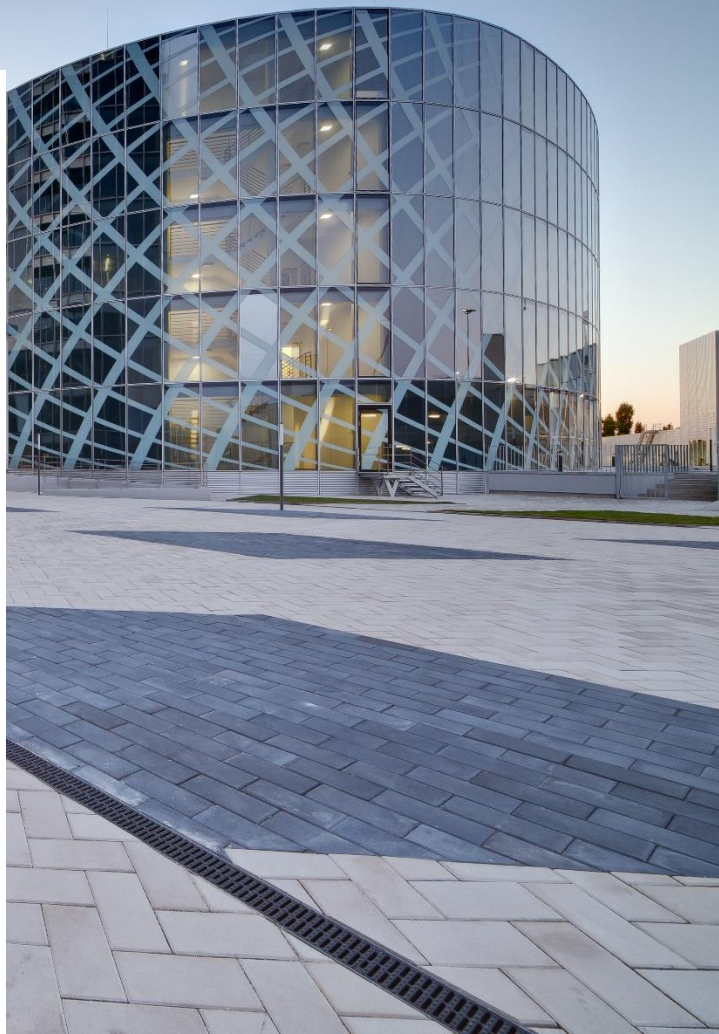


PetrOmbudsman Annual Report 2021

MARCH 2022

OMV Petrom SA



Welcome

PetrOmbudsman

The 2021 annual report wants to share with OMV Petrom's employees the main elements that guided the PetrOmbudsman team through last year events.

We, as a department, have stayed in contact with the people in our organization even when physical presence became scarcer than before, to prevent the feeling of isolation and help build the necessary bridges to move forward. As pioneers, we have come up with ideas and initiatives that minimized some of the effects resulted by the working from home period and the physical distance imposed by the pandemic restrictions.

PetrOmbudsman team is here to listen to you when you want to talk, to guide you when you need help and sometimes to be your voice in communicating with top management.

The pandemic was a time of real learning and transformation, and the results can be seen in PetrOmbudsman's projects for 2021. We will remain a vector of change, a speak-up promoter and we will try to help others to embrace transformations, challenges, and emotions.

Stay close!

PetrOmbudsman Department

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PetrOmbudsman Director's Message

Dear colleagues,

As some of you may recall, talks on an Ombudsman project in OMV Petrom began almost ten years ago and then materialized in the establishment of a department called PetrOmbudsman on March 1st, 2014. To me, the activity seemed new, innovative and interesting, but, at the time, I never thought that in a few years I would be the one to lead this department.

I'm an oil and gas engineer and have gone through various management positions in the area, where performance is measured through hard facts and numbers. You can imagine how challenging it was for me to switch to a position where results are measured by the degree of satisfaction of those who cross the threshold of your office. I quickly saw all the good that this department can bring for staff and management.

Now, after three years as an ombuds professional, I feel that I have embraced it as a way of life. One in which I receive new challenges every day and I learn something from every discussion. The last years have been of a particular difficulty, as we have seen the whole world deal with the effects of the Covid pandemic. I think that in this new era, the importance of having somebody to talk to and address your concerns has proven to be so much more significant than before.

