

# People at Repsol YPF

The percentage of women in managerial posts rose by 10% in 2009. Repsol YPF staff received an average of 30.31 hours training over the year. The number of employees with different capabilities at Repsol YPF stood at 544, an increase of 29% over the year before. There are now 516 teleworkers at Repsol YPF.

## Progress on the targets set for 2009



### Activities planned

To boost the processes and tools for professional development and rewarding of merit.

### Degree of progress 2009

In the Upstream business we have identified successors for critical posts, guaranteeing that these positions will be covered in the medium and long term.

Career-monitoring actions have included a total of 185 coaching sessions for 37 of the company's staff.

Progress has been made in the management model of Repsol's Further Training Centre (CSF), which will continue in 2010. 2009 saw the consolidation of the Training Circuit as a key programme for new managers.

The Effective Leadership programme was launched to consolidate the basic skills and abilities required by leaders. We organized the first edition of the "Programa de Fundamentos de Management" (Management Essentials Programme) in collaboration with the Instituto de Empresa business school, which was directed at experienced managers and aimed at building up capacity and developing management knowledge.

New action plans were implemented to improve the atmosphere in the workplace. These plans were the outcome of monitoring undertaken in 2008 and individual target-setting for managerial staff.

The teleworking programme spread within the company, extending to 516 teleworkers by December 2009.

Advances were made in developing measures to enable employees to adequately reconcile their professional and private lives, both on an everyday basis and in special situations.

This is described in the section entitled "Diversity, equal opportunities and balance" in this chapter.

This is described in the section entitled "Talent attraction and retention" in this chapter.

To consolidate Repsol YPF's commitment to measuring and reporting employee satisfaction.

To promote diversity, work-life reconciliation and integration among our employees.

To drive initiatives to assure diversity.

Review of the Management through Commitments (MxC) system.



**PEOPLE AT REPSOL YPF BY COUNTRIES**



Repsol YPF employee at the company headquarters in Madrid (Spain).

## Employment at Repsol YPF

### The new People and Organization Executive Department

Repsol YPF underwent important changes in the area of people management in 2009. The Human Resources department became the People and Organization Executive Department, which combines the former Management Development Corporate Department and the Information Systems Corporate Department. The new name seeks to reflect its philosophy with two aims: To ensure that the right human teams, systems and organizational models are in place to make the company's strategy a success

EMPLOYEES BY GENDER AND PROFESSIONAL CATEGORY

Professional Categories	2008				2009			
	Men	Women	TOTAL	% Women	Men	Women	TOTAL	% Women
Executive personnel	273	30	303	10%	276	33	309	11%
Technical managers	1,690	342	2,032	17%	1,848	387	2,235	17%
Technicians	10,642	3,242	13,883	23%	11,133	3,409	14,542	23%
Administrative staff	630	1,024	1,654	62%	629	948	1,576	60%
Operatives and junior staff	10,870	3,796	14,666	26%	10,979	3,993	14,972	27%
<b>TOTAL</b>	<b>24,104</b>	<b>8,433</b>	<b>32,537</b>	<b>26%</b>	<b>24,864</b>	<b>8,769</b>	<b>33,633</b>	<b>26%</b>
<b>% Women</b>		<b>26%</b>			<b>26%</b>			



and ensure maximum efficiency and, furthermore, to promote the professional and personal development of all members of the Repsol YPF team.

This involves managing the career paths of the people in the org in an integrated way, ensuring they can all develop their

full potential and put their abilities to use. At 31 December 2009, the Repsol YPF Group had a consolidated payroll of 41,014 employees. Of these, 33,633 belonged to companies directly managed by Repsol YPF, and the figures reported in this chapter refer to this group of

employees<sup>(1)</sup>. The company's employees work in 30 countries spread over four continents (see map).

(1) The 2008 staff figures have been recalculated to include only those persons belonging to companies directly managed by Repsol.

EMPLOYEES BY CONTRACT TYPE AND GEOGRAPHICAL LOCATION

Country	2008			2009				
	% C.B. Agreement	Permanent	Temporary	% C.B. Agreement	% C.B. Agreement	Permanent	Temporary	% C.B. Agreement
Spain	15,618	1,243	16,861	77%	15,718	1,185	16,903	77%
Argentina	9,989	1,340	11,329	51%	10,846	1,408	12,254	51%
Bolivia	182	2	184	0%	183	2	185	0%
Brazil	242	0	242	97%	222	0	222	97%
Ecuador	419	263	682	0%	760	54	814	0%
Peru	756	82	838	23%	802	200	1,002	32%
Portugal	1,169	144	1,313	79%	1,076	126	1,202	75%
Trinidad and Tobago	220	0	220	0%	190	0	190	0%
Venezuela	132	2	134	0%	136	1	137	0%
Rest of the World*	698	36	734	16%	695	29	724	18%
<b>TOTAL</b>	<b>29,425</b>	<b>3,112</b>	<b>32,537</b>	<b>63%</b>	<b>30,628</b>	<b>3,005</b>	<b>33,633</b>	<b>62%</b>

\* Other countries where Repsol YPF is present (see map).

