



# OVERVIEW

2018  
SUSTAINABILITY  
PLAN

Venezuela



# 2018 Sustainability Plan

## Overview



At the end of the year, it is time to review each of the initiatives that are part of the Sustainability Plan. The degree to which the objectives have been fulfilled is as follows:

**22** Actions / **95%** Fulfillment



**Ethics and transparency** : 5 ACTIONS



**People** : 10 ACTIONS



**Safe operation** : 4 ACTIONS



**Environment** : 3 ACTIONS

Further down, you can obtain more detailed information for each of the actions included in the plan, their indicators, and all other relevant information.

# 2018 Sustainability Plan

## Noteworthy projects



### Repsol helps drive sustainable development...

**Safe operations:** Our goal of zero accidents, requiring a high level of security in our processes and facilities, and focusing on protecting people and the environment.

**Environment:** At Repsol, we share society's concern about the need to preserve the environment where we live.

### Ariadna

This project, spearheaded by the Venezuela BU, aims to help deliver the Health, Safety and Environment (HSE) vision, guiding people's actions, values and behaviors, while bearing in mind country-specific features and the peculiarities of our activities, and considering the involvement and engagement of the entire organization as an enabler.



### Commitment to recycling and raising public awareness

Repsol promotes public awareness through talks on recycling, environmental protection and the disposal of plastics at the EU. Tomás Alfaro Calatrava learning institution, with more than 400 students in Lechería, Anzoátegui State.

### Safety, environmental protection and earthquake prevention

Repsol gave four talks on safety, environmental protection and prevention against earthquakes to students, management, faculty and administrative staff of Liceo Bolivariano "Diego Bautista Urbaneja," training 59 participants of the student brigades on first aid, risks, school patrol and school health.





# PRESENTATION

2018  
SUSTAINABILITY  
PLAN

Venezuela



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### Legal Notice

This Sustainability Plan includes a set of actions which, in whole or in part, go beyond what is required by law and are aimed to contribute to sustainable development. Participating companies of Repsol Group have the firm intention to undertake and fulfill them. However, they reserve the right to modify, postpone or cancel their implementation without incurring liability, but undertake to publicly justify these possible cases.

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# 1 Our vision of sustainability Preparation of this Plan



**At Repsol, we contribute to sustainable development** by seeking to satisfy the growing demand for energy, which is essential for the fulfillment of people's fundamental rights, and by creating value in both the short and long term.

**We maximize our positive impact and minimize our negative impact** on society and the environment throughout our value chain by acting ethically and transparently. In doing so, we seek to comply not only with the regulations in force but also with the main international standards.

Under these premises, our sustainability model incorporates ethical, environmental, and social considerations into our decision-making process, based on dialogue with stakeholders. We do this every year, creating initiatives that address the concerns of these stakeholders. This is how the **Sustainability Plans** — action plans that are available to the public and created on an annual basis — are born.

The **Global Sustainability Plan** is put together on the basis of the **six axes** of Repsol's Sustainability Model.



**Ethics and transparency**

We act responsibly and with integrity wherever we operate



**People**

We are committed to people and promote their development and social environment



**Safe operation**

We guarantee the safety of our employees, contractors, partners, and the local community



**Environment**

We consume the resources needed to generate power more efficiently and with the least possible impact



**Climate change**

We want to be part of the solution to climate change



**Innovation and technology**

We encourage innovation and incorporate technological advances to improve and develop ourselves and our environment

2018  
Sustainability Plan  
Venezuela / **22** Actions

 **Ethics and  
transparency**

**5 ACTIONS**

 **People**

**10 ACTIONS**

 **Safe  
operation**

**4 ACTIONS**

 **Environment**

**3 ACTIONS**

This plan responds to the **expectations identified by the Company's stakeholders**, among which we can highlight the following:

- Promote ethical and transparent behavior and fight against corruption.
- Reduce environmental impact and increase environmental awareness.
- Improve the safety of employees.
- Promote the development of our surrounding area, including our suppliers.
- Improve work climate and training of our employees.

