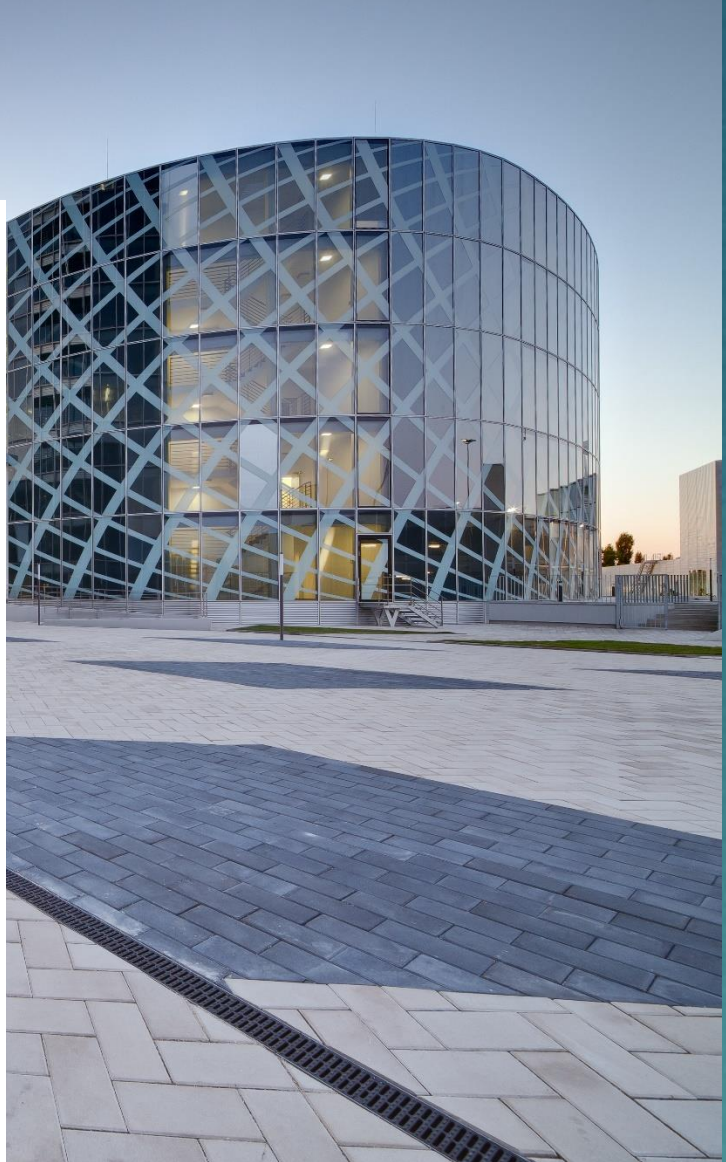


PetrOmbudsman Annual Report 2023

FEBRUARY 2024

OMV Petrom SA



PetrOmbudsman

PetrOmbudsman Department is an innovative initiative launched in OMV Petrom Group, as a supplementary channel of communication for all persons working in OMV Petrom Group, irrespective of their position and field of activity.

Different from other existing channels, PetrOmbudsman acts and reacts in a confidential, impartial, independent and informal manner. These four traits are derived from the International Ombuds¹ Association's Code of Ethics and Standards of Practice, whom PetrOmbudsman operates in accordance with. The International Ombuds Association (IOA) is a professional association committed to supporting organizational ombuds worldwide and dedicated to excellence in Organizational Ombuds practice.

The role of the PetrOmbudsman Department is to help people see all the alternatives and then make informed decisions upon the best ways to address concerns. It supports management and employees navigate through all existing channels, and clarify the nature of their issues, or possible additional aspects that might need to be addressed.

PetrOmbudsman is not entitled to impose decisions, but whenever it requests information, it is mandatory for every manager and employee to fully support the department.