# Our relations with the people who work at Repsol YPF



In May 2009 the Fifth Framework Agreement was signed with CCOO and UGT, the main trade unions representing the company's staff in Spain. The Fifth Framework Agreement affects all the group's companies in Spain, and some of the most important points it covers include the salary review clause, the strong boost it gives to measures for workers to balance their professional and private lives, and the renewal of the Equality Plan and the Harassment Protocol. Since it was signed, negotiations have taken place on the collective agreements of the various companies in the Group.

Following the introduction of the Harassment Protocol, three incidents were reported in 2009.

Several forums were set up in Repsol YPF to encourage dialogue with the

trade union organizations representing the workers. The most significant of these were the Technical Panels and the Framework Agreement Committees or the committees for each collective agreement. The following bodies were set up in 2009 under the Fifth Framework Agreement: The Equality Technical Panel, the Different Capabilities Committee, the Health and Safety Committee and the Training Committee.

In Argentina, YPF reached a new collective agreement with the United Oil and Hydrocarbons Workers Union (SUPeH in its Spanish acronym). The agreement had the backing of the Ministry of Labor, Employment and Social Security, and covers supervisors working in exploration and production and in the refining activity.

In Cartagena de Indias (Colombia), the first plenary meeting of the Trade Union Network was held from 6 to 8 July. This network comprises the most important trade union organizations in the gas and hydrocarbon sectors, or those most extensively embedded in the companies of the Repsol YPF Group in Spain and the Latin American and Caribbean countries where Repsol YPF has a certain number of employees. The joint session with company management representatives involved an assessment of and discussions about the contracting of services in Repsol YPF.

Repsol YPF's Executive Departments of Labor Relations and Corporate Responsibility and Institutional Services held various meetings throughout 2009 with representatives of the CCOO



Kinteroni Oil Well (Peru).

and UGT unions in Spain to discuss improvements in corporate responsibility matters.

The issues addressed included the submission of union comments to the Annual Corporate Responsibility Report, the request for information on additional indicators affecting employees, the regulation on indigenous communities developed and enacted by Repsol YPF, and the process for drafting the upcoming Corporate Responsibility Plan 2010-2012.

#### **New measures for reconciling professional and private lives (Spain)**

The following measures included in the Fifth Framework Agreement are applicable to all the group's companies in Spain, and all of them exceed the requirements of Spanish legislation in this area:

- Staff may request unpaid leave in the event of international adoption proceedings, for personal reasons or due to certain relatives being hospitalized or having serious illnesses.
- Parents will be entitled to a reduction in working hours if they have children up to the recently extended age of 10.
- The period that a post will be reserved in the event of leave of absence to take care of children or dependent relatives has been extended to 18 months.
- The period allowed for breast-feeding can be accumulated to 13 working days.
- When workers take maternity or paternity leave, the company supplements their earnings so they receive 100% of their salary.

- The company considers spouses and partners to have equal rights as beneficiaries of healthcare, paid leave and transfers, amongst others.
- An agreement has been included to progressively introduce teleworking, and any employees fulfilling certain general requirements can apply for this.
- The headquarters in Madrid operates a flexitime system allowing a flexible window of up to two hours for clock-on and lunch break times.
- A continuous, morning-only timetable is applicable for 15 weeks in the summer, but this can extend to up to five months in certain companies and work centers, as well as every.

# Attraction and retention of talent

## Compensation and remuneration systems

The compensation system is designed to reward individual performance, and is competitive within the market and appropriate for a leading organization such as Repsol YPF.

Entry-level wages vastly exceed the minimum wage in most of the countries (see the accompanying table). The fact that these are the same in the cases of Peru and Ecuador is due to the intense recruitment of people on a service contract who have recently become part of the group's staff.

As regards performance-related remuneration systems, these are applied with the utmost transparency while always ensuring sustainability in profits.

