





REPORT 2022

# Gender Diversity



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# Gender Diversity

Enagás promotes a culture that ensures a diverse and inclusive environment, and fosters a working environment in which trust and mutual respect prevail and where integration and recognition of individual merit are hallmarks of the company.

Enagás has a [Diversity and Inclusion Policy](#) that sets out the commitments and lines of action to position management of diversity and inclusion as key elements of the global strategy. This policy promotes equal opportunities as the central axis around which human resources policies should be guided, with the aim of creating strategic assets and promoting the full personal and professional development of company employees at all times, thus consolidating the right of all employees to truly equal opportunities and equal treatment. It also includes the integration of diversity in the main human resources processes such as access to employment, personal progress, professional development and career advancement, guaranteeing a management free of prejudices associated with differences.

“ *In the area of gender diversity, Enagás guarantees equal opportunities for men and women.* ”

In the area of gender diversity, Enagás guarantees equal opportunities for men and women. Enagás has an Equality Plan that sets out a framework for action to promote effective equality, fairness, merit, personal progress, work-life balance, and co-responsibility among all professionals.

In 2022 Enagás designed a Master Plan defining two bodies to continuously promote Diversity and Inclusion (D&I) in the company:

- The Diversity and Inclusion Committee, whose goal is to involve the company's management and middle management in the D&I strategy by promoting inclusion in their areas of responsibility, being active and prominent advocates of inclusive practices and leadership.
- Diversity and Inclusion Allies Network, to take the pulse of the organisation in terms of Diversity and Inclusion and ensure the implementation of a D&I culture on a day-to-day basis, serving as a link between the D&I Committee and the rest of the workforce.

The Diversity and Inclusion Master Plan was implemented in 2023.



## Leadership

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At the level of responsibility, Enagás has a specific People and Diversity Department, reporting to the General Manager of People and Transformation. This General Manager is a member of the Executive Committee, reporting directly to the CEO, and their duties include the development and maintenance of Enagás' Diversity and Inclusion strategy.

### Board of Directors

The [Board Diversity and Director Selection Policy](#) sets out the principles on which the selection processes for members of the Board of Directors are based:

**1 Principle of diversity**

in the composition of the Board.

**2 The principle of non-discrimination and equal treatment,**

so that the selection procedures for members of the Board of Directors are not subject to implicit bias which could entail any discrimination of any kind, whether due to race, gender, age, disability, etc.

**3 Compliance with laws in force and with the Enagás corporate governance system;**

likewise, with the recommendations and principles of good governance adopted by the Company.

In 2022, and in line with its commitment to promote gender diversity and the recommendations of the Spanish National Securities Market Commission (CNMV), Enagás reached 40% of women on the Board of Directors, ahead of

the target of 40% of women on the Board in 2024, included in the 2022-2024 Long-Term Incentive Plan.



### Members of the Board of Directors

● Man      ● Woman

	Name of the director	Position on the Board of Directors	Type of Director
●	Antonio Llardén Carratalá	Chairman	Other external directors
●	Arturo Gonzalo Aizpiri	Chief Executive Officer	Executive
●	Ana Palacio Vallelersundi	Lead Independent Director	Independent
●	José Montilla Aguilera	Director	Independent
●	María Teresa Arcos Sánchez	Director	Independent
●	Santiago Ferrer Costa	Director	Proprietary
●	SEPI – Sociedad Estatal de Participaciones Industriales (represented by Bartolomé Lora Toro)	Director	Proprietary
●	José Blanco López	Director	Independent
●	Natalia Fabra Portela	Director	Independent
●	Cristóbal José Gallego Castillo	Director	Independent
●	Clara Belén García Fernández Muro	Director	Independent
●	Manuel Gabriel Gonzalez Ramos	Director	Independent
●	David Sandalow	Director	Independent
●	Patricia Úrbez Sanz	Director	Independent
●	María Teresa Costa Campi	Director	Other external director



### Executive Committee

In line with the company's commitment to gender diversity in management and pre-management positions, Enagás has 33.3% women on its Executive Committee.



- Members of the Executive Committee
- Enagás GTS S.A.U.
- Enagás Transporte S.A.U.

- Enagás Internacional S.L.U.
- Enagás Emprende S.L.
- Enagás Service Solutions S.L.