~ 200 field visits in
2021

Contact with more
than 3500 employees

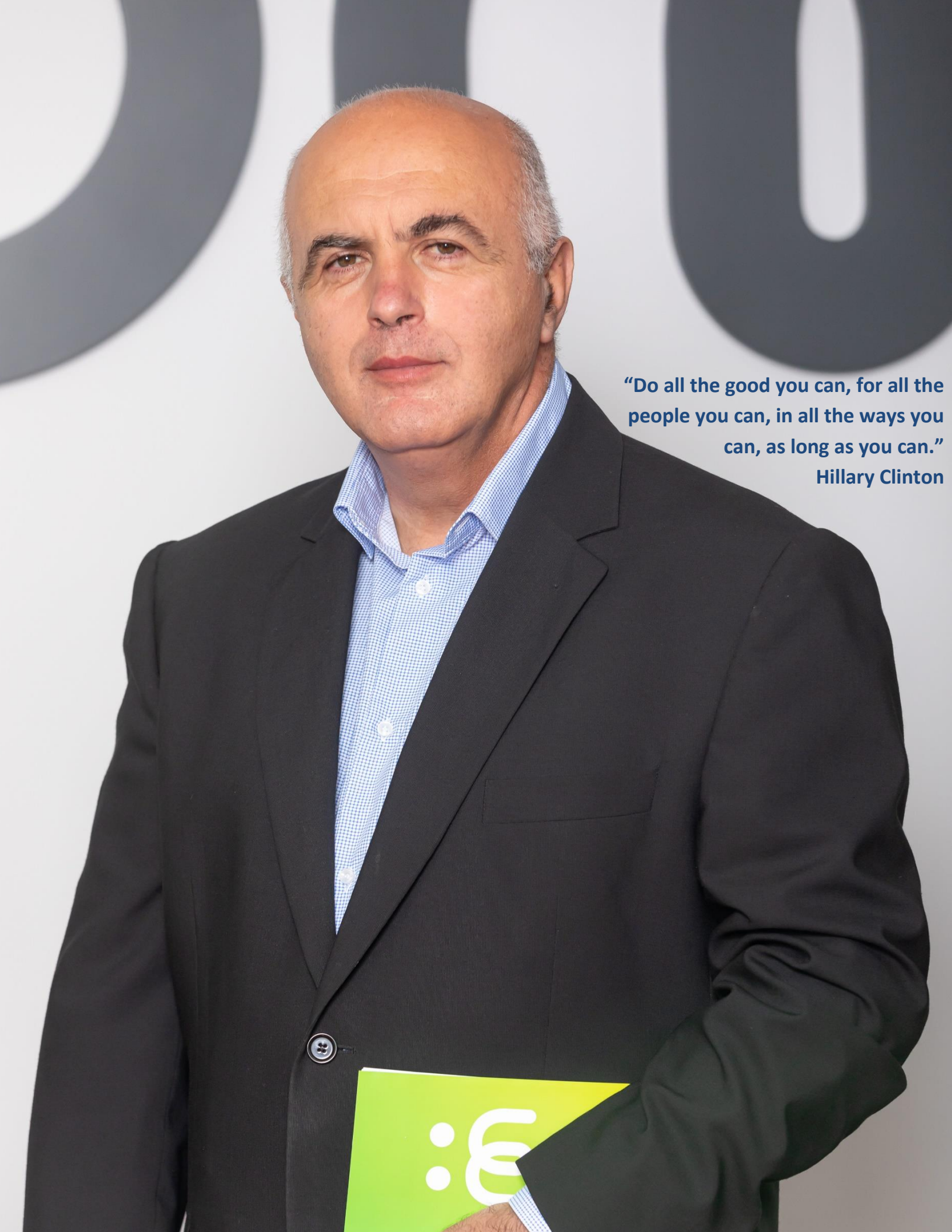
More than 800 cases
each year

I am proud of the projects that we have implemented in these troublesome times, as they carry the soul of each of my team members and I am humble and grateful towards all the colleagues and managers in the organization that helped make them possible.

I hope that together we will continue to do great things and shape our way of living into its best possible option.

Dr. Eng. Ion Anghel

Director of PetrOmbudsman Department



“Do all the good you can, for all the people you can, in all the ways you can, as long as you can.”

