



2019 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:

19 Actions 84% Fulfillment

<u>@</u>

Ethics and transparency 1 ACTION



People 6 ACTIONS



Safe operation 6 ACTIONS



Environment 3 ACTIONS



Climate change 1 ACTION



Innovation and technology 2 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.

2019 Sustainability Plan Noteworthy projects



At Repsol, we contribute to sustainable development,

by seeking to satisfy the growing demand for energy, which is essential for the fulfilment of people's fundamental rights, and by creating value in both the short and long term.

Thalassemia e-portal Campaign

Thalassemia is a genetic blood disorder disease that afflicted some communities in Malaysia. Instituted from last year, we partnered with Ministry of Health and Ministry of Education this year to launch a national campaign "Now you SEE me, now you don't" utilizing an e-portal to raise public awareness on the importance of prevention and control of Thalassaemia in the country. Whereas in Sabah, we continue our efforts to organise Thalassaemia awareness and healthy lifestyle campaigns in collaboration with local Health Department and the Sabah Thalassaemia Society to reach out to the vulnerable communities in the state of Sabah.





Repsol VDPx Vender Development Program

Supporting Petronas's initiative, the program is implemented in collaboration with major industry players in order to create multiplier effects that benefit the industry and economy. PALB Engineering (M) Sdn Bhd was selected as the first vendor under the program for Crane Maintenance Services for Kinabalu Operations. The program will help them to upskill their capabilities in the identified areas of development such as increase in efficiency by having a specific database, improve the administrative work, strengthen financial capabilities and also helping to close the HSE (Health, Safety and Environment) gap.

Promote safe operation and safe behaviour culture development amongst operation members

BRAVO HSE Award Program is a quarterly award program initiative to recognize the efforts in improving health, safety and environment at our operating assets. The program focuses on qualifying HSE effort that has significant contribution / solution towards HSE performance.

Four employees were recognized for their contributions. Dunang Anak Jerangku, Mohd Affandi Ismail, Pirit Assan and Tan Keng Hoe won the quarterly awards for their efforts in achieving safe operation toward target Zero accidents. ROC tool was also launched to increase employee participation and making the program more effective through digitalization.









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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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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 the roadmap forming the basis for deployment of **Local Plans**. The plans also contain commitments in relation to the local context.

The **Sustainability Plans are** put together on the basis of the **six axes** of Repsol's Sustainability Model.



We act responsibly and with integrity wherever we operate



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



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



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



We want to be part of the solution to climate change



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

2019 Sustainability Plan Sustainable Development Goals





At Repsol we support the United Nations' **2030 Agenda** for Sustainable Development and use the 17 Sustainable Development Goals (SDGs) as a reference when defining our priorities.

We have drawn up this **prioritization** in due consideration of the SDGs considered most relevant to the company and our stakeholders, concluding that our efforts must primarily focus on **SDG 7** (Affordable and clean energy), on **SDG 8** (Decent work and economic growth) and on **SDG 13** (Climate action), in view of our role in access to energy, contribution to social and economic development, and the fight against climate change.

And, secondly, on SDG 6 (Clean water and sanitation), due to our commitment to the optimization of water management; on SDG 9 (Industry innovation and infrastructure), in view of our support of innovation and technology; and on SDG 12 (Responsible production and consumption), due to our focus on the Circular Economy.

For Repsol, the most efficient manner of contributing to the 2030 Agenda is by collaborating with other public and private institutions to exchange knowledge and technologies. Thus we feel it is essential to join forces in connection with **SDG 17** (Partnerships for the goals).



Moreover, our responsibility in the way we act and our global presence in some extremely diverse environments enable us to make a significant contribution to all the SDGs.

2019 Sustainability Plan Sustainable Development Goals





The **actions** of which this **Plan** is composed, defined in due consideration of the local context, help support **2030 Agenda** by addressing the following goals:

























2019 Sustainability Plan Summary



2019 Sustainability
Plan
Malaysia

19 Actions













89% 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.

2019 Sustainability Plan Ethics and transparency



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

2019 Sustainability Plan Ethics and transparency: Actions



ACTION

Raise awareness of anti-corruption and anti-bribery issues.

DESCRIPTION

We will carry out awareness and training sessions among employees on the Compliance program, focusing on anti-corruption and anti-bribery risks in the business.

INDICATOR

Conduct a minimum of two training sessions this year.

WHAT HAVE WE ACHIEVED?



