



Overview  
**2020**  
**Sustainability Plan**  
**Norway**



# Index

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## 1 Our vision of sustainability and the preparation of this Plan 3

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## 2 Sustainability Plan 2020 4

Sustainable Development Goals 4

Overview 6

 Ethics and transparency 8

 People 10

 Safe operation 13

 Environment 16

 Climate change 20

 Innovation and technology 24

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## 3 Process of updating this Plan 26

### 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

**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.



## Ethics and Transparency

We act responsibly and fully where we are present



## 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

# 2 2020 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 believe that we must focus on the SDGs in which we can maximize our impact. Thus, regarding the company's strategic plan, the material issues and the local contribution in each of the Sustainability plans, the following SDGs have been selected:

Given our role in access to affordable energy, our contribution to social economic development and the fight against climate change, we have prioritized SDGs 7, 8 and 13.



We believe that the most efficient way of contributing to the 2030 Agenda is to collaborate with other entities



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Given our commitment to the optimization of water management, our support for Innovation and Technology, and our focus on the Circular Economy, we have prioritized SDGs 6, 9 and 12.

In 2020, we want to go one-step further in our commitment to sustainable development by publishing an Annual Report on our contribution to the SDGs for the first time.

We wish to make our contributions to the 2030 Agenda clear by publishing more than 30 indicators and commitments, painting a panorama of the efforts we make all around the Company, both locally and globally, to provide solutions to the social challenges we face.

We want to be agents of environmental and social change in the territories in which we operate. We have the resources, the ambition and, most importantly, the commitment we need. That is our ambition and the United Nations 2030 Sustainable Development Agenda shows us the way that we can make this happen.



# 2 2020 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:



# 2020 Sustainability Plan

## Noteworthy projects

### At Repsol, we contribute to sustainable development

Repsol's strategy in Norway is to steadily increase our value and resilience, lowering the carbon footprint and always staying safe. Our ambition is to become a zero-emission operator on the Norwegian Continental Shelf by 2030.

#### Rise awareness among our employees

We have raised the competence, awareness and engagement of our employees within climate and environment with the aim to make us prepared for the low emission future. We have done this through formal training courses and dialogue sessions. A Zero Emission Coaches group has been established to foster knowledge sharing within Repsol Norge on this topic. This group received the annual Repsol Norge Sustainability award of 2020 for their inspiring and important work.

#### Make our workplace greener

We have engaged our employees in the effort to improve and reduce our environmental footprint in our office. Through a digital workshop we identified close to 150 proposals for measures to make our workplace greener. We are currently evaluating six measures to be implemented in 2021. We have also performed a gap-analysis towards the ISO 14001 standard on Environment Management and the identified gaps have been closed.

#### Test of digital tools to identify and assess environmental impacts

We have run a pilot project to test a new global digital Repsol tool (READS) for identification of environmental impacts. Environmental and economic impacts of the Yme field were modelled with a base case and a case with CO2 reducing measures. With this project, we aim at better integrating the environmental component in our decision-making.

# 2 2020 Sustainability Plan

## Overview: Summary

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:

**12**  
Actions

**92%**

Fulfillment

**8%**

Ongoing

 **Ethics and transparency**

**1 Action**

 **People**

**2 Actions**

 **Safe operation**

**2 Actions**

 **Environment**

**3 Actions**

 **Climate change**

**3 Actions**

 **Innovation & technology**

**1 Action**

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

# 2 2020 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. We want to be publicly recognized as an honest and transparent company in tax-related matters. Thus, **we are engaged in EITI** (Extractive Industries Transparency Initiative) with the aim of strength our cooperative relationships with the administrations.

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





# 2 2020 Sustainability Plan



## Ethics and transparency

### Action

Promote transparency and dialogue with stakeholders.

### Description

We will engage and facilitate a good dialogue with our internal and external stakeholders to increase our common knowledge and understanding of how we together can reach good sustainable solutions for the future.

### Indicator

Conduct a Repsol Norge stakeholder management analysis, including an engagement plan to address issues that is relevant to our key stakeholders.

Engage two Repsol young professionals in the Norwegian Oil and Gas Association project "The Big Picture".

### What we've achieved



We have updated and listed all key Repsol Norge stakeholders and identified key stakeholder groups. We have conducted four workshops where we have discussed how we approach key stakeholders. Furthermore, we have completed stakeholder management analysis and developed messages and engagement plans. Two young professionals have been engaged in "The Big Picture" project in 2020 to do stakeholder communication and raise awareness both internally in Repsol Norge and externally.

