



Environmental Sustainability Strategic Framework

Guggenheim Museum
Bilbao

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1. Reference Context

Sustainability Context

On September 25, 2015, the United Nations General Assembly adopted a new global framework for sustainable development, called the “**Agenda 2030**,” the core of which consists of the **Sustainable Development Goals (SDGs)**, which are currently used as a guide for **public policies** across a large portion of the globe. Sustainability, understood in the broad sense, has taken a top-priority role in public and institutional agendas, as well as in the private sector, financial sector, and in society in general. Multiple factors drive the urgent need to establish strategies, implement actions, and allocate resources to sustainability.

Climate emergency

The 2015 Paris Agreement and the recent COP26 held in Glasgow, which establish a commitment to limit the increase in global temperature, as well as the European Green Deal 2019, which establishes the goal of zero carbon emissions by 2050.

COVID-19 NEXT EU recovery funds

The European Union has set up NEXT EU recovery funds (> €800 billion) in the goal of mitigating the economic and social impact of the COVID-19 pandemic and ensuring that European economies and societies are more sustainable, resilient, and better prepared for the challenges and opportunities of the green and digital transitions.

Sustainable finance

In addition to looking at financial criteria, sustainable finance must also consider environmental, social, and corporate governance criteria. Achieving European climate goals (carbon neutrality by 2050) requires a concentration of investment efforts in which sustainable finance plays a key role.

Society – Consumers

We are faced with a new societal model: one that is more global and more technological; much more informed; concerned about environmental degradation, health, food quality and security; and which is much more demanding in terms of ethics and transparency.

“In the current context, it’s impossible to conceive of an organization that doesn’t manage sustainability from all spheres.”

1. Reference Context

Strategic Plan 2021-2023 of the Guggenheim Museum Bilbao

The Environmental Sustainability Strategic Framework is necessarily aligned and connected with the Guggenheim Museum Bilbao's corporate strategy. Below is a description of the goals, targets, and "specific" commitments that most directly convey the Environmental Sustainability Strategic Framework, without disregarding the fact that the transversal nature of sustainability makes it possible to identify other connections with other strategic pillars.



Strategic commitments Alignment with the Environmental Sustainability Strategic Framework:

1. Commitment to the Museum's Collection
2. Commitment to an inspiring, inclusive, and high-quality Artistic Program
3. Commitment to education
4. Commitment to the social value of art
5. Commitment to economic sustainability
6. **Commitment to the environment**
7. Commitment to the digital transformation

*"The MGB commits to continue to work to minimize its **environmental impact** by developing and implementing **energy-saving solutions** and **non-polluting** processes as well as by promoting activities seeking **eco-efficiency**."*



1. Reference Context

SDGs – Agenda 2030. Regulations and Reference Frameworks



The United Nations Agenda 2030 establishes Sustainable Development Goals (SDGs) for the year 2030 encompassing social, economic, and environmental aspects, in view of protecting the planet and its inhabitants while its inherent development takes place.

The SDGs are a guide for achieving a sustainable future, in other words, for eradicating poverty, protecting the planet, and guaranteeing the prosperity of all. Organizations can therefore contribute to achieving the SDGs by adopting concrete measures that have been defined around 17 sustainable development goals and 169 specific targets.

*“The Guggenheim Museum Bilbao’s Environmental Sustainability Strategic Framework is aligned with the **SDGs and their targets.**”*

In particular those related to the environment:



1. Reference Context

Climate Change. Regulations and Reference Frameworks



Paris Agreement: In 2015, 195 countries signed a binding agreement on global climate change establishing measures to reduce greenhouse gas emissions. The goal of this agreement is to maintain the planet's temperature increase under 2°C compared to preindustrial times, and to set a commitment to limiting the temperature increase to 1.5°C. In 2021, this agreement was renewed as a part of the COP26 Agreement, which also strengthens the three pillars of collective climate action: adaptation, finance, and mitigation.



European Green Deal: The European Union presented a new sustainable growth strategy in 2019. It focuses on 4 goals:

- Net-zero emissions by 2050
- Reducing environmental pollution
- Global leadership in clean technologies and products
- Assuring an inclusive and fair transition



Circular Economy Action Plan and Basque Country Circular Economy Strategy 2030: This action plan, published in 2020, is one of the main elements of the European Green Deal for sustainable growth and focuses on adapting the economic system to a green future while increasing competitiveness.

In parallel, in 2020, the Basque Country launched its Circular Economy Strategy 2030 in line with these principles for “closing the loop” to create a circular economy.

These strategic plans focus on encouraging product circularity and empowering consumers to choose sustainable options that benefit themselves and the environment.



