporate Venturing in which the guidelines for the new normal after the</p>
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						<p>COVID-19 pandemic were presented.</p> <p>Evidence: Plenary session lists (2021, 2022, 2023), Plenary session's captures, example of the call for group 15.</p>
<p>Action 7</p> <p>A. Verify that all Repsol Technology Lab researchers keep professional and teaching information updated in the corporate management tool, Workday, to have a complete map of teachers and areas of knowledge. Same update for mobility, update the preferences in the Workday system.</p> <p>B. Expressly define within the performance and development objectives the required internal and external teaching activities related to Repsol Technology Lab experimental / Scientific and Technical activities.</p>	<p>PRINCIPLE 29/33 Value of mobility & Teaching</p>	<p>A. 4Q21 & 1Q22</p> <p>B. Yearly in the performance evaluation tool</p>	<p>A. Each researcher, as the first stage of the development review process</p> <p>B. Each researcher and the managers</p>	<p>A. 80% of the researcher with the information update in 4Q21. 90% in 1Q22.</p> <p>B. 90% of the researchers with the information completed.</p>	<p>Completed</p>	<p>Action 7A. HR launched a communication campaign in 2022 to update the employee record in Workday system.</p> <p>The Workday report shows that 90% of the researchers have updated their information.</p> <p>For the upcoming months until the award renewal phase, verify the relevant information that must be included and updated in the researcher's profile.</p> <p>Evidence: Workday report (image capture), Communication email.</p> <p>Action 7B. As a guideline of the DT&CV, all employees are required to have a personal development objective (which includes training activities) within our evaluation performance tool (Workday system).</p> <p>It is mandatory for all</p>

						<p>employees of the Company to have this information in the evaluation performance tool annually.</p> <p>It is recommended that the conferences attended, internal workshops and the technical mentoring (buddy tasks) are included in the individual goals definition in the evaluation tool.</p> <p>Evidence: Individual goals definition email, image capture of evaluation performance tool with the mandatory field about personal development.</p>
<p>Action 8</p> <p>A. To Organize annual training / awareness sessions on hard conversations, with specialists in the field, to maintain and deepen the programs carried out in recent years at Repsol Technology Lab.</p> <p>B. Continue preparing the culture survey every year as a way to take the pulse of the organization and collect opinions. Share the results with the researchers and form focus group for a deeper analysis of the</p>	<p>PRINCIPLE 34. Complains/ appeals</p>	<p>A. Yearly</p> <p>B. Yearly</p>	<p>A. Communication Team</p> <p>B. Communication Team</p>	<p>A. At least one session per year.</p> <p>B. Culture Survey inform with conclusion of the main gaps</p>	<p>In progress</p>	<p>Action 8A. A call has been sent out for an intensive workshop about "Conversations for Transformation" (8 hours) which is mandatory for all the managers of Technology division. A total of 14 managers are going to attend it.</p> <p>Evidence: Call for workshop (image capture), addressees (image capture), Training information (Pdf).</p> <p>Action 8B. Quality control surveys (Culture Survey) are conducted annually to measure the</p>