86% of the actions included in this plan are linked to the variable remuneration system applied to Repsol's employees, which constitutes the Company's unequivocal commitment to the effective maximization of its contribution to sustainable development



The **actions** that make up this **Plan** help support the United Nations' **2030 Agenda** by addressing the following Sustainable Development Goals (SDG):



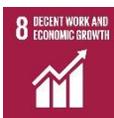
**Good Health and Well-Being.** The Venezuela Business Unit contributes to this goal by promoting mental health and well-being (target 4), and facilitating access to health services to communities (target 8).



**Quality Education.** This plan promotes the access of children to primary and secondary education (target 1), as well as the increase of technical and professional skills of our employees and the university community of our environment (target 4).



**Affordable and Clean Energy.** This plan includes an action aimed at improving energy efficiency (target 3).



**Decent Work and Economic Growth.** This plan includes initiatives aimed at promoting the growth of small and medium-sized enterprises (target 3), guaranteeing decent working conditions for everyone (target 5) and respecting labor rights and promoting a safe working environment (target 8).



**Industry, Innovation and Infrastructure.** Through this plan, initiatives are launched to develop reliable and sustainable infrastructures to support economic development and human well-being (target 1) and promote sustainable industrialization that contributes to employment (target 2).



**Reduced Inequalities.** The Venezuela Business Unit seeks to promote social and economic inclusion in the area around our operations (target 2).



**Responsible Consumption and Production.** This plan describes projects that have an impact on reducing air pollution and waste generation (targets 4 and 5), and ensuring that people have the relevant information and awareness for sustainable development and lifestyles in harmony with nature (target 8).



**Life on land.** This plan contains actions to reduce the degradation of natural habitats and stop the loss of biodiversity (target 5).



**Peace, Justice and Strong Institutions.** This plan commits actions related to reducing of all forms of violence (target 1), promoting ethics, responsibility, and transparency (targets 5 and 6), guaranteeing the adoption of inclusive and participatory decisions (target 7), and respecting fundamental freedoms (target 10).

#### At Repsol, we contribute to sustainable development...

**We act with integrity** in all countries in which we are present. Our ethical conduct involves strict compliance with both the letter and the spirit of the law.

On this axis, we establish the set of actions that ensure the Company promotes and encourages a **culture of integrity and responsibility** for all Repsol employees, as well as our suppliers, contractors, and business partners.

We also define **transparency and accountability** as differential elements in the Repsol sustainability model. To be credible, it must be consistently transparent.

In this Sustainability Plan, we have committed to actions that will help the Company overcome the challenges we have set for ourselves in this area, while responding to the main expectations of our stakeholders.



Good governance practices

Transparency

Responsible tax policy

Anti-corruption

Fair competition

Responsible political involvement

Fair marketing and sales



## ACTION

Develop an action protocol for Repsol Directors and/or representatives in companies in which it has a stake in Venezuela.

## DESCRIPTION

We will draw up an action protocol for Repsol Directors and/or representatives in the companies in which it has a stake in Venezuela to deal with actions, proposals, and/or decisions put to them for consideration, or of which they have been made aware by any means, and that could be damaging to the interests of Repsol, or violate the ethical criteria and/or legal framework that apply.

## INDICATOR

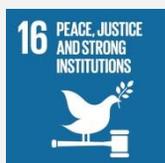
Develop an action protocol.

## WHAT HAVE WE ACHIEVED?



We have drawn up an action protocol for Repsol Directors and/or representatives in the companies in which it has a stake in Venezuela. The protocol aims to ensure the appropriate legal protection of Repsol's interests, rights, obligations, assets and businesses in the event of actions or decisions made by the governance bodies of companies in which Repsol is a partner.

## CONTRIBUTION TO THE SDGs:



### ACTION

Promote Repsol's social, environmental, and ethical image in the country.

### DESCRIPTION

We will place more importance on communicating social, environmental, and ethical actions that Repsol undertakes in the country.

### INDICATOR

Disseminate 18 announcements.

### WHAT HAVE WE ACHIEVED?



In 2018, we have distributed 31 memos on social, ethical and environmental issues at Repsol through the Company's corporate channels. The memos reviewed the activities carried out by the Venezuela BU, excluding corporate memos on these matters.

### CONTRIBUTION TO THE SDGs:



## ACTION

Convince Cardón IV, S.A. to incorporate aspects relating to ethics and anti-corruption and bribery in its contract models for the acquisition of goods and services.

