



Employees

Building and retaining a talented and competent team for international and integrated growth is a key factor in the success of the Group's strategy. We are committed to creating an environment in which every employee can learn, grow, connect, and collaborate as well as live a safe and healthy life. Within the material topic Employees, we focus on talent attraction and retention, skill development and training, diversity and inclusion, and upholding labor rights, all of which successfully enables us to be an employer of choice.

In 2020, the COVID-19 situation required considerable additional focus from our HR function. During the COVID-19 pandemic, many employment-related measures were newly implemented not only to protect the health, well-being, and economic situation of our employees, but also to ensure that we foster a supportive culture throughout the year.



COVID-19 Management

The COVID-19 situation required considerable additional effort from the Group's HR function. During the COVID-19 pandemic, many employment-related measures were newly implemented to protect the health, well-being, and economic situation of our employees. By closely monitoring the immense legislative output, we succeeded in maintaining full labor law compliance while also offering our staff new options to help with their pandemic-induced personal situations and needs. Employees were granted various new solutions (depending on the local jurisdiction) to more flexibly combine work duties and care obligations. Work from home was made available to all employees where practically and technically feasible. The Working From Home Guide was created. This is a virtual guide containing tips and tricks to for improving virtual teaming use of technology. Learning Collections were provided to support employees in leading during times of crisis and managing stress and virtual working. Information and advice on all employee-relevant questions are regularly provided. Reliable internal processes mirroring new administrative processes were promptly implemented. Free psychological support was offered to all employees, in which they could talk to a professional about coping with the pandemic. Due to the extensive organizational efforts and the outstanding flexibility of our employees, we were able to avoid measures like short-time work or redundancies.



Especially last year, we needed to ensure we engaged with our employees. We therefore launched a continuous listening strategy, which is focused on improving how our organization listens to our employees for their feedback as well as their input and ideas (e.g., through quick polls, Q&A, and listening circles).

Highlighted here is our quick poll on the coronavirus and its challenges. This quick poll resulted in a response rate of 47%, which is a higher response rate than in our previous surveys.

- ▶ Most respondents (77%) reported they were doing ok or were completely fine and were satisfied with the support they received from the Company's measures, leadership, and working virtually from home.
- ▶ Of the respondents who were struggling (6%) most were not working in virtual teams and were impacted by school restrictions.
- ▶ To investigate further, listening circles (virtual group discussions) have been organized to explore further support.
- ▶ Additional measures that were put in place were a Working From Home Guide on how to improve virtual teaming and Learning Collections to provide online learning that offered employees support on how to lead during times of crisis, manage stress, virtual working etc.

Overall, it was important for us last year to increase our employee engagement. This was achieved as shown in the Net Promoter Score of 8.50 reported, which was almost 1 point higher than in our previous engagement surveys. We continued to make "remaining a great place to work" our strategic priority: after all, 9 out of 10 employees recommend OMV as a workplace.



SDG targets: 3.4 By 2030, reduce by one-third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being; 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

Other Highlights in the Past Year Included:

Increasing Organizational Agility

Continuing our Digital Journey, last year we focused on shifting development toward more global and virtual programs that are easily accessible and can be facilitated in-house. By switching to virtual and online training, we were able to continue these despite the COVID-19 restrictions. At the end of the year, we are proud to report that we were able to keep the participation rate as high as in the previous year.

Increased Focus on Diversity and Inclusion

We introduced several global initiatives as part of our ongoing commitment to gender diversity at OMV. To highlight two: Firstly, we launched a new women's leadership program, SHEnergy, focused on the personal advancement and leadership development of current and future female leaders. Secondly, we held Career Aspiration Talks to make our women more visible and in doing so to also strengthen our pipeline of future female leaders. These individual talks with a panel of senior managers and HR help us learn about our

female employees' career aspirations so that we in turn can support them by providing development opportunities and job recommendations.

Ensuring OMV Remains a Great Place to Work

OMV and Borealis have joined forces and will continue to grow stronger together. A larger business means a broader range of professional development opportunities are available. We focus on strategic talent exchanges between both companies, secondments and international assignments for critical projects and/or personal growth, and cross-divisional transfers for continuous career development. These measures enable us to create a more diverse and inclusive workforce across the entire Group while increasing knowledge-sharing potential.