All persons working in OMV Petrom Group have the right to contact and use the services of PetrOmbudsman and cannot be obstructed or penalized in any way for contacting and/or using the services provided by this department.

¹ The term "Ombuds" includes all applicable nomenclature in use for an organizational ombudsperson (ombudsman, ombudsperson, ombud etc).

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Introduction from our Ombuds Director



In 2014 the first seeds were planted for creating an Ombuds program in OMV Petrom, and here we are, with 2023 completing its first decade of functioning. Essentially, the aim of this office is to help people when they have a question or complaint, which they do not know where to place in the organization. Even though there are many formal channels put forth by the company for this purpose, sometimes it is hard to raise some issues formally with the business. For these cases, the Ombuds provides an informal alternative, which anybody in OMV Petrom Group can use to voice their concerns.

What does PetrOmbudsman do?

- It offers an **independent, neutral, informal and confidential environment**, in which you can express your thoughts and ask questions freely;
- It is an additional **resort for your assistance**, irrespective of your position, level in the company or geographic location in OMV Petrom Group;
- It can be a **guide**, anytime you need to understand the application or the impact of rules and procedures;
- It considers what is on your mind and offers you guidance through **various techniques**, including coaching and training;
- **It offers** you support in expressing your problems officially, if that is your choice;
- Upon request, it **facilitates** meetings between parties;
- Periodically, it presents reports containing only **anonymous and statistical data**, referring to systemic trends;
- Based upon exploring challenges, topics of interest and general trends, it **recommends positive changes**.

What doesn't PetrOmbudsman do?

- It doesn't make decisions, it does not define outcomes, it does not impose actions;
- It does not investigate in a formal manner or file official reports concerning the cases brought to its attention;
- It does not keep permanent records of the cases brought to its attention;
- It does not communicate data which could lead to an identification of the visitors.

I am proud to say that in 2023 we have completed our mission of making this department visible throughout the whole OMV Petrom Group, by full rollout of our services in the subsidiaries outside Romania (OMV Srbija DOO, OMV Bulgaria OOD and Petrom Moldova S.R.L.). We are also closer than ever with fellow members of the International Ombuds community, including leadership of the

IOA, who through their experience and kindness are our anchor in times of need and always steer us the right way.

Dr. Eng. Ion Anghel

Director of PetrOmbudsman Department

Our Ambassadors

There are many people in OMV Petrom Group who support our activities and make it possible for our department to always reach the best outcomes. We want to express our gratitude as we would not be where we are today without them.



Christina Verchere – Chief Executive Officer OMV Petrom S.A.

Christina Verchere: *Communicating concerns at work is sometimes a difficult decision. It depends on many variables, related both to an individual’s personal beliefs and to the context provided by the speak-up culture of the company. Even more, there can be a gap between senior leadership’s perception on how comfortable it is for people to speak up, and how relaxed people really are in this respect. PetrOmbudsman aims to narrow that gap. I encourage all our OMV Petrom colleagues to contact the Ombuds*

whenever they would like to share something.



Cristian Hubati – Executive Member for Exploration & Production Division OMV Petrom S.A.

Cristian Hubati: *“A positive organizational culture is one of the most important enablers for driving employee engagement and ultimately enhancing the success of the business. Nowadays, more and more leaders believe that promoting a positive and speak-up culture, will be more sustainable in the long run. Ten years ago, we put in place a department – PetrOmbudsman – meant to diagnose the organization’s systemic issues and to help create a more pleasant and balanced place of work. This function provides all employees (in the company’s headquarters or in our many field locations) an informal and confidential set-*

up for raising concerns and I truly hope everybody uses it with complete confidence and trust.”

