

TEMPLATE 4: ACTION PLAN

Case number: 2020ES540850

Name Organisation under review:

Repsol Technology Lab

Organisation's contact details:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

SUBMISSION DATE: 10/07/2020

RESUBMISSION DATE: 2/07/2021

1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	140
Of whom are international (i.e. foreign nationality)	15
Of whom are externally funded (i.e. for whom the organisation is host organisation)	
Of whom are women	53
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	40
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	60
Of whom are stage R1 = in most organisations corresponding with doctoral level	40
Total number of students (if relevant)	
Total number of staff (including management, administrative, teaching and research staff)	94

RESEARCH FUNDING (figures for most recent fiscal year)	
Total annual organisational budget	80 M€
Annual organisational direct government funding (designated for research)	0 M€
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	10.6 M€
Annual funding from private, non-government sources, designated for research	0 M€
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>Repsol is a global multi-energy provider that strives to drive the evolution towards a low-emissions energy model. It has nearly 25,000 employees and assets across 31 countries. Moreover, it is a major player in the Spanish electricity and gas market with 1.3 customers, and it operates low-emissions electricity generation assets in addition to developing a wide range of renewable solar and wind energy projects.</p> <p>Repsol Technology Lab, the Research Centre of Repsol, is in Mostoles (Madrid). At the Repsol Technology Lab, we create new efficient methods based on our team's talent, the development and application of cutting-edge technology, and an innovative integrated management system. More than 250 people work every day to develop technologies and products that can be applied to each and every operation throughout the multi-energy industry's entire value chain.</p>	

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>STRENGTHS</p> <ul style="list-style-type: none"> Repsol has in place a range of procedures and an overarching action framework designed to ensure that internal and external duties and obligations are properly fulfilled. The Company's compliance function reinforces compliance culture across the Group and improves our ability to identify ethics and compliance risks. We focus especially on anti-corruption measures, money laundering and terrorist financing prevention, crime prevention, international sanctions, antitrust rules and personal data protection. Repsol's Code of Ethics and Conduct is approved by the Board, and applies to all Repsol directors, executive and employees, whatever the nature of their

	<p>contractual relationship with Repsol</p> <ul style="list-style-type: none"> • As stated in its Code of Ethics and Conduct, Repsol is firmly committed to equal opportunities and to diversity and inclusion as differentiating elements on the path to becoming more competitive. The Diversity and Work-Life Balance Committee, comprising the by Company's top executives, promotes inclusive diversity whereby employees can unlock their full individual potential. • Repsol is committed to gender equality with the main aim of harnessing all the talent available to be found within society. This commitment extends to the highest standards of the Company and translates into a target for 2025 of 35% women in leadership positions. Repsol continues to work toward gender parity and in reducing the gender gap through recruitment, promotions, and appointments of executive leaders. • The energy industry is in a key moment, it is a priority to promote female talent in the technical disciplines of Science, Technology, Engineering and Mathematics (STEM), supporting initiatives such as scholarships or participation in events that serve as a reference. For the second consecutive year Repsol has being included in the prestigious international indicator on gender equality Bloomberg Gender-Equality Index (GEI). The Company improved in inclusive culture, transparency and quality of data and support for female leadership. • Plan for communication, awareness-raising and training initiatives to promote an LGTBI-inclusive environment, as well as the creation of the LGTBI Allies group, which in 2020 had around 40 members in Spain, Brazil and the United States, among other regions. <p>WEAKNESSES</p> <ul style="list-style-type: none"> • Some gap detected in evaluation and appraisal system in relation to related to giving transparent and honest feedback based on tangible evidence in the feedback evaluation sessions. • Some gap detected in supervision responsibilities in ensuring Difficulties in ensuring that scientists are actually qualified to
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	perform the tasks entrusted.
Recruitment and selection	<p>STRENGTHS</p> <ul style="list-style-type: none"> • Repsol's development model is based on a new model of generic skills to be applied to recruitment, internal mobility, and talent assessment processes. • Repsol has an internal guide setting out clear Open, Transparent and Merit-Based Recruitment procedures and practices for all types of positions. • Everyone involved in the process is sufficiently trained in the area of Open, Transparent and Merit-Based Recruitment. • Our current OTM-R policy is in line with policies to attract researchers from abroad. • Repsol is committed to the employability of young talent and has signed scholarship agreements with educational authorities and training centers in Spain to welcome dual vocational training students and interns to Technology Lab. <p>WEAKNESSES</p> <ul style="list-style-type: none"> • We don't make full use of EURAXESS to ensure our research vacancies reach a wider audience. • The information to be informed by the candidate is defined to minimize the administrative burden, but in some cases, it takes long to cover the vacancy.
Working conditions	<p>STRENGTHS</p> <ul style="list-style-type: none"> • Repsol Technology Lab is committed to a flatter and more flexible organization to make us more agile and enable more efficient management. • It is also seeking to combine on-site and remote work via a digital environment that favours productivity and a healthy work-life balance and is based on trust, collaboration, and

