

# WE ARE +diversity





# CONTENTS

1

 STATEMENT

2

GOVERNANCE

# 3

WHAT'S  
IMPORTANT

# 4

BUILDING  
DIVERSITY  
STEP BY STEP

STATEMENT

+d



- + Energy is Tecpetrol's raison d'être.*
- + We explore, produce, transport and distribute it.*
- + Convinced of the value that diversity brings, Tecpetrol respects and celebrates the features that make each employee unique. These differences are the catalyst that energizes and nourishes the work we each do every day, building the momentum that drives us forward.*
- + Mutual respect and the recognition that each person contributes unique attributes to the company help to build a stronger team.*
- + Ensuring diversity at Tecpetrol means that we embrace, value and promote this as our culture.*
- + We start from the shared beliefs and values that inspired our corporate history, recognizing individualities and the different experiences and visions that enrich us, enabling us to tackle challenges and seek opportunities. Enabling us to go further.*

# TECPETROL MAP

# 1,108

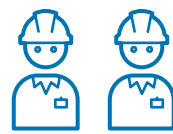


# employees



## 254

women (23%)



## 854

men (77%)

**1,170** employees

employees including interns

**290** women  
(25%)

**880** men  
(75%)

## 4 generations

Generation X

**616**

Generation Y

**299**

Generation Z

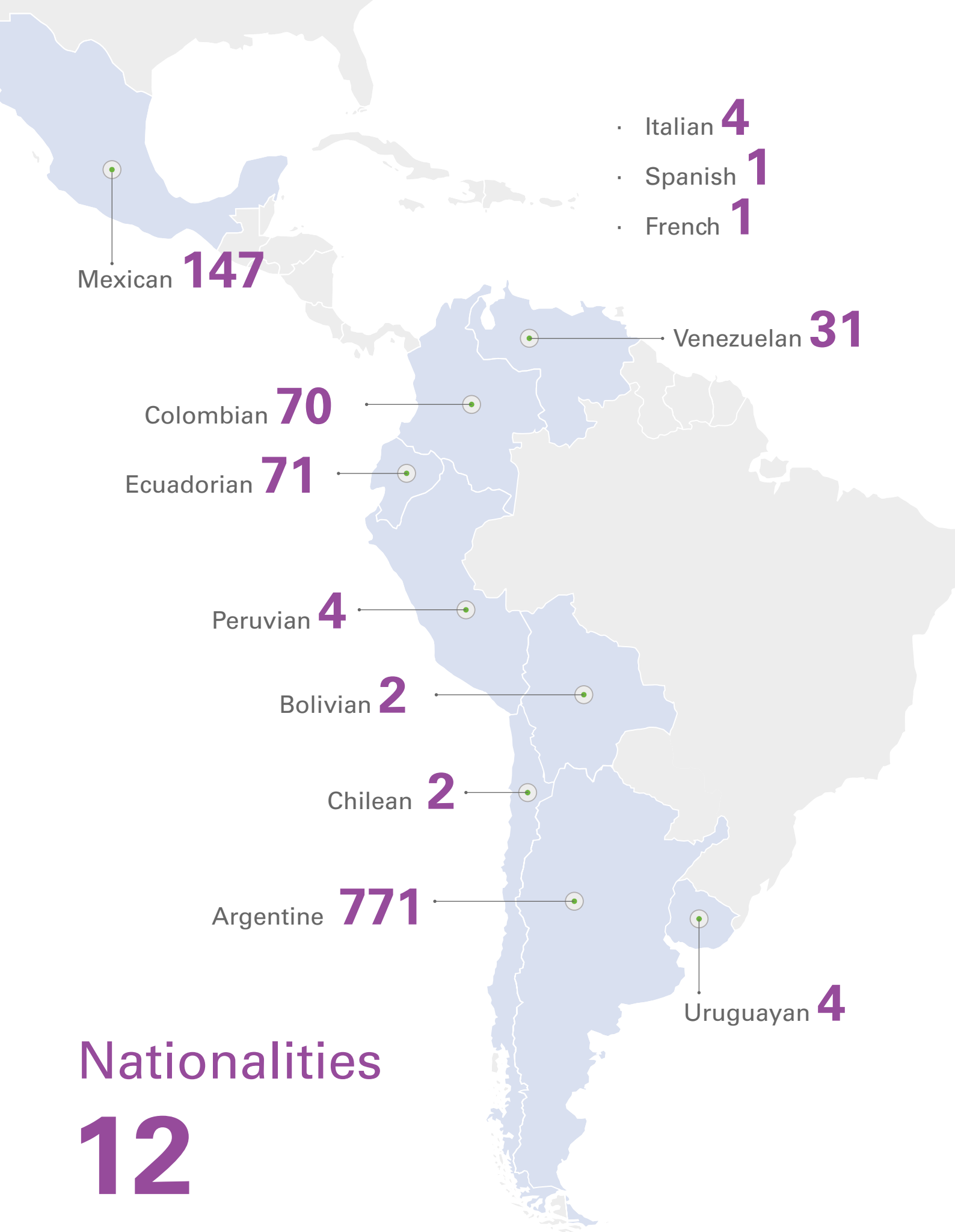
**159**

Boomers

**34**

Headcount numbers as of December 31, 2023











# GOVERNANCE

A multidisciplinary Governance Committee was formed in 2021 after the launch of the +d Program. The committee's task is to position diversity as a strategic business issue. The roster of committee members includes employees of several nationalities with varying roles and responsibilities who are from different working areas within Tecpetrol. The committee enjoys considerable autonomy in the scope of its actions and thus supports a broader institutional vision of matters related to diversity. Committee members are elected for two-year periods.