Who are our Ombuds



Ion Anghel: Ombuds Director & Ombuds for Petrobrazi Refinery *(middle picture)*

Cristi Ornea: Ombuds for Asset Petromar, Asset Muntenia and OMV Petrom Group subsidiaries *(top left corner)*


Doriana Vintilă: Ombuds for Asset Valahia and Câmpina Institute for Research and Technology *(top right corner)*


Ana Chirulescu: Ombuds for Asset Crișana *(bottom left corner)*


Daniela Ioana Florea: Ombuds for Assets Moldova and Oltenia *(bottom right corner)*

REACH OUT AND WE WILL DO OUR BEST TO HELP YOU

No matter your geographical location, feel free to contact our team via our hotline, email address or anonymous form. We highly encourage direct contacts, so don't hesitate to approach us in our periodical field visits.

 petrombudsman@petrombudsman.ro

 petrombudsman.ro/contact?locale=en

 +40372.222.288

We have selected some testimonials and feedback from our visitors:

“The information provided by the Ombuds was quite helpful. I now understand the steps I must follow and thank the Ombuds for their guidance.”

“Sometimes it is very important to have a person to talk to. I am glad that this department was created and we can turn to it.”

“The discussions with the Ombuds have helped me overcome a delicate situation. I was trapped in a circle, in which the psychological pressure had become unbearable, but I was afraid to act. I encourage my colleagues to contact the Ombuds whenever they feel overwhelmed.”

“Thank you for helping me solve my issue, I was waiting for an answer for a long time. It was a pleasant surprise to get such a prompt reply!”

Type and source of our cases

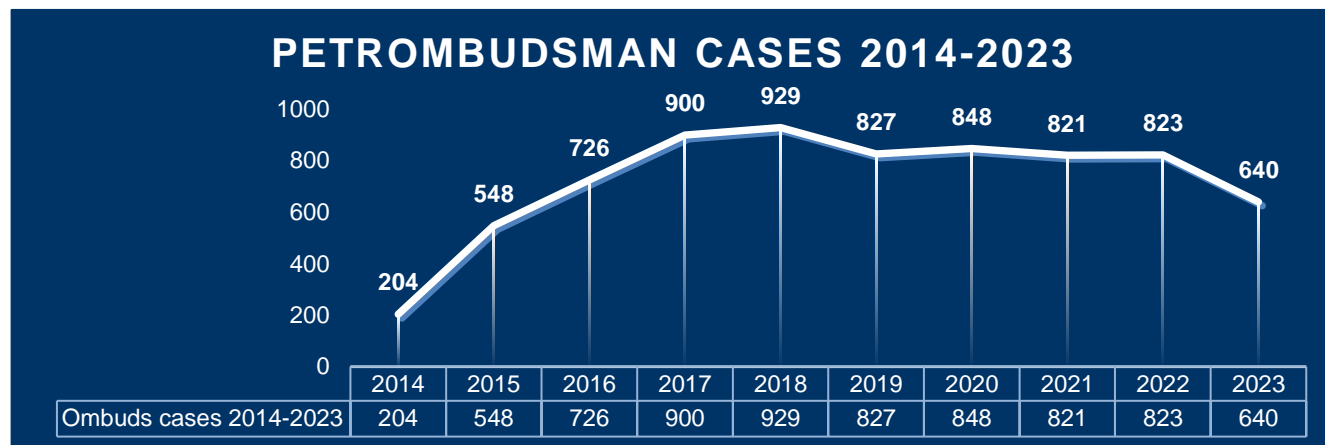


Chart 1 – Case number evolution since PetrOmbudsman’s implementation

In 2023 we completed the first decade of Ombuds services provided for OMV Petrom Group. As shown in the chart above, the number of cases addressed to the Ombuds has grown gradually, but consistently, after people started to understand and trust the functioning mechanisms of this service. Benchmarked against the population of OMV Petrom, between 7-9% of the employees working in the organization contact the Ombuds every year. This number is quite well above the international average of 3-4%, which we consider to be the result of our consistent efforts to maintain frequent in person contacts with a large number of staff. This is done via our regular field visits, but also through a considerable amount of workshops delivered by the Ombuds for soft skill development.