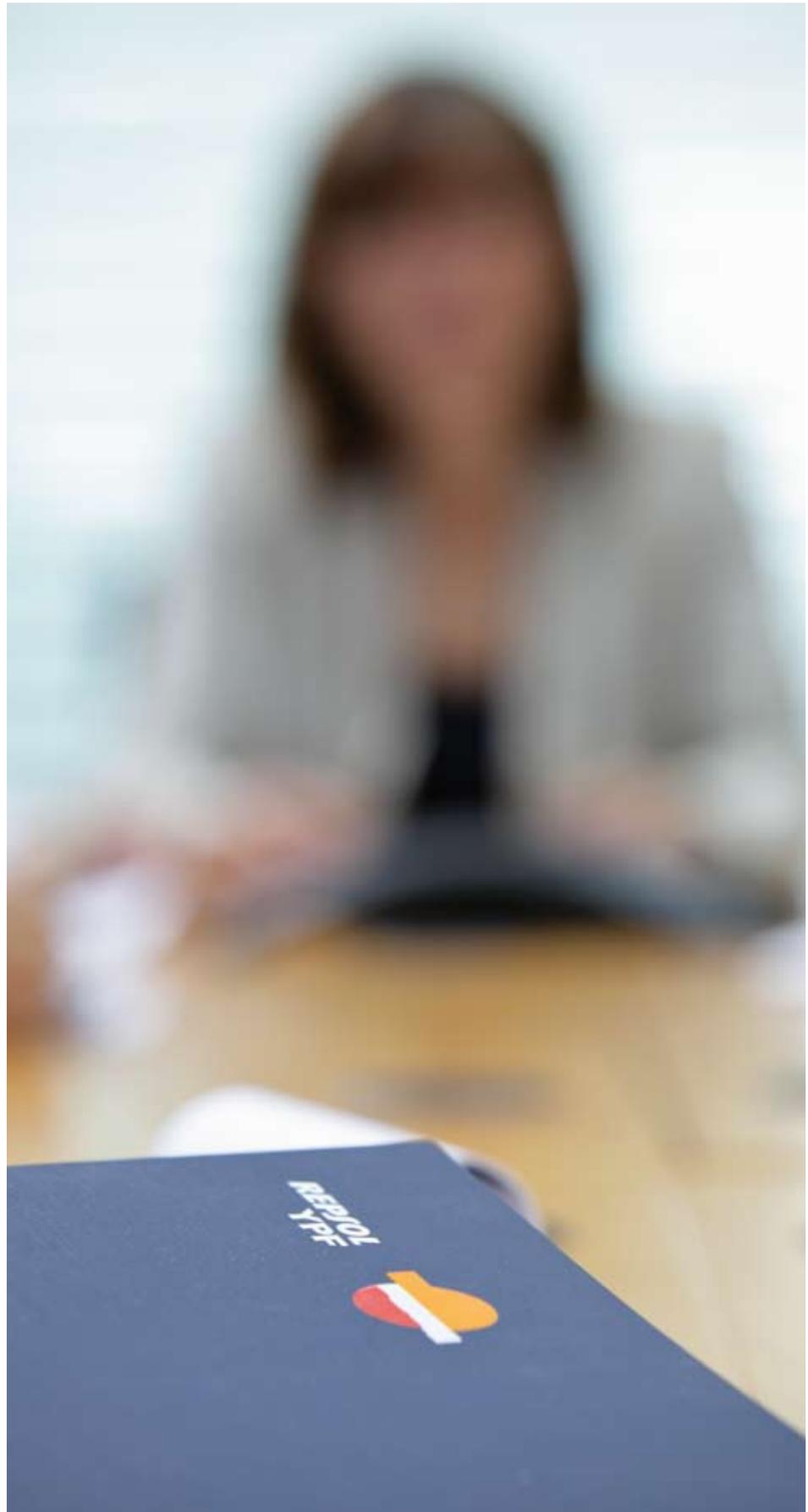
In terms of the fringe benefits which complete the remuneration and compensation package, employees have access to loans, meal subsidies, medical and life insurance in most of the countries where Repsol YPF is present. Staff in Spain, Brazil, Canada, Ecuador and Portugal also have access to pension schemes.

In 2009, spending on these items in the companies managed by the Repsol YPF Group came to approximately €88 million.

## Performance assessment and talent retention

The performance-based remuneration system for Repsol professionals known as Management through Commitments (MxC) had been in place for four years in 2009. This system, which takes into account unit objectives and objectives specific to each employee, as well as their conduct, has become consolidated as a tool for rewarding performance that is applied fairly and transparently.