# 2023 members



**José Feretti,**  
Colombia Country Director.

"When they invited me to join the +d Governance Committee, I didn't think twice, as I really wanted to work alongside those taking specific actions to achieve greater diversity in our company. The great challenge we have ahead is to ensure that each person understands what we're doing and can take action in the knowledge that we're all pursuing the same objective; we have to ensure that there's widespread awareness of the process of change that has been underway for several years."



**Daniel Valencia,**  
Vice President Exploration & Development.

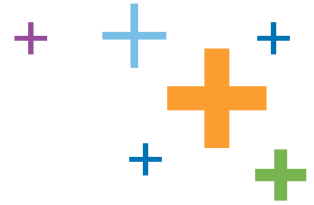
"I'm really thrilled to be on the +d Governance Committee. We celebrate all forms of diversity and we're convinced that inclusive communication is a tool with a far broader reach than just words."



**Ana López,**  
Commercial Sr. Analyst,  
leader of the Youth  
Commission.

"Tecpetrol is creating more spaces to listen to people and their proposals, and in our role as members of the +d Governance Committee, our job is to see how best to implement them."





**Esteban Grassi,**  
Commercial & Planning  
Manager in Ecuador,  
disability leader.

"It's very exciting to see how much Tecpetrol cares about creating an equitable work environment. Our challenge is be alert to any situation where there might be some form of inequality and work to ensure that the situation changes for the better."



**María Laura García,**  
Chief Human Resources Officer.

"We recognize that there are still some major structural barriers for certain minorities when it comes to their growth and access to hierarchical positions. That's why we believe it's so important to encourage dialogue between women and men, and between all the people of different nationalities and generations working at Tecpetrol. This is how we bring bias out into the open and challenge it, working together to find solutions and create opportunities."



