



OVERVIEW

2018
SUSTAINABILITY
PLAN

Norway



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:

18 Actions / **83%** Fulfillment

	Ethics and transparency	⋮	3 ACTIONS
	People	⋮	4 ACTIONS
	Safe operation	⋮	3 ACTIONS
	Environment	⋮	3 ACTIONS
	Climate change	⋮	3 ACTIONS
	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.

2018 Sustainability Plan

Noteworthy projects



At Repsol, we contribute to sustainable development...

Science and Technology is one of the basic drivers to achieve a sustainable future. Also Repsol works with several organisations in Norway to support the local community's most vulnerable.

The Yme Digital Twin

The Yme digital twin project aims to take all technical information and make it available through the visualization of the physical asset Yme. This will improve operations and results in new ways of working. Digitalisation is key to achieve a sustainable growth and value for Repsol. A Digital Twin is a digital / virtual representation of an asset, created and maintained in parallel with the physical asset, used from early design through building and operation, and easily accessible throughout the lifecycle of the asset.



Church City Mission

Repsol Norge's cooperation agreement with the Rogaland Theatre incorporates an annual volunteer project aimed at the users and activities of the Church City Mission.

Repsol serves as the hosts of the event and handle the practical aspects.

In January 2018 this annual event took place for the very first time. The play "Etterlyst: Jesus" with the singer/playwright Bjørn Eidsvåg was shown during the daytime at Rogaland Theatre. Before the show, the more than 200 guests were served stew, juice and coffee by volunteered employees.



PRESENTATION

2018
SUSTAINABILITY
PLAN
Norway



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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 Norway / 18 Actions

 **Ethics and transparency**

3 ACTIONS

 **People**

4 ACTIONS

 **Safe operation**

3 ACTIONS

 **Environment**

3 ACTIONS

 **Climate change**

3 ACTIONS

 **Innovation and technology**

2 ACTIONS

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

- Foster an ethical and transparent behavior.
- Work to minimize environmental impacts within the context of our operations.
- Further strengthen our commitment in operational safety.
- Drive technological innovation as a lever for transformation towards more sustainable business models.
- Promote gender equality and diversity.

67% 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.

Sustainability Plan 2018

Sustainable Development Goals



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. This plan works to reduce air contamination and its harmful effects on health (target 9).



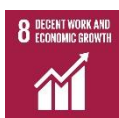
Quality Education. The contribution to this goal focuses on increasing young people's skills to facilitate their access to employment (target 4).



Gender Equality. This Plan promotes equal opportunities for women (target 5).



Affordable and Clean Energy. This plan includes actions to improve 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), achieving full and productive employment for persons with disabilities (target 5) and protecting labour rights and promoting safe and secure working environments (target 8).



Industry, Innovation and Infrastructure. This plan includes initiatives which contribute to this goal by enhancing scientific research and upgrading technological capabilities (target 5).



Reduced Inequalities. This plan seeks to promote social and economic inclusion, irrespective of age, sex, disability, etc. (target 2).



Responsible Consumption and Production. The contribution to this goal is carried out through initiatives to achieve the sustainable management and efficient use of natural resources (target 2), the reduction of pollution in air and waste generation (target 4) and adopting sustainable practices (target 6).



Climate action. We contribute to this goal by integrating climate change measures into our strategies (target 2).



Peace, Justice and Strong Institutions. This plan commits actions related to promoting ethics, responsibility, and transparency (targets 5 and 6).



Partnerships for the goals. This plan includes actions based on promoting the development of environmentally sound technologies (target 7) and encouraging and promoting effective public partnerships (target 17).

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

Drive continuous improvement in Repsol Norge's operational business practices and ensure good governance.

DESCRIPTION

We will comply with both the letter and the spirit of the law. To ensure that we do this, we will in 2018 review and update the internal procedure regarding interaction with Authorities and Regulatory Compliance, to ensure that the document provides our personnel with all the information on regularly requirements that Repsol Norge must acquire from, and all reports that Repsol Norge must submit to the Norwegian Authorities.

INDICATOR

Complete, review, update and implement the internal procedure in 2018 and circulate to relevant stakeholders.

WHAT HAVE WE ACHIEVED?