We have conducted six trainings organized on a monthly basis since July 2019 until December 2019, with a total attendance of 121 participants from the Business Unit across departments, functions and levels.





2019 Sustainability Plan People



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)



People: Actions



ACTION

Build sustainable income amongst fishermen communities.

DESCRIPTION

We will promote the socioeconomic development of fishermen communities in Terengganu and Sabah in collaboration with local agencies or NGOs. We will design a program which will help them to generate additional sustainable income by developing skills through training and practical programs.

INDICATOR

Organize and start the program before the end of 2019.

WHAT HAVE WE ACHIEVED?



We have collaborated with Sultan Mizan Royal Foundation (YDSM), Agriculture dept. and Fishermen Association Malaysia on sustainable kitchen/edible garden capacity building project for fishermen in the area of Setiu district of Terengganu. 20 families were identified and will be trained and supported to be onboard with the program to add supplementary income for the families during 2020.









People: Actions



ACTION

Collaborate with universities to provide scholarships to students.

DESCRIPTION

We will award 20 scholarships to undergraduates from five partner universities. We will contribute to nation talent pool by promoting students' development of skills for employment.

INDICATOR

Conduct assessments and interviews for potential candidates.

Carry out the final selection of successful candidates.

WHAT HAVE WE ACHIEVED?



We have carried out the assessments and interviews, and 20 candidates from five partner universities have been awarded scholarships under the program.







People: Actions



ACTION

Enhance health initiatives to improve health conditions of local communities.

DESCRIPTION

We will continue to enhance the value of the Thalassemia program in raising awareness and more informed public in collaboration with the Ministry of Health to develop Champions/Ambassadors. The program is a nationwide program created to increase awareness and reduce the spread of this genetic blood disorder that afflicts both adults and children.

INDICATOR

Organize one viral campaign to promote the program before end of the year.

WHAT HAVE WE ACHIEVED?



The Thalassemia e-portal for the project has been developed and the campaign will be launched the first quarter 2020 by two Deputy Ministers, Health and Education.





People: Actions



ACTION

Manage fishermen encroachment in Kinabalu facilites.

DESCRIPTION

We will collaborate with our main partners, Petronas, the Malaysian Maritime Enforcement Agency (MMEA) and Fishing Authorities, in managing offshore security. We will explore alternative options to manage encroachment of fishermen vessels into safety zone, such us:

- Decoy vessels for ad hoc operation
- Onshore approaches capitalizing on Radar Surveillance & Security System outputs
- Awareness campaigns

INDICATOR

MMEA to conduct three special operations (decoy vessel) in our area of operation.

Hold quarterly meetings between MMEA/Petroleum Arrangement Contractors and agencies.

WHAT HAVE WE ACHIEVED?



We have completed three operations in 2019, in September, October and November. We have held a coordination meeting with MMEA on 14 August, and a coordination meeting with MPM Petronas on decoy vessel operation on 31 July.







People: Actions



ACTION

Promote a healthy working environment among our employees.

DESCRIPTION

We will organize a companywide ExploreRace, Sports Club recreational activities and Family Day program for employees. The recreational activities will be tools to promote team cohesiveness and improve the work environment, as well as foster well-being and a work-life balance.

INDICATOR

Organize the activities before the end of the year.

WHAT HAVE WE ACHIEVED?



We have organized the activities, engaging more than 200 employees and providing meaningful interactions and team building within the participants.





2019 Sustainability Plan People: Actions



ACTION

Promote awareness on gender diversity as part of gender inclusion.

DESCRIPTION

We will organize training sessions to top management and mid-level managers on understanding differences between men and women. We will focus on the different communication styles that one should be aware of.

INDICATOR

Conduct two sessions among leadership and mid-level managers.

WHAT HAVE WE ACHIEVED?



We have organized and completed two workshops/sessions. The focus was around understanding gender differences in the workplace and what we do to bridge those differences, as well as having conversations with our female professionals about their aspirations, challenges and opportunities.



2019 Sustainability Plan Safe operation



At Repsol, we contribute to sustainable development...

We pursue a target of **Zero Accidents** with a high level of safety in our processes and facilities, paying particular attention to the protection of people and the surrounding environment, and to the awareness of our **suppliers and contractors**.

In 2018, in the conviction that Safety and the Environment form the basis of value creation, excellence and responsibility, we launched our **2025 Safety and Environment Strategy**. We have established the key lines of action on which the Company will focus its Safety efforts up to 2025: we intend to drive culture, transformational leadership and awareness in connection with Safety and the Environment. Here one of the key features is **safety in our processes**, where we intend to lead the industry through management of our risks, the integrity of our facilities, and better preparation for crises and emergencies.