**Julieta Delorenzi,**  
Cultural Transformation  
Sr. Manager.

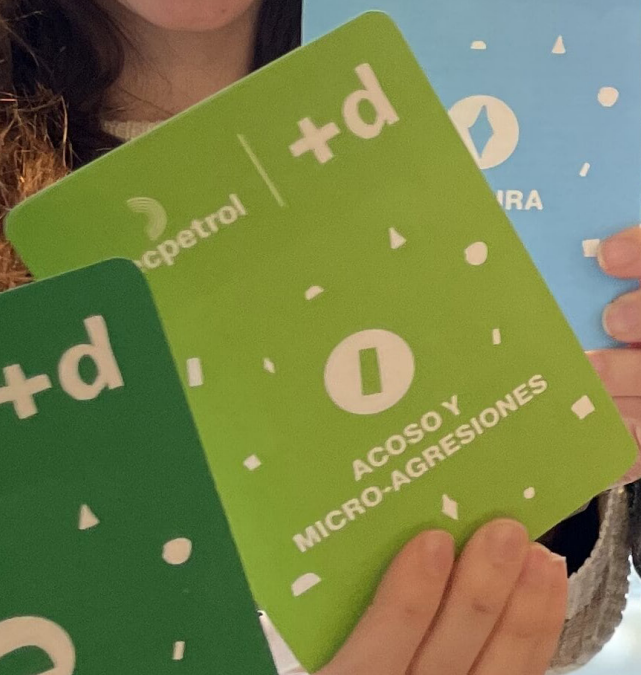
"The idea is for our +d Governance Committee to be as diverse as possible, involving people from different backgrounds, nationalities, ages, work area and gender in a context of equality, who can come together to enrich the discussion with different points of view."



# WHAT'S IMPORTANT

The program is structured into five work pillars, each supported by the underlying principle of respect for all people.





# Work pillars



## Gender

We are dedicated to creating an environment where women can fulfill their potential. By promoting female leadership through targeted initiatives, we enable more women to seize opportunities for career development. In terms of professional growth, our efforts focus on dismantling the structural barriers that women face in accessing positions of greater responsibility.



## Disability

We're including people with disabilities through a series of workplace initiatives focused on integration. Additionally, we extend our efforts to the communities with which we have built close relationships over the years. Tecpetrol is committed to creating opportunities for people with disabilities to contribute and participate in meaningful ways, ensuring they can fully engage in our community and workplace, as our aim is to encourage full and equal participation in all aspects of society within a culture of respect and acceptance.



## Generations

Our company is home to multiple generations, and our mission is to encourage everyone, regardless of age, to collaborate and learn from one another. We aim to foster an environment where the established majority and the emerging younger workforce can thrive together, enriching our workplace with diverse perspectives and experiences. Our principal objective is to foster intergenerational dialogue, as part of our desire to encourage communication and mutual understanding between people of different ages. This reflects the value we place on generational diversity and our belief that each age group can bring different experiences, points of view and distinctive skills to the table.





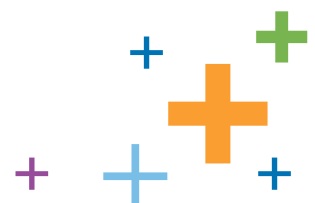
## Nationalities and cultures

We are committed to ensuring that the various cultures and nationalities represented among our employees are not only acknowledged, but also encouraged and represented within our organization. This work pillar seeks to create an inclusive environment that recognizes and values the richness of cultural differences. The initiative goes beyond merely including individuals from different countries as it aims to create a space where each culture can freely express itself and make meaningful contributions to the workplace. By valuing the sharing of cultural traditions, practices and perspectives we foster an atmosphere where everyone feels recognized and respected in their cultural identity.



## LGBTQIA+

We champion respect for the unique qualities of each person within the LGBTQIA+ community. By recognizing and valuing differences, we are actively supporting the expression of diverse identities. Encouraging people to be respectful and embrace acceptance cultivates an organizational and social culture that prioritizes equality and inclusion. This approach creates a space where diversity is celebrated and everyone can thrive, regardless of sexual orientation or gender identity.













# The +d Program since its inception

## + Benchmarking inclusion

Every two years, we hold the **+d Survey** as part of our efforts to help build a more diverse and inclusive workplace. The Survey is also an opportunity for employees to share comments and contributions. This is how the **+d Cards** initiative came about, where employees pick cards featuring proposals for diversity-related conversation topics to be discussed before each meeting. Another program that emerged as a result of the Survey was the **Microaggressions Workshop**, aimed at detecting learned behavior patterns that are almost imperceptible in the workplace. Three editions have already been held.