Our second strategic investment, SapuraOMV, is also providing career opportunities. We are proud of our partnership with SapuraOMV and our ability to offer assignments to OMV employees at SapuraOMV and to SapuraOMV employees at OMV. This allows us to continue to strengthen our employees' experiences and skillsets and to apply their learning upon return from assignment.



Labor Rights

OMV respects and supports human rights as described in the Universal Declaration of Human Rights and in internationally recognized treaties, including those of the International Labour Organization (ILO). This includes a commitment to upholding labor rights, including decent wages, working hours, employee representation, and provisions against forced labor, child labor, and human trafficking. We support the “four fundamental principles and rights at work” outlined in the ILO Declaration:

- ▶ Freedom of association and the effective recognition of the right to collective bargaining
- ▶ The elimination of all forms of forced or compulsory labor
- ▶ The effective abolition of child labor
- ▶ The elimination of discrimination in respect of employment and occupation

The rights and obligations of our employees are set out in employment contracts. The vast majority of our employees, i.e., 96.4% (2019: 98.9%), have the right to exercise their freedom of association and collective bargaining. For more details on collective bargaining, see [Workforce Data](#).

We are committed to respecting workers’ rights, in line with the International Labour Organization Core Conventions on Rights at Work and we expect our contractors, suppliers, and joint ventures we participate in to do the same. Employee representation is a valued and long-standing feature in the Company’s strategic orientation. Where legally required, employee representatives are afforded information and consultation rights.

Part-time work is offered as a signal of flexibility, but some jurisdictions where we operate also stipulate a legal entitlement to part-time work. In general, our part-time employment contracts mainly reflect reduced working hours without significantly limiting the benefits not related to working time.

We offer our employees various channels for bringing forward issues, concerns, and grievances. This includes PetrOmbudsman at OMV Petrom, where employees and management can have confidential, off-the-record, informal discussions and address issues related to the workplace. Moreover, employees can bring forward their concerns in direct dialogue with human rights managers, human resources business partners, and works council members.

Diversity and Inclusion

OMV is committed to its diversity strategy focusing on gender equality and internationality. Diversity is an enormous strength that we are actively leveraging by creating diversity-based business value. It has therefore become a strategically important goal with two measurable targets in our Sustainability Strategy 2025: gender equality and internationality. The focus on diversity is one of the key pillars of our People Strategy, which has been defined under the strategic priority of leadership as “Inspiring leaders – building high-performing, diverse teams.” To achieve this goal, we have embedded diversity targets into our people processes, such as recruitment, talent and succession planning, learning, and leadership development. We continuously monitor gender, age, employee background, seniority, and salary equality to ensure fair treatment and equal opportunities at all career levels. At the same time, we strive to continuously develop new initiatives and measures that cultivate a culture of diversity and equal opportunity at OMV.



Sustainability Strategy 2025 Targets

- ▶ Increase share of women at management level ³² to 25% by 2025
- ▶ Keep high share of executives ³³ with international experience ³⁴ at 75%

Status 2020

- ▶ Share of women at management level: 20.7% ³⁵
- ▶ Executives with international experience: 76% ³⁵

³² Management level: executives and advanced career level

³³ Executives are defined as Senior Vice Presidents

³⁴ International experience: equal to or greater than three years of living and working abroad

³⁵ Data excludes the following legal entities: Borealis Group, Gas Connect Austria GmbH, Avanti GmbH, and DUNATĂR Kőolajtermék T rol   s Kereskedelmi K t.