results.					<p>degree of progress of the transformation, the evolution of the company and to implement improvement actions. The results are communicated in plenary sessions in which the results are shown to all management.</p> <p>Culture surveys were conducted in 2021 and 2022. With the survey results, a detailed analysis is made for each research area of its management to carry out the improvement actions. The action plan taken for each research area after the culture survey is presented in plenary session. For example, in the plenary session held on 14th June 2023 the improvements actions after 2022 Culture Survey about aspects such as development, transformation, recognition, etc., were shown. After the session, a satisfactory survey was launched to assess the attendee feedback.</p> <p>Due to changes in the platform used to launch the surveys, 2023 Culture survey is planned to be conducted in early 2024.</p> <p>Evidence: Call for</p>
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						culture survey (2021 and 2022), plenary session presentation/recording capture about actions derived from culture survey (Pdf).
<p>Action 9</p> <p>A. Incorporate job offers for scientists/researchers on the EURAXESS page within the recruitment and selection procedure.</p>	<p>PRINCIPLE 13. Recruitment (Code)</p>	4Q2021	Human resources area (Scientific/Researchers selection area)	Scientific/researcher demand coverage by e-recruitment tools (yearly HR quality auditing system report).	Extended	Action 9. The Job offer platforms currently used are LinkedIn, close contacts and links with universities and/or research centers. For organizational reasons we don't make full use of EURAXESS to ensure our research vacancies reach a wider audience but our HR department has already registered on the EURAXESS platform for the research of external vacancies from 2024.
<p>Action 10</p> <p>A. Offer support for professional career development. Write an informative document on the development paths at Repsol's technology center.</p>	<p>PRINCIPLE 28/38 Carrier Development & Continuing Professional Development</p>	1Q 2026	HR and Direction Committee	To have the document available for the entire scientific community	New	
<p>Action 11</p> <p>A. Build a coaching tool to help us to:</p> <ul style="list-style-type: none"> - Define and ensure the achievement of objectives. - Establish and 	<p>PRINCIPLE 28/38 Carrier Development & Continuing Professional Development</p>	1Q 2026	HR and Direction Committee	To have the coaching tool available for the entire scientific community.	New	

<p>prioritize actions, making decisions quickly and systematically.</p> <ul style="list-style-type: none"> - Obtain better results. - Support and help build internal capacity so that, from within, we can transform ourselves. - Establish high performance habits. 						
<p>Action 12</p> <p>A. Onboarding corporate program to improve the employee's onboarding experience.</p> <ul style="list-style-type: none"> - Generate a sense of belonging and help new hires identify with the company's culture. - Accelerate the performance of these people by facilitating knowledge and establishing an internal networking network. - Reinforce the accompaniment of the manager and the buddy in the process. 	<p>PRINCIPLE 30/36/37/40 Access to career advice /Relation with supervisors / Supervision and managerial duties / Supervision</p>	<p>Yearly</p>	<p>HR and Direction Committee</p>	<p>100% new employees have to incorporate to this program.</p>	<p>New</p>	
<p>Action 13</p> <p>A. TFM (Master thesis)/TFG (graduated thesis) collaboration programs and master's scholarship holders</p>	<p>PRINCIPLE 12/14/21/22/23 Recruitment /Selection (Code)/ Postdoctoral appointments (Code) /Recognition of the</p>	<p>1Q 2026</p>	<p>HR and Direction Committee</p>	<p>100% of the people who have passed the selection process.</p>	<p>New</p>	

<p>- Attract key university talent from the earliest stages (students completing bachelor's or master's degrees), promoting the Repsol brand as an employer and making initiatives visible in target universities.</p> <p>- Publication of 6 initiatives to tutor master's students from technology in the completion of their TFM, with the possibility of an internship at Repsol and a prize for the best TFM.</p> <p>- Scholarships for students to complete a master's degree in content of interest to the company.</p>	profession/ Research environment					
<p>Action 14</p> <p>A. Identify critical skills of the area, and self-assessment by the employees of those responsible and third parties to have a joint vision that serves for the optimal design of development plans.</p>	PRINCIPLE 28/38 Carrier Development & Continuing Professional Development	1Q 2026	HR and Direction Committee	90% scientific have identified the critical skills for their development plan	New	
<p>Action 15</p> <p>A. Industrial capacity plan to have professionals with experience and knowledge in critical</p>	PRINCIPLE 28/38 Carrier Development & Continuing Professional Development	4 years	HR and Direction Committee	Incorporation of 3 people (Technology) to the plan.	New	