In 2009, The Executive Committee agreed to incorporate a target for reducing spending and investments in all the



executive departments throughout the company. There are objectives relating to environmental and safety issues, and on improving various aspects of the atmosphere in the workplace, such as improving the reconciliation between professional and personal lives.

A total of 13,154 employees underwent an individual performance assessment in 2009 and 12,447 have had an individual annual career development plan set out. The rise over the figure of the year before was due to the fact that individual performance assessment has begun to spread to people included in collective bargaining agreements, with 707 employees from this group having now entered this system.

The key areas of conduct to be assessed under MxC were also consolidated:

- “People development and reward” has combined two previous areas of conduct assessed in order to take full advantage of the complementarity between the two.
- The newly included “Service and customer focus” area aims to motivate every employee to understand and satisfy the needs of internal and external customers, while always acting in a respectful way and being available and prepared to work with others.
- “Collaboration”, “Entrepreneurial spirit” and “Excellence and responsibility” have all been retained.

The company also has a medium-term incentive system, which is applied to the entire management team and key staff with high levels of responsibility. The aim of this system is to make it possible to achieve the four-year objectives of the Strategic Plan and ensure the company’s future sustainability.

#### RELATIONSHIP BETWEEN ENTRY LEVEL WAGE AND MINIMUM WAGE<sup>(1)</sup>

2009			
Country	Entry wage	Minimum wage	Entry wage/ Minimum wage
Spain	16,150	8,866	1.82
Argentina	5,688	3,614	1.57
Bolivia	11,394	762	14.95
Brazil	5,232	2,440	2.14
Ecuador	1,967	1,967	1.00
Peru	1,585	1,585	1.00
Portugal	15,049	6,300	2.39
Trinidad and Tobago	11,321	2,044	5.54
Venezuela	10,314	3,748	2.75

(1) The entry salary is determined by the minimum wage in the collective agreement of the professional category immediately below.

#### PERFORMANCE ASSESSMENT

	2008	2009
<b>Total number of people</b>	32,537	33,633
Number of people undergoing performance appraisal and review	11,793	13,154
Percentage of people undergoing performance appraisal and review	36%	39%

#### Exits in Absolute Terms by Age Group

The higher number of staff exits in Argentina among employees in the 21 to 30 age group is due to resignations at OPESSA service stations.

The turnover rate in Spain stands at 4%, in Argentina at 9%, in the rest of Latin America at 14% and at 11% in the rest of the world.

#### The search for talent

Following the 2008 change in strategy in the Selection and Integration area, actions aimed at implementing new selection

techniques and undertaking actions to attract candidates by job marketing were strengthened in 2009.

The company is fuelled basically by young talent, people who are interested in taking full advantage of the career opportunities Repsol YPF has to offer. In 2009, 345 people joined the company, 80% of whom were under the age of 35. One of Repsol YPF’s objectives was to increase dissemination of the company values as a means of attracting candidates. To do so, the organization upped its presence at universities by taking part in 12 employment forums: 10 of these

#### EXITS IN ABSOLUTE TERMS BY AGE GROUP

2009												
Country	Aged under 20		Aged from 21 to 30		Aged from 31 to 40		Aged from 41 to 50		Aged from 51 to 60		Aged over 60	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
Spain	1	1	43	39	80	79	35	66	20	116	27	262
Argentina	37	44	255	253	60	140	5	60	9	82	2	71
Rest of Latin America <sup>(*)</sup>	5	3	38	59	20	109	6	37	0	14	1	4
Rest of the World <sup>(**)</sup>	0	1	17	32	44	53	16	38	10	30	1	8
<b>TOTAL</b>	<b>43</b>	<b>49</b>	<b>353</b>	<b>383</b>	<b>204</b>	<b>381</b>	<b>62</b>	<b>201</b>	<b>39</b>	<b>242</b>	<b>31</b>	<b>345</b>

(\*) Rest of Latin America: Bolivia, Brazil, Chile, Ecuador, Mexico, Peru and Venezuela.

(\*\*) Rest of the World: Saudi Arabia, Algeria, Canada, United States, Dubai, Iran, Kazakhstan, Libya, Portugal, Russia, Switzerland, Trinidad and Tobago.

being face-to-face and two online. It also continued to support the “Impulsa” Scholarship Program, which is aimed at students in their final years at university. In 2009, 37 Madrid-based students took part in online training in languages, skills and abilities, provided by Repsol YPF.

