



4.4 People

[GRI 103-1, GRI 103-2, GRI 103-3]

People management is a key area for the company, since, as reflected in the Enagás Human Capital Management Policy, attracting, developing and retaining talent enables the company to equip itself with the resources necessary for the

deployment of its strategy.

The key aspects that we address in our people management model are the structure and sizing of our organization (staff), the stability and

quality of employment, our professional development programmes and compliance with labour rights in the areas of diversity, conciliation and non-discrimination.

Milestones 2017

- ✓ Approval and publication of corporate directives concerning diversity.
- ✓ Implementation of individualised development plans.
- ✓ Implementation of mentoring/coaching programmes.
- ✓ Implementation of a professional development model in the technical sphere
- ✓ Renewal of our commitment to the Diversity Charter.
- ✓ Renewal of Equality Badge with the Ministry for Health, Social Services and Equality.
- ✓ Launch of the remote working (spatial flexibility) pilot project

Targets 2018

- ✓ Communication and implementation of the Flexible Remuneration programme
- ✓ Implementation of the spatial flexibility model (remote working) in all positions not under collective agreement compatible with this approach.
- ✓ Signing of the UN's Women's Empowerment Principles.
- ✓ Signing of a collaboration agreement with the Capacis Foundation for the development of training practices at the Enagás facilities for young people with disabilities.
- ✓ Bequal Recertification.
- ✓ Launch of the Corporate University project.

81

employees have taken part in talent identification programmes

65.14

training hours per employee (€ 1,081.2 investment per employee)

[GRI 404-1]

81%

of the workforce underwent a performance assessment^(*)

[GRI 404-3]

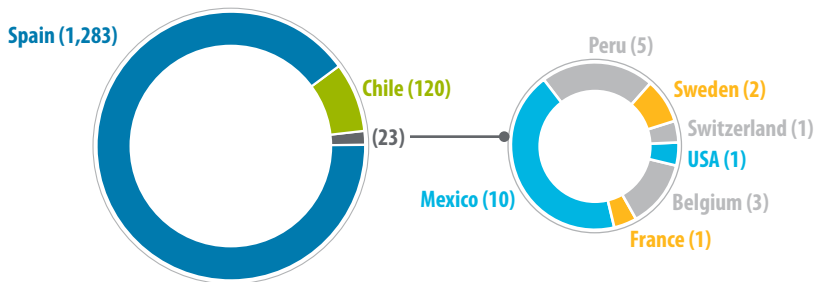
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Internal promotions (26.2% women)

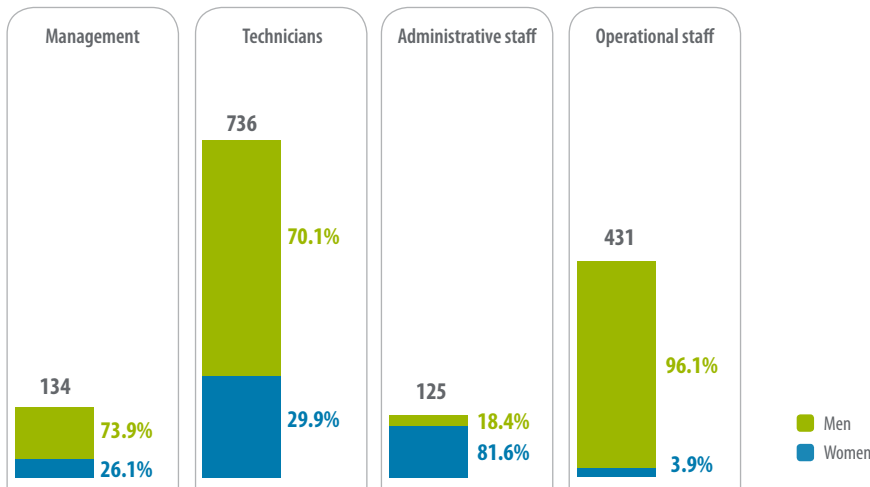
(*) Performance assessment linked to their career development and the increase in their fixed remuneration.