KLIMA Climate Change Strategy 2050: The Basque Country's Climate Change Strategy is the instrument that guides the actions to be carried out over the upcoming decades in the goal of developing a competitive and low-carbon economy adapted to the effects of climate change by 2050.

*“The Guggenheim Museum Bilbao’s Environmental Sustainability Strategic Framework is aligned with goals and public policies around **climate change, preventing pollution, and the circular economy**.*”

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2. Corporate Sustainability Approach

Spheres of Sustainability of the Guggenheim Museum Bilbao

Corporate governance



Initiatives directed at driving and evaluating the organization's ethics, responsibility, and transparency. These address elements such as its commitment to interest groups, structure and governance bodies, risk management, and compliance.

This component is conveyed by the *"Transparency and Good Corporate Governance Program."*

Environmental sustainability



Initiatives that aim to contribute to environmental sustainability by minimizing the Museum's direct and indirect impact on the environment over the entire value chain, including transversal elements that are essential to address.

This component is conveyed through this *"Environmental Sustainability Strategic Framework."*

Human team



Initiatives directed at the Museum's human team, establishing HR management practices to guarantee well-being, generate an inclusive and diverse work environment, establish and develop skills and talent, and encourage linguistic normalization, among others.

This component is conveyed through the *"HR Master Plan."*

Responsibility to visitors



Responsibility to visitors consists of initiatives that make it possible to establish relationships of trust, encourage the transmission of the Museum's key values, and ensure visitors' well-being.

This component is conveyed through the *"Visitor Service Quality Policy", "Q de calidad turística" Spanish tourism quality certification, and the "Universal Accessibility Policy."*

Commitment to society



The activities of the Guggenheim Museum Bilbao seek to satisfy the general interest, bring culture closer to society, transmit values of tolerance and respect, and contribute to educating the public around art.

This commitment is conveyed through its *Corporate Social Responsibility Report.*



The Museum commits to maintain the solvent and efficient management for which it is known, carrying out its activities in the most sustainable way possible at any given time. This economic sustainability dimension permeates all other management spheres.

2. Corporate Sustainability Approach

The Museum's Sustainability Spheres and SDGs

Corporate governance



Environmental sustainability



Human team



Responsibility to visitors



Commitment to society



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PEACE, JUSTICE AND STRONG INSTITUTIONS

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CLEAN WATER AND SANITATION

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SUSTAINABLE CITIES AND COMMUNITIES

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LIFE ON LAND

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GENDER EQUALITY

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DECENT WORK AND ECONOMIC GROWTH

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REDUCED INEQUALITIES

4

QUALITY EDUCATION

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GENDER EQUALITY

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REDUCED INEQUALITIES

10

REDUCED INEQUALITIES

11

SUSTAINABLE CITIES AND COMMUNITIES



8

DECENT WORK AND ECONOMIC GROWTH

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SUSTAINABLE CITIES AND COMMUNITIES