By way of a demonstration of our commitment, safety targets may have an **impact on the variable remuneration** of our employees of more than 15%.

Below we demonstrate courses of action pointing to our commitment to safety.



Prevention of personal, process, and transportation accidents

Incident Management

Emergency management

Safety in product use



Safe operation: Actions



ACTION

Enhance our hazard management process by focusing on our workforce critical positions.

DESCRIPTION

We will identify critical positions in managing offshore operations safely and we will establish the Technical Authority Framework to ensure the right decision will be made at the right time. The critical position or technical authority are the key positions in the Company who are accountable in managing potential major accident hazards.

INDICATOR

Complete Technical Authority (TA) Framework documentation.

Procure list of TA for Repsol Malaysia.

WHAT HAVE WE ACHIEVED?



TA procedure is currently being drafted following engagement done with the management and TA authorizers. The plan is to finalize and approve the TA procedure within the first quarter of 2020. It also includes proposed list of TA for relevant disciplines and barrier groups.



Safe operation: Actions



ACTION

Inculcate learning culture to reduce incidents.

DESCRIPTION

We will conduct an incident analysis for the past five years in order to identify trend cases and its root cause. Afterwards, we will develop a program based on the analysis to prevent recurrence of incidents.

INDICATOR

Complete a five-years incident analysis to determine repeated trend cases and its root cause by the second quarter.

Develop an Incident Reduction Plan (IRP) based on the analysis by the second quarter.

Implement IRP before end of the year.

WHAT HAVE WE ACHIEVED?



We have completed the incident analysis and developed an action plan. "Today In History" was launched as part of the Incident Reduction Plan (IRP). It was shared through out Business Unit and the incident lessons learnt. This is mainly to remember and learn from our own history, prevent incident recurrence and promote continuous improvements.



Safe operation: Actions



ACTION

Instill process safety culture in our way of doing things.

DESCRIPTION

We will conduct a series of hazard management trainings as part of a three-year Process Safety Management (PSM) program to instill the process safety culture in our personnel.

INDICATOR

Conduct hazard management training.

WHAT HAVE WE ACHIEVED?



In 2019, we have conducted hazard management trainings to key personnel covering both offshore and office participation to expose them to the overall hazard management process and understanding its alignment to the Repsol Exploration & Production Hazard Management requirement. As a continuation, the hazard management training will be done in 2020 and included in the Hazard Management Plan.





Safe operation: Actions



ACTION

Mitigate potential Major Accident Hazards (MAHs) through barrier effective management systems.

DESCRIPTION

We will reassess our MAH as well as their associated control measures to prevent and mitigate them so that the personnel, environment and assets are safeguarded. To this end, we will revalidate our safety cases. These studies include the identification of the hazards and describe how these hazards are controlled and the safety management system in place to ensure the barriers (Safety and Environment Critical Elements, SECE) are effectively and consistently applied.

INDICATOR

Complete safety cases for our offshore assets.

Complete SECE list.

WHAT HAVE WE ACHIEVED?



We have completed all our operations safety cases across all assets (PM3 & KNB). They are still valid with the next 5-years interval, full update to be done circa 2021 to 2023.

We have developed the SECE master list across all assets, which includes partial update on the new SECE list at tag level. The SECE revalidation exercise is expected to be completed by March 2020.





Safe operation: Actions



ACTION

Promote personal safety awareness among schoolchildren.

DESCRIPTION

We will collaborate with the Department of Education, the Police, and the Fire & Rescue Department to organize a Safety Day among schoolchildren. We will promote and nurture personal safety awareness through inter-active activities and fun quiz for greater traction and focus.

INDICATOR

Organize one Safety Day program in Sabah before end of 2019.

WHAT HAVE WE ACHIEVED?



We have organized and completed two safety campaigns. 2000 primary schoolchildren were trained on personal safety both in Terengganu and Sabah/Labuan.





Safe operation: Actions



ACTION

Promote safe operation and safe behavior culture development amongst operation members.

DESCRIPTION

We will continue the effort to improve personal and process accident rates by introducing 'Bravo' HSE (Health, Safety and Environment) Award program. The program is designed to recognize individual efforts in improving the HSE at operating assets. Any HSE efforts (such as findings, process improvement, individual performance, initiatives) submitted via Repsol Observation Card (ROC) that means a significant improvement of HSE aspects are subject for award recognition.

