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Enagás sharing value

One of the four drivers in the company's 2013-2015 Strategic Update is *Sustainability as a driver of business development*. Enagás creates value in the present and for the future through its *CSR Strategy, Vision 2020*, and the Sustainable Management Model.

CSR Strategy ("Vision 2020") defines three strategic objectives:

- A safe, reliable company: excellence in administration and management, with sustainable results for our shareholders.
- Sustainable business: boosting innovation and energy efficiency in creating corporate value.
- Outstanding skills: we focus on our people and on ethical responsible behaviour in our international development.

The development of outstanding skills is essential for achieving strategic goals, both for current business and for the international expansion, as stated in Enagás' Human Resources Policy and the company's mission.

As a key part of Enagás Sustainable Management Model, several initiatives have arisen from the annual EFQM assessment process, aimed at generating and sharing value for our stakeholders through the development of capabilities and capacities.

Enhance internal capabilities

The most remarkable initiative implemented internally and addressed to enhance the capabilities of employees is Enagás Training School, an institution aligned with business strategy and oriented to the promotion and consolidation of the development and continuous training of employees. This initiative arises from the first EFQM assessment in 2009.

Since the launching of this school, the total investment in training per employee has tripled (1.192€/employee in 2013) and the number of training hours received by employee has increased by 26% (52 hour/employee in 2013) Additionally, in the last year, more than 98 employees have participated in the Training School as teachers sharing their knowledge and experiences to enhance the capabilities of other employees.

In 2011, the company took a further step on knowledge sharing among its employees with the creation of Enagás knowledge map, the development of Communities of practice and the launching of innovation awards *Ingenia*.

Enagás knowledge map includes critical knowledge disciplines and groups of experts within each discipline. The map was approved in 2011 and is reviewed on a continuous basis.



When defining the knowledge map, several critical disciplines were identified as involving several management areas of the company. This fact determined the need to develop cooperation environments to share knowledge and best practices among employees: Communities of practice.

To date, the company has three Communities of Practice. More than 50% of employees are actively involved in the specific forums created, providing documentation and sharing good practices.

Additionally, in order to encourage a culture of innovation and generate further knowledge, the company launches every two years the *Ingenia* innovation awards, through which employees propose ideas related to specific areas of interest of the company (energy efficiency, new businesses, etc), creating a culture of continuous improvement and innovation. In 2013, 30 employees participated in the awards proposing 36 initiatives.

Engaging with stakeholders in our value chain

Since 2010, Enagás has been working with customers, regulators, shippers, investors and employees in the development of new logistics

services, mainly vessels loading services in LNG terminals for the international market.

As a result of this initiative, Enagás is not only a pioneer in vessel reloading in Europe but an industry leader. According to the International Group of LNG Importers, 51% of the world's reloading operations are carried out in Spain.

In addition, Enagás has continued working with its main stakeholders to develop other new services focusing on increasing the use of natural gas: Bulk breaking and Small Scaling, Bunkering, etc.

In the same way, Enagás has engaged a cooperation initiative with its main suppliers to carry out joint projects to create shared value: "Suppliers' Circle". The areas of cooperation are cost efficiency, sustainability and applied innovation. Six of the main suppliers of Enagás are collaborating in this initiative and some initiatives are now being implemented.

About ENAGÁS

Enagas is Spain's leading natural gas transmission, regasification and storage company and the technical manager of the gas system. It is also present in Mexico, Chile and Peru.

The company is registered as a Transmission System Operator (TSO) by the European Union, making it equivalent to other European natural gas transmission network operators.

With more than 40 years of experience, Enagas owns and operates over 11,000 kilometres of high-pressure gas pipelines, three strategic underground storage facilities and seven regasification plants.

The Sustainable Management Model and CSR Strategy are key elements in the development of business. Enagas is a 5 stars EFQM company.