The employment section on the www.repsol.com website consolidated its position among jobseekers. This section, which has also been launched in English, receives an average of 2,000 hits and queries about each job offer.

### People development

Repsol combines its organizational need to have staff with the right skills and to

With regard to promotion and appointments, meanwhile, 2,549 employees saw their professional rating upgraded in 2009 (1,849 promotions and 700 appointments).

Other key actions aimed at identifying talent and fostering employee development in 2009 were as follows:

- Development of a new tool for the People Review system (identification and development of talent), adapting this to include appraisal of employees covered by the collective bargaining agreement, enabling the highest level of technical attributes to be identified. In 2009, 53 People Review sessions were carried out, involving 1,968 employees.



be able to plan for and acquire the skills it will need in future with its commitment to provide the company’s employees with attractive professional development opportunities.

The company’s training, mobility, assessment and other policies and programs allow it to manage the careers of the people who make up the organization in an integrated way, ensuring equal opportunities for all employees, regardless of their origin, gender, age and other personal factors.

Internal mobility at Repsol YPF is seen as an opportunity for the professional development of employees. This horizontal mobility approach was further strengthened in 2009 by means of talent banks, mobility boards and proactive searches, which made a total of 5,316 career moves possible during the year.

- Development Center Programs aimed at detecting and identifying talent within the company. In 2009, 162 staff members took part.

- Continuation of the technical skills and individual training path program, enabling technical talent to be managed in a standardized and effective way, based around a platform of common knowledge shared by all the employees. Throughout 2009 1,330 professionals from Repsol YPF were involved.

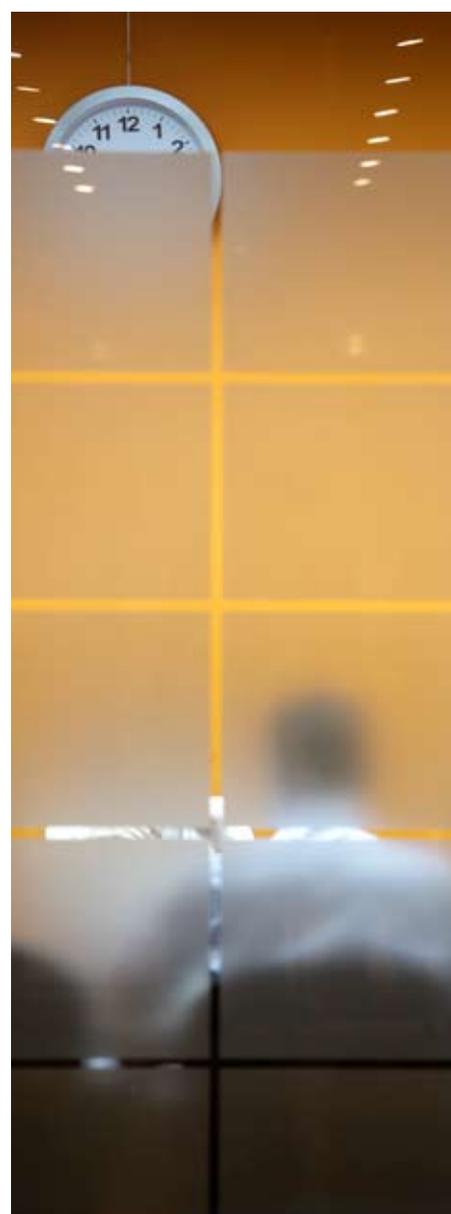
## Training and knowledge

### Training

We see training as any learning process that makes a person better able to carry out his/her job and raises his/her potential to hold work posts involving higher responsibility, as defined in the Company’s Training Policy.

### Knowledge management

Repsol YPF is undergoing changes to adapt itself to the needs of a competitive





**AVERAGE HOURS TRAINING PER YEAR PER EMPLOYEE**

	Total no.people	Total hours training	Average hours/year
Executive staff	309	8,414	27
Technical managers	2,235	75,330	34
Technicians	14,542	695,687	48
Administrative staff	1,576	23,085	15
Operatives and junior staff	14,972	216,809	14
<b>TOTAL</b>	<b>33,633</b>	<b>1,019,326</b>	<b>30</b>

market that calls for constant innovation. We are making knowledge management an inherent part of the daily activities of our professionals at Repsol YPF, of their business processes and appraisal systems. All the staff at Repsol YPF will form part of a permanent knowledge exchange system, which will aim to generate innovative capacities by merging a range of areas of knowledge and approaches. This will create an environment that fosters creativity

and lifelong learning, generating value through the rapid development of ideas and innovation. Informal cooperative knowledge networks, interactive platforms and shared training programmes are being put in place to support this strategy and as an inherent part of the knowledge management tools themselves.

