



**2025-2027**  
Global Strategy

Naturgy People  
and Resources

**Naturgy** 

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## Strategic Axes

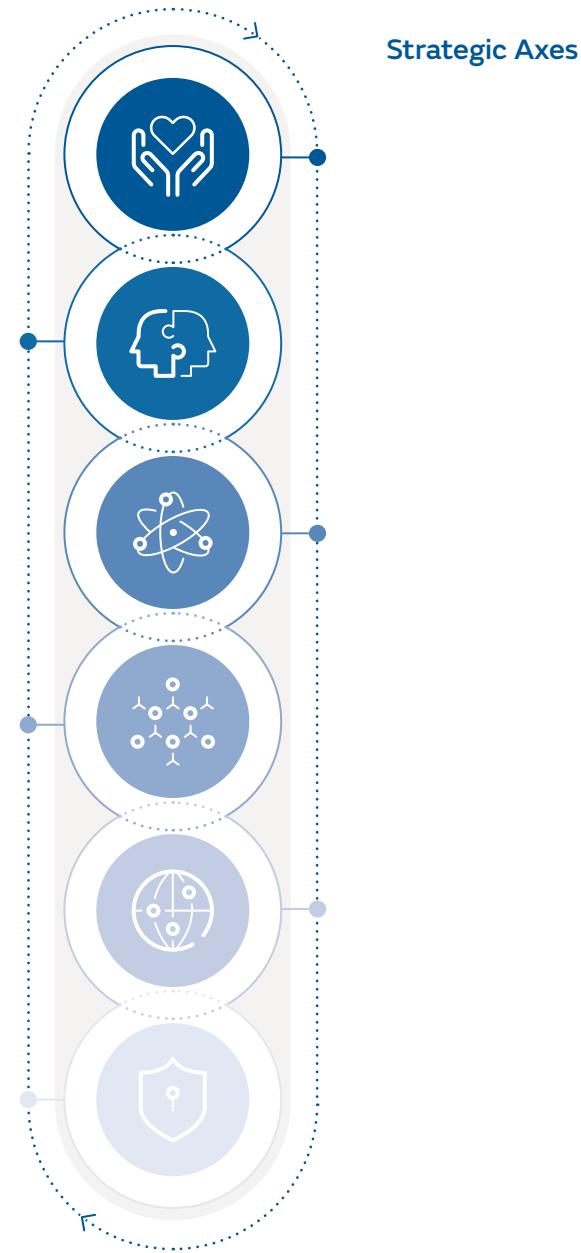
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At Naturgy, we inspire change, drive sustainability and create opportunities for people. We combine innovation and experience with a vision of the future, where every idea counts and every professional can contribute their unique talent.

We prioritise the well-being, safety and development of our employees. The challenges and objectives we take on today will shape the inclusive, sustainable future we want to build, with Naturgy at the forefront.

## 2025-2027 Global Strategy for People and Resources

Spread across six areas,  
the strategy defines our value  
proposition at Naturgy.



2025-2027 **Objectives**  
Sustainability plan


Women management team



Women in the workforce



Absenteeism due to temporary incapacity (TI)



People with disabilities



Training per person/year



Purchasing with acceptance of the code of ethics

**>40%**
**>37%**
**<3%**
**>2.5%**
**>55 h.**
**96%**


eNPS promoters



Severity index


 Severity index  
contract staff

 Severity index  
own staff


Investments in innovation



ESG audit coverage level

**>51.3%**
**30.75**

own staff

**<1.75**
**>€100 M**
**95%**



### Axis 01

## Health and well-being

We view well-being as a holistic strategy encompassing the physical, emotional and mental health of all employees. We focus on creating a safe, healthy and motivating work environment with evolving spaces and services that support these objectives. We also promote self-awareness, emotional management and team cohesion through programmes and actions.

Our main objective is to encourage the overall well-being of people within the organisation by implementing a health-promoting culture that addresses six areas: professional well-being, physical well-being, psychological and emotional well-being, personal, family and social well-being, occupational well-being and financial well-being.

Our comprehensive health and well-being strategy incorporates prevention, promotion and healthcare, including training and information on healthy habits, tailored to individual needs and the specific requirements of each group and location.

We prioritise well-being and career development, actively promoting an inclusive and dynamic working framework. This commitment is reflected in our provision of stable, quality employment and competitive compensation models.