Hillary Clinton

PetrOmbudsman Team



I am passionate about organizational psychology and personal development, so one of my goals as an ombuds is to support people to better communicate with each other and to stand with them in overcoming challenges in a truly empathic and constructive way. I hope I have the opportunity to meet as many of you as possible! **Ana**

I am a positive and creative person, who every day tries to overcome limits and break down barriers. I believe a lot in the beauty of people and the experience so far has shown me that I have something to learn from each person I met. **Anca**



I am a proponent of well-structured rules, but at the same time I think we should be flexible and adaptable to the dynamic environment that surrounds us. If you feel that we are on the same way, I invite you to a confidential and "out of the box" dialogue between friends! **Cristi**

All life is a journey and we have the opportunity to learn and share our experience with those around us. I am here for you to share experiences, knowledge and don't forget: smile and enjoy everything life has to offer! **Daniela**



I believe that treating people fairly is the basis for building any healthy, long-term relationship. So, let's work together and see how we can make your journey through the organization more pleasant and fulfilling. **Doriana**

As an Ombudsman, I have sought systemic solutions so that when a problem is resolved, the entire organization can benefit from that solution. What do I want to do next? I want to help, I want to be close to you and I want you to feel appreciated and always with a smile on your face. **Marian**



Foreword From Our Ambassadors



Christina Verchere – CEO OMV Petrom

Christina Verchere: *“One of the informal resources that we have here, in OMV Petrom, is the PetrOmbudsman department.*

It is an important department that I encourage any employee to engage with. This is where you will always find an independent and neutral partner for discussions with whom you can explore possible solutions in a confidential and informal environment.

Sharing ideas and bringing up concerns or potential problems helps us innovate and perform better, and even make better decisions. And thank you always for striving for a speak-up culture.”



Radu Mavrodin – Vice President Human Resources

Radu Mavrodin: *“PetrOmbudsman's mission has its focus on people, on their emotions, their joys and, sometimes, on their dissatisfaction.*

It is an extremely delicate mission, which makes PetrOmbudsman a natural partner of the Human Resources department.

And at the same time, it is a neutral reference, an alternative and a complementary support of HR.

For this reason, the projects carried out by the PetrOmbudsman team will always be echoed and supported by the Human Resources team.”

Deep Dive Into Statistics

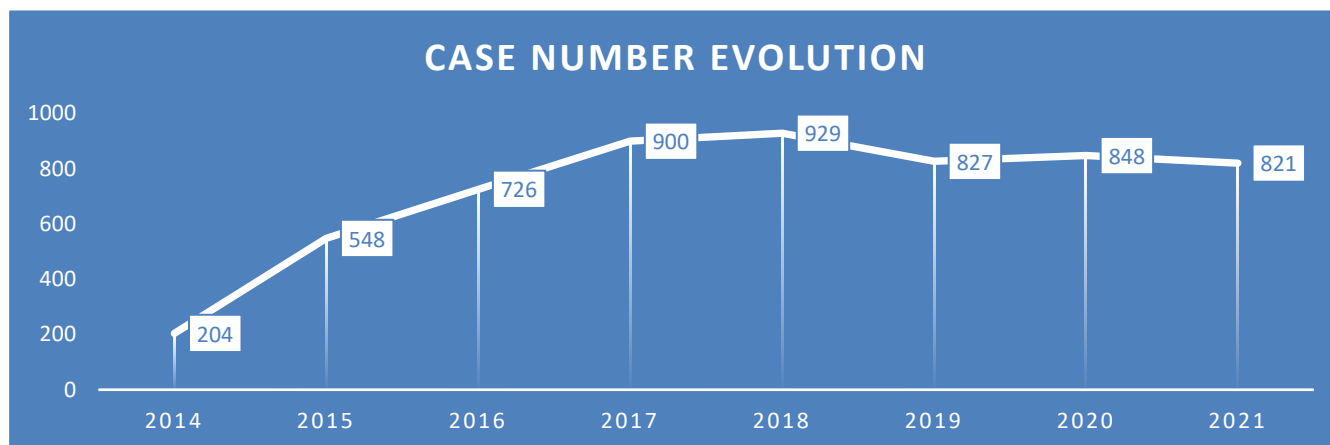


Chart 1 – Case number evolution since PetrOmbudsman’s implementation

As can be noticed in the chart above, the number of cases has stabilized over the last 3 years. In 2021 we recorded 821 cases, slightly below (-3%) the value registered in 2020. However, the percentage of OMV Petrom employees (9,3% in 2021) using PetrOmbudsman services has increased as the overall number of employees of our company has decreased.