In terms of topics raised by staff, we use the case categories established by the International Ombuds Association. Our casework for 2023 is depicted below.

IOA Classification of issues	Total
Compensation & Benefits	168
Safety, Health, and Physical Environment	124
Organizational, Strategic, and Mission Related	117
Career Progression and Development	84
Services/Administrative Issues	65
Evaluative Relationships	40
Peer and Colleague Relationships	34
Values, Ethics, and Standards	6
Legal, Regulatory, Financial and Compliance	2
Total	640

Table 1 - International classification of Ombudsman cases - PetrOmbudsman 2023, as per IOA criteria

As in the years before, our most representative IOA case category was Compensation and Benefits. The cases in this category are usually related to issues regarding

employees' salary levels, the benefits offered by the company and also other provisions coming from the organization's collective labour agreement. We feel that the predominant interest of employees towards this type of aspects came from the combined effect we have seen in the last years from the general conditions of the macro-economic environment (i.e. the high inflation rates in Romania & the powerful impact of COVID on the whole job sector) and some specific features in the remuneration system of the organization.

“Safety, Health, and Physical Environment” cases were a heterogenous category, consisting of a multitude of aspects like: physical working conditions (both in field locations and in the headquarters of the organization), safety equipment for staff, issues pertaining to the usage of the private insurance provided by the company, mental health and work-life balance.

Another significant category of cases raised by staff in 2023 was that of “Organizational, Strategic and Mission Related”. These cases were mostly linked to management decisions and the general direction the organization is heading.

In the second part of the year, we noticed a subtle raise in the number of cases arising from the categories of Peer Relationships & Evaluative Relationships. We attribute this to the large number of workshops we delivered in that period on how to be more assertive, how to say “no” and basic conflict management skills.

Given the nature of our services, trust is the cornerstone of our activity. This is why most of our cases are in person discussions, initiated by employees in our team's regular field visits (85%). They are followed by phone contacts (12%) and emails (3%).

Many of our visitors are male (~75%), as the organization we serve has a lot of field locations, where staff generally consists of men.

Managers represent a share of 20% of our visitors. If we benchmark this number against the ratio of managerial vs. non managerial staff operating in a company, it is encouraging to see that such a large percentage of management addresses the Ombuds with confidence.



Filling Stations Insights

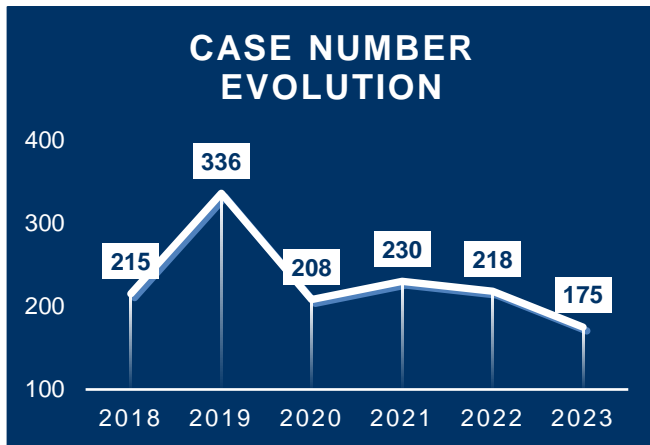


Chart 2 – Case number evolutions in filling stations



Chart 3 – % of cases opened by dealers or by their employees

In additions to internal staff employed within OMV Petrom Group, PetrOmbudsman offers its services to all OMV and Petrom filling stations in Romania, through periodic visits and discussions with OMV Petrom Marketing S.R.L.'s business partners (dealers) and their employees.

The number of cases reported in 2023 was generated both during our weekly field visits in the filling stations, but also via two offsite visits performed by the whole Ombuds team in 27 filling stations. The purpose of these offsite visits was for dealers and their employees to meet all team members and better understand how our department is set up and its functioning principles.