## Contribution to the SDGs:



# 2 2020 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.



# 2 2020 Sustainability Plan



## People

### Action

Raise the awareness and competence for climate and environment among our employees.

### Description

We will make sure our employees know the 2030 Agenda and its 17 Sustainable Development Goals through a Repsol global training course. We will highlight the role of the private sector and Repsol's challenges in maximizing its contribution.

### Indicator

Train 50% of our employees in the 2030 Agenda.

### What we've achieved



Close to 60 % of our employees have completed an online training course about the 2030 Agenda. The course is developed to dive deep into each of the 17 Sustainable Development Goals with different videos, interviews, and challenges, particularly emphasizing the objectives that the company considers to be of special interest.

### Contribution to the SDGs:



# 2 2020 Sustainability Plan



## People

### Action

Focus on gender diversity.

### Description

We will have focus on female recruiting and providing development and training opportunities for female leaders. Additionally, we will raise awareness about unconscious biases in decision-making which could negatively impact on career opportunities for women.

### Indicator

Ensure we at least have one female short listed for each position when recruiting.

Offer mentor or coaching program to all female leaders.

Ensure 80% of all leaders are trained on unconscious biases in decision-making.

### What we've achieved



We have achieved the target in recruitment for 2020. We have mapped all ongoing coaching and mentoring activities of female leaders in the organization and have offered a program to those who are currently not enrolled in a program. Finally, more than 90% of the leaders have completed the "unconscious bias in decision making" training.

### Contribution to the SDGs:





# 2 2020 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.



# 2 2020 Sustainability Plan



## Safe operation

### Action

Establish a barrier management visualization tool for Rev & Blane.

### Description

We will Implement an IT system for improved barrier status visualization for the subsea Rev and Blane fields.

### Indicator

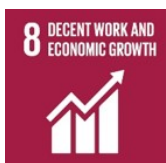
Implement new barrier system for Rev and Blane.

### What we've achieved



We have implemented a new barrier management system for Blane and Rev. A live integrity status dashboard is established in the Power BI tool, helping to ensure integrity and safety in our facilities.

### Contribution to the SDGs:



# 2 2020 Sustainability Plan



## Safe operation

### Action

Undertake Health, Safety and Environment culture initiative for Yme.

### Description

We will design and implement a Health, Safety and Environment (HSE) culture program as part of Yme readiness for operation.

### Indicator

Complete culture program in 2020.

### What we've achieved



We have designed and implemented the HSE culture program with several ongoing initiatives which have been completed during the year. To complete the program for 2020 an HSE Management meeting has been performed to align main contractors and Repsol to one team and one safety culture for the offshore phase in 2021.

### Contribution to the SDGs:



# 2 2020 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.





# 2 2020 Sustainability Plan



## Environment

### Action

Find a national industry solution for the reuse of offshore drill pipes.

### Description

We will work for a national industry solution for the reuse of offshore drill pipes. Reuse is currently not possible in Norway due to requirements related to quality assurance of steel used in construction work. By now all used steel is exported for reuse. This will be a circular economy initiative where we need to have meetings with potential buyers / end users to agree on quality required to be able to offer reused pipes in tenders.

### Indicator

Meet with at least two buyers / end users to identify and agree on quality requirements.

### What we've achieved



We have prepared presentations and held two meetings with end users and agreed on further progress towards entrepreneurs and consultants to offer reused pipes in the tendering processes. Main tasks going forward will be to develop documentation related to project references, material quality and environmental benefits. The purpose is to get a common understanding among all involved parties that reuse should be the preferred solution.

### Contribution to the SDGs:



# 2 2020 Sustainability Plan



## Environment

### Action

Make our office workplace greener through lowering our environmental footprint.

### Description

We will engage employees in the effort to improve and reduce our environmental footprint in our office. We will do this through workshops, questionnaires, articles etc.

### Indicator

Identify at least two measures for a greener workplace to be implemented in 2021.

Perform gap-analysis and implement measures to be in compliance with the ISO 14001 standard on Environmental Management.

### What we've achieved



We have performed a digital workshop to identify measures for a greener workplace which resulted in 147 proposals and we are currently evaluating six measures to be implemented in 2021. We also have performed a gap-analysis towards the ISO 14001 standard on Environment Management and the identified gaps have been closed.