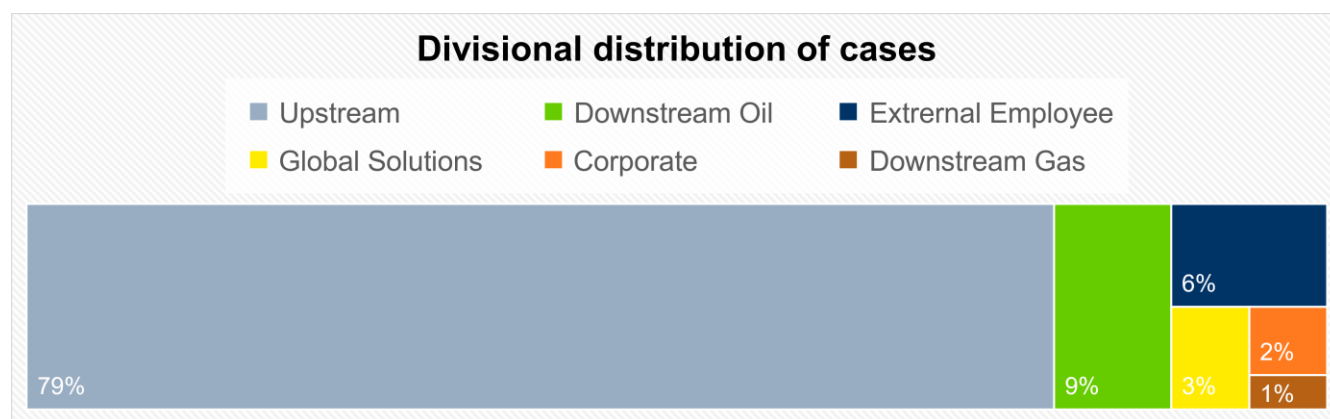


Chart 2 – Distribution per division of PetrOmbudsman cases in 2021.

Distribution of cases per division follows the share of personnel per each entity. Additional to our current employees, PetrOmbudsman offered its services to our colleagues who have been recently externalized through Sunlight project. A share of 6% from POD cases were opened by our contractors’ employees (Bonatti, Dietscon, JCR and GSP).

IOA Classification of OMV Petrom issues in 2021	Total	Variation vs 2020
Organizational, Strategic, and Mission Related	173	+27%
Compensation & Benefits	145	-16%
Safety, Health, and Physical Environment	122	-36%
Career Progression and Development	118	+46%
Evaluative Relationships	112	-5%
Services/Administrative Issues	105	+4%
Peer and Colleague Relationships	28	+33%
Legal, Regulatory, Financial and Compliance	16	-38%
Values, Ethics, and Standards	2	0%
Total	821	-3%

Table 1 - International classification of Ombudsman cases - PetrOmbudsman 2021

“Organizational, Strategic and Mission Related” category brought to our attention cases related to the Upfront project, empty positions remaining vacant (with impact on the workload of existing employees) and different questions in connection with the Workover externalization process. Other cases in this category were linked to employees’ and local managers’ concerns on the dynamic and continuous organizational changes that are taking place into the organization.

“Compensation & Benefits” category includes cases which refer to the negotiation of the CLA, the non-unitary approach of working groups, overtime and salary discrepancies.

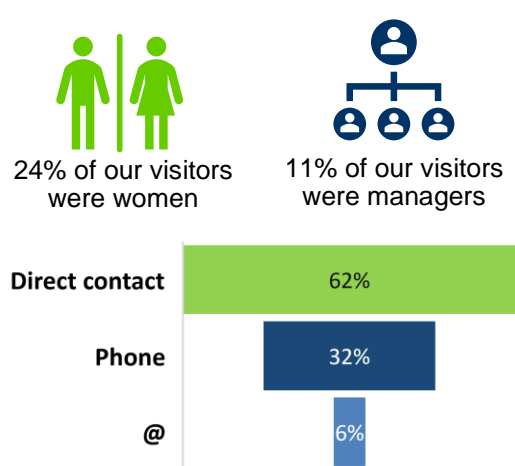
“Safety, Health, and Physical Environment” includes cases related to the impact of Covid-19 and to burnout/stress, plus increase in mental and physical health needs.

“Services & Administrative Issues” present an increase of requests for retirement certificates and difficulties caused by services providers’ behavior (mainly GSP).