During 2018, we have reviewed our internal procedure on interaction with Authorities and Regulatory Compliance, to make sure that the procedure reflects relevant regularly requirements that Repsol Norge must comply with. Relevant sections are being uploaded into Repsol's global compliance application where the procedure will be available to relevant stakeholders in Repsol.

CONTRIBUTION TO THE SDGs:



ACTION

Reinforce and promote Repsol Norge's high ethical behavior and business practices standards.

DESCRIPTION

We will ensure that all employees receives training in Repsol's Code of Ethics and Business Conduct, thereby promoting Repsol Norge's high ethical standards.

INDICATOR

Verify that all employees have completed training on Code of Ethics and Business Conduct.

WHAT HAVE WE ACHIEVED?



The majority of our employees have successfully completed training in Repsol's Code of Ethics and Compliance.

CONTRIBUTION TO THE SDGs:



ACTION

Ensure transparency, integrity and fairness in the way we do business.

DESCRIPTION

We will practice and further focus on our internal procurement routines to ensure that our process is based on competitive tenders although not required by relevant legislation.

We will support the initiative from The Norwegian Oil and Gas Association to amend the Joint Operating Agreement so that dispute resolution is carried out before ordinary courts open to the public rather than by arbitration.

INDICATOR

Hold briefings on internal procurement routines to all new employees within 3 months.

Implement open court dispute resolution as standard in our contract templates in 2018.

WHAT HAVE WE ACHIEVED?



We have held 3 briefings on internal procurement routines as part of the introductory program for new employees.

The Norwegian Oil and Gas Association's efforts of amending the Joint Operating Agreement so that dispute resolution is carried out before ordinary courts open to the public is ongoing with Repsol Norge AS' continued support. In parallel a new dispute resolution clause has been drafted, circulated internally and implemented in our contract templates.

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

Support the local community's most vulnerable.

DESCRIPTION

We will actively engage in the community to support those less favorable for new opportunities and ensure employee engagement with the activities we do:

- 1) Social aid by supporting financially a local social aid organization (Church City Mission).
- 2) Retraining for people in need of job training in cooperation with Norwegian Labour and Welfare Service.

INDICATOR

Financially support The Church City Mission and conduct at least one social annual event with them.

Engage at least 2 candidates for retraining.

WHAT HAVE WE ACHIEVED?



We have conducted two events with the Church City Mission in 2018 where employees participated. We have also engaged employees in the National TV-fundraising on 21.10.2018 and supported the campaign financially. In 2018 we have engaged 2 candidates from NAV (Norwegian Labour and Welfare Service), for re-training. The last candidate we finally decided to engage as a contractor for 2019 as a Document Controller. One trainee (hearing disability) from Global Repsol is currently working in Norway in both networks.

CONTRIBUTION TO THE SDGs:



ACTION

Ensure diversity and equality in our Company.

DESCRIPTION

We will continue to analyze gender balance in the organization and ensure equality in terms and conditions for all employees. We will continuously focus on choosing the best qualified candidate, regardless of gender, cultural background or disability.

INDICATOR

Focus on diversity in recruitments and promotions in order to reach 40% female leaders by 2020.

Analyze gender-compensation and make succession plan for female leaders.

Establish a female, senior and youngster network and conduct 4 meetings per year for each of them (3 meetings for 2018).

WHAT HAVE WE ACHIEVED?



We have analyzed the gender balance regarding grades and salary, without any findings or deviations.

We have an overall succession plan ensuring development and retention for critical positions. From 2018 and onwards we will have extra focus in developing and recruiting female leaders, to meet our long-term goal of 40% female leaders in 2020. End of 2018 the number of female leaders is 25%. We have established a female and a young professional network, and 3 meetings have been conducted.

CONTRIBUTION TO THE SDGs:



ACTION

Talent retention by ensuring development and training for all employees.

DESCRIPTION

We will ensure that all employees are given the opportunity to progress their development and training needs for mutual benefit in the future, giving information and ensure all leaders set up individual training and development plans for all employees. These plans will be uploaded in the People Management System.

INDICATOR

Reach a minimum of 85% of employees with a training and development conversation with their Manager.

Execute on minimum 75% of training activities defined in training plan.

WHAT HAVE WE ACHIEVED?



We have ensured that more than 90% of all employees have a training plan for 2018 aligned with their leader after a conversation with their respective leader. Also 91% of the employees have executed on their training plan.