## DESCRIPTION

We will reinforce the ethical culture in the organization, convincing Cardón IV, S.A. to incorporate aspects relating to ethics and anti-corruption and bribery in its contract models for the acquisition of goods and services, which are in line with Repsol standards.

## INDICATOR

Propose a clause for contracts.

## WHAT HAVE WE ACHIEVED?



We have worked alongside ENI and Cardón IV, S.A. on the review of Cardón IV, S.A.'s, ENI's and Repsol's Codes of Ethics.

We have also reviewed the contractual provisions used by Cardón IV, S.A. in the area of anti-corruption, ensuring that they are aligned with the three parties' Codes of Ethics and Conduct.

## CONTRIBUTION TO THE SDGs:



### ACTION

Inform our suppliers about the use of our IT tools for managing bidding processes.

### DESCRIPTION

We will show our suppliers the IT tools we use to manage our bidding processes. That way we will be highlighting the transparency of our internal processes for managing and tracing information, but it will also be a way of allowing them to grow with us by giving them access to our processes.

### INDICATOR

Provide information to 10 key suppliers.

### WHAT HAVE WE ACHIEVED?



We have given two workshops (08/11/2018 at the Lechería central office and 09/11/2018 at the Caracas central office) to the Venezuela BU's top 10 suppliers of goods and services on the use of our IT tools for managing bidding processes, specifically SAP-SRM, its access through the Repsol website ([www.repsol.com](http://www.repsol.com)), and the modules for suppliers invited to participate in the bidding processes.

### CONTRIBUTION TO THE SDGs:



## ACTION

Organize an information cycle for suppliers that have the biggest financial and operational impact concerning contract management procedures.

## DESCRIPTION

We will launch a series of information sessions aimed at suppliers and service contractors, both for Repsol Venezuela and Petroquiriquire in order to secure their participation in bidding processes and generate execution commitments and trust.

## INDICATOR

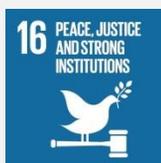
Organize 10 information sessions throughout the year.

## WHAT HAVE WE ACHIEVED?



We have grouped the informative sessions together into two workshops held in November for our top 10 providers of goods and services to teach them about the procurement processes, specifically regarding the bidding, negotiation, selection and award processes, order placement, the receipt of merchandise, certification of the service, and the processing and payment of invoices. We have also explained our view of safety and the environment.

## CONTRIBUTION TO THE SDGs:



### At Repsol, we contribute to sustainable development...

Our employees, communities, commercial relations, and customers are a primary axis in our sustainability model.

We know that the **people that make up Repsol** are our main competitive advantage and the key to being a sustainable company. We are committed to equal opportunities, the integration of people with disabilities, multi-culturalism, work-life balance, training and development, and attracting and retaining talent.

Business operations are carried out in an increasingly demanding and informed social environment, and companies strive to **establish sound relationships** based on the principles of respect, cultural sensitivity, integrity, accountability, transparency, good faith, and non-discrimination with the people they interact with, particularly local communities. At Repsol, we are committed to continue respecting human rights, and this means preventing our activities from having negative consequences for local people and, if such a thing does occur, doing everything possible to repair the damage done.

This axis includes the following initiatives.



Respect for Human Rights (labor rights and employment conditions, health, rights of vulnerable groups and others)

Grievance mechanisms

Diversity and work-life balance

Climate and talent retention

Opportunity management (training and development, dialogue with communities, and social investment)



### ACTION

Ensure the permanence of direct and indirect human capital by providing commercial support, contributing to the receipt of payments.

### DESCRIPTION

We will suggest to Cardón IV that working sessions be held to monitor commercial matters relating to the payment agreement for the delivery of condensate and the export opportunities with direct payment to Cardón IV. We will also move forward with an analysis of the organization to adapt it to the asset's current situation and support the optimized recruitment of direct personnel.

### INDICATOR

Monitor monthly payments.

Hold quarterly meetings for commercial monitoring.

### WHAT HAVE WE ACHIEVED?



We have monitored monthly payments and carried out commercial follow-ups at quarterly meetings. We have reactivated Reliance payments via the condensates agreement, activated payments for workloads allocated to Repsol and Eni and pursued debt collection. We have also streamlined positions with direct personnel in place of partners' staff, based on the asset's maturity and project delays.

### CONTRIBUTION TO THE SDGs:



### ACTION

Develop initiatives on worker security and protection in high-risk areas.