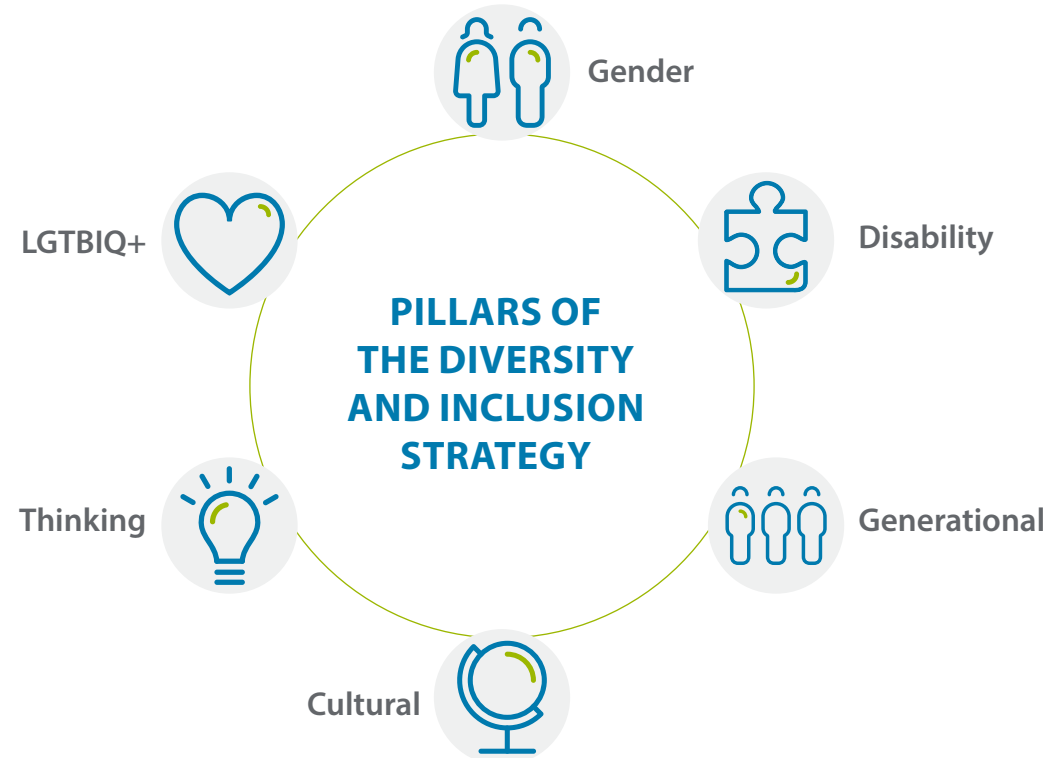
1. The participation of the Technical System General Manager in the meetings of the Executive Committee will be subject to the provisions of the Code of Conduct of the Technical Manager of the Gas System.



## Talent pipeline

Enagás, aware of the richness that the confluence of different knowledge, skills and experiences brings to the organisation, has defined a Diversity and Inclusion Strategy along the following pillars:

This Strategy is supported by a Diversity and Equality Action Plan which aims to ensure equal opportunities by promoting a diverse and inclusive environment.





## Gender diversity in the company

Ensure equal treatment and opportunities in onboarding, development and growth for women and men and facilitate the environment and conditions in which everyone can aspire to and reach positions of responsibility.

### Percentage of women in the workforce and in management positions at the end of the year

	2020	2021	2022
<b>Women in management positions<sup>1</sup></b>	29.9%	30.6%	36.4%
<b>Women on the Executive Committee</b> (within one level of reporting with regard to the Chief Executive Officer)	18.2%	16.7%	33.3%
<b>Women in senior management positions</b> (within two levels of reporting with regard to the CEO)	26.8%	28.2%	39.4%
<b>Women in other management positions</b> (within three levels of reporting to the CEO)	32.6%	33.3%	35.6%
<b>Women in management and pre-management positions</b> (≤ four levels of reporting levels with regard to the CEO) <sup>1</sup>	37.1%	37.3%	40.3%
<b>Women in non-managerial positions</b>	24.4%	24.2%	24.4%
<b>Total women on the workforce</b>	<b>28.6%</b>	<b>28.9%</b>	<b>30.0%</b>