## + Industry: is it really a man's world?

Because of established structural inequalities, we need a space for dialogue with a gender perspective. That was the rationale for the annual **Unconscious Bias Workshop**, which was held twice, at the outset of the **+d Program**. The workshop provided an opportunity to raise awareness of the obstacles limiting women's professional development, the first step to overcoming these barriers. Both editions were attended by a total of 214 people.

**214**   
 participants  
 in both editions.



The program helped me organize and plan my job search, identify opportunities and think about new options."

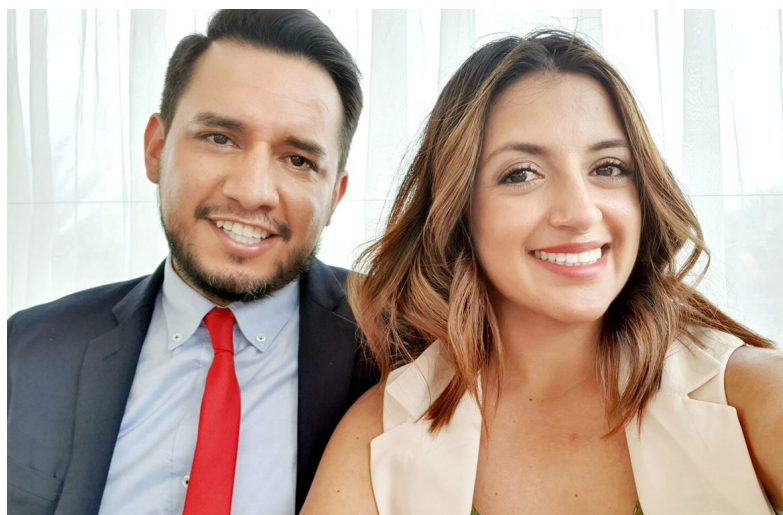
says Sueanny Ortiz, who moved from Quito to Bogotá with her partner, Byron Duque, when he was appointed IT Regional Manager in Colombia.

(JULY 2019)



## Boosting opportunities

Both women and men have attended the **Dual Careers Program**, designed to support the partners of employees transferred to operations in other countries or cities. The program provides expert advice and support to help employees embark on this new stage in their careers in another location. Launched in 2019, so far 12 couples have participated in the program.



"I didn't even know how to say it! But to my surprise, I received unconditional support. My leader put me in touch with HR and I began a program for mothers-to-be. I was part of these support networks that provided coaching for groups of women in the same situation and everybody was so supportive, they were always there for me."

María Angélica Gamba, Treasury Lead Analyst, speaking about her pregnancy.

(SEPTEMBER 2019)



## An easier landing

If motherhood is something that rocks your world, returning to work after maternity leave is also a challenging experience. The **Maternity Coaching** project was launched in 2019 for pregnant women and new mothers returning to their professional duties. The sessions brought together 33 participants from different countries, including Ecuador, Colombia, Mexico and Argentina, who shared their concerns and received support and guidance. The program provides practical advice, recommendations based on experience, and solutions to help to navigate this complex stage.



## Respect as a basis

653 people attended the **Discrimination and workplace harassment prevention workshop**, which has been held regularly since 2019. The idea is to help people create a more inclusive environment by providing mechanisms and options for possible courses of action to deal with difficult situations.





"I found it fascinating to see such young women leading projects or heading up their area. It's very inspiring for those of us who are just entering the industry."

Melanie Micheltorena,  
Reservoir Trainee.

(NOVEMBER 2019)




## From a woman's perspective

Information has no gender and is thus one of the most effective tools for the implementation of diversity and inclusion policies in the corporate sphere. We hosted the **Women in Industry Talk** in November 2019, focused on strengthening women's leadership skills and sense of personal identity. Attended by 33 women, the event aimed to equip participants with essential tools for negotiation and influence in the workplace.