### DESCRIPTION

We will mitigate the risks to which our employees and assets are exposed by providing a bodyguard or escort service for staff transfers, studying the best routes to take, security inspections, and training through newsletters and talks.

In the case of the Mene Grande field run by the Petroquiriquire Joint Venture, we will develop a physical security plan during the first three months of the year and will study the Maracaibo and Mene Grande route.

### INDICATOR

Provide a security escort on 90% of transfers.

Publish six newsletters.

Give 90% of talks requested.

Perform 90% of security inspections requested.

Design the integrated physical security plan for Mene Grande.

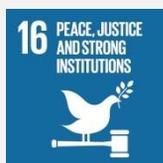
Study the Maracaibo - Mene Grande route.

### WHAT HAVE WE ACHIEVED?



We have carried out 100% of the planned activities: design and execution of security systems for employee transfer and escort; publication of 24 newsletters and seven prevention recommendations; 100% of talks requested; 100% of security inspections at Cardón IV (Edificio Norma, Hotel Intercontinental, Torre La Castellana, Quiriquire Gas and Mene Grande); design of the physical security plan for Mene Grande (including routes).

### CONTRIBUTION TO THE SDGs:



### ACTION

Give the awards as part of the “Proyéctate” program.

### DESCRIPTION

We will present the non-monetary awards of the collaborators nominated in the “Proyéctate” program, approved by the Committee. “Proyéctate” was launched in 2017 in order to recognize the contributions made by employees beyond their daily work: volunteering, participating in brigades, facilitating communication, mentoring, advising interns, trainees, academic achievements, etc.

### INDICATOR

Achieve 10% staff participation in the “Proyéctate” program.

### WHAT HAVE WE ACHIEVED?



We have easily surpassed the objective, carrying out the “Proyéctate” program with 71% staff participation.

### CONTRIBUTION TO THE SDGs:



## ACTION

Promote the asset's social license, influencing the development of social projects in the neighboring communities around the operating facilities.

## DESCRIPTION

We will develop social projects around four main themes:

**Housing:** continue building housing in the neighboring communities around the facilities that was launched through the Gran Misión Vivienda Venezuela program on behalf of the asset.

**Infrastructure:** roadways, tanks and wells for water, electrification, etc. (except schools).

**Education:** specific support for schools.

**Medical Services and others:** days about medical care and assistance.

## INDICATOR

Execute the housing projects.

Execute the infrastructure projects.

Execute the education projects.

Execute the support projects in the area of health.

## WHAT HAVE WE ACHIEVED?



We have developed actions that benefit families of workers in their communities, focusing finally in food and health projects. We have held five food drives, distributing 753 combo packages among 363 families. In health projects, we have held two doctor-patient workshops at the asset, offering 13 specialized services to workers and their relatives and benefiting 379 people.

## CONTRIBUTION TO THE SDGs:



### ACTION

Implement the improvement action plan on the points identified in the Psychosocial Risk Survey.

### DESCRIPTION

We will work on the improvement areas identified by the Psychosocial Risk Survey conducted in 2017, launching initiatives to bridge the gaps found in: training and personal development, knowledge of Repsol as an international company, training on conflict management, and assertive communication.

### INDICATOR

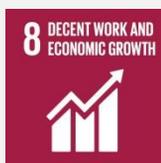
Implement 85% of the actions in the improvement action plan.

### WHAT HAVE WE ACHIEVED?



We have executed the entire improvement plan, delivering the five initiatives defined to leverage the opportunities for improvement identified for professional development, leadership and knowledge of the business.

### CONTRIBUTION TO THE SDGs:



### ACTION

Implement an improvement plan on the points identified in the 2017 Culture Survey.

### DESCRIPTION

We will undertake an action plan to bridge the gaps identified in the 2017 Culture Survey in the Business Unit. The Culture Survey was launched at the end of 2017 to assess the progress being made in Repsol's cultural evolution and to continue defining improvement actions.

### INDICATOR

Implement 85% of the actions in the improvement plan.

### WHAT HAVE WE ACHIEVED?



We have implemented four initiatives based on the results of the Culture Survey, executing 98% of the plan. The initiatives undertaken target professional development, performance and autonomy, and decision-making.