	<p>results-based recognition.</p> <ul style="list-style-type: none"> • During the last years, Repsol Tech Lab has continued with the transformation agenda focusing on supporting the deployment of transformation processes that have resulted in flatter and more flexible structures and marked an important step toward a new mentality in our approach to work, deployment of the Digital Workplace, which defines different actions to promote new ways of working on three fronts: people, workspaces and use of technologies and digitization, training in Agile & Lean methods and practices to instil good behaviours. • There are other measures in place such as paid and unpaid leave (prescribed by collective bargaining agreements or by country legislation) and the deployment of different assistance services to help both men and women to work-life balance. • Numerous initiatives are also being developed and informative campaigns are held to reinforce the digital disconnection protocol, signed with trade union representatives and included in the collective agreements, to encourage a reasonable use of new technologies and to promote a culture that, based on the principle of respect, continues to promote employee well-being. • Repsol's Health, Safety and Environment (HSE) Policy is the main framework for action, insisting that all these components are essential values of the Company and must therefore govern all its activities. Repsol continuously explores and incorporates technologies and tools to reduce people's exposure to risk environments, facilitate the use of mobile apps or enable extensive analysis of available data in operations. <p>WEAKNESSES</p> <ul style="list-style-type: none"> • Lack of digital disconnection: The Covid-19 pandemic in which we are caught up in has radically altered the delicate balance between digital connection and disconnection. This public health crisis has unexpectedly pushed most activities that were performed offline to the online world, generating an unprecedented acceleration and intensification of digitally enabled and online-only activities. In this scenario, it becomes
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	<p>even more relevant to explore how the sudden shift to hyper-connectivity is redefining our practices, impacting our wellbeing, and redrawing the limits and boundaries of digital disconnection.</p> <ul style="list-style-type: none"> • Gaps detected in carrier development. Improvements needed in: <ul style="list-style-type: none"> ○ Performance Meeting. Productive meeting with positive feedback and discussion about how the employee can continue to grow her/his performance. ○ Employee recognition ○ Day-to-day interactions. Developing and coaching the employee comes from his or her active, daily interaction with the manager. ○ Helping employees map out a career path.
Training and development	<p>STRENGTHS</p> <ul style="list-style-type: none"> • Repsol's development model is based on a new model of generic skills to be applied to recruitment, internal mobility, training and talent assessment processes. These processes have been reviewed and streamlined with the overriding aim of improving the employee and manager experience. • The Repsol Technology Lab's transformation has also entailed the need to adapt people to the new profiles and needs of the businesses. In doing so, the company has relied on mobility where career opportunities have been spotted and on professional reorientation or reskilling programs. • Repsol fosters talent and leadership as strategic drivers, favouring an inspirational and entrepreneurial style of leadership that involves motivational and anticipatory people management. In 2020, the Company launched its executive development roadmap, which associates specific development actions for executives according to their career stage. The global Mentoring plan for 2021 has also been approved. The launch of the People Analytics practice, which advocates a culture of data-driven decision making, allows for a more

	<p>strategic form of talent management.</p> <ul style="list-style-type: none"> • This year, the prevailing climate has led to an exponential increase in synchronous training (on-line) delivered through virtual spaces, involving the technological adaptation of both learning content and trainers. Repsol has a digital platform where employees can create their own learning path and pick their own preferences and hear recommendations. In 2020, participation in online training activities experienced a significant increase, driven by digitalization and the prevailing climate. A significant percentage of the training was focused on learning COVID-19 safety protocols, raising awareness of the Code of Ethics and Conduct, learning about compliance requirements and cybersecurity measures, and developing skills to support the roll-out of the new ways of working, digitalization of the job and remote team management. • Repsol Technology Lab is committed to a compensation system that seeks outward competitiveness and internal equity, based on meritocracy, and valuing performance, cooperation and teamwork. The compensation model encompasses fixed pay, an annual bonus, long-term performance-related compensation, and benefits. <p>WEAKNESSES</p> <ul style="list-style-type: none"> • The main gap of the survey is link to relation with supervisors. Some gaps in: <ul style="list-style-type: none"> ○ Transparency and honesty in the communication. In the workplace, it's up to superiors to set the tone for the role that communication plays. When employees see that their managers are being transparent and honest in their communications, they will be, too. However, if employees sense that supervisors aren't being truthful or are hiding things from them, they may follow suit. ○ Provide cross-functional coaching and development with a focus on team dynamics to drive the desired outcomes.
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	<ul style="list-style-type: none"> ○ Empower the team with the right skills, decision-making authority, and freedom to adapt to customers ○ Deal with tense situations, conflicts, and disagreements.
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3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