CONTRIBUTION TO THE SDGs:



ACTION

Ensure future competence for the industry and Repsol Norge.

DESCRIPTION

We will actively engage with the local schools and universities to ensure our industry continuous to be attractive as a future employer by:

- 1) Incorporate apprentices in relevant areas building the future competence required by our industry.
- 2) Engage summer interns to give students an opportunity to get relevant job training.
- 3) Conduct graduates/E&P (Exploration and Production) Master to give young professionals a thorough and broad introduction to our company.

INDICATOR

Engage at least one apprentice, ten summer internships, one young professional to the Repsol E&P Master Program and one young professional to a local graduate program.

WHAT HAVE WE ACHIEVED?



We have hired 1 apprentice, 1 young professional (Reservoir Engineer) attending the E&P master program, 1 young professional was hired to work in Business Unit (Technology department) and 14 summer students completed their internships during the summer months.

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.

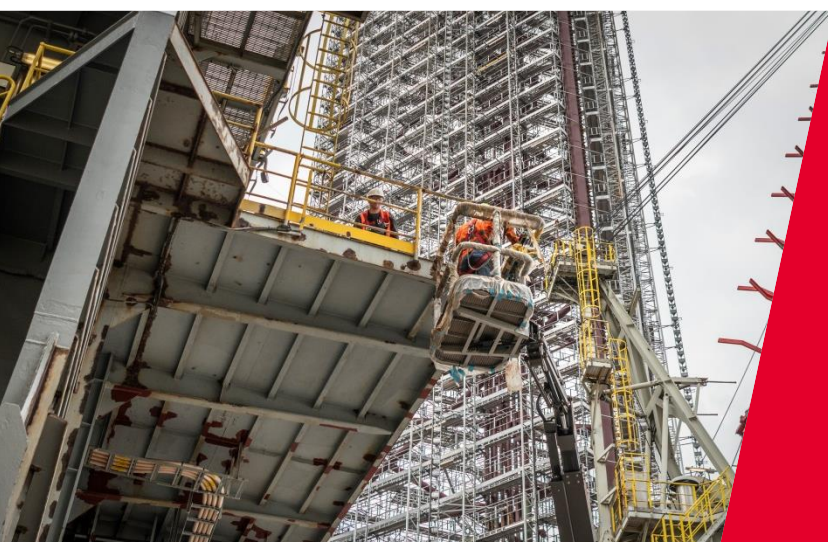


Prevention of personal, process,
and transportation accidents

Incident Management

Emergency management

Safety in product use



ACTION

Ensure robust teams, solutions and plans to guarantee best safety practices in our operations and projects.

DESCRIPTION

We will proactively engage and discuss with the business areas, and other function areas, during the transition from late life of the Gyda asset to decommissioning making emphasis in personnel's competence to ensure robust operation post production phase.

INDICATOR

Undertake Gyda safety culture project before start of plugging and abandonment of wells at Gyda.

WHAT HAVE WE ACHIEVED?



We have undertaken the Gyda safety culture project, where intent, scope and timeline has been established. The offsite sessions with all offshore personnel took place in January and February 2019 before start of plugging and abandonment of wells at Gyda.

CONTRIBUTION TO THE SDGs:



ACTION

Enhance learning from incidents -both major and minor- to improve preventive safety culture.

DESCRIPTION

We will implement a new Lesson Learned module in our project management system for improvement of safety and environment methods.

INDICATOR

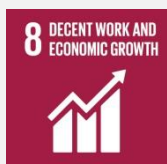
Train and communicate to the relevant departments within Repsol Norge.

WHAT HAVE WE ACHIEVED?



We have implemented a new Lesson Learned module in our project management system for improvement of safety and environment methods and an information session is held in the monthly HSE (Health, Safety and Environment) meeting.

CONTRIBUTION TO THE SDGs:



ACTION

Foster safety among all contractors showing that it is our number one priority.

DESCRIPTION

We will ensure safety expectations are clearly communicated to all contractors including those sites where Repsol Norge does not have management control.

INDICATOR

Continue to conduct Health, Safety and Environment (HSE) workshops with all major contractors in 2018.

WHAT HAVE WE ACHIEVED?