### CONTRIBUTION TO THE SDGs:



### ACTION

Offer employees and their families better health protection and coverage within the framework of a health insurance plan.

### DESCRIPTION

We will improve on the current coverage of our employees' Health Plan to highlight our commitment to their health and well-being.

### INDICATOR

Implement improvements in the Health Plan and communicate them to all personnel.

### WHAT HAVE WE ACHIEVED?



We have made the planned improvements and communicated them to employees, according to schedule. Since June 2018, the Health Plan provides international coverage (Latin America) and covers local workers, their spouses, children and parents. We have communicated this in June and July.

### CONTRIBUTION TO THE SDGs:



### ACTION

Promote the professional and technical development of people, attending to operational needs, creating an improved work climate, and safeguarding knowledge through technical experts at the Petroquirquire Joint Venture.

### DESCRIPTION

We will promote job vacancies in service contracts and production support aimed at personal development in the communities and areas of operational influence.

We will develop and train staff assigned to the Petroquirquire Joint Venture by implementing transfer initiatives for technical personnel and specific work plans in each area.

### INDICATOR

Cover two vacancies using service contracts.

Carry out two technical staff transfers.

### WHAT HAVE WE ACHIEVED?



We have carried out three internal transfers of engineers from Repsol to the public-private company Petroquirquire as technicians in chemical processes, electrical submersible pumps, and production optimization to ensure knowledge transfer via support to production operations. They have not covered vacancies in the public-private company using service contracts due to the delayed recovery in financing and the deferral of operations.

### CONTRIBUTION TO THE SDGs:



### ACTION

Promote the retraining of contractor security staff with regard to the Voluntary Principles on Security and Human Rights.

### DESCRIPTION

We will give talks to contractor security staff to increase their understanding of the Voluntary Principles on Security and Human Rights initiative.

### INDICATOR

Prepare and supply the material for those talks.

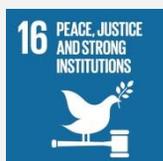
Train 90% of contractor security staff.

### WHAT HAVE WE ACHIEVED?



We have achieved our objectives, carrying out eight training actions, and preparing and handing out related educational material. The training actions were attended by 52 contractor corporate security staff and 78 Bolivia National Guard military personnel.

### CONTRIBUTION TO THE SDGs:



### ACTION

Foster training and development opportunities for the students at the main universities in the area of influence.

### DESCRIPTION

We will hold the 2nd Gas Expert Event, carrying out workshops and talks given by the technical experts themselves, aimed at students completing degrees in Oil, Systems, and Maintenance at universities in the area of influence.

### INDICATOR

Hold the training event.

### WHAT HAVE WE ACHIEVED?



We have made several attempts to organize the 2nd Expert Event at universities, but a specific date could not be set due to conditions beyond our control. To proceed with this action, we have held technical talks with various departments (Drilling, Reservoir, Planning, Operations) for office and operating staff of the license.

### CONTRIBUTION TO THE SDGs:



#### At Repsol, we contribute to sustainable development...

In pursuit of our goal of **Zero Accidents**, we demand a high level of safety in our processes and facilities, paying special attention to the protection of the people and the environment around us. We apply stringent measures during the design and maintenance of our facilities. We carry out risk analyses following best practices at the international level, manage our response to emergencies efficiently, and provide appropriate training to our employees. In addition, we consider anticipative safety measures key to preventing major industrial accidents.

When we speak about safety, we do not limit ourselves to our facilities, but also refer to raising awareness among **our suppliers and contractors**.

Our commitment in this area is evidenced by the fact that safety objectives determine our **employee's performance-based compensation** by anywhere from 10% to 20%.

Below, we list the actions that show our commitment to safety and our goal of Zero Accidents.



Prevention of personal, process,  
and transportation accidents

Incident Management

Emergency management

Safety in product use



### ACTION

Ensure the continuity of our activity in the event of an inability to operate in the offices, the city, or the country.

### DESCRIPTION

We will update the Business Continuity Plan for the Venezuela Business Unit to establish the actions that need to be taken in the event of an inability to operate in the offices, the city, or the country.

### INDICATOR

Draw up and approve the Business Continuity Plan.

### WHAT HAVE WE ACHIEVED?



We have drawn up the Business Continuity Plan (BCP), performing a business impact analysis (BIA) to determine critical processes and critical staff, define the alternate recovery site and update the FACT24 tool database.