The company also applies the narrative technique (using audiovisual media) to compile and transmit professional experiences felt to be useful to others.

Practically everyone working at Repsol YPF has access to the corporate intranet. Of these, around 64% are knowledge management tool users, such as stakeholders or communities of practice.

## The Moebius Project: Innovation associated with knowledge management

From the knowledge management perspective, Repsol YPF believes the new open innovation model is an ideal way of channeling the individual contributions of all its employees and harnessing all their intellectual potential. The Moebius project involves transferring the existing knowledge stored on databases, the intranet, documentary systems and in other places into more easily-accessible formats; as well as the knowledge of our staff in the form of formal, voluntary and authorship skills; and in the business processes in all units.

## The Atenea Programme

The Atenea Programme was created to back up implementation of the Strategic Plan for 2008- 2012. Its main aim is to ensure that the people working at Repsol YPF are effectively aligned with the strategy defined and to provide greater understanding of the company's strategic businesses by developing a global view of the entire value chain of an integrated oil company through greater insight into the global portfolio and into how each business contributes to the objectives, understanding of the impact of external factors on decisions and the impact of each business on other links in the chain, together with the understanding of the sector challenges facing business managers.

The company built this program into its development plan for executive



and managerial staff in 2009. It took on fundamental importance within the Strategic Plan and all employees became actively involved in implementing it.

In 2009, the programme was run 19 times, with 492 Repsol YPF staff members taking part, who gave it an average rating of "excellent".



## Diversity, equal opportunities and balance

The diversity and balance programme involves a high impact culture shift in Repsol YPF. Its aim is to promote equal opportunities and foster balance between employees' personal and professional lives, to ensure the company is competitive and to make it more attractive and sustainable for present and future generations.

The program is broken down into various projects, each one developed by a leader and a multidisciplinary team, which is responsible for coming up with the plans, developing them and assessing their impact, with the backing of the Diversity and Balance Committee.

This committee decided in 2009 to continue developing the existing program for teleworking and for hiring disabled staff and to work to ensure these programs were applied in every country after being adapted to suit local requirements. Meanwhile, new projects were also launched relating to the working day, time management and adaptation of facilities.

The impact of the improvements made since the program started in 2007 are

reflected in the latest work climate survey, in which employees have rated the efforts made by the company and its commitment to the Diversity and Balance Program very positively.

### Equal opportunities

Repsol YPF is working to ensure that its policies and practices, including those on promotion, remuneration, performance and potential assessment, as well as training, respect the principle of equal opportunities for all employees, regardless of their ethnic origin, gender or age. These policies are monitored to ensure they are being effectively implemented and the results for each period are analyzed. Any discrepancies are reported so corrective measures can be put in place.

EXECUTIVE STAFF AT REPSOL YPF  
BY NATIONALITY

	2008	2009
<b>Nacionality</b>		
Spain	198	201
Argentina	77	85
Germany	0	1
Belgium	1	1
Bolivia	3	0
Brazil	2	2
Colombia	1	1
Ecuador	1	1
USA	4	4
Egypt	0	1
France	1	1
Great Britain	3	2
Indonesia	1	0
Italy	4	4
Mexico	1	1
Peru	2	2
Portugal	1	1
Venezuela	3	1
<b>Overall Total</b>	<b>303</b>	<b>309</b>
<b>Total women</b>	<b>30</b>	<b>33</b>
<b>% of women in executive posts</b>	<b>10%</b>	<b>11%</b>

The results show a steadily increasing number of women in higher level positions, although their numbers are far from being on a par with those of men. Over the past two years there has been a 25% rise in the number of women in executive positions, and they now account for 11% of all executive staff in the company. The trend in the percentage of female technical managers reflects the results of the policy applied in recent years, which has seen their numbers go from 16.8% in 2008 to 17.3% in 2009.

Meanwhile, the people selection and integration channels encourage the hiring of people in settings where they have traditionally been underrepresented. Thus, the percentage of women in operative or junior posts has risen from 25.8% to 26.7%.

Although women account for 26% of the workforce in the company as a whole, they are very unevenly distributed according to age, with their numbers increasing naturally from year to year. Currently, 34% of employees under the age of 40 are women, and 46% of new entrants in 2009 were women.