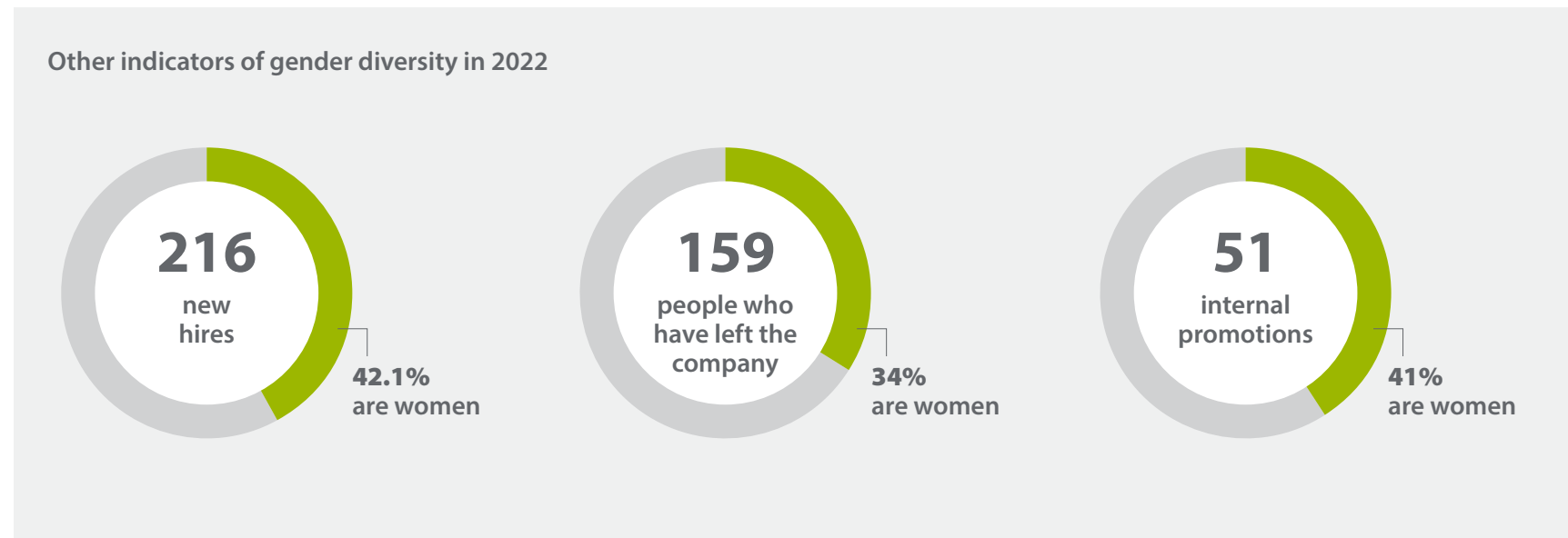
1. In 2019, a new career model was implemented aimed at creating and identifying experts in those areas of critical knowledge for Enagás: the technical career. Therefore, for the purpose of calculating the percentage of women in managerial and pre-managerial positions, the workforce included in this technical career is excluded.





In relation to gender diversity in the company's organisational structures, 22.3% of the organisational positions considered STEM<sup>1</sup> and 22.9% of the positions that directly contribute to revenue generation are filled by women. In addition, 17.9% of related engineering and/or IT positions are occupied by women.

“ *Enagás has promoted an initiative in which several professionals took part in a meeting with women trained in STEM careers, with the aim of attracting female talent to join Enagás' operational areas.* ”



1. Science, Technology, Engineering and Mathematics.



### Diversity targets

Enagás sets diversity targets as part of its annual and three-year company targets. These targets are linked to the variable compensation of all Enagás professionals, including the CEO, thus linking compensation to diversity targets.

The Diversity and Equality Action Plan, as well as the company's 2nd Gender Equality Plan, define specific measures to ensure compliance with these targets.

### Company diversity targets

Mechanism	Term	Indicator	Target value	Level of attainment
<b>2022 Company Targets</b>	2022	Percentage of women in managerial and pre-managerial positions	35%	Fulfilled
	2022	Degree of compliance with the diversity and equality strategy action plan	100%	Fulfilled
<b>2023 Company Targets</b>	2023	Percentage of women candidates on short-list of external processes	50%	Ongoing
	2023	Continued presence on benchmark indexes (Bloomberg Gender Equality Index)	Continued presence in top 5 Spanish companies ranking	Ongoing
<b>2022-2024 Long-Term Incentive Plan Targets</b>	2024	Percentage of women on the Board of Directors	40%	Fulfilled
	2024	Percentage of women in managerial and pre-managerial positions	40%	Ongoing
	2024	Percentage of promotions which involve women in managerial and pre-managerial positions	20%	Ongoing



**#EllasTeLoCuentan** (#SheTellsYou) is a campaign to showcase the talent of Enagás women through their testimonies. The campaign was launched in February 2022, on the International Day of Women and Girls in Science, and will continue throughout 2023. It is in line with the company's commitment to increase the presence of women in the workforce, with special emphasis on technical profiles.



