

Human Capital Development

Informational

The content of this document is intended solely to provide information about Petrobras' people development practices and, under no circumstances, constitutes advertising or promotional material. Information is presented for transparency and external assessment purposes and should be read as factual disclosure of programs, indicators and methodological records.

The complexity of the activities of an oil, gas and energy company such as Petrobras requires competent, well-trained and motivated professionals in several key positions. Petrobras maintains initiatives to develop its human capital, with the management of critical knowledge being one of the practices used in human resources management.

There is an ongoing need for professional training and upskilling due to the high level of competitiveness that characterizes the oil, gas and energy industry. In addition, in view of the challenges of Petrobras' current Strategic Plan, the need for training and professional development is reinforced.

With infrastructure designed to meet specific training needs, Petrobras Corporate University provides classrooms and specialized laboratories located in Rio de Janeiro, Bahia, Espírito Santo and Rio Grande do Norte, as well as resources for distance learning and other technological solutions.

Traditionally, these corporate learning opportunities—alongside personal and professional development—are delivered through mandatory onboarding training courses for newly hired employees (admitted through public selection processes) and through continuing education initiatives (including conferences and other Knowledge Management activities).

Awards

In 2025, Petrobras Corporate University received the Gold Award in the Innovation category granted by the Global Council of Corporate Universities (GlobalCCU Awards).

Training & Development Data

In Table 1, indicators calculated based on Petrobras Sustainability Reports from 2022 to 2025 are presented, using total number of employees as the reference.

	2022	2023	2024	2025
HHT – Human Hours Trained	2.282.265,91	2.855.123,00	3.692.782,32	4.170.829,00
R\$ - Total investment in training	R\$ 101.745.352,56	R\$ 153.851.018,84	R\$ 273.159.748,01	R\$ 262.249.093,66
Total number of employees	38.682	40.213	41.778	43.199
Average training hours per employee	59	71	88	97
Average training investment per employee	R\$ 2.630,30	R\$ 3.825,90	R\$ 6.538,36	R\$ 6.070,72

Table 1 – T&D indicators using total number of employees as reference

However, to facilitate comparison, these indicators are also commonly calculated using the FTE (Full-Time Equivalent) concept rather than headcount. FTE refers to the number of working hours equivalent to a full-time employee over a given period. The concept is used to convert part-time work hours into full-time equivalent hours.

FTE calculation = total hours worked (planned hours – absenteeism – vacation + overtime) / 2080 (40h x 52 weeks) hours worked

In Table 2, the indicators are presented using FTE as the reference:

	2022	2023	2024	2025
HHT – Human Hours Trained	2.282.265,91	2.855.123,00	3.692.782,32	4.170.829,00
R\$ - Total investment in training	R\$ 101.745.352,56	R\$ 153.851.018,84	R\$ 273.159.748,01	R\$ 262.249.093,66
FTE	32.463	32.837	34.825	35.193
Average training hours per FTE	70	87	106	119
Average training investment per FTE	R\$ 3.134,19	R\$ 4.685,29	R\$ 7.843,78	R\$ 7.451,74

Table 2 – T&D indicators using FTE as reference

New Employee Training

Training courses are aimed at new employees admitted through public selection processes, with content tailored to each role, in order to qualify them in topics relevant to Petrobras. This training represents the first formal contact of newly admitted employees with the company.

Through the onboarding module, which is common to all new hires, Petrobras' values are reinforced, including ESG (Environmental, Social and Governance) and DEI (Diversity, Equity and Inclusion) topics. In 2025, more than 3,300 new employees attended full-time classroom-based activities.

Continuing Education

Petrobras recognizes that technical competence resides in people and therefore values training and knowledge retention. To help ensure that knowledge developed and accumulated throughout employees' careers is maintained, disseminated and leveraged, Petrobras University offers a range of Training & Development (T&D) initiatives focused on continuing education. These initiatives may include advanced courses, conferences (such as lectures, workshops and seminars), mentoring, on-the-job training and other knowledge management activities. Courses may be offered internally by Petrobras University or by external institutions.

Petrobras also maintains training and reskilling initiatives aimed at developing employee capabilities in the context of technological, regulatory and market changes. Since 2024, more than 1,990 managers have participated in training on Oil Geopolitics and Energy Transition, aimed at building knowledge to assess geopolitical and market scenarios in the energy sector. Between 2020 and 2023, approximately 600 workers in refining, gas and energy participated in reskilling actions associated with internal mobility. In 2025–2026, a Petroleum Engineering specialization was offered to professionals from decommissioned E&P project areas. These initiatives, which include training on decarbonization and renewable energy, are linked to internal mobility processes, subject to organizational needs and applicable internal criteria, in the context of industrial change and the climate transition.