### CONTRIBUTION TO THE SDGs:



### ACTION

Perform a diagnosis of high-potential incidents in non-operated assets in the last two years and define an action plan to reduce the accident rate.

### DESCRIPTION

We will conduct an across-the-board analysis of high potential incidents (HPIs), both operational and occupational, in non-operated assets, particularly for the Petroquirquire Joint Venture, in order to identify the main causes. We will draw up an action plan to bridge the gaps that have been identified.

### INDICATOR

Draw up the diagnostic report.

Draw up the action plan.

### WHAT HAVE WE ACHIEVED?



We have drawn up the across-the-board analysis report of all safety events (occupational and operational incidents at Petroquirquire over the past two years), which includes the action plan to address the causes and reduce accidents.

### CONTRIBUTION TO THE SDGs:



### ACTION

Foster a culture of safety and operational excellence among our employees.

### DESCRIPTION

We will implement initiatives that strengthen the culture of safety and operational excellence aimed at:

- Managing incidents through the implementation of a Root Cause Analysis.
- Reviewing and updating the Emergency Response Plan.

### INDICATOR

Implement a Root Cause Analysis.

Review and update the Emergency Response Plan.

### WHAT HAVE WE ACHIEVED?



We have given technical talks to raise awareness and put into practice the management of incidents via implementation of a root cause analysis.

We have updated and put into practice the Emergency Response Plan by licensing two simulators.

### CONTRIBUTION TO THE SDGs:



### ACTION

Continue fostering initiatives that help to form a culture of safety on platforms and at the Tiguadare gas plant in order to prevent impacts on people, facilities, and the environment.

### DESCRIPTION

We will suggest that Cardón IV hold working sessions to continue with the action plans on safety culture, including sessions with contractors and subcontractors, monitoring the presence of unauthorized vessels around platforms, and looking at safety at the offshore facilities and the Tiguadare gas plant to continue moving forward with the measures that have already been implemented, as well as to identify, prevent, and address potential impacts to people, facilities, and the environment.

### INDICATOR

Hold quarterly meetings.

### WHAT HAVE WE ACHIEVED?



We have carried out the three quarterly meetings planned. We have made improvements to the plant, the access corridor and monitoring of offshore intrusion, with no material incidents regarding physical safety and fishermen. After management's visit to the plant in March, we have worked on physical adaptation and the evacuation, escape and rescue plan. We have reinforced security with contractors at the 4th and 5th Security Forums (June and November) attended by more than 130 people.

### CONTRIBUTION TO THE SDGs:



### At Repsol, we contribute to sustainable development...

At Repsol, we share society's concern regarding the need to care for the environment in which we live. We seek to **minimize the impact of our operations** by adopting a low-emissions strategy, optimizing water management, reducing the contaminant load of spills, managing waste appropriately, improving prevention and response systems during spills, and considering biodiversity to be a key component.

We've taken on the commitment to use the resources involved in our operations efficiently and in a more circular fashion. In 2016, Repsol set a new challenge: to seek Circular Economy opportunities that promote the sharing economy and represent an alternative to the linear economy of extracting, using, and throwing away.

This Sustainability Plan includes commitments to actions in step with the lines of work that Repsol has set on this axis of sustainability.



Efficient management of natural resources

Environmental impact minimization



### ACTION

Develop environmental awareness actions targeted at educational institutions in the area of influence of the Venezuela Business Unit administrative offices.

### DESCRIPTION

We will promote environmental awareness among school children at the educational institutions located in the area of influence of the Repsol administrative offices by giving educational workshops and theater performances on environmental issues.

### INDICATOR

Give two sessions with at least 50 participants.

### WHAT HAVE WE ACHIEVED?



We have held a recycling workshop with participation by Fundación Tapas Anzoátegui, and gave a number of talks on safety, environmental protection and prevention against earthquakes to students, management, faculty and administrative staff of Liceo Bolivariano “Diego Bautista Urbaneja” and U.E Tomas Alfaro Calatrava. A total of 480 students and 59 representatives of management, faculty and administration attended.

### CONTRIBUTION TO THE SDGs:



### ACTION

Develop a guide for preventing and managing spills in the non-operated Petroquiriquire asset.