The company also uses testimonials/images of Enagás women to give visibility to other international campaigns focusing on STEM training and female entrepreneurship (International Day of Women in Engineering and International Day of Women Entrepreneurs)



## Pay

The Enagás compensation 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. In 2022, the Enagás minimum wage established in the Collective Bargaining Agreement was 1.6 times the minimum wage in Spain, regardless of gender.

### Evolution of the ratio between women's and men's basic pay by occupational group<sup>1</sup>

		2020	2021	2022
Executives	CEO <sup>2</sup>	N.A.	N.A.	N.A.
	Other members of the Executive Committee	0.89 <sup>3</sup>	0.93 <sup>3</sup>	1.00
	Other managers	0.90	0.91	0.95
Technical staff		1.00	1.00	1.00
Administrative staff		1.08	1.06	1.07
Operational staff		0.87	0.89	0.80
TOTAL	Ratio	<b>0.97</b>	<b>0.98</b>	<b>1.01</b>
	Percentage <sup>4</sup>	<b>2.54%</b>	<b>2.12%</b>	<b>-1.21%</b>

N.A. Not applicable

1. Ratio of average basic salary of women to average basic salary of men. The basic salary is defined as the fixed gross annual salary as at 31 December. All professionals in Spain with permanent and temporary contracts, both full-time and part-time (99.7% of the workforce) are considered. In the case of part-time staff, the basic salary has been extrapolated to a full-time working day for comparability.

2. There are no women in this occupational group.

3. Not representative as there are fewer than three professionals in this group for one gender.

4. Data calculated as the difference between the average basic salary of men and women divided by the average basic salary of men.



### Evolution of the ratio of average pay<sup>1</sup> of women and men by occupational group

		2020	2021	2022 <sup>2</sup>
Executives	CEO <sup>3</sup>	N.A.	N.A.	N.A.
	Other members of the Executive Committee	0.90 <sup>4</sup>	0.95 <sup>4</sup>	0.87 <sup>4</sup>
	Other managers	0.87	0.89	0.93
Technical staff		1.00	0.93	0.95
Administrative staff		1.08	1.12	1.09
Operational staff		0.87	0.85	0.85
TOTAL	Ratio	<b>0.88</b>	<b>0.90</b>	<b>0.98</b>
	Percentage <sup>5</sup>	<b>12.16%</b>	<b>10.14%</b>	<b>1.88%</b>

N.A. Not applicable

1. Ratio of average pay for women to average pay for men. Average compensation which includes the following items: annual basic salary at 31 December, variable compensation, allowances, payment to long-term savings schemes and any other payments such as overtime. Only the transfer allowance is excluded as it is not considered as compensation as such and accounts for less than 0.1% of the total amount of compensation.

All professionals in Spain with permanent and temporary contracts, both full and part-time, who have remained in the company throughout the year (90.5% of the workforce) are considered, with the exception of the CEO in whose case, and to facilitate comparability (appointment in February 2022), his annual base salary has been considered together with the actual compensation received during the year. In the case of part-time staff, the basic salary has been extrapolated to a full-time working day for comparability.

2. In 2022, the long-term incentive plans (2019-2021) were settled, significantly increasing the compensation of the company's professionals. The allocation of these incentive schemes was structured according to the degree of contribution of the occupational group to the targets set.

3. There are no women in this occupational group.

4. Not representative as there are fewer than three professionals in this group for one gender. Although there are three women on the Executive Committee in 2022, two women have been considered for the gap calculation as one of them has not been with the company for the whole year.

5. Data calculated as the difference between the average pay of men and women divided by the average pay of men.



In 2022, there was a significant decrease in the pay gap due to a greater presence of women in managerial and pre-management positions, and the non-inclusion of the non-executive Chairman. The pay gap, considering total compensation, is 0.98 in 2022 (1.88% as a difference between male and female base salary as a percentage).

When analysing the pay gap by professional group, the increase in 2022 in the group “Other Executive Committee members” is explained by the changes made in the Committee during the year, in line with the new corporate strategy and by the differences in seniority in management positions of the members

“ *In 2023, Enagás plans to prepare a new study on the adjusted gender pay gap in anticipation of the transposition into Spanish law of the requirements of the European Union Directive.* ”

of the Committee. This has led to differences in other compensation without identifying a pay gap in relation to the basic salary in this occupational group (1.00).