Our professionals

Number of employees by country [GRI 102-8]



Number of employees by professional category and gender [GRI 405-1]



Number of employees by age group and category [GRI 405-1]

	<=35 years		36-55 years		> 55 years		Total
	People	%	People	%	People	%	
Management	5	3.73%	108	80.60%	21	15.67%	134
Technicians	202	27.45%	436	59.24%	98	13.31%	736
Administrative staff	12	9.60%	75	60.00%	38	30.40%	125
Operational staff	107	24.83%	264	61.25%	60	13.92%	431
Total workforce	326	22.86%	883	61.92%	217	15.22%	1,426

In 2017, there were 72 new recruitments, 74% being people aged under 35 and 28% women. [GRI 401-1, GRI 102-10]

Stable, quality employment

Enagás maintains stable, quality employment levels with high percentages of permanent and full-time contracts.

■ Percentage of employees by type of contract, gender and country [GRI 102-8]

	Spain		Chile		Total	
	Women	Men	Women	Men	Women	Men
Full-time	92.11%	99.68%	100.00%	100.00%	92.51%	99.71%
Permanent contract	97.18%	98.42%	100.00%	100.00%	97.33%	98.57%

In addition, during 2017, 40 professionals recruited through temporary employment agencies worked at Enagás.

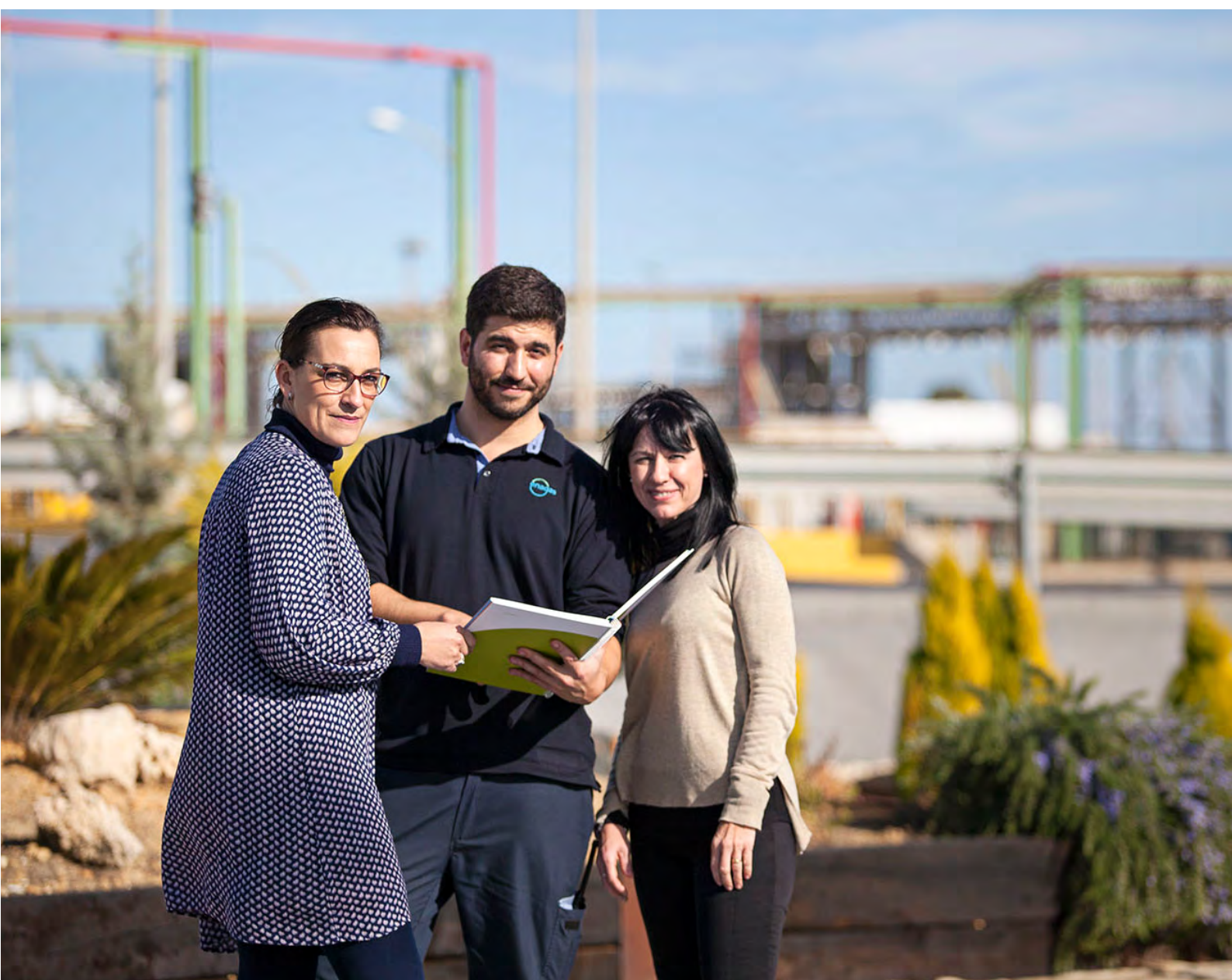
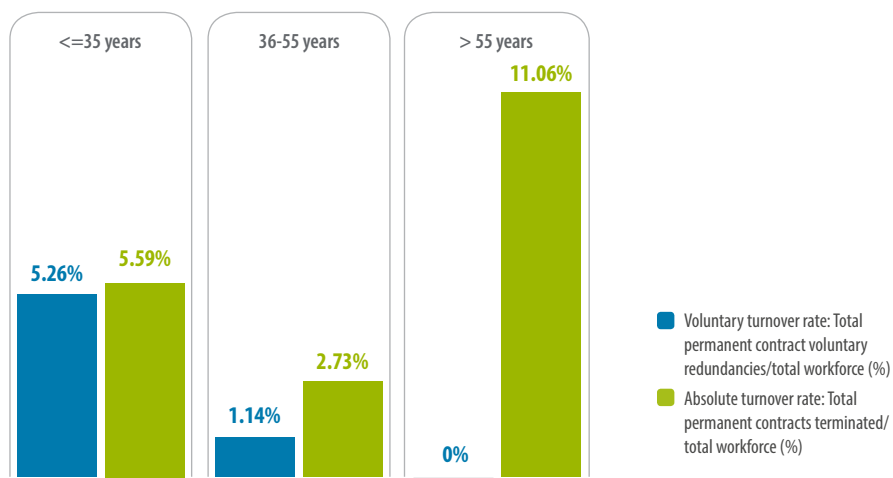
The commitments undertaken by Enagás in its Human Capital Management Policy, and the measures and actions

implemented, translate into high levels of satisfaction and motivation, as reflected by the low turnover rate, the results of the survey on workplace climate and the awards received by the company in this area.

■ Voluntary and absolute rotation rate by country and gender [GRI 401-1]

	Spain			Chile			Total		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Voluntary turnover rate: Total permanent contract voluntary redundancies/total workforce (%)	3.19%	0.75%	1.40%	5.26%	7.00%	6.72%	3.30%	1.35%	1.86%
Absolute turnover rate: Total permanent contracts terminated/total workforce (%)	5.80%	3.63%	4.21%	5.26%	10.00%	9.24%	5.77%	4.24%	4.64%

■ Rate of employee turnover by age group [GRI 401-1]



Knowledge of internal talent [GRI 404-3]

Evaluation of the performance and skills of our professionals means that we can know our internal talent and guide their training and professional development effectively.

