

Diversity and equality of opportunities

In 2010, the Warsaw Stock Exchange introduced the following provision to the Code of Best Practice for WSE Listed Companies: "The WSE recommends to public companies and their shareholders that they ensure a balanced proportion of women and men in management and supervisory functions in companies, thus reinforcing the creativity and innovation of the companies' economic business." As a listed company, Grupa LOTOS shares the belief that employment diversity may increase a company's competitiveness and strengthen its development prospects. However, gender diversity is not always a key factor in HR decision making, particularly in the industry in which Grupa LOTOS operates. The Company manages the Gdańsk refinery. Due to the nature of its activities, a great part of the Company's employees are engineers and specialists in hydrocarbon production and processing. In Poland, as well as in other parts of the world, this segment is dominated by men. This is also confirmed by the prevalence of men among engineering students in Poland. The tendency is reflected in the Company's employment structure. Despite the policy of equal opportunities in the recruitment process, women are more numerous in back-office functions, whereas men – in production and technology.

Composition of the management and supervisory bodies of Grupa LOTOS by age and gender is as follows:

| Item | Total as at Dec 31st 2011 | % |
|---------------------------|---------------------------|-------|
| up to 30 years old | | |
| Supervisory Board | 0 | 0.00 |
| 30 - 50 years old | | |
| Supervisory Board | 5 | 83.33 |
| over 50 years old | | |
| Supervisory Board | 1 | 16.67 |

| Item | Total as at Dec 31st 2011 | % of all employees |
|--------------------------|---------------------------|--------------------|
| up 30 years old | | |
| Board | 0 | 0.00 |
| Senior management | 0 | 0.00 |
| Lower management | 2 | 0.15 |
| Back-office staff | 76 | 5.72 |
| Production staff | 117 | 8.80 |
| Total: | 195 | 14.67 |
| 30 - 50 years old | | |
| Board | 1 | 0.08 |
| Senior management | 28 | 2.11 |
| Lower management | 83 | 6.25 |
| Back-office staff | 365 | 27.46 |
| Production staff | 285 | 21.44 |
| Total: | 762 | 57.34 |
| over 50 years old | | |
| Board | 3 | 0.23 |

| | | |
|-------------------|------------|--------------|
| Senior management | 13 | 0.98 |
| Lower management | 41 | 3.09 |
| Back-office staff | 166 | 12.49 |
| Production staff | 149 | 11.21 |
| Total: | 372 | 27.99 |

The ratio of men's base pay to women's base pay by position held at Grupa LOTOS is as follows:

**Base pay at Grupa LOTOS according to gender,
as at December 31st 2011**

| Employee category | Women | | Men | | Ratio of men's base pay to women's base pay |
|-------------------------------------|--------|------------------|--------|------------------|---|
| | Number | Minimum base pay | Number | Minimum base pay | |
| Supervisory Board | 1 | 3,454 | 5 | 3,454 | 100% |
| Board | 0 | - | 4 | 20,728 | - |
| Senior management | 7 | 17,000 | 34 | 13,063 | 77% |
| Lower management | 41 | 5,748 | 85 | 7,000 | 122% |
| Back-office staff | 355 | 2,400 | 252 | 3,490 | 145% |
| Production staff | 1 | 3,818 | 550 | 3,000 | 79% |
| Relation of minimum base pay | | 2,400 | | 3,000 | 125% |

Grupa LOTOS wants to offer attractive base pay rates to its employees. However, the Company needs to take into account the nature of a given labour market and certain internal considerations. In 2011, the ratio of men's base pay to women's base pay was 125%, in favour of men. The largest disparities exist in the case of the Finance and Accounting Centre – a self-financing back-office unit, which has to take into account the effect of staff expenses on its profitability. In 2011, several new junior accountants were employed at the Centre to stand in for employees on maternity or parental leave. Since the position requires fewer qualifications and lower education, it entails lower remuneration. The temporary substitute employment contracts are the reason behind lower remuneration of women working in the back-office area.

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