

2025 Equality Plan

26/07/2024

People & Spaces Team



Measures and practices implemented

Galp has been incorporating a number of actions into its management strategy that contribute to achieve Gender Equality in the different areas in the company.

Within the scope of reporting in accordance with the requirements of the Directive on corporate sustainability reporting (CSRD) and the Global Reporting Initiative (GRI) framework, regarding Gender Equality indicators:

Gaps	Indicators ¹	2020	2021	2022	2023
Increase the % of women in Management positions	Women at Galp (% of total employees)	43	44	45	45
	Women in senior management positions (%)	25	25	28	29
	Women in middle management positions/others (%)	35	37	39	38
	Women in management positions (%)	32	33	35	35
	Women in revenue-generating management positions (%)	32	33	34	10*
Reduce the gender pay gap, achieving a ratio between average annual salaries of W/M of 1	W/M base salary ratio (Executive staff)	0.91	0.87	0.98	0.93
	W/M base salary ratio (Management)	0.89	0.89	0.90	0.97
	W/M total remuneration ratio (Management)	0.93	0.89	0.91	0.98
	W/M base salary ratio (Expert groups and other employees)	0.86	0.90	0.89	0.89

*the decrease compared to previous years is due to the fact that the leadership criteria were revised, which had an impact on the indicator. However, according to the Leadership Dashboard, the percentage is 34 and includes all women in management positions in the business (excluding board of directors and corporate).

¹ verified by an external organisation

- **Contribute to a fair and objective selection and recruitment process between men and women, and overcome structural barriers to equality:**
 - Implementation of a training plan on Inclusive Recruitment for the People & Spaces team and leaders to strengthen unbiased selection and recruitment practices, planned for 2025;
 - Indication of a target of 50% of candidates of both genders on the longlist for external recruitment partners, or external selections. Between 1st January and 30th July 2024, 41% of new hires were women;
 - The same requirement, pertaining to equal gender representation, was met in Galp's 2024/2025 Trainee Programme, with 58% women recruited. We're keeping the trend above 50%.

- Equal gender representation was respected in the Summer Break Galp programme, Galp's first summer internship programme launched in 2023, with 59% of recruits being women, 12% of whom were integrated into the Generation Galp Trainee programme.
- Equal gender representation was respected in the 2024 Ready Set Galp programme, with 59% of recruits being women.
- **Promote a culture of equality between women and men and encourage practices aligned with this culture through initial and ongoing training:**
 - Internal mentoring programme (for women in senior management positions, mentoring provided by members of the Executive Committee);
 - External mentoring programme - "PWN" partnership, awarding 25 licenses to women with outstanding performance in terms of personal development, potential and retention;
 - Participation in external leadership programmes: "Promova" and "Women on Board";
 - LinkedIn Learning & Coursera - Content curation to promote gender parity;
 - Creation of a practical community in 2024 - the Woman@Galp Community - to raise awareness to gender equality issues.
- **Foster a culture of parental protection and support:**
 - Adjustment of platforms/systems in accordance with the Labour Code, as part of the Decent Work Agenda and with an impact on subsequent years;
 - Communication on tax changes with a significant impact on the employees' withholding tax;
 - Provision of access to the Clarify platform for all the group companies in Portugal - equal access/information requests;
 - Provision of materials/guidelines on how to act/rights in the event of parenthood and student-worker status.

- **Promote employees' work-life balance:**

- Maintaining the possibility of temporarily replacing employees on parental leave;
- Implementation of the Mothers' Room (ALLO Building, Sines Refinery, Matosinhos Logistics Park and Spain Office);
- Publicising the Golden Rules for Mental and Physical Health, regardless of gender;
- Implementation of 25 vacation days for all employees.

- **Ensure the principle of equal pay for equal work or work of equal value:**

- Information made available on Power BI throughout the ASR process, where managers could follow the evolution of the pay-gap as they proposed adjustments, thus ensuring that if the progress was not in line with the existing rule, the manager had to automatically revise the proposals in order to fulfil the defined objective;
- Monitoring conditions of admission to ensure that they are not influenced by gender;
- Analysing and monitoring of metrics (in line with the ACT and Bloomberg Gender Equality Index) that assess the gender pay-gap.

- **Encourage a balanced participation between women and men in decision-making positions:**

- Creation and provision of a dashboard on Galp's leadership roles. Having access to up-to-date information allows us to analyse and proactively anticipate initiatives that promote and encourage balance, diversity and inclusion of the various equalities we seek to sustain. This dashboard offers the following analyses: For Galp and For each BU/Area; Number of leaders; Number of leaders by gender; Number of leaders by gender and level; Number of leaders by geography; Nationality of leaders; Age pyramid of the leaders; Seniority of leaders; Management amplitude of leaders; Number of leaders by BU; Leadership Index; Wellbeing Index.
- Creation and dissemination of Galp's leadership principles, in which matters of equity, inclusion, meritocracy, psychological safety, among others, play a leading role, and which all of Galp's leaders must know and adopt.