The chosen location of the action plan and the HRS4R strategy, in the specific area of Repsol Technology Lab, enables easy access by researchers and scientists, partners, interested parties, allies, etc. It is located at the highest possible visibility level on the website. Part of the dissemination of this initiative is to locate this information internally in all areas that may be relevant: selection and recruitment, communication in internal and company social networks, as well as in its use as a prestigious brand linked to Repsol Technology lab.



HR Excellence in Research Award

We began the application process for the HR Excellence in Research Award granted by the European Commission. The goal is to keep promoting a favorable work environment and enable researchers to carry out their work in the best conditions by adapting human resources policies to the principles in the European Charter & Code for researchers.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: <https://www.repsol.com/en/energy-and-innovation/human-resources-strategy-for-researchers/index.cshtml>

Also Links in the web pages:

- Energy and innovation: <https://www.repsol.com/en/energy-and-innovation/index.cshtml>

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- Repsol Technology Lab: <https://www.repsol.com/es/energia-innovacion/technology-lab/index.cshtml>
- Work-life balance and flexibility: <https://www.repsol.com/en/careers/benefits-of-working-at-repsol/work-life-balance-and-flexibility/index.cshtml>

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Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>A. <i>Elaborate a yearly training plan, compiling the needs of all the scientists</i></p> <p>B. <i>Appoint a Direction Committee member as responsible for monitoring the complete plan. Likewise, appoint a person responsible for each technical discipline to carry out the follow-up of each area.</i></p>	<p>PRINCIPLE 3/39. Professional responsibility & Access to research training and continuous development</p> <p>GAP related to Training</p>	<p>A. <i>Available in 3Q yearly.</i></p> <p>B. <i>The member of the Committee is already nominated (Gema Garcia, Corporate Venturing and Open Innovation Director). The rest of the people in 3Q21.</i></p>	<p>Member of Committee and the Range Managers nominated the responsible of the training in each area.</p>	<p>A. <i>Plan available guarantying a balance between the different technical disciplines with resources and budget equitably distributed.</i></p> <p>B. <i>The list of the responsible available.</i></p> <p><i>The plan and the list of responsible must be published in a visible place in the General TEAMS of Repsol Technology Lab.</i></p>
<p>A. <i>The individual annual performance plan will specifically include an objective linked to professional development. The scientist / researcher will propose the specific actions for the objective. This objective must be aligned with the career plan defined for the researcher.</i></p> <p>B. <i>Review / verify</i></p>	<p>PRINCIPLE 28/38 Carrier Development & Continuing Professional Development</p> <p>GAP related to Development</p>	<p>A. <i>Yearly in 1Q</i></p> <p>B. <i>1S22</i></p> <p>C. <i>Every time the corporation launches the program</i></p>	<p>A. <i>Range Managers</i></p> <p>B. <i>Range Mangers</i></p> <p>C. <i>Direction</i></p>	<p>C. <i>One development objective included in the annual performance plan.</i></p> <p>D. <i>Systematize the monitoring of career plans. Availability of a file to be complete.</i></p> <p>E. <i>30% of researchers in Corporative mentoring program.</i></p>

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>that all managers define / redefine the career plan for every researcher in a similar way, covering aspects of professional career development, training, etc., with specific and measurable objectives.</p> <p>C. In the corporate Mentoring program, ensure 30% of people of Repsol Tech Lab from the scientific community (R3 & R4)</p>				
<p>A. Every scientist will be assigned a mentor as a specific part of the onboarding process at Repsol Tech Lab. The mentor will be accountable for answering the questions related to logistics, procedures, facilities and introducing people in the working groups.</p> <p>B. Appoint to each researcher of R1 & R2 categories a R3 or R4 researcher as technical mentor in order to</p>	<p>PRINCIPLE 30/36/37/40 Relation with supervisors/ Supervision and managerial duties</p> <p>GAP related to Supervision</p>	<p>A. The Onboard mentor must be appointed as least 1 month before the arrival of the new researcher to have time to organize the onboarding process.</p> <p>B. Before the end of 2021 all the mentors must be nominated.</p>	<p>A. Range Mangers and Direction Committee and HHRR</p> <p>B. Range Mangers and Direction Committee.</p>	<p>A. List of mentors available</p> <p>B. Detailed tasks defined.</p>

