

## Human Capital Development - Highlights

Investing in human capital is a priority of Petrobras. The focus on people is highlighted in the Company's Strategic Plan and the management of knowledge and critical skills is one of the strategic drivers of Human Resources.

Petrobras has made available to all its employees, since 2020, the Soft Skills Development Program that, *promoted lives with market professionals*, launched EADs and virtual dialogues mediated from 11 themes: Emotional Intelligence, Interpersonal Communication, Negotiation, Time Management, Mindfulness, Learning to Learn, Effective Presentations, Stress Management, Engagement and Sense of Work, Teamwork and Creativity and Innovation.

In 2021 about 10% of employees realized actions related to at least one *soft skill theme*.

In 2020, Petrobras reorganized its leadership development portfolio based on the development of a leader who connects with himself, with the world, with teams and develops teams. In this line of activity, all programs launched since then have one or more of these focuses.

In 2020, due to the multidisciplinary of the mandatory themes aimed at the leadership public, the Corporate Challenges program was launched that presents relevant content and problem situations for a better understanding of the conduct that should be adopted on a daily life.

In 2021, the training addressed the following topics: Conflict of Interest, Compliance and Ethics, Social Responsibility, Information Security, SMS, Organizational Culture, Digital Transformation and Transparency, Sustainability Commitments and was completed by 98% of leaders.

In May 2022, the first module was made available with the themes of: Moral Harassment, Intelligence and Corporate Security, Social Responsibility, Supplies, Organizational Culture and Digital Transformation. In the 2nd semester, the following topics will also be addressed: Health, Climate, Communication, Governance and SMS.

In addition, Petrobras has the *Onboarding program* for leaders designated for less than 2 years. It is a programme based on 3 pillars: welcoming the new manager, clarifying their role and networking. The leaders have 4 mornings of lectures on various topics inherent to the new role and then perform a group work, for 3 weeks, with the support of a tutor specialized in the theme, as an example: Corporate Strategy, Diversity, SMS, Governance, Digital Transformation, among others. Until 2021, the program also had the Harvard **ManageMentor module** on People Leadership. In 2020, more than 500 leaders passed this training, and in 2021 approximately 300 new leaders.

The **Harvard ManageMentor Program (HMM)** offers an approach through online content developed by world-renowned business and leadership experts selected by Harvard Business Publishing. It comprises 42 modules, hundreds of new media elements and offers a learning experience that addresses issues related to self-development, social skills, people management and diversity, ethics, process compliance and business management. The program was available from 2018 to 2021, aiming to meet the development needs of all company leaders. The Program aimed to accelerate leadership development to improve performance and increase readiness for new career challenges, how to prepare leaders for business challenges considering the ever-changing market scenarios and achieving organizational goals.

Of the company's 7,595 leaders, 4,253 completed all 42 modules of the program, representing 56% of all leadership. In addition, 1501 leaders carried out part of the disponible modules. Thus, in total, 5754 leaders were developed, representing 75.6% of the entire leadership of the company which means 14.87% of the workforce.

As a result of the program, there was an evolution of leadership skills. The leaders who completed the HMM Program obtained an average of 3.72 on petrobras' competencies assessment scale, closer to level 4 (Overcoming the Mandatory Level), representing an evolution of 6.22% in relation to the previous year's assessment. An average of 4.12 was also observed in the 2021 Performance Assessment cycle, which

values the individual and team goals achieved by these leaders on a scale of 0 to 5, representing an evolution of 3% over last year's assessment.

In 2019, aiming at combating discrimination and the forms of harassment that may occur in the workplace, the Prevention and Combat training against Moral and Sexual Harassment (PCAMS) was launched for all employees (employees and contractors). The 1-hour training in the EAD modality remains active/available in the Petrobras training catalogue in Portuguese, English and Spanish, and the realization is mandatory for all employees.

With this training it was possible to identify, prevent and combat occurrences of bullying and sexual harassment. It describes the concept of violence at work, moral harassment and sexual harassment, its characteristics, impacts, common consequences, such as combat and prevention mechanisms, work relationship standard, Code of Ethics and Conduct Guide, Whistleblowing Channel and finally, gives guidance to the manager, employee and service provider. There were 44,996 trained employees in 2019 and 1,368 in 2020, in addition to a total of 25,184 trained contractors.

The best qualification of our leadership and employees contributed strongly to the positive results of our business, obtained in 2021:

- Operating revenue of US\$ 37.583 billion, 182% higher than 2019 and 373% higher than 2020.
- Sales revenue of US\$ 83.966 billion, 110% higher than 2019 and 156% higher than 2020.
- The company reached its gross debt target of \$60 billion 15 months earlier, resulting in a net debt-to-EBITDA ratio of 1.1 times.

In addition, we have reduced our oil extraction and refining costs and carbon intensity indices. We have increased our proven reserves, production and sale of petroleum products. These results demonstrate our leadership's commitment to improving business outcomes and maintaining safety and respect for life and people as values for the company. In total, 56% of the company's total leadership, concluded the HMM program, which means 10.9% of the company's staff.