Galp is currently showing a 10.5% increase compared to the previous mandate: 26.3% versus 36.8% of women on the Board of Directors.

Measures to be implemented in 2025:

Dimension: Company Strategy, Mission and Values					
Objectives	Measures	Teams Responsible	Budget	Indicators	Target
Ensuring the Equality Plan is implemented, as well as its monitoring, follow-up and sustainability	Set and monitor measurable strategic objectives for promoting equality between women and men	People Department	No specific costs involved	Increase the % of women in Management positions (W:M - 50:50) Women at Galp (% of total employees) Women in top management positions (Executive/Top Management) (%) Women in Middle/General Management (%) Women in senior management (First Line Management/Supervisor) (%) Women in management positions (%) Women in revenue-generating management positions (%) Reduce the gender pay gap by achieving a W/M average annual salary ratio of 1 W/M basic salary ratio (executive level) W/M basic salary ratio (management level) Total remuneration ratio W/M (management level) W/M basic salary ratio (non-management level) Total turnover rate (monitor and promote gender-balanced talent retention) differential rate < 1 p.p. between M and W	Measurable strategic objectives set to promote equality between women and men
	Continuing to work on and monitor the breakdown of all data by gender in all of the company's management tools, namely in diagnoses and reports	People, Safety and Sustainability Team	No specific costs involved	Indicator Dashboard : - People - QSE - Health - Sustainability	Inclusion and monitoring of data broken down by gender in the main management tools, and publication on the Company Intranet
Dedicated DEI structure	Creation of a structure exclusively focused on DEI, with the initial aim of establishing a DEI policy, with a group centred around the Gender Equality Plan	People Department	It does not involve specific costs, but it can cause a shift in resources within the area	Structure created: Monitoring indicators referring to: - Gender Balance - % of Women in Leadership Positions - % of People with Disabilities at Galp - % of people <29 years old at Galp - % of Volunteers at Galp	the established action plan will continue in 2024
OpenTalk follow-up actions to anticipate the mitigation plan	Support OpenTalk actions and set specific indicators to report to the Organisation	OpenTalk Team + People Team	The costs will vary if the mitigation actions extend to development and training. Within the training and development budget	% of complaints investigated; % of confirmed complaints; % of mitigation actions.	Dashboard created with monitoring indicators
Encouraging work partnerships with women-led businesses	Encourage work partnerships with companies led by women (women entrepreneurs), intensifying demand in procurement processes and service contracts	The Whole Organisation	No specific costs involved	Establish an initial procedure across the company. Establish a monitoring tool in later stages.	Initially, cultural change in business from a gender perspective
Ensuring respect for the principle of equality between women and men and non-discrimination in external relations	Create and implement procedures for checking that counterparties/suppliers respect the principle of equality between women and men and non-discrimination	Procurement	No specific costs involved	Procedure created and implemented % of partners involved	Procedure created and implemented

Dimension: Equal Access to Employment					
Objectives	Measures	Teams Responsible	Budget	Indicators	Target
Thwarting structural barriers to equality between women and men	Formalise, through contracts with external recruiters and the Galp team, the assurance of equality in the presentation of candidates, and maintain positive discrimination for under-represented positions	People Department	No specific costs involved	Number of contracts with partner organisations updated for gender clauses and inclusive recruitment training for HR professionals and managers	50% of contracts 100% of the recruitment team trained in Inclusive Recruitment by 2024 Gradual Training of managers in Inclusive Recruitment by 2024 (25% of the target population)

Dimension: Initial and Continuous Training					
Objectives	Measures	Teams Responsible	Budget	Indicators	Target
Promoting a culture of equality between women and men in the workplace, and embracing management practices that are aligned with this culture	Creation of a practical community in 2024 - the Woman@Galp Community - to raise awareness to gender equality issues.	People Department & Internal Communication	Costs included in the Transversal Development Plan	No. of women participants; NPS; Participation rate.	For the identified group, management and implementation of training and development actions
	Include a specific module in the Middle Managers Programme to strengthen this commitment	People Team - Leadership Team	Costs included in the budget for the Leadership Programme	No. of people included/trained No. of actions implemented	For the identified group, management and implementation of training and development actions
Bias and People Relations	Comprehensive training on violence, harassment and sexual exploitation	People Department	Costs included in the Transversal Development Plan	No. of people included/trained	Training module in the annual training plan
	Continue to carry out actions that stress the deconstruction of prejudices about personal relationships (gender, race, age) - through lectures on Diversity	People Department	Costs Included in the Transversal Development Plan	No. of people included/trained No. of actions implemented	Implementation of transversal actions such as: - Onboarding - Women & Galp - Movement & others