As a general strategy, we discuss cases arising from dealers with OMV Petrom Marketing S.R.L.'s management, and cases arising from dealers' employees with the dealers, so as to respect contractual relationships. Another reason is that cases raised by dealers are usually linked to the business relationship with OMV Petrom Marketing S.R.L., while cases raised by employees usually represent concerns specific to the activities they perform in the filling stations they are employed in. However, if we notice a systemic trend in the latter, we present aggregated reports to OMV Petrom Marketing S.R.L.'s management, and discuss together with them on options for improvement.

2023 at a glance

January

Planning ahead, we set our objectives and main targets.

February

We launch a condensed version of our "Speak-up" workshop for blue collars.

March

Volunteering: we provide 6 workshops for 160 participants (high school pupils in Suplac and Marghita communities) on the topic of Assertive Communication.

April

Our Annual Report is published, for the first time on OMV Petrom's external webpage, now available to the general public.

May

Happiness in the Box - a concept aimed to remind people what makes them happy.
Fresh Graduates Corner -an event to increase networking among young people in the organization.

June

We start a new collaboration with People & Culture department: the **Leadership Communication** programme, in which we train leaders on how to grow their empathy muscle.

July

Upon completing full roll-out of our services for staff in OMV Srbija DOO., we plan ahead to replicate this endeavour during the fall in Petrom Moldova S.R.L.

August

Dedicated to team development and growth, via field trip specific activities. For the first time in our history, we have an intern in our department.

September

PetrOmbudsman plans a big event to celebrate the launch of its "Disabilities initiative": a project aimed to raise awareness on disabilities and inclusivity.

October

Consolidating our profession:
- meeting with European peers and first contact with IOA staff
- awareness event for students at Petroleum-Gas University

November

We designate our Ombuds Director "Chief Happiness Officer" for the month, to gather ideas on what would make people happier at work.

December

An opportunity to celebrate and reflect, while continuing our workshop activities.

Our main activities: in-depth view

Improving the workplace environment and general wellbeing

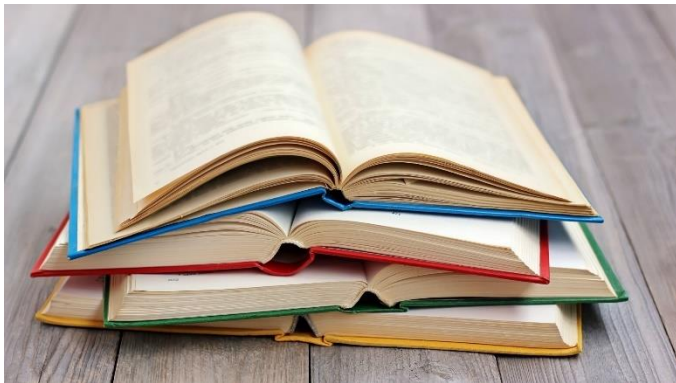
Happiness in the Box – A new project emerged in 2023: upon assessing staff's general state of happiness in our field trips, we decided that people need a reminder on what makes them happy, as individuals. In two dedicated events, we provided some tips and tricks on how to find happiness via small actions, both at home and in the workplace, to help enhance general wellbeing and provide the impulse to push through difficult moments. A linked activity was launched in November: we designated our Ombuds Director Chief Happiness Officer for the month, to listen to staff's ideas on what would make them happier at work.



Disabilities initiative – A complex yearlong project was finalized: the initiative aimed to advance a coherent approach for all employees to be aware and feel more empowered and included at the workplace by creating an inclusive mindset with regard to disabilities. PetrOmbudsman led a cross-functional team of experts in OMV Petrom which developed several tools to raise awareness regarding the topic of disabilities: a brochure, a toolkit and a sharepoint page. A dedicated event was organized in the second half of the year, where people with disabilities shared their success stories, as well as challenges they faced.



Fresh Graduates Corner – An event aimed to increase networking among young people that are part of the organization’s Fresh Graduates program. During the event participants met the Executive Board Member for the Exploration & Production Division and discussed together on how to develop your career as a young engineer.