Action Plan to Achieve the Targets



In 2020, we defined a joint action plan between business functions and the HR department to strengthen diversity throughout our organization by:

- ▶ Engaging and raising awareness through specific actions and initiatives to support professional progress for female employees
- ▶ Diversity Network: a self-organized Group-wide network that raises awareness of specific needs, provides support, and builds a strong network within the Company
- ▶ Maintaining and improving a work environment that helps female employees be their best by supporting work-life balance and parenthood
- ▶ Offering, in some countries, OMV daycare, summer camps, flexitime, home office, 16 flexible part-time models, “stay connected” guide, job sharing
- ▶ Providing tailored trainings and information to leaders and employees to ensure gender balance at OMV
- ▶ Unconscious bias e-learning course, advanced mentoring for women, and female leadership development program SHEnergy.
- ▶ Career Aspiration Talks to make our female talents more visible and through this to also strengthen our pipeline of future female leaders
- ▶ Encouraging leaders to create an inclusive work environment; unconscious bias is covered in our leadership programs
- ▶ Including the criteria of internationality in the assessment of candidates in the process of executive recruiting

Looking forward, in 2021, we are planning additional events, such as speaker series based on diversity success stories and a New Parent coaching program where new parents gain further information on parental leave and future career and financial planning.

SDG targets: 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life; 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

Share of Women at Management Level

OMV has committed itself to supporting the advancement of women in management positions. The strategic objective is to achieve the best diversity mix at management level. By 2025, we aim to increase the proportion of women in management positions from 20.7% to 25%.

Considering the fact that we operate in an industry with a strong technical focus, it is particularly challenging for OMV to achieve a balanced gender ratio in all areas of business

activity. The proportion of women in the Group as a whole amounts to 25%.

We support increasing the proportion of women in senior management positions through a range of initiatives, such as mentoring, succession planning, specific trainings, and our recruitment policy. Initiatives to increase work-life flexibility and country-specific programs, such as company daycare and summer camps for school kids, facilitate the balance between work and family life.



Recruitment

To encourage gender diversity, our recruitment policy reflects our commitment to promoting equal opportunities: At least one female candidate is included in every shortlist for each position. Internationality, another focus of our diversity strategy, is integrated into the recruitment process by highlighting the advantage of recruiting candidates with professional international experience.

Gender is one of the diversity criteria we apply when selecting members of the Supervisory Board and of the Executive Board. In 2020, we appointed a female Chief Commercial Officer, Elena Skvortsova, to the Executive Board. (For additional information, see the [Annual Report 2020](#).)

Succession Planning

Our diversity targets are also embedded in succession planning, with a preference for female candidates when identifying top talent. We recently introduced Career Aspiration Talks to make our women more visible and thereby also strengthen our pipeline of future female leaders.

Training

To achieve this goal, we anchored diversity in leadership expectations and in all leadership initiatives. In OMV's leadership development programs, the proportion of women was 42% in 2020 (26% in 2019).³⁶ Our development activities include, for example, mentoring for female leaders and specific trainings on unconscious bias and decision-making. In 2020, we introduced the pilot for our new female leadership program, SHEnergy, focused on the personal advancement and leadership development of future and current female leaders.

We support women in technical training at the early pre-professional stage. The proportion of women in OMV's Upstream graduate development program for technical skill pools was 31% in 2020 (27% in 2019).

Executives With International Experience

International experience is a key requirement for becoming a leader at OMV. We plan and encourage more international experiences for our future leaders through an increased focus on measuring leadership potential and succession planning in our People Review processes. (For more information, see [Career Development](#).)

Skills Management and Employee Development

Talent Acquisition

The Corporate Strategy 2025 stipulates further growth and internationalization.

OMV is committed to building and retaining talent for international and integrated growth. Internally, we are focusing on job rotations, promotions, and skill development to tackle the challenges and focus on innovative solutions to enhance our workforce. Externally, we are focusing on building robust talent pipelines through cooperation with key universities. In addition, OMV is currently offering internships and apprentice programs at both our refinery in Schwechat and our Upstream operations site in Gänserndorf, mainly focused on technical and commercial aspects of our business.

In order to ensure consistent quality in the recruitment process, we have introduced an online satisfaction survey, which is conducted quarterly among our business managers participating in the recruiting process.