**We support** a workplace environment that is safe, healthy, and cares about well-being.

**2025-2027 Objectives****Lines of action**

**Collective bargaining | Health and Safety Plan |  
Corporate well-being model | Healthy and collaborative spaces |  
Transparency and equal pay**

**Strategic objectives**

**Accidents with lost  
time frequency rate**  
per 1M hours worked

**<0.6**  
own staff



**Severity rate  
of accidents with  
lost time**  
per 1M hours worked

**<30.75**  
own staff



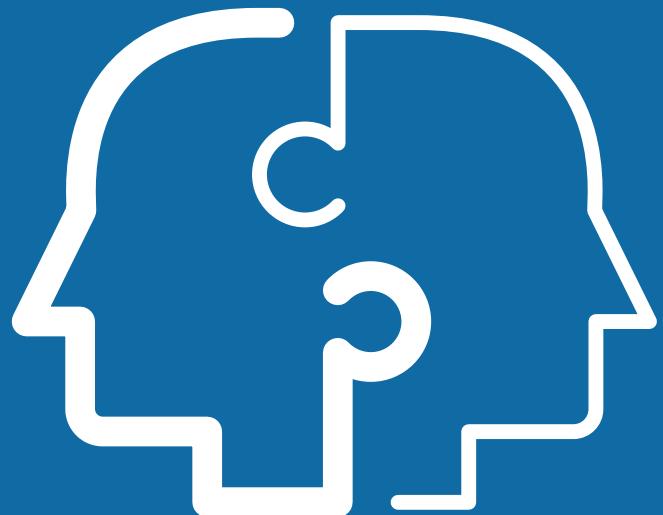
**Absenteeism due to  
temporary incapacity**  
**<3%**



**Reconciliation and  
well-being measures**  
**>490**  
certified (family-responsible company)  
and distributed globally



**Transparency  
and equal pay**



## Axis 02

# Diversity, culture and leadership

This vision is reflected in our corporate purpose, business strategy, sustainability objectives, and the development of our people, models, and processes.

We are committed to diversity and equality as transformational features of our culture and identity. For this reason, we have set ambitious strategic objectives, with the aim of being a company that is recognised both internally and externally for its diversity and Inclusive leadership.

Our value proposition is based on a **model of continuous listening and measurement of people's satisfaction** in different areas and geographies in which we operate, with regard to relationships, feedback, motivation, well-being, alignment, compensation and recognition.



We promote a **corporate culture** that promotes **diversity and equality**, empowering our teams and driving **transformational leadership** at all levels.

**2025-2027 Objectives****Lines of action**

**Generational diversity | Women in the workforce and management team | Disability | Evolution of culture and leadership model | Experience of people who work at Naturgy**

**Strategic objectives**

**eNPS  
promoters**

**>51.3%**



**Women  
management team**

**>40%**



**Women  
in the workforce**

**>37%**



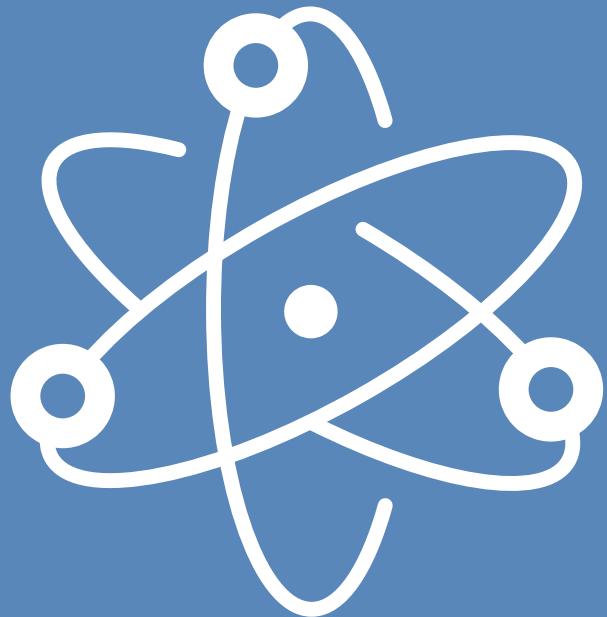
**People with  
disabilities**

**>2.5%**



**Under 35 years  
of age**

**>15%**

**Axis 03**

## Talent and development

Our talent and development strategy incorporates processes to attract and retain talent from all generations, ensuring we maintain strong connections with the societies in which we operate. We aspire to be recognised for the transformative power of our talent.