The difference in the professional group “Other executives” (0.93) has been reduced in recent years, in line with the development and promotion of female talent (women managers and pre-managers). However, the current difference is due to the greater presence of men in this group (63%), as well as their greater seniority in these groups compared to women.

The difference in salary in the professional group of administrative staff (1.07) is due to the fact that this is a group made up mostly of women (91%) in which some positions have function-related bonuses.

Likewise, the difference in the group of operators (0.86) is explained by a greater presence of men (89%) with a higher average seniority than women (14.8 years of average seniority for men compared to 3.6 years for women). In this regard, Enagás promotes the incorporation of women in the technical specialist professional group through initiatives such as the search for female profiles in professional schools, as has been done in the new recruitments for El Musel LNG terminal, where 53% of the professionals hired are women.



## Changes in compensation <sup>1</sup> by occupational group and gender

		2020	2021	2022 <sup>2</sup> (year of liquidation of long-term incentive plans)	
Executives	CEO <sup>3</sup>	Female	N.A. <sup>4</sup>	N.A. <sup>4</sup>	
		Men	1,603,997	1,592,399	1,377,688 <sup>5</sup>
	Other members of the Executive Committee	Female	549,740 <sup>6</sup>	539,303 <sup>6</sup>	540,091
		Men	611,609	566,937	617,925
	Other managers	Female	132,106	138,519	168,460
		Men	151,781	155,737	181,614
Technical staff	Female	61,657	63,862	71,043	
	Men	66,130	67,333	74,445	
Administrative staff	Female	45,548	46,798	51,419	
	Men	40,808	42,788	48,014	
Operational staff	Female	45,158	45,520	50,599	
	Men	53,314	53,472	59,097	
TOTAL	<b>Female</b>	<b>68,159</b>	<b>70,493</b>	<b>80,573</b>	
	<b>Men</b>	<b>77,598</b>	<b>78,451</b>	<b>82,116</b>	

N.A. Not applicable

1. Average compensation which includes the following items: annual basic salary at 31 December, variable compensation, allowances, payment to long-term savings schemes and any other payments such as overtime. Only the transfer allowance is excluded as it is not considered as compensation as such and accounts for less than 0.1% of the total amount of compensation.

All professionals in Spain with permanent contracts, both full and part-time, who have remained in the company throughout the year (90.5% of the workforce) are considered, with the exception of the CEO in whose case, and to facilitate comparability (appointment in February 2022), his annual base salary has been considered together with the actual compensation received during the year. In the case of part-time staff, the basic salary has been extrapolated to a full-time working day for comparability.

2. In 2022, the long-term incentive plans (2019-2021) were settled, significantly increasing the compensation of the company's professionals. The allocation of these incentive schemes was structured according to the degree of contribution of the occupational group to the targets set.

3. Data for 2020 and 2021 are the average compensation of the Executive Chairman and CEO. The figure for the financial year 2022 does not include the Chairman as he became non-executive Chairman in April 2022.

4. There are no women in this occupational group.

5. This amount differs from the amount reported in the Annual Directors' Compensation Report 2022 as the information reported in this table excludes interim income (30.6 thousand euros for the Chief Executive Officer) and considers the annual base salary for comparison purposes.

6. Not representative as there are fewer than three professionals in this professional group.



## Inclusive culture

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### Discrimination

Enagás expressly rejects any discrimination based on gender, age, disability, nationality or culture, race, religious beliefs, thought and sexual orientation, or any other personal, family, economic or social condition among its professionals, creating work environments free of discrimination, both direct and indirect, harassment or other forms of intolerance at all levels of the organization.

Enagás is determined to create diverse and inclusive work environments, where each and every person feels that they can be themselves and that they are valued, without prejudice, for their work and their talent. In 2023, Enagás has planned bias training for team managers, as well as training videos for all professionals.

Enagás has a prevention and action protocol for any situation of harassment in the workplace, the aim of which is to define guidelines for identifying a situation of harassment, whether psychological or moral, sexual, or gender-based, among others, in order to resolve a discriminatory situation, ensuring at all times that the rights of the victims are guaranteed. In this regard, in 2020 Enagás launched an online course on the Code of Ethics aimed at all professionals that addresses this issue.

### Gender diversity programmes

Enagás promotes measures aimed at increasing the participation of women in positions of responsibility, such as the 'Women with Talent' development programme, the 'Promotion' project and the 'Progress' project, the latter in collaboration with the CEOE, which aims to create networking groups and provide women with high potential with the necessary tools and skills to boost their professional careers and take on positions of high responsibility

in the future. In 2022, the Management Development Programme - Women with High Potential - is launched, together with the EOI and the mentoring programme for managers, AED Lead Mentoring.