Career Development

Effective succession planning contributes to managing business continuity risk by ensuring the preservation of human capital – OMV's most valuable asset. "Personal Impact x Potential" is an evaluation tool used to provide structural feedback in performance reviews and in succession planning. Managers evaluate their employees on Personal Impact and Potential and identify successors for business-critical positions. Based on this, an employee's development plan is created to improve the skills needed for his or her future role. We have developed Company-wide career paths that outline the experience and skills required for a position.

One of the People Strategy priorities is to strengthen leadership capabilities. We aim to ensure that our leaders continually grow and develop. In 2020, more than 200 leaders have participated in one of our Group-wide leadership programs. These programs are designed to support both those employees who take on new leadership roles as well as current leaders who want to upgrade their basic knowledge on how to lead people.

On a more personal level, we offer mentoring to provide employees with guidance on key career issues. In 2020, 94 OMV senior leaders at the Board, executive, and advanced levels provided mentoring services to 130 emerging, rising, and top talents across OMV. OMV strives for competitive compensation and benefits packages.



Rewards and Performance Management

OMV strives to maintain a uniform organizational structure that provides clarity and transparency with regard to responsibilities and the hierarchical classification of positions.

We continuously monitor market trends and international best practices in order to attract, motivate, and retain the best-qualified talent around the world. Long-term employment relationships are what we strive for. We encourage salary equality at all career stages, for example, by setting up standardized salaries for entry-level employees that are reviewed each year in line with the local market situation.

Additionally, we ensure a fair and objective evaluation of positions that is consistent across all divisions and countries through a clearly defined methodology and process. The outcome of the evaluation is the basis of the remuneration decision for every employee.

At OMV, we aim to optimize employee performance through our Principles-led culture. To unlock an employee's full potential, we look at what we do and how we do it. Both aspects are important when we set our performance and development goals, review our progress, evaluate our achievements, and ultimately are rewarded and recognized annually. The purpose of our annual review process is to support our employees and managers through structured, systematic planning of performance and personal development within the Company.

The general rules for the remuneration of the Executive Board are described in the Remuneration Policy, and the individual remuneration of the Executive Board members is fully disclosed in the Corporate Governance Report and in the Remuneration Report drafted from the 2020 financial year onward. (For more information on the Executive Board remuneration and on the compensation of and benefits for OMV employees, see the [OMV website](#).)

Recognition Program

Employees can give and receive three types of awards as a token of appreciation for their colleagues' accomplishments:

- ▶ **OMV Excellence Award:** provides recognition for outstanding results and significant impact in connection with strategic projects or business transactions. The Executive Board discusses and selects the best projects and initiatives that have the greatest impact on the success of the Company in a quarterly calibration.

- ▶ **Job Excellence Award:** recognizes employees for exceptional performance that goes beyond the usual job requirements
- ▶ **Principle in Action Award:** provides instant recognition to an individual for being a role model and living by our Foundation Principles, which reinforces our desired culture of performance and cooperation

We highly encourage employees to pursue continuing education to further enhance their various skills. Employees identify their learning needs through a mixture of localized training matrices. These assist them in creating development-oriented action plans linked to career paths, competencies, and professional goals.

The four key competencies in which we encourage our employees to further develop are functional and technical skills, business skills related to effective work in the OMV Group, personal skills, and leadership skills.

Training

Our functional and technical training focuses on maintaining a skilled and capable workforce. This training is planned and delivered annually in line with our workforce requirements.

We encourage the use of online resources for training. The expansion of our online learning content enables employees to access more consistent training content and enhances its accessibility on a global level. We therefore see continued growth in the use of online courses and online materials in 2020. Furthermore, due to the COVID-19 situation, we have paid special attention to virtual training delivery. We not only switched many of our face-to-face courses to webinars but also offered comprehensive support to our internal trainers and participants on how to attend online classes. This enabled us to provide a comprehensive selection of learning and development offers once again in 2020. At the end of the year, we are proud to report that we were able to keep the participation rate as high as in the previous year.

However, learning on the job remains an important element in employee development and training. We encourage employees to learn on the job, where they can apply their professional or educational skills to the specifics of OMV business and culture. Our 70:20:10 approach gives the importance of learning on the job a weighting of 70, learning from others a weighting of 20, and learning from training a weighting of 10.