From another perspective, the table showing female / male base salary remuneration shows a trend towards equal remuneration in countries and among groups with representative data. In cases where the numbers of women are much lower (below 10% or less than 10 people), the data cannot be considered representative, usually due to women having a shorter length of service in the post than men.

A similar effect can be seen among men in administrative staff posts in Trinidad and Tobago and Portugal.

### Integration of people with disabilities

We work to recruit people with different capabilities because we believe they can make contributions that will enrich Repsol YPF, and provide the company with added value.

Some of the most important actions undertaken in 2009 include the following:

- Our collaboration with the ONCE Foundation (Spanish National Organization for the Blind)

## We signed the Diversity Foundation Charter (Spain)

As a signatory to the Diversity Charter, Repsol YPF publicly commits itself to:

- Promote the fundamental principles of equality.
- Encourage respect for the rights of all people in the labor market and society to be hired, regardless of the diversity of their individual profiles;

- Recognize the organizational benefits of embracing cultural, demographic and social diversity.
- Implement specific practices to encourage a working environment free from prejudice as regards employment, training and promotion.
- Promote programs to prevent discrimination against disadvantaged groups.

## The Women's Institute's Óptima Programme

As a company we promote equal opportunities between men and women through the Óptima Program, organized by the Women's Institute, which is part of the Spanish Ministry of Work and Social Affairs.

### WOMEN'S BASE SALARIES COMPARED WITH THOSE OF MEN

	Executive Staff	Technical Managers	Technicians	Administrative Staff	Operatives and Junior Staff
Spain	81%	88%	90%	93%	97%
Argentina	94%	90%	95%	99%	78%
Bolivia	–	64%	87%	–	–
Brazil	–	50%	95%	–	–
Ecuador	–	23%	74%	–	–
Peru	–	31%	92%	95%	–
Portugal	–	94%	92%	156%	99%
Trinidad and Tobago	–	40%	73%	158%	–
Venezuela	–	46%	88%	–	–

The figures shown in orange refer to places where there are fewer than 10 men or women, or they account for less than 10% of total staff.

### EMPLOYEE BY AGE AND GENDER

	Women	Men	Total	% Women
Under 20 years of age	85	129	214	40%
Between 21 and 30 years of age	2,804	4,679	7,483	37%
Between 31 and 40 years of age	3,457	7,760	11,217	31%
Between 41 and 50 years of age	1,556	6,172	7,728	20%
Between 51 and 60 years of age	835	5,672	6,507	13%
Over 60 years of age	32	452	484	7%

was renewed for the 2009-2012 period through the Inserta Program, whereby Repsol YPF pledges to encourage its suppliers to comply with the Law on the Social Integration of the Disabled (LISMI in its Spanish acronym).

- Promoting, furthering and developing policies with the managers of the branded service stations network for hiring people with different abilities, by holding awareness-raising activities and occupational training courses for service station attendants to enable them to subsequently be hired and the project monitored.
- Production and publication of the book entitled "Estaciones de servicio accesibles para todas las personas" ("Service stations accessible to all").
- Review of the AENOR 170001-2 certification: Universal accessibility, with audits carried out at two service stations in Spain.

After the success of the project in Spain, efforts have focused on extending the policy to all of the countries where Repsol YPF operates. At 31 December 2009, the company had a

total of 544 employees with different abilities, 357 employees in Spain who had been hired directly, plus 47 by alternative means, accounting for 2.21%(2) of the workforce, based on legally-accepted calculations; 108 in Argentina, 14 in Ecuador, 10 in Peru and eight in Portugal. Initiatives have also been launched in Brazil, the United States and Venezuela to incorporate people with different abilities into the workforce.

### Reconciliation between private and working lives

Repsol YPF is a company that values and encourages its employees being able to reconcile their personal and professional lives.

When they were asked about this issue, employees highlighted a strong link between reconciliation and flexibility. Therefore, Repsol YPF's initial endeavors have focused on providing greater 90 flexibility, both in terms of time and space, encouraging the transition from a culture of onsite work to a culture of efficiency.

In 2009, it bolstered these actions by adding measures to promote balance in its management style, encouraging managers to lead by example and be drivers of change.

In addition to increasing flexibility, the company has undertaken actions to expand and enhance similar measures in different countries, adapting them to the local social and legislative environment in order to provide employees with a range of options encouraging reconciliation,

both on a daily basis and in special situations, incorporating the desired flexibility.

(2) Calculation according to legal requirements.

