



Human Capital Management Policy

This policy includes commitments in the area of human capital management aimed at attracting, developing and retaining talent, providing the company with the skills and competencies, company size and structure, processes, tools and management models necessary to roll out its strategy, as well as offering a value proposition to professionals. The commitments of this policy also contribute to the achievement of the Sustainable Development Goals.

Enagás adheres to the spirit and letter of the obligations and regulations of the various legal jurisdictions in which it operates, and to any others it has undertaken voluntarily.

This policy applies and is communicated to all employees and managers of all companies making up the Enagás Group, including any affiliates effectively controlled by it, within the limitations established in the regulations applicable. In the case of affiliates not effectively controlled by the Enagás Group, principles and directives that are consistent with those established in this policy will be proposed in their Board meetings.

In addition, the Company will also encourage the application of the principles of this Policy in respect to joint ventures and other equivalent associations or entities to the extent possible. When working with contractors, suppliers, and other entities collaborating with Enagás or acting on its behalf, Enagás will promote principles and commitments consistent with this policy, placing special emphasis on the supply chain.

Commitments

Enagás establishes the following commitments in the area of human capital management, in line with the framework of organisational, people and culture transformation:

- To guarantee an **adequate organisation**, in terms of structure and size, with the necessary resources and professionals to successfully face the demands of the environment and achieve strategic objectives.
- To strategically manage diverse and inclusive **talent**, thus creating a team of employees prepared to face current and future challenges:
 - To establish and develop the competencies and capabilities needed

by employees to achieve the strategic objectives.

- To foster a talent management strategy that places the employee at the centre, promotes self-development and self-learning, and ensures the commitment, engagement and development of key talent.
- To foster alignment with the values and leadership model, promoting a culture of self-development and continuous learning.
- To promote Diverse and Inclusive Talent ecosystems that foster different approaches to work and result in more complete and innovative solutions.
- To place employees at the centre of the management model and improve their experience throughout their life cycle, ensuring the commitment, engagement and development of Enagás' key talent.
- To establish a remuneration system aimed at attracting, developing and retaining professionals, guaranteeing the link with the mission, vision, values and corporate processes, as well as transparency and remuneration equality.
- To ensure an **agile, resilient and digital organisation** with greater capacity to adapt to strategic challenges, enabling the following:
 - To have a transversal and liquid structure, guided towards adding value and characterised by the adoption of agile values and new ways of working.
 - To promote process excellence, fostering a culture of continuous improvement and innovation to become more efficient and be more customer-focused.
 - To promote new ways of working that allow the company to work differently, providing employees with a culture and work frameworks, facing challenges in a more innovative way and promoting operational excellence, transversality, collaboration and continuous improvement.
 - To promote digitalisation, improving response time and data-driven decision making.
 - To foster a security culture to evolve towards a more resilient organisation that ensures business continuity.
- To provide **new spaces and intelligent ways of working** that allow for greater flexibility in today's hybrid context, leveraging the use of new technological tools.
 - To promote a culture of health that guarantees the physical and emotional well-being of professionals through well-being programmes and encouraging commitments associated with digital disconnection.
 - To boost the commitment of employees:
 - To offer stable and quality employment.
 - To comply with labour rights, with a special focus on the areas of diversity and inclusion, work-life balance and co-responsibility and equal opportunities.

- To update this policy on a regular basis to ensure it includes international best practices and recommendations, in keeping with the recommendations of the OECD Guidelines for Multinational Companies on Responsible Company Conduct.

Management Model

Enagás has established a management system based on the due-control principle and focusing on adherence to the commitments established in this policy, which may be summarised as follows:

- The responsibility of the Board of Directors for the direction, supervision and control of strategy, policies, risks, objectives and results in matters related to human capital management.
- The responsibility of the Sustainability and Appointments Committee, as well as the Remuneration Committee, constituted at Board level, for controlling and monitoring human capital management.
- Reflection of the company's commitments in its regulations, processes and controls that allow and facilitate their effective implementation.
- Compliance with the internal and external regulations applicable by company employees, and where applicable, by any third parties related to them.
- Continuous improvement of the human capital management model, taking into account internal and external evaluations.
- Training and information aimed at ensuring that company employees know and understand the regulations and commitments to enable them to carry out their tasks.
- The existence of compliance mechanisms and bodies such as the Ethical Compliance Committee, which reports to the Board's Audit and Compliance Committee and, among other tasks, is responsible for ensuring that the company's commitments set out in its code of ethics and policies are known, understood and adhered to.
- Transparency of information supplied both at an internal and external level, to guarantee its reliability and accuracy.
- The implementation of processes for the purposes of participation and consultation with employees and other stakeholders, in order to guarantee that their needs and expectations are known to the company and, where appropriate, added to its regulations.

**This policy was approved by the Enagás Board of Directors on
20/05/2024.**