INDICATOR

Select the winner from all the submissions given by the assets.

WHAT HAVE WE ACHIEVED?



The BRAVO awards program continues and employees were recognized for their contribution. Dunang Anak Jerangku, Mohd Affandi Ismail, Pirit Assan and Tan Keng Hoe from offshore facilities won the quarterly awards on their effort in achieving safe operation toward target Zero accidents.

ROC tool was launched to increase employee participation and making the program more effective thru digitalization.



2019 Sustainability Plan Environment



At Repsol, we contribute to sustainable development...

We share the concerns of society in relation to the need to look after the environment in which we live. We seek **minimum impact of our operations**, minimizing atmospheric emissions, optimizing water management, waste management, reduction of discharge pollutants, improvements to prevention systems and response to spills, considering biodiversity as a key component.

Our 2025 Safety and Environment Strategy, launched in 2018, establishes the key lines of action on which the Company will focus its environmental efforts up to 2025: we must be able to quantify and assess environmental impacts and dependences in order to back business decisions, placing the emphasis on more sensitive aspects wherever we operate, particularly water; our goal will also be to maintain a social license by means of excellent sustainable environmental management throughout the entire life cycle of our projects and operations. All this enhances the generation of new opportunities within the Circular Economy, making efficient use of natural resources, with criteria of maximum efficiency, maximum transparency and lesser environmental impact.

This Sustainability Plan is committed to courses of action in accordance with the lines of work which Repsol operates in terms of sustainability.



Efficient management of natural resources

Environmental impact minimization



2019 Sustainability Plan Environment: Actions



ACTION

Mitigate environmental impacts from our offshore operation activities to ecosystem services.

DESCRIPTION

We will conduct a biodiversity and ecosystem services assessment for Repsol Malaysia offshore assets PM3 and Kinabalu. We are committed to mitigating the potential environmental impacts from our operations.

INDICATOR

Establish a contract and scope of work for the conduct of biodiversity and ecosystem services assessment for offshore assets PM3 and Kinabalu.

WHAT HAVE WE ACHIEVED?



We have completed the biodiversity and ecosystems services (BES) assessment for PM3 and Kinabalu. The BES assessment was conducted by referring to IPIECA-IOGP Ecosystem Services Guidance document. With the assessment, Repsol Malaysia is able to understand better the potential risks and impacts to BES from offshore operations at Block PM3 and Kinabalu.





2019 Sustainability Plan Environment: Actions



ACTION

Promote environmental awareness among schoolchildren.

DESCRIPTION

We will collaborate with the Department of Environment (DOE) to promote sustainability initiatives among schoolchildren in our areas of operation in order to raise awareness for environmental conservation.

INDICATOR

Organize one engagement each for primary school students in Sabah and Labuan before end of the year.

WHAT HAVE WE ACHIEVED?



We have raised environmental awareness among schoolchildren. 60 primary schoolchildren from six schools in Kota Belud district have participated in hands-on learning about environmental conservation and ways to protect our environment. Another 300 primary schoolchildren at SK Ranch-Rancha, Labuan will participate in the school's sustainable projects around the school compound following the launching in Oct 2019.







2019 Sustainability Plan Environment: Actions



ACTION

Develop circular economy projects to lower our environmental impact.

DESCRIPTION

We will define two circular economy projects to improve our environmental management and reduce our environmental impact. This new production and consumption model is based on "closing the loop" of product and service lifecycles by taking a comprehensive approach to managing natural resources, processes, and waste generated by our operations.

INDICATOR

Define two circular economy projects by this year.

WHAT HAVE WE ACHIEVED?



Two circular economy projects were defined and documented in the respective project charters. The circular economy projects defined are able to reduce GHG emission (through optimizing the standby marine vessel utilization) and reduce waste for final disposal (through waste recovery program).





2019 Sustainability Plan Climate change



At Repsol, we contribute to sustainable development...

We share society's concern about the effect that human activity is having on the climate and we are firmly committed to the aspiration of limiting the increase in the planet's global average temperature well below 2°C with regard to pre-industrial levels.

Our challenge is to supply energy in a safe, efficient, accessible and sustainable manner, reducing Greenhouse Gas (GHG) emissions in line with the objectives of the Paris Agreement and the Sustainable Development Goals of the United Nations (SDGs).