We have conducted a Workshop in spring for all main vendors and a similar in autumn for vendors related to the Yme project.

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.

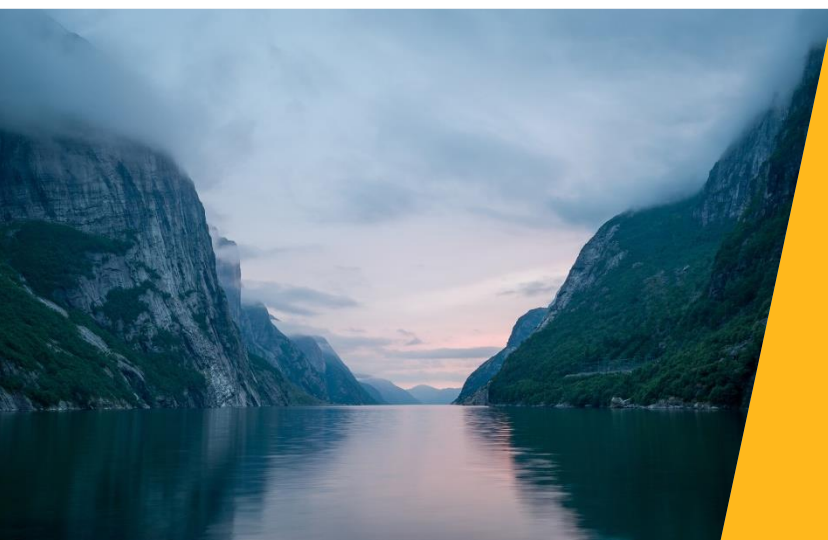
We've taken on the commitment to use the resources involved in our operations efficiently and in a more circular fashion. In 2016, Repsol set a new challenge: to seek Circular Economy opportunities that promote the sharing economy and represent an alternative to the linear economy of extracting, using,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

Enhance experience transfer between local and global environmental initiatives for continuous improvement.

DESCRIPTION

We will increase the exchange of knowledge on global environmental initiatives by having dedicated meetings between Repsol Norge and Repsol Head Office.

INDICATOR

Conduct at least one meeting between Repsol Norge and Repsol Head Office.

Adopt minimum one global measure to be implemented locally.

WHAT HAVE WE ACHIEVED?



We've held Skype meetings with Repsol Head office, Division for Sustainability; Energy & Climate Change Dept. and Environment & Social Dept. respectively to enhance our understanding of global environmental initiatives and for sharing local experiences. Circular Economy has been selected as a measure to be implemented in Norway. Also other valuable outcome from these meetings will be considered for the work going forward.

CONTRIBUTION TO THE SDGs:



ACTION

Continuously improve the environmental awareness within the organization.

DESCRIPTION

We will identify actions, through the Repsol Norge's Sustainability steering committee, for the annual planning of the local sustainability plan. We will publish environmental articles regularly on Repsol Norge's intranet to raise environmental awareness within the organization.

INDICATOR

Publish minimum 2 articles on topics related to environmental awareness on Repsol Norge intranet.

Conduct 2 meetings in the steering committee.

WHAT HAVE WE ACHIEVED?



In 2018 we have established the Repsol Norge Sustainability Committee and published the very first Norway Sustainability plan. We conducted two meetings in the Sustainability Committee. We have also published 2 environmental articles on Repsol Norge's intranet and we have issued the first Sustainability Award in 2018.

CONTRIBUTION TO THE SDGs:



ACTION

Further reduce NO_x (nitrogen oxides) and CO₂ emissions in our operations.

DESCRIPTION

We will, during decommission of Gyda, import gas from the Ekofisk field to avoid diesel consumption by generators.

INDICATOR

Start up of gas import when Gyda get fuel gas deficient.

Avoid diesel use from power generation during normal operations.

WHAT HAVE WE ACHIEVED?



We have made the Gyda gas import ready for use and import gas has already been used, avoiding use of diesel and high emissions of NO_x and CO₂. Gyda is still producing gas but will get gas deficient when Plugging & Abandonment starts in January 2019.

CONTRIBUTION TO THE SDGs:



At Repsol, we contribute to sustainable development...

Repsol actively shares society's concern for the **effect that human activity is having on the climate**. Our challenge is to supply energy in a safe, efficient, and accessible manner, reducing greenhouse gas (GHG) emissions.