Book club – In 2022 we started the organization of a monthly Book Club, which encourages reading and sharing ideas. This initiative grew from a small group to over 200 members in 2023, showing that people are eager to develop themselves not only professionally, but also personally at the workplace. During the year, there were

some occasions when participants even got to meet local authors and to discuss on their books. Also, a new idea was proposed for the future: to have thematic months, to encourage an even wider diversity of topics to be approached within the Book club.

Employee Experience Talks – This project was launched in 2021 and has continued ever since. It consists of a series of meetings aimed to gather feedback on the organization from people employed for less than two years in OMV Petrom. The valuable insights we gained from newly joined colleagues were centralized and submitted to management in a summary report. Main conclusions of this year were related to perceived rigidity towards new ideas and interest manifested by new staff towards a clearer procedure on performance management.



Consulting on contractors' activity – Even though some of OMV Petrom staff has been externalized to contractors, our team has continued to discuss, as in the previous years, with former employees of the company, now hired by contractors, regarding their working conditions. Feedback was also gathered from OMV Petrom management & employees regarding their cooperation with the contractors. Periodical meetings with contractors' management were organized to discuss based on this aggregated feedback, to find solutions to improve their workplace climate.



HSSE, be more careful with your health

– Our team collaborated with HSSE and medical unit Petromed colleagues in their project, aimed to raising awareness on health related topics. Together with local management, sessions were organized to talk with employees and encourage them to use the private insurance provided by the company and also the screening programs available through Petromed's medical facilities.

Helping people develop their soft skills

**~10% OF THE ORGANIZATION'S
STAFF PARTICIPATED TO WORKSHOPS
PROVIDED BY PETROMBUDSMAN
DURING 2023.**

In our endeavours to help people improve their soft skills, so as to achieve healthier and more sustainable relations, we estimate to have trained almost 10% of the organization's staff, counting all levels, from management to blue collars, on topics like: empathy, assertive communication and conflict management.

Leadership Communication Programme – PetrOmbudsman was part of the Leadership Communication program, a joint initiative of People & Culture, Communications and PetrOmbudsman departments. The program aims to support managers in perfecting their communication skills, via custom tailored sessions provided via an external consultant and the PetrOmbudsman team. Within this collaboration, our team’s role was to provide ~150 people in management positions with the necessary skills to develop their empathy muscle, so as to become stronger and more inspirational leaders.

Empathy, the bridge between people – Our classical workshops on empathy, available in an extended version to all staff, have continued successfully during the year. Here are some testimonials from these workshops:

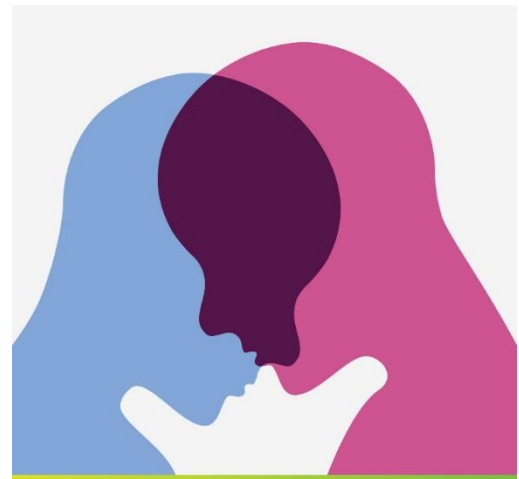
“This workshop created a space of safety and intimacy, I felt relaxed and safe throughout the whole experience.”

“After attending the Empathy workshop, I am more aware of the differences between sympathy, empathy and compassion and how to set the right boundaries depending on your emotional availability.”

“I now realize that due to lack of time I usually tend to offer sympathetic reactions. That might work on the short term, but on the mid & long term, there is the risk of losing meaningful relationships.”