Other business outcomes were also based on other development initiatives, such as Leader 4.0, which was made available in mid-2021 to increase the self-perception and learning agility of managers and consultants. This training, which is carried out in 4 mornings of 2h, uses *mindfulness techniques and practices*, based on neuroscience, and the *components of Learning Agility* (learning agility), incorporating knowledge of the most current topics related to Management, Leadership and Mental Health.

One of the initiatives of our strategic plan is to digitally transform Petrobras. To enable this transformation, one of the key competencies that needs to be developed and sustained is data-driven culture.

In 2021, one of the highlights was the implementation of **the Development Program in Analytics and Data Science**, focusing on the development of data analysts and data scientists to promote a cultural change aimed at data-driven decision making. The Program aims to develop employees' digital skills to extract value from data generated and accessed daily, supporting and improving the decision-making process, recognizing data as a valuable business asset.

For the data analyst, an initial module with 60 hours was deployed, addressing the use of Self-Service BI tools and an advanced module with 180 hours to deepen mathematical concepts, programming and dashboard design. For the data scientist, an initial module with 308 hours approached data science and machine learning tools was deployed. The advanced module has 600 hours to deepen mathematical, statistical, machine learning and deep learning concepts. Leadership is also being trained to raise awareness about the importance of a data-driven culture to improve the decision-making process. This program also includes workplace training, mentoring initiatives, and self-learning videos on Analytics & Data Science.

As a result, we develop better data-driven solutions for business challenges, reduce costs, increase our operational efficiency, add value, and increase our operational safety levels. More than 800 dashboards

and reports were prepared, generating valuable data for cost reduction, process improvement and data-driven decision making. Approximately 20,000 people access and use the analytical solutions developed monthly, totaling more than 400,000 accesses per month. One of the dashboards created and used in our refineries automatically captures data on energy consumption and burning gas emissions. Analytics and business intelligence tools enable operational, tactical and strategic analysis in a single interface, reducing costs and improving the decision-making process, improving energy efficiency and contributing to the reduction of CO<sub>2</sub> emissions in our refineries. A Business Intelligence and Robotic Process Automation (RPA) application was developed to integrate data that assists in the management of megaprojects, such as the development of new FPSOs (Floating Production System & Offloading), allowing a consolidated perspective of schedule, supply, commissioning, change management and Engineering. Significantly improved productivity to monitor and support megaproject management, while providing a more agile and qualified data-driven decision-making process. Another success story of the Program is the "Geological Analogues Platform". This platform is a data analysis tool developed to map the productive potential of areas recently acquired by our company or in developing fields. With this solution, it is possible to integrate a very large volume of data obtained from our oil reservoirs. The first results allowed reducing by 80% the time of the data analysis and processing stage for geological modeling of reservoirs, contributing to anticipate the production phase.

The initial training module of data analysts had the participation of 1,709 employees. In the advanced module there are already 51 employees. The initial module for data scientists, on the other hand, has the participation of 108 employees. It is important to highlight that, in addition to this Program, employees can enroll in one-time courses. In this context, we have 934 employees trained in Power BI and 847 employees trained in Spotfire.

Since 2019, with the objective of recognizing and certifying people with solid knowledge of data science, 0.5% FTE (200 employees) have voluntarily applied for a certification test conducted by a third party, and 0.2% FTE (77 employees) have been certified.

A total of 74.4% of the target audience (professionals working in the technology area) participated in the program, representing 10.14% of the workforce.

Last year, we also implemented the Requalification Program for operating technicians for refineries

The period for training an Operation Technician (theory and practice) lasts on average 8 months. Due to the realization of the project during the COVID-19 pandemic, it was necessary to convert the course in person to a hybrid course with the theoretical part performed by synchronous AE and the practical part performed in the workplace. Six classes of the Program for the requalification of operating technicians for the refineries were carried out, with a total of 575 employees approved. The Program provided an increase in internal mobility, adjustments in the profile of the staff according to business needs, contributing to the recomposition of technical operating staff trained to work in Refining, caused by the increase in the number of retirements in recent years. The trained and approved participants were allocated to all Petrobras refineries.

To promote Diversity and Inclusion with leaders and employees, the company has the Gender Equity Plan. One of its main actions is the Women's Leadership Mentoring Program, created in December 2020, whose objective is to leverage the development of female leadership and expand the positive results promoted by gender equity, providing opportunity to develop the career of the mentors, through examples and guidance of the mentors, aligned with the Petrobras culture. In 2021, mentoring was organized for 15 women in administrative and operational areas. In addition to the corporate program, with its second cycle in 2022, several areas of the Company dissected the practice, with more than 10 local women's mentoring initiatives.

With the launch of the company's Human Rights Guidelines in 2020, numerous challenges were posed, starting with one of the sustainability commitments for the period 2021/2025, which involves a Training Program for the theme of Human Rights.

In line with the Gender Equity Plan, and as a first initiative of this training, lectures were held on the subject, the first being held in August 2021 with the theme "Prevention of Violence, Discrimination and Harassment at Work", targeting leaders and human resources professionals. 2,600 employees of the target audience participated in these lectures.