<p>competencies developing in industrial complexes, Technology and Engineering to facilitate the transversal vision and their contribution of value in the final positions.</p> <p>Incorporation of 10 people (7 in Engineering, 3 in Technology and another 5 in Industrial division) in a 4-year mentoring program with learning plan and tutors, the first two years the work will be performed in a research area different from his/her final destination.</p>						
<p>Action 16</p> <p>A. To include annual research/scientific production (papers, congress, patents, etc.) to enhance the value of research activities.</p>	<p>PRINCIPLE 3/7/8/9/31/32 Professional responsibility / Good practice in research / Dissemination, exploitation of results /Public engagement /Intellectual Property Rights /Co-authorship</p>	<p>Yearly</p>	<p>Range managers (team leader of all the different research groups)</p>	<p>Nº of research/scientific publications (papers, congresses, and filed or granted patents).</p>	<p>New</p>	
<p>Action 17</p> <p>A. Translate all the documents related to HRS4R certification into English.</p>	<p>PRINCIPLE 10/15 Non discrimination & Transparency (Code)</p>	<p>1Q 2025</p>	<p>Communication Team from Repsol Technology Lab</p>	<p>100% documents related to HRS4R translated.</p>	<p>New</p>	

Note: Add as many actions are needed.

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website. Please provide the link to the dedicated webpage(s) on your organisation's web site *: <https://www.repsol.com/en/shareholders-and-investors/financial-information/annual-reports/index.cshtml>

URL: <https://www.repsol.com/en/technology-and-digitalization/human-resources-strategy-for-researchers/index.cshtml>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles

In 2021, Repsol Technology Lab received the HR Excellence in Research Award in recognition of its continued commitment to adopting the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. These key EU documents establish the guidelines for European institutions and universities to improve the recruitment and working conditions of researchers, making research careers more attractive and accessible in Europe.

Repsol Technology Lab is strongly committed to the principles of open, transparent, and merit-based recruitment thus over the last two years, the HRS4R Working team have made a big effort to implement the Action Plan which provides transparency and HR-related information to scientists as well as a commitment to continuous improvement.

During 2021-2022, regulatory changes have strongly impacted the researchers' recruitment procedures. Although theoretically, the stability of researchers is improved, it has a major impact in the HR department workload, and therefore in the implementation of the foreseen OTM-R's recruitment procedures.

Royal Decree-Law 32/2021, of December 28, on urgent measures for labor reform, the guarantee of employment stability and the transformation of the labor market - hereinafter Labor Reform -, has meant a profound change for labor relations in the country and is proving to be quite a challenge for Repsol. This Royal Decree has also meant a period of three months of total lack of definition, since, on the one hand, it only allows the indefinite-term hiring of workers (except in the cases mentioned below),

In general terms, except in the case of contracts with European funding or those derived from the Recovery, Transformation and Resilience Plan (Additional Provision Five), the Labor Reform has made impossible to continue formalizing temporary contracts after March 30, 2022. Therefore, a large part of the annual temporary hiring had to be carried out prior to that date to be able to continue having personnel for at least 6 months, while awaiting an update of the current Science Law or the approval of a new one.

Finally, last April 5, Royal Decree-Law 8/2022 was approved, adopting urgent measures in the field of labor contracting in the Spanish Science, Technology and Innovation System, which resulted in the incorporation, in the current Science Law, of article 23.BIS, which makes it possible to formalize indefinite-term contracts aimed at developing projects and lines of research that are financed by private funds or through public funds and whose origin is not European or within the scope of the Recovery, Transformation and Resilience Plan.

This updating of labor legislation obliges to rethink Repsol's recruitment mechanisms to adapt to the philosophy of indefinite hiring and not only to the philosophy of a temporary project-based scope. All this involves raising the awareness of the principal investigators, informing the Works Committee, changes in the management of research projects and, therefore, in the process of calls for job offers.

However. Presently we are piloting the implementation of the new Science Law that has been recently approved Law 17/2022, September 5 2022.