Our talent attraction programmes aimed at balancing gender and age stand out in this area: These include 'Flex', which has a recruitment target focused on under-30s, 60% of whom are women; 'Lead', with a recruitment target of 70% female hires; and 'Transforma', which focuses on high-potential management and leadership profiles, 60% of which are female.

We carry out talent assessment and segmentation processes, create opportunities for mobility and internal promotion with an inclusive approach. We also offer a continuous learning and development experience aligned with needs of each professional and the business, as well as specific talent acceleration and training plans.



**Processes to attract and retain intergenerational talent ensuring our connection with society.**

For the period from 2025-2027, Naturgy will continue to prioritise the training and development of diverse talent through its Corporate University and academies. Our focus will remain on digital transformation, new energies and developing technical skills, ensuring our teams are prepared for future challenges.

In short, we will evolve our leadership, transformation and future programmes, adapting them to emerging needs such as artificial intelligence, while maintaining a focus on sustainability.

• • •

Our focus will remain on **digital transformation, new energies and developing technical skills**, ensuring our teams are prepared.



**2025-2027 Objectives****Lines of action**

**Promoting career  
development | Talent and succession mapping |  
Career profiles**

**Strategic objectives**

**Training  
per person/year**

**>55 h.**



**Impact  
on the workforce\***

**95%**

**Boosting the development  
of each person**



**Dedicated  
training in AI\***

**51,000 h. / year**

\*These data correspond to the AI School at Naturgy.



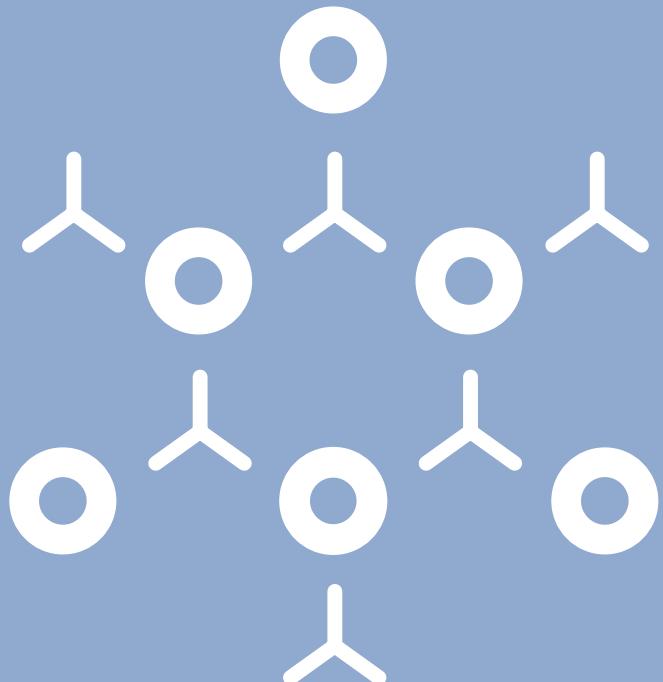
## AI School at Naturgy

At the heart of Naturgy's Digital Academy is the School of Artificial Intelligence (AI). A key driver for strengthening the digital profile of our people, enabling a smarter, more efficient and more innovative present, while preparing us for the challenges and opportunities of today and tomorrow. Here, all our professionals can access content and learning opportunities tailored to their needs, roles and challenges within the company.

• • •

We are streamlining the way we work, innovate and lead, **seizing opportunities** offered by AI.



**Axis 04**

## Organisational framework and transformation

The energy sector is currently facing significant challenges, including digitalisation, emerging technologies such as the Internet of Things (IoT), big data and artificial intelligence (AI), the energy transition, and the development of new products such as biogas, biomethane and green hydrogen.

In this challenging context, our organisational model promotes professional development in line with the business plan. This is achieved through cross-functional management segmented by business units, based on the identification of key technical knowledge and specialists roles. The model also encourages self-management and optimises processes to improve organisational agility.

Through organisational review and transformation, we aim to foster a culture of professional growth and development at Naturgy.