## Virtuous circles

At the **Lean In Together Circles**, the main topic of reflection and debate is inclusion. This highly effective format for awareness-raising meetings was adopted in July 2020, an opportunity to bring diversity issues to the table and promote cultural change. The cycle of meetings is held on an annual basis and so far, 107 people have been part of the project. Today, the Circles are self-managed, as after the first edition, the employees themselves began coordinating the meetings to work on developing competitive strengths rooted in the diversity to be found throughout the organization.

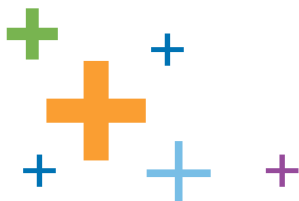
**107**   
people joined the  
circles.



These are scheduled meeting spaces, which are super rewarding and a great learning opportunity. Everything we talk about stays there, as confidentiality is key to having honest conversations. It's helped me at work and also in my daily life, as I learned the Platinum Rule, which overturns the idea that says we should treat others as we would like to be treated. The Rule proposes treating others the way they would like to be treated. This is a more inclusive approach as it creates a space for other people to be who they are, and not have to be different in order to be treated as they'd like,"

explains José Feretti, Colombia Country Director, who attended two editions of the Circles.

(JULY 2020)



# 87

participants  
of different  
nationalities.



In 2021, I attended the mentoring program for women. I shared what life was like when I started work thirty years ago and what it was like for me to interact with directors and managers, who at that time were all men. Then I told them how things changed when, at Tecpetrol, I was offered new career goals, which meant taking on more areas under my responsibility. As I shared my story with my mentees, we talked about how opportunities can reach everyone equally, men or women, and that the only thing you need is to be prepared. It just takes effort and ability!"

Vilma Bettini,  
Chief Audit Executive.  
(MARCH 2021)



## Guidance for growth

A group of people with outstanding careers in the company shared their experiences and knowledge to guide women employees as they contemplated their professional path. These were the participants of the **Mentoring Program**, launched in March 2021 for three years with 87 participants of different nationalities. Over time, the mentees have been able to expand their networks of contacts, hone their leadership skills and strengthen their capacity to overcome challenges, explore different ideas and tackle new projects, encouraged by the motivation provided by the Program.



This was a truly interesting experience, equally enriching for both mentee and mentor, as it's so refreshing to share perspectives from different genders and sectors (functional and geographical) which is something we don't take the time to do on a daily basis."

Daniel Valencia. (2022)





Each one took away the things that had the most impact on them. But these are such important topics that it's really positive to be able dedicate time to reflecting on how you're managing as a parent. I found it very enriching and interesting."

Alejandro Laurara,  
a geomechanic from  
the Vaca Muerta  
Development Area.  
(APRIL 2021)



I always considered that a person's sexuality was their private affair. But as soon as I found out that there were people in the company who had set this group up, I realized that it was important to start working on this pillar. When a person feels more comfortable with their environment, they're better able to fulfill their potential. We all need to commit to making the workplace a better and more inclusive space."

Matías Brolli,  
Development Sr. Manager.  
(JUNE 2021)



## The art of fatherhood

The advent of new family models where caring tasks are shared is an opportunity to address ingrained inequalities. That was the purpose of the **Fatherhood Coaching** initiative, which has, since April 2021, brought together two groups of 35 current and future dads from Colombia and Argentina, to reflect on the first years of their children's lives. They were able to share experiences and practical advice.



## Equality is good business

Tecpetrol was the only energy company to make the shortlist for the **UN Women Argentina Award**, one of the leading gender equality contests in the region. It was in June 2021, as the program turned two, that an audit was held which revealed +d to be a coherent, consistent and durable initiative, one that enjoys support from the company's leaders and involves participation from all areas. Tecpetrol had previously adhered to the Women's Empowerment Principles (WEPs) in 2020, set up by UN Women to provide businesses with guidance on how to advance women's empowerment in the workplace.