Finally, the new Organic Law 2/2023 of 22 March on the University System. Will also influence the current recruitment process. Its implementation will occur before the next review of the HRS4R implementation.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL: <https://www.repsol.com/en/careers/index.cshtml>

Information on the recruitment and selection process, jobs, principles and other aspects of career development appears at the following link:

3. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

The HRS4R certification implementation process has been sponsored by the HRS4R implementation committee from the beginning. The committee consists of the Directors of the different technical areas of Repsol Technology Lab, Open Innovation, the area which governs the certification process and subsequent implementation of the improvement plan, as well as representatives of the Human Resources area (People and organization) and researcher and researchers (R1, R2, R3, and R4).

The members of this implementation committee and their positions are listed below:

Name; Position

GARCIA DIEGO, LAURA; OPEN INNOVATION ANALYST
 GARCIA CARREÑO, MIGUEL ANGEL; PRIMARY TRANSFORMATION CIRCULAR ECONOMY RANGE MANAGER (R3)
 VERDU SANCHEZ, ELENA; H2 & SYNTHETICS RANGE MANAGER (R3)
 NUÑEZ DOMINGO, ELENA; ADVANCED MATHEMATICS MANAGER (R3)
 PRIETO ACEDO, OSCAR; DEEP TECH MANAGER (R3)
 CARDENAS ALMENA, MARIA DOLORES; PRODUCT DESIGN RANGE MANAGER (R3)
 MONTAÑEZ GARCÍA, GUSTAVO; ASSET OPTIMIZATION TECH MANAGER (R3)
 AIT-ETTAJER, TAOUFIK; SUBSURFACE E&P TECH MANAGER (R3)
 AYALA CANALES, MARIA DE LAS MERCEDES; ASSET LAB SR MANAGER (R3)
 MORALES MORILLA, ISABEL; SR RECRUITMENT AND MOBILITY CONSULTANT
 MARIN BERNAL, CARMEN; BUSINESS PARTNER TEST & ADJUNTO CEO
 SORIANO FERRERO, PATRICIA; OPTIMIZATION TECHNOLOGIES SR. ADVISOR (R3)
 JIMENEZ GARCIA, BEATRIZ; P&O CORPORATIVE AREAS SR CONSULTANT
 MARCOS GONZÁLEZ, JAVIER; SECONDARY CONVERSION SR. SCIENTIST (R2)
 IBAÑEZ MARTINEZ, ENRIC; SUBSURFACE E&P TECH SR SCIENTIST (R2)
 GONZALEZ ROMERA, HELENA; MOBILITY AND RECRUITMENT MANAGER
 MARTINEZ CRESPO, JAVIER; ASSET OPTIMIZATION LAB SR SCIENTIST (R2)

ROLDAN MESA, RAFAEL; HYDROTREATING AND OLIGOMERIZATION TECHNICAL ADVISOR (R3)
 DE LUNA GOMEZ DE SALAZAR, JOSE CARLOS; OPERATING MODEL MANAGER
 BLAZQUEZ BORRAS, SANDRA; OPEN INNOVATION MANAGER
 YUGO SANTOS, MARTA; SECONDARY TRANSFORMATION CIRCULAR ECONOMY RANGE MANAGER (R3)
 GARCIA GONZÁLEZ, GEMA; DIR. CORPORATE VENTURING, TECH BD & OPEN INNOVATION
 ARIZTEGUI CORTIJO, JAVIER; DIR. PRODUCT DESIGN, CUSTOMER CENTRIC & DEEP TECH (R4)
 OREJAS NUÑEZ, ADRIANA; DIR. INDUSTRIAL TRANSFORMATION TECH (R4)
 MARTINEZ SERRANO, EMILIA; DIR. ASSET OPTIMIZATION INDUSTRIAL AND E&P TECH (R4)
 RUIZ FERNANDEZ, FERNANDO; CTO TECNOLOGÍA Y CORPORATE VENTURING

The committee validated the entire process, assessment, and gaps detection for the 40 principles, as well as the improvement plan. Therefore, throughout the implementation and improvement process, the committee monitors and controls the progress of the improvement actions as well as evaluate the need for alternative or extra measures to cover the gaps detected. Since Repsol is an industrial company with a different reality than public universities and research centers, the modification of policies and procedures requires a whole and complex process of evaluation, proposal, and approval with different stakeholders.