We also promote a vision of transformation in purchasing and supplier management, complying with high ESG, GDPR and cyber security standards, thereby driving agility and continuous updating across all processes.



Transformation is at the heart of **how we organise ourselves and anticipate future needs.**

**2025-2027 Objectives****Lines of action**

**Processes | Mobility | Relationship models | New model of employee service <sup>(Uali-e)</sup> | New ways of working | Agility for new supplier typologies | Procurement processes | Evolution and adaptation of the current framework for cross-cutting services**

**Strategic objectives**

**Acceleration  
of the  
transformation**



**Organisational  
simplification  
and processes**



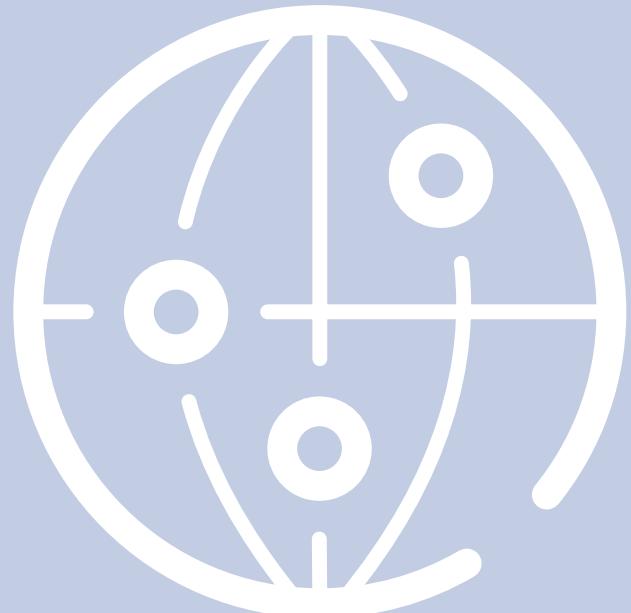
**Annual internal  
mobility**  
**>25%**



**ESG audit  
coverage level**  
**95%**  
**Purchasing volume**  
with high ESG risk



**Volume of purchasing  
with acceptance of the  
code of ethics**  
**96%**

**Axis 05**

## Corporate innovation

At Naturgy, innovation is the driving force behind our transformation, aimed at expanding our industrial profile. Our focus is on process efficiency, evolving existing businesses and exploring new ones (strategic innovation).

Our strategic innovation lines include biofuels, storage and hydrogen, marine energy, and corporate entrepreneurship, as well as disruptive technologies, for which we use various tools such as proof of concepts (PoCs), demonstration projects, venture building, and funded programmes. We also collaborate with a wide range of entrepreneurs and technology experts through partnerships with national and international universities, technology centres, start-ups, incubators and accelerators.

Our Innovahub is a corporate vehicle for entrepreneurship and innovation, and includes initiatives such as Connecting Energy (incubation and acceleration), ForumTech (technological monitoring and training) and Ecosistema Naturgy (scouting and brand projection).

• • •

Innovation is the **driving force behind progress and underpins our vision** for continuous improvement.

**2025-2027 Objectives****Lines of action****Strategic and incremental innovation |  
Corporate entrepreneurship****Strategic objectives****Open and technological  
innovation****>100 M€**

**Axis 06**

## **Security**

The current environment is complex and uncertain, generating threats that affect the company. Anticipating these threats and providing adequate and efficient responses helps us to avoid or reduce their impact.

Our purpose is to secure people, infrastructure, assets and processes through the pillars of prevention, protection and resilience, supported by continuous technological evolution and the adaptation of our model in collaboration with all areas and activities within the organisation.

Constant review and evolution are essential to face new challenges and threats, which will undoubtedly appear on the company's horizon.



**It facilitates normal development of the activity, through the appropriate management of anti-social risks, and the incorporation of solutions that improve resilience.**

**2025-2027 Objectives****Lines of action****New corporate security centre model I**

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**Strategic objectives**

- **Implement technological improvements more widely** across different regions.
- **Introduce a new model** for the Group's Corporate Security Centre.
- **Adapt to the new EU regulation** on Critical Entities.
- **Strengthen the resilience** of the group.
- **Complete the international deployment** of the Security function.
- **Classification and protection** of the company's Information assets.
- **Fraud Fighting Projecte** in the different regions.

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