



# Human capital management policy

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This policy contains commitments in connection with human capital management, focusing on attracting, implementing and retaining talent, giving the company the necessary resources to roll out its strategy.

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 to all employees, managers and directors of all companies making up the Enagás Group, including any investees effectively controlled by it, within the limitations established in the regulations applicable. In the case of investees not effectively controlled by the Enagás Group, the company will undertake principles and directives that are consistent with those established in this policy.

## **Commitments**

Enagás establishes the following commitments in relation to the management of human capital:

- Guaranteeing the human resources that are necessary to achieve the company's strategic objectives, through proper sizing, incorporation, organisation and HR management processes, in due consideration of needs for international expansion.
- Fostering a culture in keeping with strategy, maintaining traditional values of Enagás such as safety, integrity, efficiency, sustainability and transparency, and striving to boost new values such as innovation and teamwork.

- Implementing ascending and descending communication channels to help create a culture of transparency, cooperation and teamwork.
- Ensuring that professional employees are familiar with the principles and rules of ethical behaviour that are expected of them, and ensuring that they observe and adhere to the internal and external regulations applicable to their professional tasks.
- Encouraging multiculturalism on international projects, giving priority to jobs for local people and making them part of the company's corporate culture.
- Managing talent throughout the entire cycle of the human resources process, taking into account the new values and skills required to roll out the strategy.
  - Introducing development programmes and programmes to assist with professional careers, giving employees the opportunity of geographic mobility (in Spain and abroad) and functional mobility, giving priority to internal staff rotation and enabling internal personnel to fill vacancies.
  - Establishing a remuneration system based on performance and on the contribution of professional staff in creating value and achieving the company's strategic objectives and challenges.
- Introducing a specific style of leadership in support of the company's strategic objectives, reflecting a true image of its culture and values.
- Encouraging policies that boost the commitments of professional staff.
  - Offering top-quality stable employment.
  - Creating a safe, healthy, flexible working environment suited to the needs of all employees, enabling them to reconcile their personal and professional lives.
  - Guaranteeing equal opportunities and diversity, doing away with any discrimination based on gender, disabilities, age, race etc.
- Updating 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 Enterprises.

## **Management model**

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

- The responsibility of the Board of Directors in terms of the orientation, supervision and control of company strategy, policies, risks, objectives and results in connection with the management of human capital.
- The responsibility of the Board's Appointments, Remuneration and CSR Committee to monitor and control the management of human capital.
- Reflection of the company's commitments in its regulations, processes and controls for their effective implementation.
- Compliance with the internal and external regulations applicable by company employees and, as the case may be, by any third parties dealing with them.
- Continuous improvement of the human capital management model, in due consideration of internal and external assessments.
- Training and information to ensure that company employees are aware of and understand the regulations and commitments to enable them to carry out their tasks.
- The existence of safeguard mechanisms 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 forth in its Code of Ethics and policies are known, understood and adhered to.
- Transparency of information supplied to third parties, to guarantee its reliability and accuracy.
- The implementation of processes for the purposes of participation and consultation with professional staff 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 21/12/2015.**