Repsol aims to achieve net zero emissions by 2050, making it the first oil and gas company in the world to assume this ambitious goal. It is possible to achieve at least 70% of this target with the technology that can currently be foreseen, and we are committed to applying the best available technologies to increase this figure, including carbon capture, use and storage. We would, if necessary, additionally offset emissions through reforestation and other natural climate sinks to achieve zero net emissions by 2050.

Accordingly, we have joined the Oil and Gas Climate Initiative (OGCI) to share best practices and technology solutions, and participate in the OGCI Climate Investment Fund, to channel the committed investment of \$1 billion over ten years in the development of technologies to reduce GHG emissions on a significant scale.

There follows a list of Sustainability Plan actions in this regard.





Efficient energy management

Drive the reduction of GHG emissions

Encourage the use of natural gas in electricity generation

Sustainable mobility

Low-emissions economy model

2019 Sustainability Plan Climate change: Actions



ACTION

Contribute to Company's commitment to find economically feasible solution(s) to reduce GHG emissions.

DESCRIPTION

We will continue with our search for opportunities to reduce GHG emissions. In 2018 we ended the first phase of the project, Visualization, with three shortlisted options. In 2019 we will complete the second one, Conceptualization, where the shortlisted options will be fully evaluated, and we will recommend the best one to be taken to the third phase, Definition. We will commence the Definition phase of the selected option upon its endorsement by the end of the third quarter, if applicable.

INDICATOR

Get endorsement by end of the third quarter.

WHAT HAVE WE ACHIEVED?



We have completed the second phase, GHG Conceptualization studies, in 2019. The endorsed concept to be taken to the next phase is membrane change out, with additional consideration to be given for gas assisted flaring. The next step shall be the pilot phase for new membrane technology.





2019 Sustainability Plan Innovation and technology



At Repsol, we contribute to sustainable development...

A sustainable future requires **companies that invest in science and technology** to meet the current and future energy challenges through real solutions. We believe in technological innovation as a way to build more efficient and environmentally sustainable energy systems.

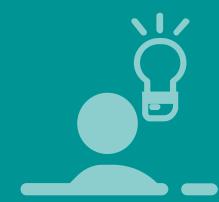
At Repsol, we are committed to building a **network of partnerships with universities and research centers.** This promotes the implementation of ambitious ideas that enable us to confront the challenges we are facing and build a sustainable future, in line with our commitment to the environment.

Technology is evolving at vertiginous speed, and we must be able to incorporate technological advances at the moment they occur. Therefore, we have an ambitious digitalization program that will transform the company, promote cultural change and allow us to develop digital solutions to satisfy new forms of energy consumption.

Similarly, we forge alliances and contribute to the growth of companies in emerging areas related to reliability in operations, circular economy, advanced mobility, energy diversification, new materials and digital technologies applied to exploration and production.

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





Boost innovative activity

Use of new technologies

Promote training and facilitate the development of the environment

2019 Sustainability Plan Innovation and technology: Actions



ACTION

Foster innovation of primary schoolchildren.

DESCRIPTION

We will organize a Science Innovation Award in collaboration with Terengganu State Education Department to create a platform for primary and secondary schools to compete with the objective to deliver creative innovations in relation to environment and everyday life.

INDICATOR

Organize and complete the program this year.

WHAT HAVE WE ACHIEVED?



We have collaborated with the Ministry of Education and the Terengganu Creativity Science Center for the 'Duta Sains' Program for primary and secondary schoolchildren. The program closed on the 28 October with four winners.







2019 Sustainability Plan Innovation and technology: Actions



ACTION

Support the expansion of the Petronas Vendor Development Program (VDPx).

DESCRIPTION

We will collaborate with the VDPx by replicating the program to further develop capabilities within the oil and gas industry. We will work on defining and outlining the scope of work and criteria to select the appointment of vendor for the Repsol Vendor Development Program (VDP) program. VDPx is an evolution of the VDP to be implemented in collaboration with major industry players in order to create multiplier effects that benefit the industry and economy.

INDICATOR

Define the scope and appoint a vendor for the program.

WHAT HAVE WE ACHIEVED?



PALB Engineering (M) Sdn Bhd was selected as the first vendor under the program for Crane Maintenance Services for Kinabalu Operations. The program will help them to upskill their capabilities in the identified areas of development such as increase the efficiency by having a specific database, improve the administrative work, strengthen financial capabilities and also helping to close the HSE (Health, Safety and Environment) gap.



Process of updating the Plan



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.