Empathy Guide

Empathy is the bridge between people



OMV Petrom
The energy for a better life.

PetrOmbudsman



Assertive Communication and Conflict management workshops – While part of the initial curricula of training topics our department has provided over time, these two workshops continue to be requested by staff, showing the continuous need for development in the ways we communicate and interact. Some workshops also generated the necessity of having follow up sessions with the participants, where additional or specific needs for development were found.

OMV Bulgaria Wellbeing program – We have been part of OMV Bulgaria OOD’s Wellbeing Program since 2021, and we continued our annual visits last year, as special guest, to talk about the benefits of Playfulness in the workplace. The Bulgarian colleagues welcomed us and were quite engaged in the topic.



Volunteering – As we are happy to contribute to the development of local communities and also we are always glad to meet enthusiastic young people, we agreed to provide 6 workshops on the topic of Assertive Communication for 160 high school pupils in Suplac and Marghita areas. This was a fruitful collaboration with the Sustainability & Communication Department, local management and the educational units involved.



Development of the profession

European Ombuds Meetings – A series of virtual meetings with fellow European colleagues took place during 2023, to share knowledge on various professional topics. For the first time in this group’s history, we also got to meet in person with the leadership and staff of the International Ombuds Association, thus consolidating the cooperation with the organization who’s Standards of Conduct and Practice we have all adhered to. In this profession, maybe more than within others, it is always reassuring to find that we share common challenges and questions, but also the same direction to be heading to.



Petroleum-Gas University awareness event –

we happily walked the halls of the University of Oil and Gas in Ploiești, to talk with the students and tell them about the work of this department. Given the relatively limited range of organizations that have Ombuds services in Romania, it was a great opportunity to discuss about the profession and the Ombuds concept.

The event was animated by games and contests that kept everyone in a good mood.



Expanding our footprint

PetrOmbudsman services have been theoretically available since its launch to all OMV Petrom Group staff, within Romania and subsidiaries abroad. However, the importance of direct and personal contact is vital to establish trust. In 2023 we decided to visit the remaining two subsidiaries, OMV Srbija DOO. and Petrom Moldova S.R.L., to meet the colleagues there and to talk about their concerns and how to best serve their needs.



Team Development



Our department strives to progress and to continuously improve the quality of its services with every year that passes by. We are lucky to operate in a company that encourages everyone to identify and then pursue the areas of most relevance to them. This means we have the opportunity to align our natural gifts, with our interests and to develop our strengths. In 2023 we sought to better ourselves both as individuals and as a team. Each

of us at PetrOmbudsman have perfected our skills, by undergoing trainings and certifications in subjects ranging from psychology and mental health, organizational wellbeing, to vocational counselling, critical thinking or inspirational leadership. Given it was the first year we had an intern within our department during the summer, we were happy to pass on our knowledge, acting as guides and mentors as much as we could in the short time that was given. We hope to continue our development in this harmonious way in the future, as there is always room for growth and improvement.

Our Mid-term Strategy

The PetrOmbudsman mid-term strategy is in line with the values of OMV Petrom, which we respect and share, so they are blended naturally in our activities:





We are passionate about finding win-win solutions and building trust by providing a safe space for all.



PetrOmbudsman operates in accordance with the International Ombuds Association's (IOA) Code of Ethics, and Standards of Practice:

Impartiality: The Ombudsman is neutral, impartial, and unaligned. Strives for impartiality, fairness and objectivity in treatment of people and consideration of issues.

Independence: The Ombudsman exercises sole discretion over whether or how to act regarding an individual's concern, a trend, or concerns of multiple individuals over time.

Confidentiality: Holds all communications with those seeking assistance in strict confidence. Does not reveal, and must not be required to reveal, the identity of any individual contacting the Ombuds Office.

Informality: It is an alternative communication channel which does not replace any of the existing channels of the company. The Ombudsman functions on an informal basis by such means as: listening, providing and receiving information, identifying and reframing issues etc.