### INDIVIDUALS WHO WORK REMOTELY AT REPSOL YPF

	2008	2009
<b>Country</b>		
Spain	90	362
Argentina	40	140
Portugal	–	14
<b>TOTAL</b>	<b>130</b>	<b>516</b>

## White Paper on the Employment of People with Different Capabilities

In 2009, Repsol YPF published its Libro blanco de la contratación de personas con Capacidades Diferentes. De las palabras a los hechos ("White Paper on the Employment of People with Different Capabilities. From Words to Deeds"). It is the first document of its kind to have been published by a European firm, and it falls squarely within the framework of Repsol's values and social commitment.

The White Paper describes Repsol YPF's experience in recruiting disabled people. It includes best practices introduced over the years, with the aim of being able to spread these further, and also identifies areas for improvement to be worked on over the coming year in order to make adjustments as part of a continuous improvement process.

## Teleworking at Repsol YPF

Teleworking is one of the reconciliation measures that the company is committed to, and it sees this as a means of promoting the culture of efficiency and responsibility in achieving objectives.

The measure may be requested by employees meeting certain requirements, irrespective of their professional category. There are some limitations, however, regarding certain posts which require employees to be physically present.

The success of this program is based on the trust between the teleworker and his/her manager, and on work being properly planned and teams properly coordinated. Other key factors include the setting of weekly time limits for teleworking to avoid isolation and provision of the technical equipment to ensure staff can carry out their remote work properly.

Following the positive results achieved in the 2008 pilot test, the teleworking program was rolled out in several phases in 2009, covering 362 employees in Spain, 140 in Argentina and 14 in Portugal

by 31 December 2009. The group of teleworkers in Spain comprised 34% men and 66% women from virtually all areas of the company and professional groups: 30% governed by a collective bargaining agreement, 69% outside such an agreement and 1% executive staff. Of these employees, 48% were aged between 35 and 44, and the most common options chosen were one or two days per week.

According to surveys carried out among managers and teleworkers, productivity was maintained or increased in 100% of the cases and 93% of managers held a positive or highly positive view of teleworking. The teleworkers gave the program a score of 9 points out of 10, saying its main advantages were the time saved on commuting and higher motivation through their appreciation of Repsol YPF's efforts to support them.

## Health and safety

Over 2009 we continued developing our standardized regulations on occupational health and safety for the entire Repsol YPF Group.

These actions included finalization of the “Vigilancia de la Salud Individual”

(Individual Health Monitoring) procedure and production of a guide to regular health monitoring in the Repsol YPF Group, containing 17 protocols for action.

The Health and Safety Committee approved guidelines for action against the Swine Flu pandemic, supplemented by an information campaign aimed at all employees, and preventive and hygiene measures were implemented in work centers.

This year also saw the commencement of an internal audit program to assess the degree of compliance with internal

health and safety regulations, which has so far produced positive results in terms of Repsol YPF employees’ degree of knowledge and compliance with these regulations.

In 2009, the rate of absenteeism due to common illness among employees governed by a collective bargaining agreement in Spain stood at 3.16%, down from the 4.03% reported in 2008.

There are no comparable figures on absenteeism in other countries due to the disparity in reporting criteria. This situation will be addressed in 2010.



### 2009 Awards

- Repsol YPF was awarded the Empresa y Sociedad Foundation prize for actively working on recruiting people with different capabilities.
- Repsol YPF was acknowledged as the best company to work for in the MercoPersonas survey
- Repsol YPF’s corporate culture was recognized by the Top Employer monitor.
- YPF was the first company in Argentina to offer a teleworking system and to incorporate this into its collective bargaining agreement. It received the Mention of Honor in the “Towards family responsibility in companies” prize awarded by the Proyecto Padres Foundation and the Reconciliation and Company Centre of the IAE (Austral

University) for this measure, which it implemented in partnership with the Ministry of Labor, Employment and Social Security.

- Repsol YPF was awarded the “Laurel” prize for the employment of disabled people by the Federation of Organizations Working for People with Intellectual Disabilities and Cerebral Palsy (FEAPS).
- Repsol YPF received the Corporate Social Responsibility certificate for “Equality in the Company” from the Association for the Self-Regulation of Commercial Communication.

## Objectives 2010

To make further progress in detailing the indicators reported at country level and adapting these to those reported in Spain, including absenteeism by country. To adopt benchmark indicators from the management model for companies that act responsibly towards their employees in family matters.

To promote the integration of disabled people in the other countries where the company is present.

To extend the measures and actions associated with reconciliation of private and professional lives to the other countries where Repsol is present.

To enhance employee care channels and set up a formal system for processing suggestions and complaints.