To do so, we have made a commitment to **use energy efficiently** at our facilities and in our operations. We have implemented energy management systems that comply with the ISO-50001 standard at our facilities, along with plans to reduce GHG emissions, and our aim is to reduce CO₂e emissions by 5 million metric tons every year from 2005 to 2020.

We encourage the use of **natural gas** to impel an orderly transition to a low-emission future, as well as the **capture, use, and storage of carbon** as a means of mitigating climate change. Repsol is part of the Oil and Gas Climate Initiative (OGCI), which aims to share the best practices and technological solutions, and the OGCI Climate Investment fund, which will invest \$1 billion over the next 10 years to finance the development of GHG emission-reducing technologies.

Below, we list the actions in the Sustainability Plan related to this axis.



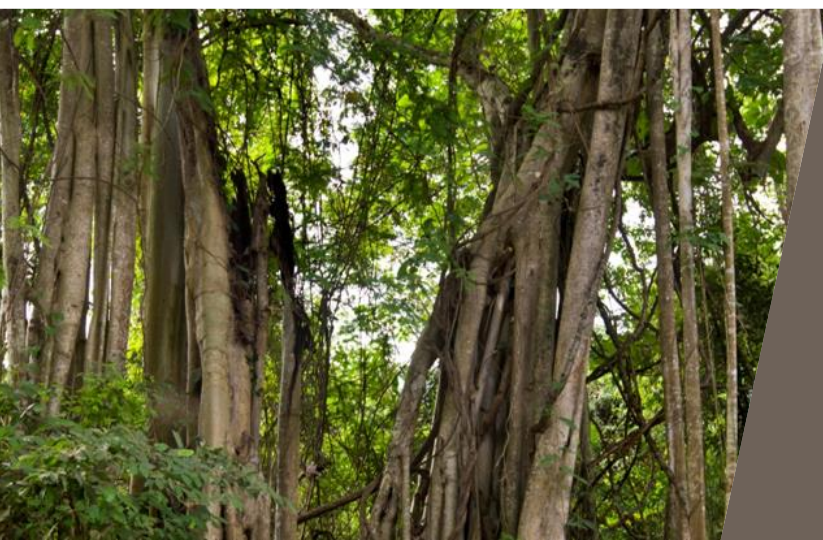
Efficient energy management

Drive the reduction of GHG emissions

Encourage the use of natural gas in electricity generation

Sustainable mobility

Low-emissions economy model



ACTION

Participate actively in external forums to promote our initiatives to reduce greenhouse gases (GHG) emissions.

DESCRIPTION

We will enable our Managers to better communicate our initiatives to reduce GHG emissions through specific training.

INDICATOR

Prepare and communicate a Climate Communication Package for Repsol Norge Managers.

WHAT HAVE WE ACHIEVED?



We are actively participating in the Forum for Climate and Environment (Norwegian Oil and Gas Association). This is a collaborating environment where the operators share ideas, experiences and where we initiate environmental projects. The Climate Communication Package is under development and will be ready for use by our leaders in various internal and external fora in second quarter of 2019.

CONTRIBUTION TO THE SDGs:



ACTION

Identify measures for further reduction of greenhouse gases (GHG) emissions for 2018.

DESCRIPTION

We will facilitate a GHG reduction workshop with participation from various functional areas in Repsol Norge to discuss new opportunities for further reductions of emissions.

INDICATOR

Identify minimum two measures to further reduce GHG emissions.

Become a partner in the planned low emissions research center.

WHAT HAVE WE ACHIEVED?



We have conducted a GHG Reduction Workshop in 29th November 2018. The 20 participants suggested 131 ideas to further reduce GHG emissions, of which at least 4 ideas are considered for implementation in 2019. We have accepted to become a partner in the establishing of the "Low Emissions Research Centre" during first half 2019.

CONTRIBUTION TO THE SDGs:



ACTION

Further increase our focus on Energy Management.

DESCRIPTION

We will strengthen our focus on Energy Management by following the standard of the International Organization for Standardization ISO 50001 on Energy Management to achieve continual improvement of energy performance.

INDICATOR

Reinforce Energy Management in Repsol Norge's procedures.

Implement into the organization through Repsol Norge news and meetings with relevant stakeholders.

