

# Equality Plan 2026

07/10/2025

People & Spaces Team



## Measures and practices implemented

Galp has been incorporating actions into its management strategy that are likely to contribute in achieving Gender Equality within the different areas of the company.

Within the scope of the report for the Corporate Sustainability Reporting Directive (CSRD) and the framework of the Global Reporting Initiative (GRI), regarding Gender Equality indicators:

Gaps	Indicators <sup>1</sup>	2020	2021	2022	2023	2024
Increase the % of women in Management positions	Women at Galp (% of total employees)	43	44	45	45	46
	Women in senior management positions (%)	25	25	28	29	30
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	0.94
	W/M base salary ratio (Management)	0.89	0.89	0.90	0.97	0.98
	W/M total remuneration ratio (Management)	0.93	0.89	0.91	0.98	0.98
	W/M base salary ratio (Expert groups and other employees)	0.86	0.90	0.89	0.89	0.87

<sup>1</sup> 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:**
  - Development and implementation of a training plan on Inclusive Recruitment for the People & Spaces team and People Business Partners to strengthen unbiased selection and recruitment practices.
  - Indication of the objective of 50 per cent external recruitment of both genders by 2025. Between 1 January and 30 July 2025, 47% of new hires were women, an increase of 6% on the previous year.
  - Indication to external recruitment partners, or external selections, of the objective of including 50 per cent of candidates of both genders in the *longlists* submitted.
  - The same requirement, pertaining to equal gender representation, was met in Galp's 2024/2025 Trainee Programme, with 46% women recruited.

- Indication of the objective of 50 per cent recruitment of women in leadership positions by 2025. Between 1<sup>st</sup> January and 30<sup>th</sup> July 2025, 50% of new hires in leadership positions were women.
  - Equal gender representation was respected in the Summer Break Galp programme, Galp's first summer internship programme launched in 2023, with 54% of recruits being women.
  - Representation of women in the 2025 Ready Set Galp programme, with 69% of women recruited - representing a 10% increase on the previous year.
- **Promote a culture of equality between women and men and encourage practices aligned with this culture through initial and ongoing training:**
    - External mentoring programme - "PWN" partnership, awarding 25 licenses to women with outstanding performance in terms of high potential, personal development and retention;
    - LinkedIn Learning & Coursera - Materialisation of the learning strategy by democratising access to reference educational content, across the organisation, regardless of location, time or function. On these platforms there is specific content on unconscious bias, inclusive leadership, gender equity, diversity in organisational culture, and this content can be recommended internally to specific segments;
    - Continuation of the community created in 2024 - the Woman@Galp Community - to raise awareness to gender equality issues. In addition, there were moments of networking aimed at creating an exclusive space for sharing and dialogue between our community and Galp's leadership (Co-CEO and Chairman of the Board of Directors), promoting the exchange of ideas and experiences in a close and inspiring environment.
    - Inclusion of transversal actions in the annual training plan to raise awareness of IED topics - unconscious bias module as recommended in the onboarding programme for new employees and in the plan for all employees.
  - **Foster a culture of parental protection and support:**
    - Adjustment of platforms/systems in accordance with the Labour Code, such as: creation of pop-up messages and "types of absence" on the employee portal (e.g. absence due to endometriosis, among others) - revealing the continued concern for the health of Galp employees, regardless of gender.

- Communication on tax changes with a significant impact on the employees' withholding tax;
- 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;
- Making the Mothers' Room available to employees (ALLO Building, Sines Refinery, Matosinhos Logistics Park and Spain Office);
- Publicising the Golden Rules for Mental and Physical Health, regardless of gender;
- Implementation of a gym with access to yoga and pilates classes, among other initiatives.
- Access to medical and dental appointments at the workplace
- Implementation of Mindfulness rooms to disconnect in order to connect with the support of apps.

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

- Information made available throughout the Annual Salary Review process, where the chain of command could follow the evolution of the pay-gap as they propose adjustments, thus ensuring that if the progress was not in line with the existing rule, the manager has to revise the proposals in order to fulfil the defined objective;
- Monitoring conditions of admission to ensure that they are not influenced by gender;
- As part of Galp's ongoing path of modernisation, efficiency and transparency, the payslip has been revamped, containing an additional page with a graphic representation of the processing, allowing for a more complete view and easier, more intuitive reading.

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

- 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 provides the following analyses (for Galp and for each BU/Area in particular): 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.

- Inclusion of leadership principles in the competences and behaviours matrix, covering matters of equity, inclusion, meritocracy, psychological safety and others. This matrix is used in fundamental HR processes (e.g. performance appraisals, among others).
- Coverage through the training modules of the Middle Leadership programme of the importance of the leader's role in promoting matters relating to equality and psychological safety.

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 2026

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	<b>Increase the % of women in Management positions (W:M - 50:50)</b> 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 (%)  <b>Reduce the gender pay gap by achieving a W/M average annual salary ratio of 1</b> 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)  <b>Total turnover rate (monitor and promote gender-balanced talent retention)</b> 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	<b>Indicator Dashboard:</b> - 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	Continuity of the established action plan
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 2026

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	Continuation of a practical community created 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
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 - Movember & others

Dimension: Equal Working Conditions					
Objectives	Measures	Teams Responsible	Budget	Indicators	Target
<b>Encourage a balance between women and men in decision-making positions</b>	Use of a structured and multidimensional potential assessment process, with common and objective criteria. Based on recognised market instruments, to reduce the risk of bias.	People Team with BU Business Partners	No specific costs involved	% attrition (by gender) % of engaged employees % of internal mobilisations (by gender) % of promotions (by gender) Impact of training actions (post-training evaluation) % of critical positions filled internally (by gender) % of successors ready within pipelines (broken down by gender)	Follow-up and monitoring of indicators in 2026
	Provision and updating 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
	Inclusion of leadership principles in the competences and behaviours matrix. Implementation of the matrix in fundamental HR processes (e.g. performance appraisals, among others).	People Department	No specific costs involved	Publicising on the intranet, by e-mail and via digital programme	Publicising on the intranet, by e-mail
<b>Ensure a fair and objective performance review process for women and men</b>	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

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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.	Creation and implementation of an internal document summarising all the rights, guarantees and benefits of parenthood at Galp.	People Department: Rewards + Health + DEI	No specific costs involved	Document implemented	Document created and implemented

Dimension: Work-life Balance					
Objectives	Measures	Teams Responsible	Budget	Indicators	Target
Promoting work-life balance for employees	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
	Creation and implementation of internal regulations that formalise and guarantee all employees the right to disconnect at Galp.	People Team - Health	No specific costs involved	Regulation implemented	Regulation created and implemented
	Publicising Galp's existing psychology and mental health support, including Parenting Consultation (Online Medicine), regardless of gender.	People Team - Health	No specific costs involved	Dissemination on the intranet, as well as other effective ways of getting the message across	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.