2. Corporate Sustainability Approach

Orientation to Interest Groups

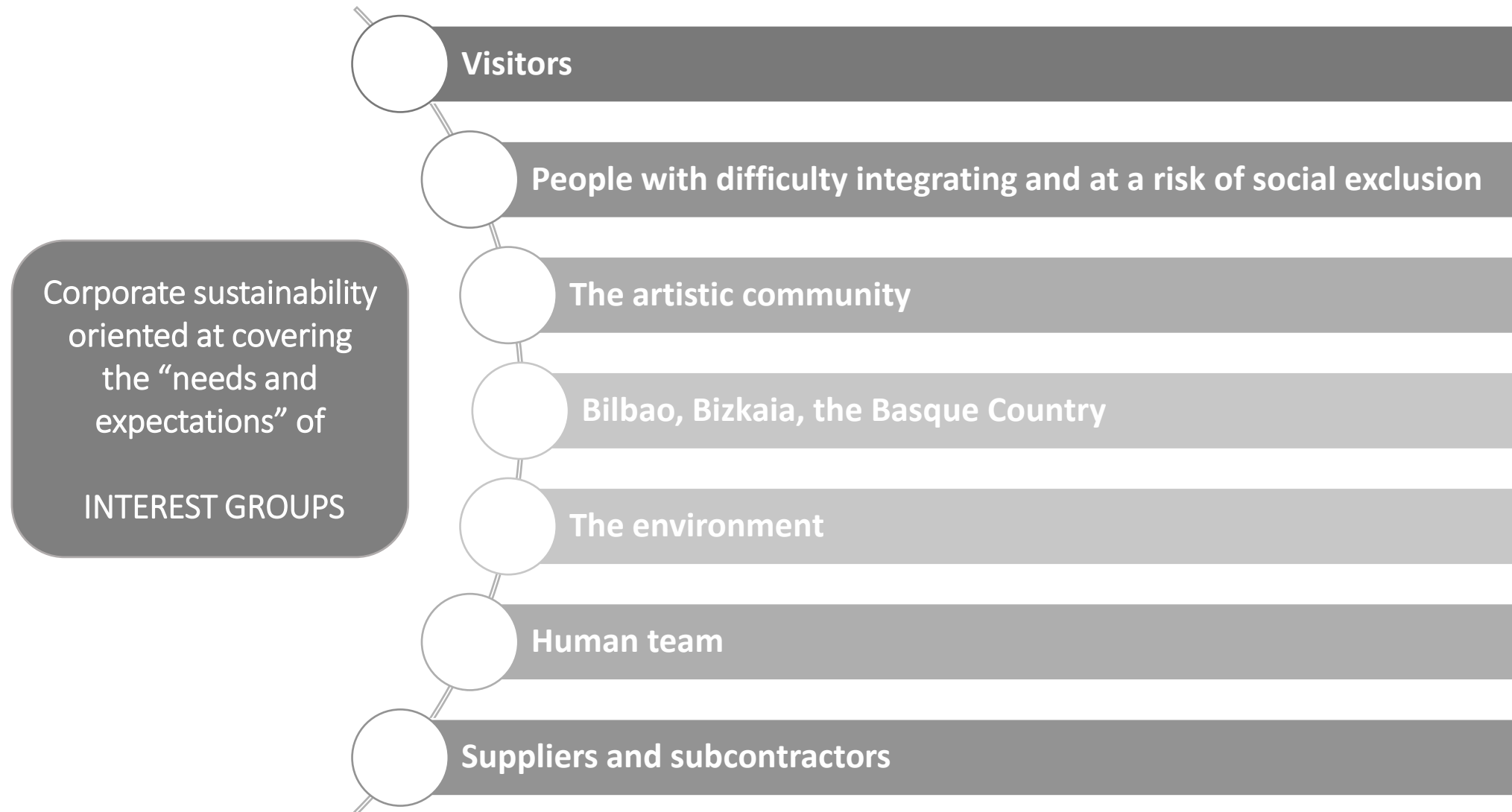


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3. Environmental Sustainability Strategic Framework

Environmental Sustainability Policy

Environmental sustainability is a key factor in the Guggenheim Museum Bilbao Foundation's corporate strategy, which is conveyed through its own strategic framework aligned with public policies and initiatives in effect in this sense. This framework contains the strategic pillars necessary to achieve the goal of "**minimizing and offsetting** adverse environmental impacts whenever possible and **contributing** to sustainable development, both at the Guggenheim Museum Bilbao as well as locally, nationally, and internationally."

Through this policy, the Board of Directors of the Guggenheim Museum Bilbao Foundation is establishing a commitment to continue its efforts to achieve this goal through the following principles and initiatives:

- **Establishing and maintaining an up-to-date certified environmental management system** enabling environmental protection, including by preventing pollution as well as minimizing and controlling the generation of environmental impacts, thus contributing to the process of continuously improving environmental performance and the performance of the management system across all of the organization's activities. This continuous improvement must have the support of the workforce, which will be evaluated and encouraged by the management.
- **Calculating and verifying the organization's carbon footprint annually**, incorporating greenhouse gas reduction plans allowing to contribute to achieving goals and continuing existing strategic initiatives related to the climate emergency.
- **Complying with applicable environmental legislation in all legislative spheres**, including other commitments related to the context of the organization backed by the Foundation.
- **Making use of the Guggenheim Museum Bilbao Foundation's value chain** to encourage behavior that is respectful of and protects the environment, including specific criteria such as factors for evaluating purchase and services contracts.
- **Encouraging transparency around environmental management** that makes it possible to fulfill requests for information made by stakeholders.
- **Training and raising the awareness of all people working for or on behalf of the organization** around the need to strive to contribute to meeting the goals established annually as a part of the Environmental Sustainability Strategic Framework.

In this way, the Board of Directors of the Guggenheim Museum Bilbao Foundation has committed to contributing to sustainable development, incorporating a culture of environmental sustainability transversely across its activities as a whole.

Environmental Sustainability Policy



3. Environmental Sustainability Strategic Framework

Map of Strategic Pillars



Offsetting adverse environmental impacts and **contributing** to environmentally sustainable development, both at the Museum as well as locally, nationally, and internationally.