Performance assessment allows the identification of strengths and areas of development of professionals regarding the performance of their work and on which the different development plans are developed. The competences and

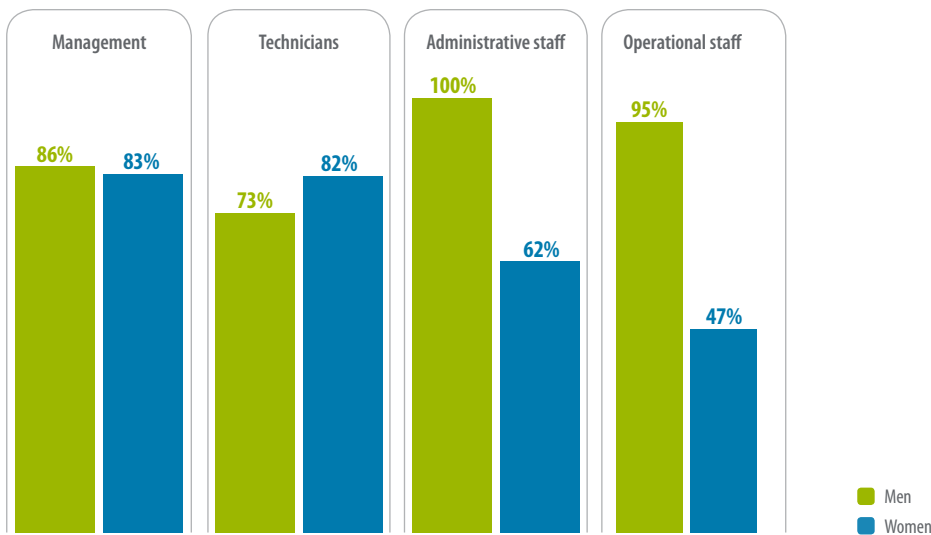
behaviours of professionals are evaluated annually, based on corporate values. The outcomes of these assessments are linked to their career development and the increase in their fixed remuneration.

The performance assessment process for senior positions includes 180° upward assessments. By using upward assessments, teams assess their superiors and, via the 180° assessment, the

Management Committee assesses a part of the management team.

Moreover, competencies are evaluated through Development Centre workshops, in which participants get feedback on the strengths and areas for development.

■ Percentage of employees who have received performance assessment by category and gender



Professional development programmes

The information obtained from the different evaluations of professionals is used to design customized development plans adapted to the needs identified.

On the one hand, development programs are promoted through on-the-job experience. With this in mind, internal rotation programmes are fostered so that new knowledge can be applied to real

situations, and participation in transversal projects or temporary assignments can also be taken advantage of.

On the other hand, mentoring and/or coaching programmes can also be used. In addition, professionals in the company have received training and are certified in coaching; they are therefore qualified to carry out internal coaching processes.

During the coming year, there will be work to strengthen existing mentoring and coaching programmes.

Lastly, an extensive programme of training actions is available on the corporate training portal and these are offered both face-to-face as well as via e-learning.

Training [GRI 404-2]

Enagás is committed to training its professionals from when they join the company and throughout their professional career.

Training begins with Enagás' Welcome Plan. This plan consists of a block of e-learning on topics such as the Code of Ethics, risks regarding criminal liability, and equality, etc. and is mandatory for all professionals. Face-to-face training on

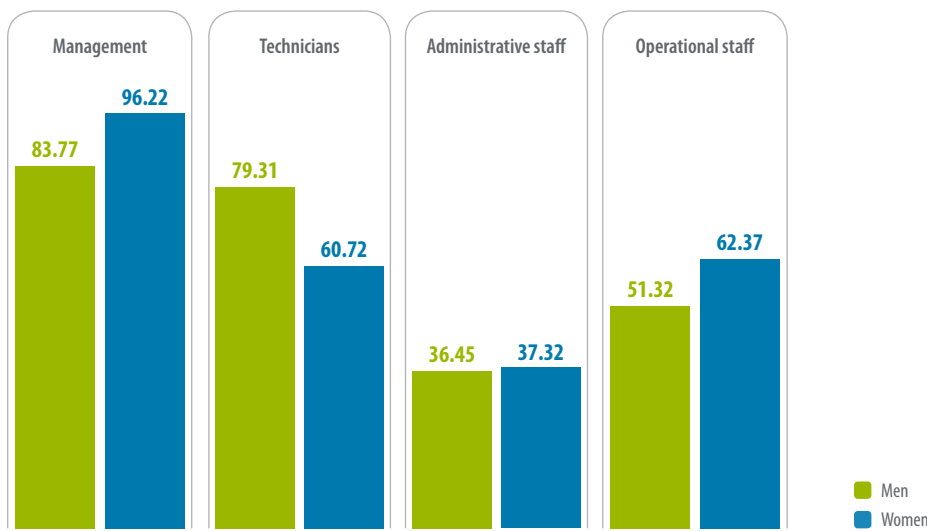
Enagás' value chain, given by company executives, offers a global vision of the company's business to its professionals.