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Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
support the technical development. Ensure that the mentor's tasks are correctly defined and understood by everyone in the same way.				
<p>A. Organize training sessions on positive and transparent feedback.</p> <p>B. Schedule Skip level meetings (the boss of the boss) in order to recap evidence not only for your direct manager.</p>	<p>PRINCIPLE 11. Evaluation/Appraisal system</p> <p>GAP related to giving transparent and honest feedback based on tangible evidence in the feedback evaluation sessions</p>	<p>A. 1S22</p> <p>B. Yearly exercise. For 2021 meetings schedule in 3Q21 but take place during 4Q21 & 1Q22.</p>	<p>A. Communication team.</p> <p>B. All the managers</p>	<p>A. Training sessions for all the managers</p> <p>B. One skip level meeting by year for each researcher.</p>
A. Schedule a plenary information session by HHRR of how the parameters such as mobility, teaching, availability of PhD, qualifications influence in the selection process.	<p>PRINCIPLES 15,16,18,19,20,21</p> <p>GAP related to recognition of certain parameters such as mobility, teaching, availability of PhD, qualifications in the selection process.</p>	4Q21	Open innovation schedules the meeting.	Minutes of the meeting.
A. Promote the proof-of-concept (PoC) platform as a tool for innovation where all scientists can promote ideas with an initial budget of € 50,000 and a period of three months to move from ideas to viable concepts, which can later be	<p>PRINCIPLE 23 Research Environment</p> <p>GAP related to open new lines of research and digital disconnection</p>	<p>A. Information sessions with the technical division scheduled in 1S21. In 3Q21 reinforce the communication plan scheduling a session with Direction Committee and a plenary session. Update annually.</p> <p>B. Open innovation team is making a</p>	<p>A. Open Innovation team.</p> <p>B. Open innovation team.</p> <p>C. Direction Committee and HHRR directly involved. All the researchers</p>	<p>A. Minutes of the meetings. List of PoC made by division yearly.</p> <p>B. The benchmark final informs with the selected platform.</p> <p>C. Each year a culture survey is done for all the Repsol Technology Lab. A target of</p>

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Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>developed as projects research.</p> <p>B. Promote the use of open science digital platform to share technical information with third parties and challenges to be solved.</p> <p>C. Implement measures for digital disconnection</p> <p>D. Plan for "New normal post COVID" guiding the face-to-face / remote work timetable</p>		<p>benchmark of open science platform available in the market (End in 1Q22). In 2Q22 communication campaign.</p> <p>C. List of proposed measures available in 3Q21.</p> <p>D. In 3Q21</p>		<p>at least 5% in the Conciliation principle.</p> <p>D. Plan available</p>
<p>A. Verify that all Repsol Technology Lab researchers keep professional and teaching information updated in the corporate management tool, Workday, to have a complete map of teachers and areas of knowledge. Same update for mobility, update the preferences in the Workday system</p> <p>B. Expressly define within the performance and development objectives the required internal and external teaching activities</p>	<p>PRINCIPLE 29/33</p> <p>Gap detected in merit recognition of parameters such as mobility and teaching.</p>	<p>A. 4Q21 & 1Q22</p> <p>B. Yearly in the performance evaluation tool.</p>	<p>A. Each researcher, as the first stage of the development review process</p> <p>B. Each researcher and the managers</p>	<p>A. 80% of the researchers with the information update in 4Q21. 90% in 1Q22.</p> <p>B. 90% of the researchers with the information completed</p>

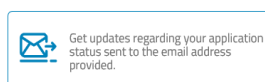
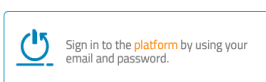
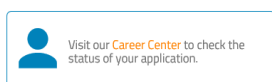
Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<i>related to Repsol Technology Lab experimental / Scientific and Technical activities.</i>				
<p>A. To Organize annual training / awareness sessions on hard conversations, with specialists in the field, to maintain and deepen the programs carried out in recent years at Repsol Technology Lab.</p> <p>B. Continue preparing the culture survey every year as a way to take the pulse of the organization and collect opinions. Share the results with the researchers and form focus group for a deeper analysis of the results</p>	<p>PRINCIPLE 34. Complaints</p> <p>Gap detected: need for more support and conversations from with leaders / managers to convey complaints / appeals, suggestions, etc.</p>	<p>A. Yearly</p> <p>B. Yearly</p>	<p>A. Communication Team</p>	<p>A. At least one session per year.</p> <p>B. Culture Survey inform with conclusions from main gaps detected.</p>
<p>A. Incorporate job offers for scientists/researchers on the EURAXESS page within the recruitment and selection procedure.</p>	<p>PRINCIPLE 13. Recruitment</p> <p>Gap detected: Use of EURAXESS to ensure our research vacancies reach a wider audience?</p>	<p>4Q2021</p>	<p>Human resources area (Scientific/Researchers selection area)</p>	<p>Scientific/researcher demand coverage by e-recruitment tools. (yearly HR quality auditing system report).</p>