Dimension: Equal Working Conditions					
Objectives	Measures	Teams Responsible	Budget	Indicators	Target
Encourage a balance between women and men in decision-making positions	Analyse gender representation by BU. This will ensure that specific commitments and action plans for recruitment, succession and mobility are in line with the overall gender objective, with targets by leader and area for 2024/2025, and control mechanisms to achieve them	People Team with BU Business Partners	No specific costs involved	% of women per Business Unit Establishing objectives by Unit Communication to each strategic developer Signing of commitments until 2030 Establishing variables that will condition the objectives. Creation of an implementation monitoring tool	Established action plan for 2024
	Creation and provision of a dashboard on Galp's leadership roles. Having access to up-to-date information allows us to analyse and proactively anticipate initiatives that promote and encourage balance, diversity and inclusion of the various equalities we seek to sustain.	People Department	No specific costs involved	This dashboard provides the following analyses: o For Galp and For each BU/Area □ Number of leaders; □ Number of leaders by gender; □ Number of leaders by gender and level; □ Number of leaders by geography; □ Nationality of leaders; □ Age pyramid of the leaders; □ Seniority of leaders; □ Management amplitude of leaders; □ Number of leaders by BU; □ Leadership Index; □ Wellbeing Index.	Streamlining and maintenance of the internal procedures created and implemented
	Creation and dissemination of Galp's leadership principles, in which matters of equity, inclusion, meritocracy, psychological safety, among others, play a leading role, and which all of Galp's leaders must know and adopt.	People Department	Costs included in the budget for the Leadership Programme	Publicising on the intranet, by e-mail and via digital programme	Publicising on the intranet, by e-mail
Ensure a fair and objective performance review process for women and men	Ensure that the performance review model implemented is free from any discrimination based on gender and that it does not penalise female employees for exercising family responsibilities	People Department	No specific costs involved	Measures implemented	Diagnostic report and corrective measures implemented (if necessary)
	Maintain the disclosure of the performance model by email, on the intranet, via digital programmes and the Employee Relations Centre	People Team + Marketing and Communications Department	No specific costs involved	Disclosure on the intranet, by email and via digital programme No. of people reached	Disclosure on the intranet, by email, via digital programmes and the Employee Relations Centre

Dimension: Equal Pay					
Objectives	Measures	Teams Responsible	Budget	Indicators	Target
Ensure the principle of equal pay for equal work, or work of equal value	Continue to monitor the base and supplementary pay of women and men, to ensure that there are no disparities or, if there are, that they are justified and free of gender discrimination	People Department	No specific costs involved	Implementation of monitoring procedures	Streamlining and maintenance of internally created and implemented procedures
	Continue to work on performance indicators and pay progression, to further reduce the pay gap between men and women towards equality	People Department	No specific costs involved	Decrease in the % difference between the salaries of both genders	Streamlining and maintenance of internally created and implemented procedures

Dimension: Protection of Parental Rights					
Objectives	Measures	Teams Responsible	Budget	Indicators	Target
Fostering a culture of parenthood by organising and promoting the company's tools for providing this support	Design an action plan for situations of return from maternity, paternity and care provision leave	People Team - Health	Costs of implementing proposals that go beyond the law	Establishing and implementing a Parenthood Policy Number of people covered by the benefits of the new policy	Implementation of the first action of the Policy released in 2024, continuous streamlining of the measures planned for 2025.

Dimension: Work-life Balance					
Objectives	Measures	Teams Responsible	Budget	Indicators	Target
Promoting work-life balance for employees	Creation and implementation of an internal procedure to ensure that, in case of an unfavourable opinion issued by the CITE on the intent to refuse a request for flexible working hours or part-time work, the company respects this opinion, allowing the employee to work the hours or schedule requested.	Legal	No specific costs involved	Procedure implemented	Procedure created and implemented
	Continued commitment and work on the Flexible Benefits Programme, so that employees and their families can enjoy a range of social benefits according to their preferences. These benefits include the Childcare Ticket, Vocational Training, Technology Acquisition, among others	People Team - Rewards and Benefits	Costs included in the Transversal Flexible Benefits Plan, but with specific allocation for differentiated actions	Number of Differentiated Offers.	Extend flexible benefits proposals
	Implementation of the Mothers' Room (Towers Medical Centre, Sines Refinery, Matosinhos Logistics Park and Spain Office)	People Team - Health	Costs included in the Transversal Wellbeing Plan, but with specific allocation for differentiated actions	Procedure implemented	Extend the breastfeeding room to the ALLO office
	Publicising the Golden Rules for Mental Health, regardless of gender;	People Team - Health	Costs included in the Transversal Wellbeing Plan, but with specific allocation for differentiated actions	Implementation of the rules, Disclosure on the intranet, by email and via digital programme	Established action plan for 2024
	Implementation of 25 vacation days for all employees.	People Department	Costs Included in the Transversal Rewards Plan	Procedure implemented	Action Plan created and implemented on 1 Jan 2023.
	Adapt a section of the Wellbeing Plan for gender-differentiated actions	People Team - Health	Costs included in the Transversal Wellbeing Plan, but with specific allocation for differentiated actions	Gender-differentiated actions	Action Plan created and implemented

ASSESSMENT AND MONITORING OF THE PLAN

Galp's People Team will follow up and monitor the implementation of the plan, ensuring that the decided measures are being implemented, and that the objectives are being achieved. They must present the results for internal or external processes and reports, as requested, and to all Galp governing bodies, where relevant.