In addition, and depending on the type of work carried out by the new employee, a training plan has been designed in areas related to operations, maintenance and administrative management.

The company's face-to-face training is offered at the Enagás Training School

where over 10% of the workforce participate as trainers in different programmes. This face-to-face training in the classroom and in the workplace is complemented by e-learning, mobile training, communities of practice, etc.

■ Hours' training received by employee, category and gender [GRI 404-1]



1,673
training courses given

■ The International School of LNG

The first "Safe Handling of LNG" course was attended by 14 delegates from various professional sectors related to LNG. The International LNG School has been created through an agreement between Enagás and the Spanish Maritime Safety Agency.

Diversity

The corporate directives on diversity and equal opportunities define the principles by which Enagás frames its actions in this area.

These principles include the integration of diversity in the main human resources processes such as access to employment, personal progress and professional development and promotion. It also reflects the company's commitment to the promotion of policies and measures to enhance work-life balance and the personal life of its professionals. In the same way, Enagás extends this commitment to all its stakeholders, paying special attention to suppliers and

contractors as indispensable partners in achieving the company's business objectives.

To achieve this commitment, Enagás, aware of the wealth that the combination of knowledge, abilities and different experiences bring to the organization, bases its diversity management strategy on the following aspects:

In the area of gender diversity, Enagás guarantees equal opportunities for men and women. To this end, it has an Equality Plan that sets out a framework for action to promote effective equality, equity, merit, personal progress, work-life

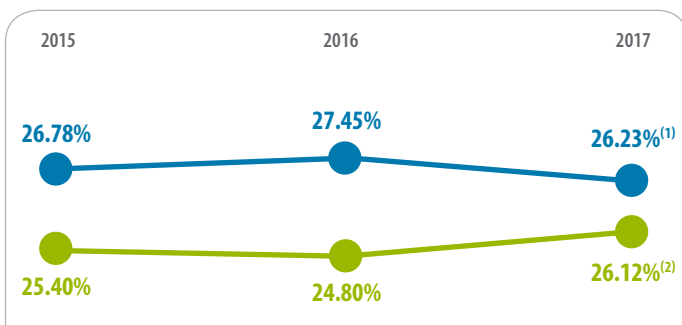
balance, and co-responsibility among all professionals.

In 2017, the company has continued to promote measures aimed at increasing women's participation in positions of responsibility via the Talented Women Development Programme, participation in the Promociona Project, or the mentoring initiative promoted by the Chairman of the company to foster the sharing, development and integration of experiences that showcase the role of women in decision-making positions in different spheres of life.

In addition, Enagás is collaborating with the Junior Achievement organization, through participation of female company managers in careers guidance events for girls aged 14 to 16 so that they do not encounter barriers when choosing STEM careers.



■ Evolution of women on the staff and in management positions [GRI 102-8, GRI 405-1]



■ % of female employees
■ % of women in senior positions

(1) 27.16% Spain and 15.97% Chile
(2) 26.77% Spain and 14.29% Chile

■ Women in Networking Enagás 2017

In 2017, in line with the commitment undertaken with the CEO of Enagás during its participation in the EngageMEN challenges, an initiative on gender equality of Top 100 Women Leaders of Spain, Enagás developed a discussion and networking forum to promote female leadership.