## Pride and diversity

A group of workers got together from different areas and countries to propose the creation of the **LGTBQIA+** pillar as part of the +d Program. In June 2021, they sat down to write an action plan that would address this population's concerns and issues. They proposed and drove initiatives to make bias visible and enable people to express themselves freely, all fundamental to an open discussion about sexual identity without the fear that this could affect a person's employment situation or lead to discrimination. The new words and terms applicable in this context were discussed at a workshop attended by some 200 people.

# 217

people

attended the  
Generations  
workshop



## A quick guide to generations

The **Generational Diversity Workshop** launched in August 2021, organizing fun-filled activities that brought together four generations: Boomers (born between 1944 and 1964), Gen X (between 1965 and 1981), GenY or Millennials (between 1982 and 1994) and Gen Z or Centennials (between 1994 and 2010). 217 people worked together on areas such as integration and coordination, and found opportunities to learn from each other.

# 153

participants

at the Disability  
Workshop



## Understanding disability

The International Day of People with Disabilities, celebrated on December 3, was chosen as the date for the first **Disability Workshop** in 2021. Under the expert eye of specialists in the area, 153 employees learned about the social model of disability, current paradigms and beliefs, and what terms should be used to refer to and address people with disabilities, ensuring a more inclusive attitude in different situations.



"I enjoyed the talk from start to finish and several questions arose along the way. We're informing ourselves and learning, observing our own reality and how we come across, not necessarily with the aim of comparing ourselves or seeking immediate action. What I like the most is to be able to reflect on this in my own time. I think we need to assimilate what we feel and relate in a more fluid manner to these issues that are affecting us generationally in so many ways."

Pablo Martellotta,  
Head of Community  
Relations.

(DECEMBER 2021)



## Glossary of identities

How to talk about people appropriately in terms of sexual identity was a subject that sparked special interest during the development of the +d Program. In response, the company organized the **ABC of Sexual Diversity Workshop**, a webinar held in December 2021. Employees were able to learn exactly what the acronym LGBTQIA+ stands for, what we mean when we talk about a cis person, and what heteronormativity is, among other topics. The event was highly appreciated for its focus on unconscious biases and possible forms of direct or indirect discrimination.





Just as society changes, so does the way we relate to each other. The aim of the webinar was to offer a selection of tools to analyze the way we communicate, how we speak, and whether we respect other people's choices, their origins or background. That's the objective: to create an opportunity to overcome the historical and structural inequalities that find expression in the way we communicate. Basically, that communication should include, not exclude."

Cristina López Mayher,  
co-speaker.  
(JULY 2022)



## Getting involved has a reward

Each person brings their unique attributes to the table, making for stronger and more resilient teams. The conviction underlying the **+d** Program earned it the **INcluye Mexico Award**, a recognition of diversity practices that add value to the business. Selected as the winner of the Best Diversity and Inclusion Practices 2021 category by organizers Talentlab Group, the **+d** Program stood out from the other initiatives presented by 50 competing companies. It was judged on criteria such as impact and innovation, how it well it dovetailed with the organization's strategy, and its internal and external scope. Another key aspect was how much employees and their leaders were involved and integrated into the different initiatives.



## Learning to speak

An **Inclusive Communication Webinar**, was hosted to mark the Program's third anniversary, in July 2022, where employees were invited to analyze the ways in which they communicate with others, and respect their choices, taking into account their training and origin. This was a prime opportunity to present the **Userway** accessibility tool, an app designed to help people with impaired hearing, difficulties identifying colors, or those outside their neurotypical environment, among other functions.



## Clicking on new generations

Between August and October 2022, 94 people from all areas of Tecpetrol participated in the cycle of **Breakfasts with interns and young professionals**. It turned out to be a highly enriching space for exchange, where topics such as culture, diversity, feedback and confidence were discussed with candor, emphasizing strengths and areas for improvement according to different perspectives.



Openly being able to talk about this and recognizing the fact that we are not all on equal terms already implies a major change.”