Leadership Development

The Leadership Development Program was relaunched in September 2025. The program structure considers the Strategic Plan, corporate values and competencies, and structures the training offer by reference to business challenges and corporate objectives. The development portfolio, structured across all management levels, comprises 72 educational solutions organized into strategic pillars (for example: Sustainability, Energy Transition, Innovation and Futures, among others). Throughout 2025, there were more than 15,500 attendances in leadership courses, including the relaunched program and other management trainings.

Training on Discrimination and Harassment in the Workplace

Petrobras maintains training for the entire workforce on discrimination and harassment in the workplace, starting from onboarding.

Topics related to integrity, care for people, and combating harassment were included in the annual mandatory training for members of the Board of Directors and the Fiscal Council. The “Including You in Diversity, Equity and Inclusion” learning track was revised and is available to the entire workforce, including service providers and interns.

In 2025, there were more than 74,000 course completions in this track and in the “Men Allies Program”. Between 2023 and 2025, 99% of the workforce completed the online training on Prevention and Combating Discrimination, Moral Harassment and Sexual Violence, which has been mandatory for employees since 2023 and for the entire workforce since 2024.

These actions are intended to support a safe, respectful and inclusive work environment for Petrobras’ entire workforce.

Cultural Education

Petrobras maintains cultural education initiatives, including the “Petrobras Values Game”, a gamified activity with the educational objective of supporting understanding and internalization of organizational values and culture. In 2025, there were 1,447 participants.

Coaching and Mentoring

The coaching program is open to all employees and focuses on behavioral competencies, individual development topics and team dynamics. In addition, Petrobras has implemented a broad mentoring program across different business areas, with special emphasis on diversity and inclusion.

The Corporate Mentoring Program for Women, launched in 2021, aims to increase women’s representation in leadership positions. In its 4th cycle (2025), 30% of openings were reserved for Black women and 10% for women with disabilities. The program reports an average career progression rate of around 50% in the first three cycles.

The “Petrobras Negritudes” Mentoring Program, aimed at developing leaders from underrepresented groups, combines racial literacy and leadership competency development through mentoring meetings, workshops and coaching sessions. All mentors are managers from underrepresented groups. 20% of participants reached their first leadership position.

Teams and Networks

The “Petrobras Knowledge Lighthouse” initiative (previously called Yellow Pages) enables connections between specialists and potential collaborators within the workforce, and may be used for team formation for internal activities and projects and creating opportunities for collaboration and learning.

Petrobras supports Communities of Practice (CoPs) focused on sharing and documenting lessons learned and knowledge across different processes. Currently, there are 30 active CoPs with more than 30,000 members, with documented participation in scientific events and technical forums in the sector.

Petrobras also supports voluntary employee thematic groups focused on diversity, equity, inclusion, well-being and human development. These Employee Resource Groups, such as the Autistic Employees Collective, the PwD+ group and local HR DEI groups, facilitate dialogue, knowledge sharing and support for affirmative and educational initiatives aligned with the company’s values.

Transition Programs – Retirement Preparation Program

The Retirement Preparation Program (PPA), created in 1989, supports employees up to five years before retirement, encouraging reflection and sharing information to help them prepare for this stage. The program includes lectures on health, financial planning and entrepreneurship, with 523 participants in 2025.

Digital Transition

Our Digital Transformation and Innovation Program focuses on reskilling and upskilling employees in areas such as AI and analytics, preparing them to work with new tools and digital processes. By December 2025, more than 10,000 employees had participated in reskilling and digital competency development actions. Open classes on data and AI recorded participation by more than 16,000 workforce members. These initiatives enabled the registration of 380 new data-driven applications at Petrobras.

Quantitative Impact of T&D on Business

Methodological note — Quantitative Impact records: Through Petrobras Corporate University, Petrobras measures the impact of its people development programs using a two-stage evaluation methodology: applicability and impact assessments. Based on this methodology, an average time saving of 14 months was recorded in the time-to-readiness of employees in careers such as Petroleum Engineering and Geophysics. Within the scope of this measurement, a cost saving of US\$ 30 million was recorded in technical analyses of rigid riser lines. The measurement also considers records related to process and productivity, according to internal criteria of the methodology.

The values presented refer to records resulting from the measurement methodology and are provided for informational purposes. The estimates presented do not constitute forward-looking projections, performance commitments, or marketing communications, and should be interpreted in the context of the methodology and the scope of the measurement.

Part-Time Employees and Suppliers

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

For suppliers, in 2025, 130 were trained on integrity, privacy, human rights and healthy work environments through webinars and ESG Journeys.

More information on training and development can be found in the public documents issued by Petrobras: 2025 Sustainability Report, pages 81-82 and 206-207, and the 2025 Corporate Human Rights and Citizenship Supplement, pages 23-31 and 97-98.