



DIVERSITY AND INCLUSION PRINCIPLES

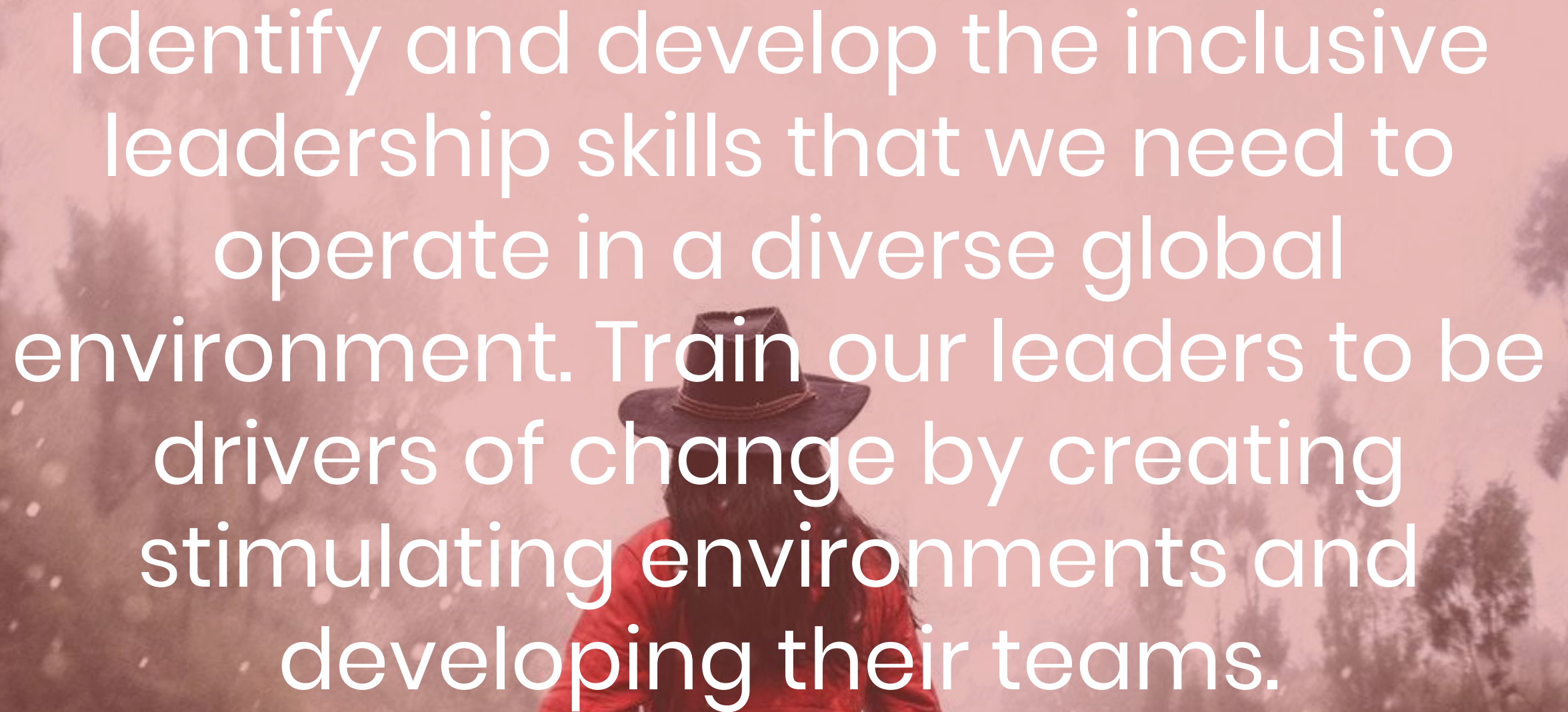
May 2019

A group of people are gathered around a table in a meeting. One person in the foreground is writing in a notebook. The background is blurred, showing other people and a window with a view of a city. The text is overlaid in white on a semi-transparent red background.

Attract, develop and retain exceptional professionals, respecting their uniqueness and valuing their diversity of experiences and working methods.

A close-up photograph of a person's hand holding a small, clear glass globe. Inside the globe, a detailed cityscape is visible, including a prominent tower. The background is softly blurred, showing other people in a crowd, suggesting a public event or conference. The overall lighting is warm and slightly dim, creating a focused and thoughtful atmosphere.

Step out of our comfort zone and actively seek different perspectives to enrich our knowledge and generate value for Cepsa and the communities where we operate.

A person wearing a red jacket and a dark hat is seen from behind, looking out over a misty, forested landscape. The scene is hazy and atmospheric, with soft light filtering through the trees. The text is overlaid in white, centered on the image.

Identify and develop the inclusive leadership skills that we need to operate in a diverse global environment. Train our leaders to be drivers of change by creating stimulating environments and developing their teams.