Nathaly Ortega, head of Treasury in Ecuador.

(SEPTEMBER 2022)



## Other voices, other areas

September 2022 saw the launch of **Conversations with Women**, a cycle of talks with women employees from different countries designed to exchange experiences about particular situations, identifying needs and sharing points of view. Twenty women attended the conferences in Quito, Ecuador, 13 in Monterrey, Mexico and 11 in Bogotá, Colombia.



## We can all learn

At around the same time, some 22 members of the Board signed up to **Men For Change**, a workshop for men by men, aimed at encouraging reflection on their privileged situation and the gender gap that holds sway in society. The event presented itself as an opportunity for each person to collaborate from their position in an attempt to mitigate this disparity and its effects.



## The power of language

The **new names for people's job titles**, which began to be used in September 2022, respond to a process that seeks to align the company with the rest of the Techint Group, in line with current local and international market practices. The idea was to simplify and standardize Tecpetrol job titles in the regions where it operates, improving the identification and association of job-related functions and responsibilities.

**22**

members



of the Board participated in Men For Change.



I felt very comfortable speaking, and had the freedom to express myself without feeling judged (...) seeing how the presidency supported what we are doing shows that they are interested in change and that we are on the right path.”

Yamila Moyano,  
Production Supervisor  
in Los Bastos, Neuquén.  
(NOVEMBER 2022)

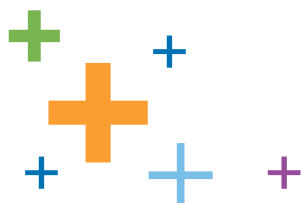
## I hear you

At a **Breakfast with Paolo Rocca** and women employees, the CEO listened to their needs and points of view about what could enrich the program. Twelve women from Ecuador, Argentina and Colombia gathered to share breakfast with the CEO of the Techint Group.



## Offices without obstacles

The main offices in Buenos Aires were revamped in November 2022 to offer an accessible and inclusive space. Complying with special standards, the **Catalinas Accessibility Project** proposes a workplace environment that enables employees with disabilities to access the offices and move around comfortably and autonomously. This approach is being rolled out in other areas in a phased manner.







**29**   
people from Tecpetrol.

## + No bounds to creativity

It's quite likely that many employees were unaware of the existence of a professional communications studio in Buenos Aires involving designers, advertisers and creatives with intellectual disabilities. The agency is called GOTA and it joined forces with the **+d** Program to offer the **GOTA experience**—two editions, held in November 2022 and April 2023—which consisted of a workshop where the creative team met with 29 Tecpetrol employees. The events had the result of raising awareness, as participants got to know each other and forge bonds of trust, learning from each other's experiences.



It was one of the first companies to join Soldando Comunidades and it really understood the spirit of the enterprise.”

Marcelo Guszul, Supplier Development Specialist.



I attended the Soldando Comunidades training course which was really good, and I’m very grateful for their invitation to let us enter their company and use their welding equipment. At the end, they told us about the professional training and I was very interested, because I dream of being a welder. Today, I can say that despite my initial fears, I was able to cut pipes and weld them in my own time, something that I would never have been able to do without the support of my colleagues.”

Belén, one of the participants, writing to the company in gratitude.

(DECEMBER 2022)



## Social impact

The training program developed by the ProPymes **Welding Communities** program that connects suppliers from the Tecpetrol value chain with the community where they work to offer welding training, featured some special editions. In addition to the fact that the ProPymes program helps companies to integrate with the community, Tecpetrol joined forces with Estrategias Competitivas del Sur (ECDSur), to hold different workshops for women from the Neuquén basin and for people with disabilities from a local day center.



# 826

people

from Mexico, Colombia, Ecuador and Argentina participated in the workshops.