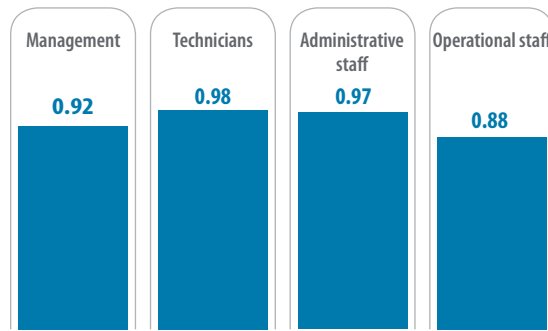
The Enagás remuneration model factors in considerations of equality and non-discrimination, establishing differences due solely to the worker's position in the organisation and professional experience. Furthermore, the Enagás Collective Bargaining Agreement sets out different salary levels based exclusively upon objective work criteria. This is the case of operators (29% of the workforce), a category in which the lower historical representation of women, reflected in a greater average age of men compared to women (7.5 years more than average), makes the ratio somewhat lower. However, the ratio has increased by 2% compared to the previous year.

In Chile, the ratio for managers is 0.90, for technicians it is 0.87. As in the case of Spain, the lower ratio in the technical category is due to the greater average age of men compared to women in that category. In the case of the operators category, there is only one woman, whose position is at operator entry level (junior) and the ratio is therefore 0.41. Finally, the category of administrative officers includes qualified jobs fully occupied by women (secretaries) and unskilled jobs occupied entirely by men (couriers), so that the ratio is not relevant.

In generational diversity, the company is a partner of the Generation and Talent Observatory which encourages innovation and promotes active policies of generational diversity based on values and ethics. In 2017, Enagás hosted a forum on intergenerational leadership of

Ratio between basic salary of women and men by employee category [GRI 405-2]

Basic salary of women/ basic salary of men



* General managers / members of the management committee are not included in the management category.



“Equality at Work” accolade since 2010



Bequal seal for the company's commitment to the inclusion of people with disabilities



Adherence to the Diversity Charter (plurality in enterprise)

the Generation and Talent Observatory. Enagás has also actively participated in the study of intergenerational impact on companies as well as looking at the new challenges that the management of people entails.

In addition, initiatives such as the expert knowledge transfer programme are being implemented in order to retain the critical knowledge of more experienced employees.

Regarding functional diversity, Enagás works for the social inclusion of people with disabilities, through direct and indirect recruitment, signing agreements on work practices in the company and through corporate volunteer initiatives (see the chapter on 'Social Investment'), as well as training and awareness-raising measures on disability.

Work-life balance [GRI 201-3, GRI 401-2]

For Enagás, work-life balance means reconciling employees' needs and interests with those of the company.

Enagás has been a certified Family Responsible Company since 2007. It has 94 reconciliation measures that favour the professional and personal development of every employee; these also help to balance the different dimensions of each person's

life and meet their social and health-care needs as well as those of their immediate family.



Family Responsible Company, Proactive B+ status

Recognition for the commitment to conciliation in the last ten years

Enagás has been one of the companies recognized by the Ministry of Health, Social Services and Equality, for having worked during this decade under FRC certification and for maintaining its long-term commitment to the values of conciliation as an essential part of the organization.

■ 4 Creation of value for our stakeholders

Some of the relevant measures available to our employees are as follows:

Family

Study support for employees' children.

80% subsidy on special schooling expenses for employees who have children with disabilities.

"Día sin Cole" (No School Day) programme and subsidised urban summer camps for employees' children on workdays throughout the school year.

Alares Family Support Programme:

- "miAsistente" (myAssistant) personal manager, which takes care of all necessary day-to-day procedures and information.
- Free handling of diverse procedures in connection to vehicles, maternity and paternity, licences, certificates and reports.
- Free service for selecting domestic helpers and healthcare personnel.
- Services for making online wills and living wills, expert legal advice, signings before a notary public and registrations.
- Specialised treatment and home help service in the event of convalescence, illness or accident.