Progress on the planned actions implementation has been assessed by means of periodic coordination meetings of the HRS4R implementation committee.

The actions are co-developed and implemented with the participation of the HRS4R implementation committee. Repsol Technology Lab leads the implementation of those actions related to working conditions and training and development. A multidisciplinary team of 25 people participates in the implementation.

In general, most of the proposed actions are successfully implemented. 13 actions were completed, 5 were on going and 1 is extended:

Completed:

Action 1a (Elaborate yearly training plan, compiling the needs of all researchers)
 Action 1b (Monitoring the complete training plan)
 Action 2a (Individual development plan "IDP")
 Action 2b (All managers define/redefine the career plan for every researcher)
 Action 3a (Mentor of the onboarding process at Repsol Technology Lab)
 Action 3b (Technical mentor "Buddy" to all researcher of R1 & R2 categories)
 Action 5 (Plenary session by HR about recruitment criteria)
 Action 6a (Promote PoC platform)
 Action 6b (Promote the use of open science)
 Action 6c (Implement measures for digital disconnection)
 Action 6d (Plan for "New normal post COVID")
 Action 7a (Information updated in Workday)
 Action 7b (Internal and external lecturing activities included in Workday)

In Progress:

Action 2c (30% of researchers in corporate mentoring program)
 Action 4a (Training on positive and transparent feedback)
 Action 4b (Skip level meetings with the next level of supervision)
 Action 8a (Annual training on communicate negative feedback)
 Action 8b (Annual Culture survey)

Extended

Action 9 (Incorporate job offers on EURAXESS page)

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

How have you prepared for the internal review? *

The internal review for interim assessment of Repsol Technology Lab was performed in spring-summer 2023 by the HRS4R working team in coordination with other key actors with expertise and knowledge for the actions concerning their field. Assessment was based on the periodic monitoring performed by means of periodic meetings during previous years 2021 to 2023 where compilation of the evolution of the actions' implementation was evaluated to accomplish with the new gap analysis, comparing the key aspects initially targeted with the current situation, which allowed to identify the actions status of implementation as completed, extended or in progress in order to define the set of actions to be targeted at Repsol Technology Lab in the upcoming 36 months period of implementation of the Revised Action Plan.

There is a dedicated space on Microsoft Teams for this HRS4R working team, where all members can share, edit, and consult the documents and data in real-time.

Some actions are accompanied by satisfaction surveys (quality control survey, satisfaction surveys after plenary sessions, definition, and execution of IDP, etc.) which also allowed us to assess the impact that the implementation of the certification is having on Repsol's research community.

How have you involved the research community, your main stakeholders, in the implementation process? *

Researchers from all groups (R2, R3, R4) and population segments (women / men, Spanish / foreigners, age range and PhD / non-PhD) are represented on the HRS4R steering committee, sponsor and in the operational implementation team. Some researchers from steering committee have been promoted from R1 to R2 since 2021.

Therefore, all actions are known, designed, and validated by designated researchers. Once the Action Plan was approved, it was communicated to all Repsol Technology Lab researchers and asked for their collaboration in the implementation process.

All the information related to HRS4R certification is known by all scientists since it is published both on the Repsol website and on the Repsol intranet. In several plenary session of the management, it has been reported the importance of obtaining and revalidating the certification, which is a management objective.

In addition, some of the actions implemented are monitored through different surveys in order to know the effectiveness of these activities and the satisfaction of some processes. Some of these surveys carried out are monitoring PDI processes, culture yearly survey, plenary sessions.

Do you have an implementation committee and/or steering group regularly overseeing progress? *

The HR4RS certification implementation steering committee oversees the whole process through monthly meetings, during the implementation time. As support, specialists from other areas relevant to the process can be summoned to this follow-up meeting to contribute their expert point of view.