Most of PetrOmbudsman’s visitors are men, which corresponds to the demographic profile of the company. The percentage of female visitors, as compared to the total number of women employed in the company, is approx. at the same level (24%).

People in management positions represent a share of 11% of our visitors.

The preferred method of contacting our services is the direct approach of our team in regular field visits (62%), followed by phone (32%) and email (6%).



Filling Stations Insights

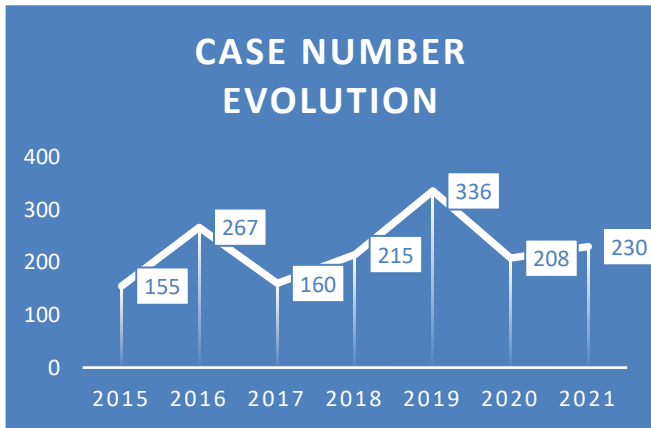


Chart 3 – Case number evolutions in filling stations



Chart 4 – % of cases opened by dealers or by their employees

After its peak of 336 cases in 2019, the number of cases started to decrease as a result of fewer visits made by PetrOmbudsman in the filling stations due to Covid 19 pandemic period.

In the last 2 years, our strategy was to cover the remaining 7% OMV and Petrom filling stations, which was done online and by phone due to pandemic restrictions in place. At the same time, we focused on an online collaboration with our partners, implementing the following projects.

Pulse check and systemic trends from filling stations

Providing Retail management with the main concerns encountered in filling stations after discussions with approximately 10% of the dealers. Among the main topics were the vaccination campaign, staff fluctuation, Petrom-My Auchan partnership, filling stations' business strategy and communication between dealers and their employees. PetrOmbudsman provided recommendations for each topic.

POD Poster in filling stations

In each filling station, a PetrOmbudsman poster with information about the department and the regional Ombudsman was displayed. This initiative was necessary due to regular fluctuation of employees in the filling stations and, at the same time, to compensate the absence of physical presence of PetrOmbudsman team.

PetrOmbudsman Milestones In 2021

Employee Experience Talks – This is a series of virtual meetings during which we aimed to dive deep into the perspectives of new employees (two years maximum within the organization), understand how they managed to fit into their teams, given the pandemic context and measure their overall degree of satisfaction. This is a project we will also continue in 2022, because we believe the insights we gain from our newly joined colleagues are priceless.



Be Smart, Stay Motivated! - Our team wanted to understand the main motivations of OMV Petrom’s people and to reward those who share their recipe for success with the rest of us. So, we planned a contest sprinkled with magic dust, whose main prize was a personal development workshop facilitated by a successful coach from Romania. We learned a lot from our colleagues, who sent us videos of themselves and spoke openly about their motivation.



Conflict Management and Assertive Communication workshops – In 2021 we have remastered our most successful workshops, because it was only natural to get them updated to fit the current needs of our participants: working from home, virtually, during a global pandemic. Being assertive is a core communication skill, and being able to understand the roots of conflicts, listen actively and having reasonable dialogues are all part of the conflict management skill pool. Our main learning tool: playfulness!



10 sessions on Assertive Communication & Conflict Management were held both online and in person (~150 participants).

Anniversary of Seniority levels - The purpose of this project was to show the company's appreciation for employees' loyalty, for their steadiness and for the long-term investment of trust that our colleagues have put into our company. Each manager is notified regarding the employees' seniority anniversaries for periods of 10 / 20 / 30 and 40 years of experience and has available more options for event celebration.



Sensitivity map – PetrOmbudsman has implemented since 2016 a yearly process of mapping trends, systemic issues, and sensitive areas within the company with the objective to provide management a complete profile of the organizational climate, (differentiated according to the risk profile of each territorial unit: high, medium and low risk). The map analyses 10 sensitivity indicators and their impact within the Assets, Petrobrazil Refinery, Petrom City and Global Solutions.