## + Let's talk about everything

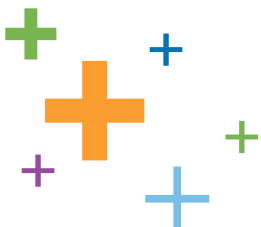
The most subtle gestures are often the most harmful, which is why, between April and October 2023, Tecpetrol held a series of **Microaggressions Workshops**, an opportunity to explore and understand the imperceptible but damaging ways in which prejudice and discrimination can make themselves felt. 826 employees from Mexico, Colombia, Ecuador and Argentina participated in the activity.

## + Equity Certificate

In June 2023, Tecpetrol Colombia signed up to the Gender Equality Management System (SGIG), an initiative championed by local government and the UNDP (United Nations Development Program) to promote change and close the gender gap in organizations. Through specific actions, covered by the **Equipares** standard, companies earn seals as they progress through implementation. On this path of cultural transformation, they are also contributing to the UN's Sustainable Development Goal No. 5, which seeks to "achieve gender equality and empower all women and girls," in a concrete contribution to building a country that is more inclusive, fair and equitable.

## + A +d moment

On the Program's fourth anniversary in July 2023, a recreational initiative was organized for all employees throughout the countries where the company operates. Together with La Usina, a company that employs people with disabilities, and the GOTA agency, they produced the **+d Cards**, to be used before each meeting as a game for participants to ask each other triggering questions. The concept is designed to foster spaces for reflection: **+d** moments.







The idea arose from the proposal to offer the new generations at Tecpetrol a space in which to develop a sense of community among themselves. Somewhere they could share ideas for integration and team building. (...) Its importance lies in how it encourages dynamic interaction between operations and countries, as well as providing tools that can enhance people's skills."

Ana López, Sr. Commercial Analyst, Reynosa, Mexico  
(SEPTEMBER 2023)



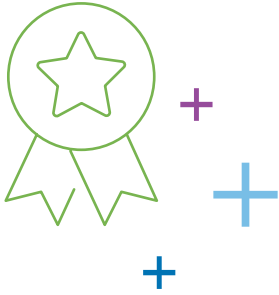
## Divine treasure

The **+d Youth Commission** began its mandate in September 2023 with a group of 20 employees, all under 30, from operations around the world. From the beginning, the group sought to create a space to share knowledge and experiences, promote actions in the community and ensure Tecpetrol was represented at university fairs and open days. These activities reinforce the sense of belonging, essential for young people to continue choosing Tecpetrol as a place to develop their talent.



## New parenthood

Sensitivity to cultural change is the bedrock of diversity. **The path of fatherhood: evolution and challenges** was the title of the webinar held in October 2023, an invitation to employees to analyze the historical evolution of the paternal role and identify the main challenges facing fatherhood today. These ranged from co-responsibility to new family configurations, as well as how to achieve the work-family balance. 120 participants attended the webinar from all regions.



## Another medal

Tecpetrol received the **INcluye Mexico Award** a second time for its diversity policies that add value to the business. It was in December 2023, an opportunity to showcase the successful **+d Cards** that feature phrases and ideas to debate before each meeting on diversity issues and provide food for thought. The cards are currently in use at both offices and sites, in all the countries where we operate.



"I found the talk very good and extremely informative. I think we all learned a great deal, and realized that we also have a lot more to learn. (...) It's fascinating to see how the +d Program continues to expand. Now, we're beginning to see growth in other pillars, such as disability. I think there is much to be done at Tecpetrol in this area, and hopefully we'll soon be seeing more people with disabilities being integrated into our teams."

Francisco Do Pico,  
Ecuador Country Director.  
(DECEMBER 2023)

## Real lives

It was on December 3, during the International Day of People with Disabilities, where Daniela Aza, a young communications professional who was born with congenital arthrogryposis multiplex, told 208 employees about her personal experience. The **Diversity and disability talk in first person** was designed as a way of opening up the conversation to raise awareness and provide opportunities to learn, in a direct and enjoyable way.

## 2030 challenge

In 2023, our company set ambitious long-term goals with a vision for 2030. These objectives are essential in providing clear guidance to align our procedures, refine processes, and focus on the areas we want to improve and enhance in our program development over time.