Once the certification is achieved, the implementation steering committee will have a quarterly monitoring and control session where the progress of the plan will be reviewed through SMART objectives as well as improvements to the plan will be proposed to cover the gaps detected.

The members of the steering committee and their positions are listed in "General overview of the implementation process" field.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy

The HR Top Manager is supervising the process. The HRS4R award has been presented in the HR Committee and here are two people of the HR Organization in the HRS4R Steering Committee assuring the coherence with the corporate processes. They have been also engaged with the Action Plan. Maintaining this award is one of the main objectives of all the Corporate Direction in the upcoming years.

Repsol Technology Lab will include HRS4R and OTM-R in its next Strategic Plan.

The implementation committee (or Steering Committee) will also be responsible for verifying that Repsol Technology Lab policies regarding different areas are coherent with the HRS4R and the actions developed within these Action Plan.

The HRS4R renewal is an objective of the General Direction of Technology.

How has your organisation ensured that the proposed actions would be also implemented? *

The HRS4R Steering Committee (SC) will have a systematic follow-up process that will ensure the implementation of the actions. During the next months, Repsol will work to complete all the initial actions and the eight new actions that are included in the Action Plan:

- Offer support to professional career (Action 10)
- Coaching tool (Action 11)
- Onboarding corporate program (Action 12)
- Recruitment "young" talent (Action 13)
- Development (Action 14)
- Development in Industrial capacity (Action 15)
- Annual research production (Action 16)
- Translated HRS4R documents (Action 17)

Regarding the extended action for the use of EURAXESS page to incorporate offers for researchers, the HR department is already registered on the EURAXESS platform for the recruitment of external vacancies from 2024.

As previously stated, periodic monitoring meetings will be held with the aim of pointing out deviations from the plan chronogram and proposing the corresponding measures to ensure the achievement of the objectives of the Action Plan. If the SC detect deviations of the timeline, it will take the corresponding actions to add more resources to control the deviations of the original plan.

Additionally, a quality control will be performed every year by an external reviewer and international expert on HRS4R issues.

Finally, at the third year, an Internal audit will be performed.

How are you monitoring progress (timeline)? *

Progress is monitored by reviewing indicators of each action in the meetings of the HRS4R steering committee.

The monitoring and the follow-up of the plan will be continuous, being one of the main functions of the implementing committee, that will hold bi-monthly meetings to review the development of the implementation of the tasks defined for the actions currently in progress.

The previously detailed indicators will be included in Repsol's scorecard and will be verified quarterly to find evidence of any deviation from the HRS4R or with organizational policies.

How will you measure progress (indicators) in view of the next assessment? *

As mentioned above, each of the improvement actions derived from the gap analysis in relation to the 40 HRS4R principles includes the definition of scope, term, responsible party, as well as acceptance criteria. Thereby, implementation progress will be measured against these goals for every improvement action.

How do you expect to prepare for the external review? *

The commitment to the HRS4R objectives has been ensured by integrating actions into the strategic management and development objectives. Repsol Technology Lab has increasingly benefited from the support the process provides for the continuous development of HR policy and procedures of institutions.

Repsol Technology Lab expects the HRS4R external review to give new insights into the continuous improvement of the institution as a high-quality working environment for researchers. In this regard, the preparation of the external review is an essential step for the assessment of the implementation of the HRS4R at Repsol Technology Lab. For the preparation of the external review, the HRS4R working team will meet quarterly for the first two years and bimonthly during the year prior to the external review. In these meetings, the main stakeholders will be present and will be informed of the monitoring of the Action Plan.

Additional remarks/comments about the proposed implementation process

Repsol Technology Lab aspires to be one of the most avant-garde private technology centers in Europe. That is why we are really interested in getting the renewal of HRS4R certification. We want to attract the best talent by assuring that they are in the best place to work.