Health and well-being

Annual medical check-up and flu vaccine campaigns.

90% subsidy on the cost of private medical healthcare insurance for employees and 100% for their children. Medical cover on international trips.

Meal subsidies (canteens, financial aid, restaurant vouchers).

Access to a programme of discounts and exclusive prices on a wide range of online products, services and leisure.

Pension plans for employees with two years' effective or recognised service.

Healthy eating corner at head office.

Help towards sports activities.

Work flexibility

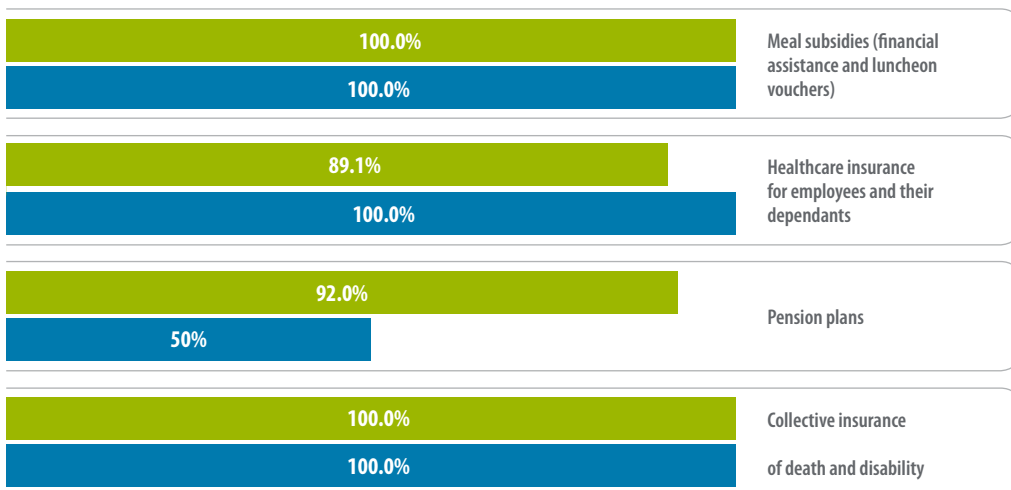
Flexibility in start times and lunch break.

Shorter workday during the summer and every Friday throughout the year.

Division of annual leave into a maximum of 3 periods.

■ Social benefits most used by employees [GRI 201-3, GRI 401-2]

% Costs borne by the company



■ Spain
■ Chile

(*) Social benefit for newly recruited employees, with less than two years' service. Subsequently, this benefit was included in the Pension Plan.

% of workforce taking advantage of benefits



Additionally, Enagás improves and extends paid leave beyond the provisions of current labour regulations (birth of a child, lactation or death of a close relative, special circumstances, etc.). [GRI 401-3]



Collective bargaining [GRI 102-41]

Enagás has collective agreements in Spain and Chile. In addition, the company also enters into collective negotiations and carries out regular consultations

with authorised representatives of the employees regarding working conditions, remuneration, dispute resolution, internal relations and issues of mutual concern.

■ Percentage of employees included in collective bargaining agreements

	Management	Technicians	Administrative staff	Operational staff	Total
Spain	0.00%	31.96%	89.92%	100.00%	53.86%
Chile	0.00%	3.70%	0.00%	96.15%	43.70%
Total	0.00%	29.89%	85.60%	99.54%	53.02%

Satisfaction and motivation of professionals [GRI 102-21]

Enagás conducts workplace climate surveys in Spain every two years. The most recent survey, in 2016, had a 71% response rate, with a favourable score of 74.85% regarding measures and actions in favour of a positive working environment, compared to 73% from the previous survey. Furthermore, the level of commitment remained at 85%.

As conclusions of the survey, it is important to highlight the professionals' assessment of the information provided by the company regarding the company's activity, as well as the perception by employees on how their work influences the needs of the stakeholders.

In 2017, Enagás received the Top Employer certification for the eight consecutive year.