Hello! How are you? – The pandemic situation was a great challenge for our employees who had to manage the new working situation. Our goal was to have discussions with employees, especially those who we were not in contact with for a long period of time. In 2021, we had about 400 phone discussions and the main topics discussed were: pandemic period, work from home, vaccination and people's feelings.

Hello.

Talks 4 Teams – This project was focused on the teams' needs and we organized a series of virtual sessions with different departments from our company. The objectives were different from session to session and included the following: identifying employees' motivation, challenges to overcome the pandemic period, the sense of belonging to group, simplification initiatives, the importance of accountability and communication skills.



Sunlight Contractors – The purpose of this project was to make sure the contractual provisions were respected by the contractors who took over a part of OMV Petrom activities together with the corresponding employees.



During our field visits in the territory, we met the former employees and then discussed their complaints with the contractors' management seeking solutions. We had periodical meetings with contractors and we highlighted the main case typologies brought to our attention.

Ombuds services to OMV BG – In 2021, as a pilot project for 1 year, PetrOmbudsman launched its services to the OMV Bulgaria subsidiary. So far, communication channels have been created on MS Teams for our BG colleagues, through which we want to offer tips & tricks for improving soft skills. We were included in the OMV BG Wellbeing Program, where, at the most recent participation, we approached the topic of Speak-Up & Conflict Management. We conducted the Workforce Motivation Survey and together with our colleagues from Sofia, we tried to identify and propose solutions to improve the main motivational factors at work or related to work in pandemic.



PetrOmbudsman - "Școala altfel - Cursul altfel" – In collaboration with the Sustainability & Communication Department, local management and with the educational units, we managed to carry out a "different" project, which was very well received by the participants. In this regard, we held 7 Assertive Communication workshops for teachers from the following locations: Suplacu de Barcău, Marghita, Marca, Abrămuț and Videle.



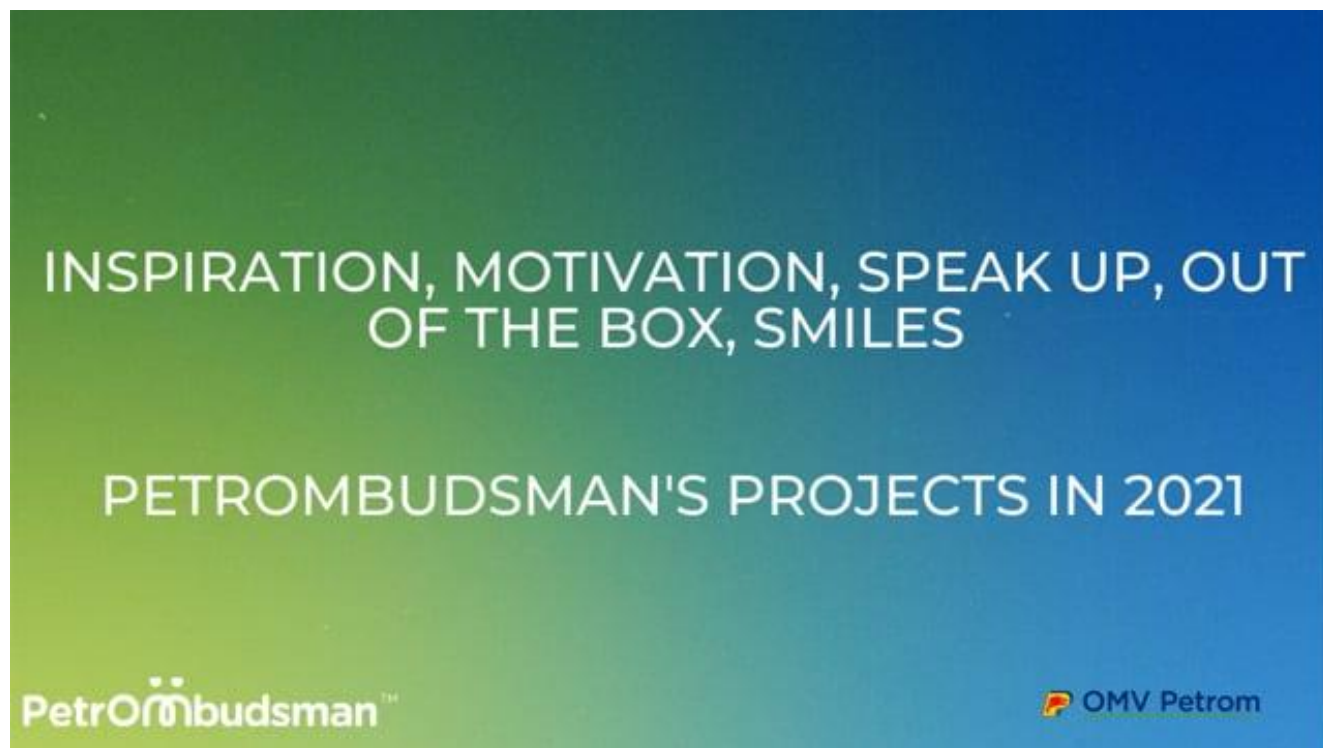
PetrOmbudsman team was involved in several inter-departmental projects: Flexi-Working, FGR Program, Smart Simplicity in CEO and HSSE Contractors' Forum