WHAT HAVE WE ACHIEVED?



During 2018, we have advanced in the Enhancement of Energy Management. This has been a topic in town halls, projects and was also the main topic in an internal GHG (greenhouse gases) Reduction Workshop in November 2018. All relevant Exploration & Production disciplines attended to generate improvement ideas to be further developed in 2019 and forward. A decision is made to develop a new procedure for Energy Management and this process is ongoing.

CONTRIBUTION TO THE SDGs:



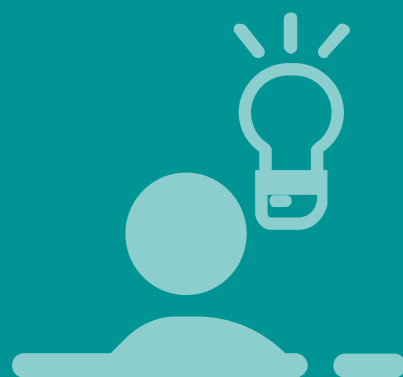
At Repsol, we contribute to sustainable development...

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.

Similarly, we forge alliances and contribute to the growth of companies in emerging areas related to bioenergy, sustainable mobility, energy storage, energy efficiency, and renewable sources of energy.

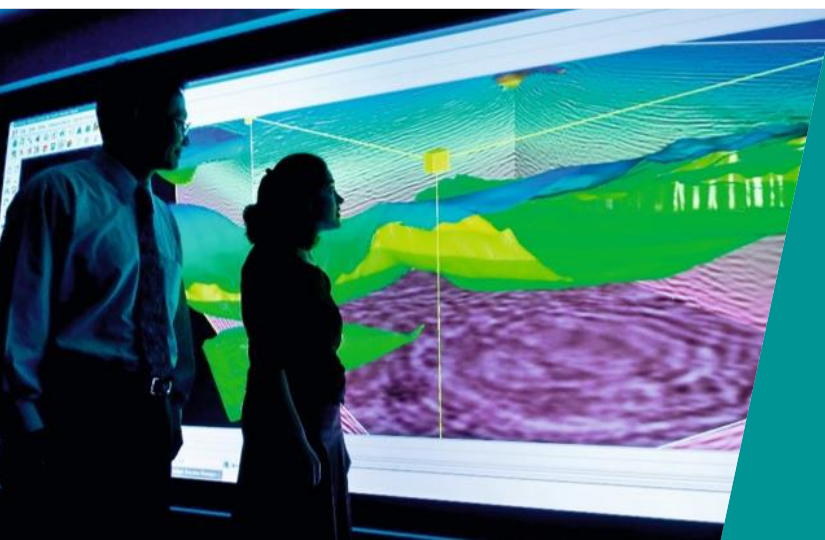
This Sustainability Plan includes a commitment to the following actions, in step with the lines of work that Repsol has set on this axis of sustainability.



Boost innovative activity

Use of new technologies

Promote training and facilitate
the development of the
environment



ACTION

Implement a Digital Twin (virtual model) on the YME field to improve operations.

DESCRIPTION

We will implement a facility digital twin on the Yme field with links to maintenance, operational and live production data and we will establish a simulator duplicating the control system offshore for training purposes. Digital twins replicates physical assets on virtual softwares.

INDICATOR

Develop a 3D model on the YME field and prepare the digital twin for YME operations in 2020.

Award the contract for simulator for training of operators.

WHAT HAVE WE ACHIEVED?



We have started the project Digital Twin for Yme based on a 3D model that will be ready when Yme starts production in Q2 2020. We have held a status meeting in November 2018. We have awarded contract for simulator for training of operators for delivery June 2019.

CONTRIBUTION TO THE SDGs:



ACTION

Promote technological innovation by sponsoring projects of automated drilling.

DESCRIPTION

We will sponsor the automated drilling project at IRIS research centre.

The underlying idea of the project is to demonstrate a step change in drilling technology from the mainly mechanized process control used in the industry today to automated drilling process control and robotics.

INDICATOR

Demonstrate an automated drilling control process involving open interfaces, a robotic drill floor system and the software DrillTronics.

WHAT HAVE WE ACHIEVED?



The project is experiencing delays. Hence, the drilling operation is now planned for second half of 2019, instead of first half.

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.

