

## Human Capital Development

### Highlights

Investing in human capital is a priority for Petrobras. Focusing on people occupies a prominent position in the company's Strategic Plan, and the management of knowledge and critical competencies constitutes one of the strategic drivers of Human Resources.

The complexity of the activities of an oil, gas, and energy company like Petrobras requires competent, well-trained, and motivated professionals in several key positions. The need for professional training and development in activities that represent the state of the art in all functional and interdisciplinary areas is evident, due to the high business competitiveness characteristic of the oil, gas, and energy industry. Furthermore, given the challenges of Petrobras' current Strategic Plan, the training and development of its professionals is becoming increasingly essential. With infrastructure designed to meet specific training needs, Petrobras University offers specialized classrooms and laboratories located in Rio de Janeiro, Bahia, Espírito Santo, and Rio Grande do Norte, as well as resources for distance learning and other excellent solutions.

Traditionally, these corporate educational opportunities, in addition to personal and professional development, are promoted through training courses (mandatory for new employees joining through public selection processes) and continuing education (including conclaves and various other Knowledge Management initiatives).

#### **Awards**

In 2023, Petrobras won the Best Overall Corporate University gold award from the Global Council of Corporate Universities (Global CCU). The company is committed to enhancing employee development through a variety of programs aimed at enhancing skills and fostering a culture of continuous learning.

#### ***New Employee Training***

Training courses are aimed at new employees joining through a public selection process, with content specific to each position, aiming to train them in topics relevant to Petrobras. This training represents new hires' first contact with the company.

Through the Onboarding module, common to all hires, Petrobras' values are reinforced, including ESG (Environmental, Social, and Governance) and DEI (Diversity, Equity, and Inclusion) issues. In 2024, more than 2,000 new employees attended our full-time classrooms.

#### ***Continuing Education***

Petrobras recognizes that technical competence resides in people and, therefore, values the training and retention of knowledge and talent. To ensure that the knowledge developed and accumulated throughout employees' careers is maintained, disseminated, and enhanced, Petrobras University offers several training and development (T&D) initiatives focused on continuing education. Covering refresher courses, conferences (such as lectures, workshops, and seminars), mentoring, on-the-job training, and other knowledge management initiatives, employees have opportunities to develop and supplement their education. Courses can be offered internally at Petrobras University or by external institutions.

### ***Leadership Development***

Since 2020, Petrobras University has reorganized its leadership development portfolio, focusing on a humanized leader who values diversity, guides their actions according to the Company's strategy, demonstrates dedication to delivering results, expresses commitment to the Company's values, culture, and objectives, inspires confidence by taking responsibility for their actions and decisions, aligns discourse and practice, connects with themselves, the world, and their teams, and develops teams.

In 2024, the U-LEAD and "Make it Happen" programs received more than 14,000 approvals across various modules. The "Leader 4.0" training, which specifically focuses on self-awareness and socio-emotional skills, received more than 450 approvals. Our onboarding program for new leaders covers essential topics such as human rights, Petrobras' culture and values, diversity, and non-violent communication, registering more than 200 approvals in 2024.

### ***Training on Discrimination and Harassment in the Workplace***

Petrobras offers comprehensive and mandatory training for all employees on discrimination and harassment in the workplace.

We hold seminars and workshops to raise awareness about discrimination and harassment, ensuring that our workforce understands the harmful effects of these behaviors. This initiative includes a series of lectures and dialogues, engaging more than 3,000 employees in discussions about gender-based violence and workplace dynamics.

These actions reinforce our commitment to creating a safe, respectful, and inclusive work environment for all Petrobras employees.

### ***Cultural Education***

Cultural education is another pillar of our employee development strategy.

In 2024, we launched the mandatory online training "Petrobras Values," which emphasizes the company's values and their importance in fostering a respectful and diverse work environment. More than 46,000 completions were recorded, meaning that over 98% of employees completed this training, enhancing their understanding of our organizational culture and promoting diversity awareness.

Events such as workshops on nonviolent communication and the "Petrobras Values Game" further engage employees in training initiatives on our company's values and culture.

### ***Coaching and Mentoring***

Our coaching program is open to all employees and focuses on developing behavioral skills through impactful conversations, addressing specific challenges, and improving team dynamics. Additionally, we implemented a comprehensive mentoring program across various business areas, with a special emphasis on diversity and inclusion.

In 2021, we launched the Women's Mentoring Program, aiming to increase female representation in leadership positions. The third cycle, which began in August 2023, reserved 20% of the positions for Black and Brown women and 10% for women with disabilities. The program has been successful, with 57% of mentees advancing to new positions in 2021, and rates of 50% and 36% in subsequent cycles.

In 2024, we launched the "Petrobras Negritudes" Mentoring Program, aimed at underrepresented groups. This program, which runs until September 2025, includes mentoring

meetings and a personalized development path that includes workshops, coaching sessions, and management and leadership skills development. Demand for this initiative was high, and it is important to highlight that all mentors are from underrepresented groups.

### ***Teams and Networks***

To enhance collaboration and learning, Petrobras developed the "Petrobras Knowledge Lighthouse" initiative in 2024. This initiative helps employees at the corporate university connect with experts and potential collaborators. Improvements are expected to go live by the end of August 2025 across our workforce of over 40,000 people, facilitating the formation of teams to address the company's operational and strategic challenges. This initiative was previously called Yellow Pages.

We also support Communities of Practice (CoPs), groups dedicated to creating, sharing, and documenting knowledge across various processes and technologies. Currently, there are 26 active CoPs, with approximately 22,000 members, recognized for their contributions at scientific and industry expert events.

### ***Transition Programs***

The Retirement Preparation Program (PPA), established in 1989, supports employees up to five years before retirement, encouraging reflection and sharing information to help them prepare for this new phase. The program includes lectures on health, financial planning, and entrepreneurship, with 292 participants in August 2024.

### ***Digital Transition***

Our Digital Transformation and Innovation Program prepares employees to adapt to new digital tools and processes. The Digital Transformation Academy, launched in 2020, is dedicated to reskilling and upskilling employees in areas such as artificial intelligence and data analytics. As of February 2023, more than 1,480 employees had been reskilled and 11,700 had developed digital skills. The program resulted in the enhancement of digital skills, enabling the creation of more than 800 dashboards for cost reduction and more assertive decision-making.

### ***Quantitative Impact of Learning and Development on Business***

Petrobras University maintains an ongoing initiative to measure the impact of its development programs through a two-stage evaluation methodology: applicability and impact assessments. These evaluations have yielded positive results, such as an 85% effectiveness rate, with participants reporting improvements in performance and productivity.

For example, a participant in an Additive Manufacturing course leveraged networking opportunities to develop a crucial component for oil rig operations, saving the company time and R\$140,000.

### ***Part-Time Employees and Suppliers***

Our training programs cover all employees, including those on reduced-hour shifts.

For suppliers, we provide training on Environmental, Social, and Governance (ESG) topics through initiatives such as the ESG Journey for Suppliers and webinars. In 2024, 86 suppliers received training on integrity topics, representing 36.9% of the target audience.

***More information on training and development can be found in the public documents issued by Petrobras: 2024 Sustainability Report, pages 200-202, and the 2024 Human Rights and Corporate Citizenship Handbook, pages 19-23.***