PetrOmbudsman involvement in international activities – The International Ombudsman Association (IOA) noticed our remarkable journey since PetrOmbudsman’s timid implementation and gradually being considered a role model for Ombuds offices implementation. In this regard, the IOA president sent to us a **recognition letter** of which we are very proud (see on next page).

In October 2021, PetrOmbudsman department was the host of the European Ombudsman meeting. The conference took place in a hybrid way, having 30 participants, both in person and online, and two special guests: **Christina Verchere and Romanian national Ombudsman – Renate Weber**.

PetrOmbudsman celebrated the International Ombuds Day by creating a bookmark and disseminating it to ~1500 of OMV Petrom’s employees, with the goal to encourage people to find out more about ombudsman activity.

Bellow you can watch a video of our projects which includes impressions from their beneficiaries:



Click on the image above to open the video



Dear Dr. Eng. Ion Anghel,

On behalf of the International Ombudsman Association (IOA), I want to express our great appreciation to you for providing IOA with the Romanian translation of our Standards of Practice and Code of Ethics. We take great pride in now having them posted on our website and having you and your team as members of IOA. The PetrOmbudsman Department is a great example of an organizational ombuds program, and we are delighted that your program can be a beacon for this valuable resource in Romania.

I also want to extend my congratulations on behalf of IOA on the seventh anniversary of your program! This is a superb accomplishment, and the videos you shared with IOA (and that we have also posted on our website) are a wonderful illustration for all ombuds on how we can describe the work that we do. I was particularly impressed with the proactive role you and your program demonstrated in dealing with the COVID crisis. Ombuds both in the United States and throughout the world can learn from your example.

I look forward to having an in-person IOA Conference in 2022 and hope that I will be able to meet you and your team personally. In the meantime, please keep up the good work and let us know if there is anything that IOA can do to be of assistance to your program.

Cu stima,

A handwritten signature in black ink, appearing to read "Melanie Jagneaux".

Melanie Jagneaux
President, International Ombudsman Association

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2022 PetrOmbudsman Main Objectives

Engagement, Performance & Retention: Empower managers to reach their full potential by improving their relational abilities. Design, implement and follow up an Empathy Guide for Managers.

Organizational Learning & Development through PetrOmbudsman: Conduct workshops, education, coaching & facilitation to improve people's soft skills.

Develop projects to support and encourage a culture that focuses on **diversity, equity, inclusion and belonging within the organization.**

Support in Adapting to the New Ways of Working: Keeping close with employees & management on the new ways of working and offering recommendations to top management.

Increase employee's loyalty and their culture of engagement for a lasting and positive impact: Perform outreach to all the employees within the organization to identify, analyze and propose the most desired loyalty and engaged factors that can lead to a better organizational culture

Increase external visibility for the Ombuds activity within the European and International ombudsman communities via meetings, peer sharing, blogs and articles.



Our Mid-term Strategy

The PetrOmbudsman 2025 strategy focuses on 3 pillars: **People, Pioneering and Conflict Prevention.**



People



Pioneering



Prevention

In this respect, PetrOmbudsman department intends to:

Continue to serve as a catalyst for engaging the workforce to have a trustworthy environment where issues are addressed with fairness and respect.

Assist in developing solutions to resolving conflicts in the best interest of all involved parties, based on the values of the company

Serve as a means to identify systemic issues and trends, by providing data, feedback and recommendations to the organization

Provide educational programs and opportunities to improve the quality of interactions

Promote partnerships with stakeholders to facilitate solutions



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 Ombudsman Association (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 Ombudsman 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 issue.