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please

provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

The Human resources management system, Workday, ([link](#)) allows a complete traceability of the job offers recruitment and selection and the evaluation process following the HRS4R principles of openness, transparency, and merit basis. These OTM-R principles are supported in our Code of Ethics and Business conduct, and people's management policy as can be seen in the Document "Gap Analysis overview".

How can I follow up on a recruitment process?



Link: <https://www.repsol.com/en/careers/index.cshtml>

Our Integrated Management Report 2020 shows the current strategy referring to Repsol human capital, refer to point 8.4, [link](#), through its people management policy, promoting a working environment based on equal opportunities, diversity, and inclusion.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website: <https://www.repsol.com/en/shareholders-and-investors/financial-information/annual-reports/index.cshtml>

Information on the recruitment and selection process, jobs, principles and other aspects of career development appears at the following link: <https://www.repsol.com/en/careers/index.cshtml>

4. IMPLEMENTATION

General overview of the expected implementation process:

The HRS4R certification implementation process has been sponsored by the HRS4R implementation committee from the beginning. The committee consists the Directors of the different technical areas of Repsol Technology Lab, Open Innovation, the area which governs the certification process and subsequent implementation of the improvement plan, as well as representatives of the Human Resources area (People and organization) and scientist and researchers (R1, R2, R3, and R4).

The committee validated the entire process, assessment, and gaps detection for the 40 principles, as well as the improvement plan. Therefore, throughout the implementation and improvement process, the committee monitors and controls the progress of the improvement actions as well as evaluate the need for alternative or extra measures to cover the gaps detected. Since Repsol is an

industrial company with a different reality than public universities and research centers, the modification of policies and procedures requires a whole and complex process of evaluation, proposal, and approval with different stakeholders.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	<p>The HR4RS certification implementation steering committee oversees the whole process through monthly meetings, during the implementation time together with the HRS4R working group. As support, specialists from other areas relevant to the process can be summoned to this follow-up meeting to contribute their expert point of view.</p> <p>Once the certification is achieved, the implementation steering committee will have a quarterly monitoring and control session where the progress of the plan will be reviewed through SMART objectives as well as improvements to the plan will be proposed to cover the gaps detected.</p>
How do you intend to involve the research community, your main stakeholders, in the implementation process?	<p>Scientists and researchers from all groups (R1, R2, R3, R4) and population segments (women / men, Spanish / foreigners, age range and PhD / non-PhD) are represented on the HRS4R steering committee, sponsor and in the operational implementation team.</p> <p>Therefore, all actions are known and validated by designated scientists / researchers. Once the action plan was approved, it was communicated to all Repsol Technology Lab scientists / researchers and asked for their collaboration in the implementation process.</p>
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching	<p>The HHRR Top Manager is engaged with the process. The certification has been presented in the HHRR Committee and there are two people of the HHRR Organization in the Certification Committee assuring the coherence with the corporate processes. They have been also engaged</p>

Checklist	*Detailed description and duly justification
HR policy.	with the action plan. Obtaining this certification is one the main objectives of all the Corporate Direction in 2021.
How will you ensure that the proposed actions are implemented?	As mentioned above, the monitoring and verification of the improvement plan by the management committee monthly, until certification, and quarterly after certification, ensures that progress is made in the objectives and in their redefinition or inclusion of new objectives, if required.
How will you monitor progress (timeline)?	The initiatives in the improvement plan are defined in terms of scope, responsible & accountable areas, schedule as well as acceptance criteria to achieve the initiative. The definition of each one of them in the form of a SMART, objectives, specific, measurable, attainable, and time-bound, ensures that in the follow-up and validation sessions the progress of each initiative can be monitored both individually and in the group of the initiatives to be implemented.
How will you measure progress (indicators) in view of the next assessment?	As mentioned above, each of the improvement actions derived from the gap analysis in relation to the 40 HRS4R principles includes the definition of scope, term, responsible party, as well as acceptance criteria. Thereby, implementation progress will be measured against these goals for every improvement action.

Additional remarks/comments about the proposed implementation process:

Repsol Technology Lab aspires to be one of the most avant-garde private technology centers in Europe. That is why we are really interested in getting the HRS4R certification. We want to attract the best talent assuring that they are in the best place to work.