### Reconciliation and co-responsibility

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

Enagás has been certified as a family-responsible company (FRC) since 2007 and in 2022 obtained the highest rating (level A+) for excellence in work-life balance from the Fundación Más Familia. Work-life balance is a voluntary commitment that Enagás has made to contribute to the professional and personal success of its staff.

To this end, the company has more than 130 measures aimed at reconciling the different aspects of people's lives. They favour professional and personal development and facilitate a balance between the different aspects of each person's life, as well as those of their immediate family. Work-life balance becomes a key instrument to guarantee equal opportunities.

Enagás considers that the family-responsible company model is integrated into the management of the business and is a valuable tool that has also allowed the company to be perceived as an excellent place to work. The family-responsible company model is subject to an external audit, which evaluates, among other aspects, the return on investment of the work-life balance and obliges the company to always be in a process of continuous improvement.





Some of the relevant measures available to our employees<sup>1</sup> are as follows:

- Flexible compensation Plan: includes health insurance, childcare, transport card and training products.
- Study allowance for children of professionals covered by the collective agreement.
- 80% subsidy on special schooling expenses for employees who have children with disabilities.
- “Dia sin Cole” (No School Day) programme and subsidised urban summer camps for the children of employees on workdays throughout the school year<sup>2</sup>.
- Specific measures for female workers who are victims of gender-based violence.
- Family support programme “Vivofacil” (I live easily):
  - Free processing of various types of formalities, such as birth of a child.
  - Free service for selecting domestic help and healthcare personnel.
  - Specialised treatment (physiotherapy, speech therapy) and 56 hours of free home help in the event of convalescence, illness or accident.
- Flexibility in start times and lunch break.
- Spatial flexibility (teleworking).
- 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.
- Meal subsidies (canteens, financial aid, restaurant vouchers).
- Temporary incapacity allowance: payment of 100% of the fixed gross annual salary in the event of illness, accident or leave for childbirth and childcare.
- Extension of the period established for requesting a reduction in the working day to care for a child (up to the child’s 14th birthday).
- Breastfeeding room<sup>2</sup>.

1. Unless the scope is specified, these measures are aimed at 100% of the workforce of the group to which they apply, including both full-time and part-time employees.

2. At corporate headquarters, where 44% of the company’s professionals and 70% of its women are located.

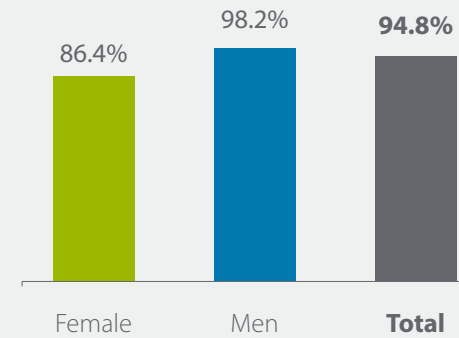


In addition, Enagás improves and extends paid leave beyond the provisions of current labour regulations (birth of a child, marriage or death of a close relative, special circumstances, etc.). With regard to childcare, in addition to the statutory maternity/paternity leave (currently 16 weeks for each parent), professionals of both genders can take paid leave of 15 working days to care for a child under the age of nine months. Enagás has also improved by two years the period established for requesting a reduction in working hours to care for a child (from 12 to 14 years for the child).

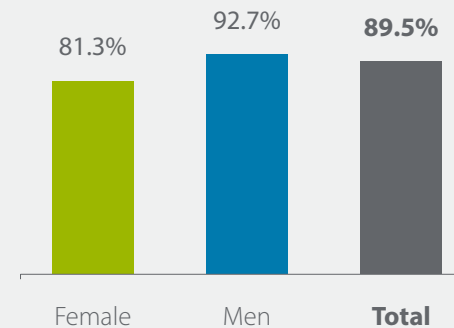
In 2022, Enagás launched the “Reconnection” programme, a support programme designed for Enagás employees who return to the company after parental leave, leave of absence to care for a child or dependent family member, or prolonged temporary disability, with the aim of facilitating their adaptation and return.

### Parental leave indicators

#### Return to work rate<sup>1</sup>



#### Retention rate<sup>2</sup>



1. Total number of professionals who returned to work after parental leave divided by the total number of professionals who must return to work after parental leave.

2. Total number of professionals retained 12 months after returning to work from parental leave among the total number of professionals who returned from parental leave in the previous period.



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