### DESCRIPTION

We will draw up a reference document that helps the non-operated Petroquiriquire asset to make the appropriate decisions for planning and managing the remediation of areas affected by spills, which will be based on the different practices and methodologies available in the country in this regard.

### INDICATOR

Draw up the spill prevention and management guide.

### WHAT HAVE WE ACHIEVED?



We have drawn up the guide for managing spills in the non-operated Petroquiriquire asset bearing in mind the area's environmental sensitivity and the criticality of spills occurring over the past two years. The guide provides precise information and sets out the steps to be taken for an efficient response.

### CONTRIBUTION TO THE SDGs:



### ACTION

Encourage the rational use of natural resources in administrative areas of the Venezuela Business Unit.

### DESCRIPTION

We will foster a culture of natural resource conservation through the participation of the Venezuela Business Unit employees in initiatives to reduce consumption and minimize the waste produced. We will assess electricity and paper consumption, identify improvement opportunities, and define an action plan.

### INDICATOR

Hold two meetings to assess consumption and identify the improvement opportunities.

Create an information campaign with two talks, two memos, and two announcements on digital signage.

### WHAT HAVE WE ACHIEVED?



We have held two internal meetings to discuss resource consumption and look at options to reduce consumption, staged five recycling workshops with the participation of external organizations, and drew up an action plan for implementing improvement opportunities in the resource consumption assessment process. We have also created the planned information campaign, with two talks, two memos and two announcements.

### CONTRIBUTION TO THE SDGs:

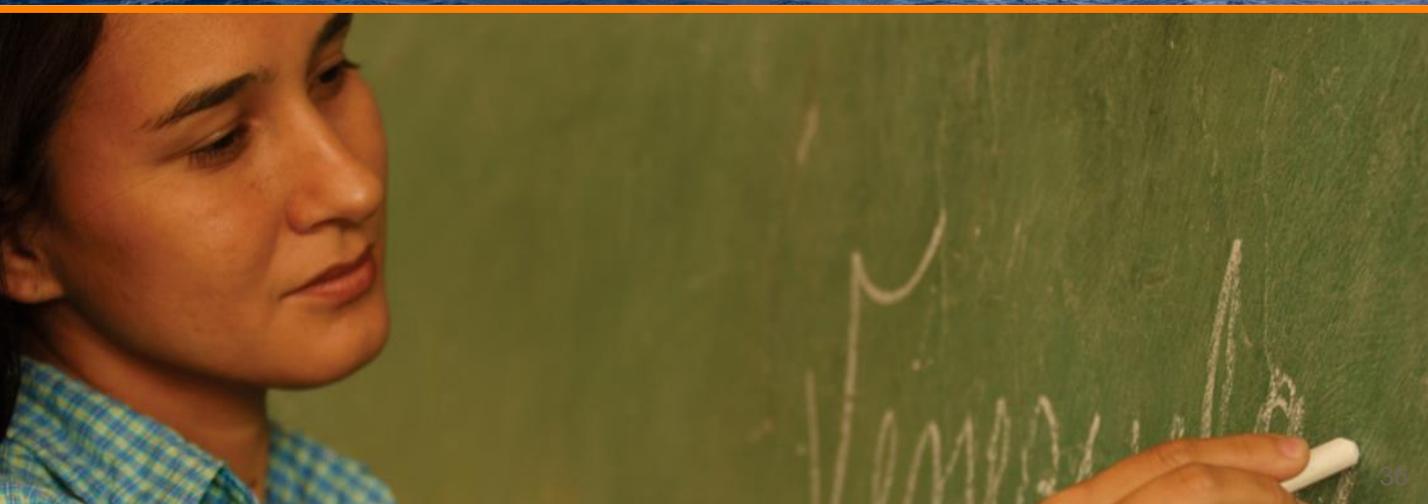


### This Sustainability Plan is a dynamic document.

Each year we will give an account of the extent to which the actions that make up this Plan have been carried out by publishing a monitoring report.

Moreover, given that the expectations of our stakeholders and the issues that concern them are changeable and subject to the evolution of events during the course of the year, this Plan will be updated annually with new actions or the reformulation of existing ones to adapt them to the new situation.

The successive updates of the plan will leave behind them a trail of completed actions that, collectively, are a contribution of our Company to sustainable development.





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