### Contribution to the SDGs:



# 2 2020 Sustainability Plan



## Environment

### Action

Test digital tools for identification and assessment of environmental impacts.

### Description

We will run a pilot project to test the new digital Repsol tool for identification of environmental impacts. The purpose is to compare environmental impacts of the relevant concepts to be used in the decision process.

### Indicator

Run pilot project.

Educate two technical staff in Repsol Norge in the use of Repsol Environmental Data Analysis System

### What we've achieved



We have performed a pilot study as part of the development of the new READS tool. Environmental and economic impacts of the Yme field were modelled with a base case and a case with CO<sub>2</sub> reducing measures. The work has been performed by four trained staff from Repsol Norge guided by Repsol Corporate. With this project, we aim at better integrate the environmental component in decision-making.

### Contribution to the SDGs:



# 2 2020 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.





# 2 2020 Sustainability Plan



## Climate change

### Action

Further increase our focus on efficient use of energy and how to reduce our energy consumption.

### Description

We will implement and ensure compliance with the new procedure for Energy Management in Repsol Norge. Energy Management seeks to reduce energy consumption in a systematic manner.

### Indicator

Prepare a plan for implementation.

Implement procedure in relevant Repsol Norge assets and projects by end of year.

### What we've achieved



We have prepared plans for implementation, which have been approved by the relevant assets, and the new procedure for Energy Management is now implemented. For Yme, we have performed energy mapping, established an energy management committee and performed activities corresponding to the ISO 50001 requirements. For our non-operated assets, we have done an energy management mapping which we will use as input for conducting a gap analysis in 2021.

### Contribution to the SDGs:



# 2 2020 Sustainability Plan



## Climate change

### Action

Prepare Yme for a low emission future.

### Description

We will start to identify measures for reducing Yme emissions in accordance with Repsol Norge's 2030 zero emission ambition. We will seek opportunities to reduce the energy consumption, look into alternative energy sources and develop tools which will make it easier to monitor, visualize and understand the energy consumption.

### Indicator

Perform a low emission power generation study.

Develop a digital energy and emission dashboard ready for testing by end of year.

### What we've achieved



We have performed a study establishing an overview of options reducing emissions in the Yme asset. Due to Yme project delay, the necessary data import from the metering systems are not yet available. However, we have agreed on which type of data to be included in the different dashboard reports.

### Contribution to the SDGs:



# 2 2020 Sustainability Plan



## Climate change

### Action

Communicate Repsol climate Roadmap "Towards a low-emissions future" to all departments in Repsol Norge.

### Description

We will raise the awareness among our employees about what it takes to move into a low-emissions future and how all are expected to contribute to meet our targets. We will also make it easier for our employees to suggest environmental improvements and to understand the effect of implemented measures.

### Indicator

Give three presentations during the year.

Develop a process and pilot for registration of ideas for environmental improvements and implemented measures, including environmental and economical effects.

### What we've achieved



The Zero Emission Coaches have been visiting all departments to engage and educate our staff to be better prepared for the low emission future. In addition we have arranged a virtual Lunch & Learn session open for all staff. Also, we have established a "Proposal box" for general and environmental improvements and we have defined a process for follow-up of the proposals and the documentation of implemented measures.

### Contribution to the SDGs:



# 2 2020 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.



# 2 2020 Sustainability Plan



## Innovation and technology

### Action

Strengthen the knowledge sharing within the organisation.

### Description

We will improve coordinated information sharing in the organisation to strengthen learning and innovation. We will improve the way we align input and feedback from internal and external (where we are represented) working groups, foras, committees, R&D projects, seminars, conferences etc.

### Indicator

Establish process, arenas and templates for sharing knowledge, learning & best practices.

Train all employees that represent Repsol Norge externally in the procedure 'External forums & networks'.

Publish four articles on Repsol intranet and facilitate four Lunch & Learn sessions for own employees.

### What we've achieved



We have established a process and structure to approve and work with improvement projects. We have promoted knowledge sharing through various internal communication initiatives such as Sharepoint sites, workshops, establishment of a group called Zero Emissions Coaches and launch of a proposal box. Additionally, we have launched and implemented a new procedure "External Forums and Networks" and offered training. Finally, we have published four articles and arranged four sessions for employees.

### Contribution to the SDGs:





## 3 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.





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