3. Environmental Sustainability Strategic Framework

Strategic pillars and initiatives

01. Climate change and energy efficiency

- Reduction in greenhouse gas emissions
- Emissions offsetting
- Energy efficiency
- Renewable energy
- Raising awareness around energy



02. The circular economy and waste management

- Reduction in material consumption
- Replacement of materials
- Waste management from a circular viewpoint



03. Sustainable consumption of natural resources

- Reduction in water consumption
- Reduction in fossil fuel use
- Reduction in natural raw materials



04. Pollution

- Elimination of pollutants
- Reduction in pollutant emissions
- Depollution devices



05. Biodiversity

- Direct preservation of natural heritage
- Raising awareness around biodiversity
- Enhancing ecological value



06. Sustainable artistic activities

- Generation of specific knowledge in the context of the Artistic Program
- Educational projects
- Other programs and initiatives



07.

Raising awareness and dissemination and communication of knowledge

08.

Alliances and collaboration

09.

Responsible purchasing and procurement

3. Environmental Sustainability Strategic Framework

Definition of Strategic Pillars

01. Climate change and energy efficiency

To combat climate change, it is necessary to minimize the impact of human activities on the environment, in particular by reducing the greenhouse gas emissions—the main driving factor in climate change—associated with human activities, which are most particularly caused by energy consumption and transportation (in addition to other causes).

The Guggenheim Museum Bilbao has opted for energy efficiency through the goal of reducing its carbon footprint, thus contributing to combatting climate change. Measuring the Museum's carbon footprint will allow to evaluate and set goals for improving greenhouse gas emissions performance. To achieve these goals, different types of actions will be undertaken, including technical improvements, raising awareness, changes in operations and more, triggering a direct and indirect impact on reducing carbon emissions. The initiatives carried out by the Guggenheim Museum Bilbao will have a potential impact not only on reducing the Museum's emissions limits, but also could and should transcend the Museum's sphere of influence, becoming embedded in the local, national, and international environment, and including the Museum's supply chain in its commitment to reducing its carbon footprint. By doing so, the Guggenheim Museum Bilbao will be able to multiply the impact of its commitment to reducing its carbon footprint. Below are some of the types of initiatives that could be carried out:



- **Reduction in greenhouse gas emissions:** This includes both the direct emissions over which the Museum has an influence as well as the indirect emissions with which it is associated as a result of the transportation related to exhibitions.
- **Emissions offsetting:** Environmental offsetting projects are a way to rectify the negative effects of human activities on the environment. Conscious of how it impacts the natural environment where it is located, the Guggenheim Museum Bilbao aspires to minimize and reverse its potential negative effects by developing actions that have the goal of conserving, replacing, and restoring the natural environment.
- **Energy efficiency:** Reduction in emissions associated with energy consumption through technical improvements to installations or operational changes at the Museum.
- **Renewable energy:** Substituting conventional energy sources with renewable sources (net-zero emissions).
- **Raising awareness around energy:** Raising the awareness of staff members, partner organizations, and Museum visitors around the actions that they can take to reduce emissions and consume responsibly.

3. Environmental Sustainability Strategic Framework

Definition of Strategic Pillars

02. The circular economy and waste management

The circular economy is a development model in which the value of products, materials, and resources remains in the economy for as long as possible. Instead of being thrown out after being used, materials are reincorporated into the production cycle as secondary raw materials. Eco-design, reduction at the origin, reuse, and recycling all play a key role in this new economic model, which seeks to minimize waste generation and resource exhaustion.

In this sphere, the Guggenheim Museum Bilbao will set initiatives in motion to implement a circular economy in its operating model. In particular, these will be focused on the areas most affected by the use of materials like packaging and other materials used, such as in the exhibitions area. The circularity of materials will be encouraged, reducing consumption, maximizing lifespan, and encouraging reuse and recycling whenever possible. Furthermore, the products and materials used at the Museum will be evaluated in the goal of prioritizing their durability, reparability and the value obtained from them. With regards to the end of life of products, priority will be given to end uses that allow to preserve their quality and extend their lifespan, such as *upcycling* (creative reuse) or *suprarecycling* (high value-added recycling), in any event always trying to prevent materials from being wasted or ending up in a landfill.



- **Reduction in material consumption:** Reducing the volume of materials consumed, especially in the case of those with the largest environmental impact, disposable materials, and those with the greatest ecological impact.
- **Substitution of materials:** Priority will be given to sustainable materials (longer lifespan, smaller carbon footprint, easier to recycle, etc.) over conventional materials.
- **Waste management from a circular viewpoint:** Studying of waste elimination alternatives that maximize the value of materials.

All of these avenues of action must also be applied to the suppliers in the Guggenheim Museum Bilbao's supply chain.

3. Environmental Sustainability Strategic Framework

Definition of Strategic Pillars

03. Sustainable consumption of natural resources

Another environmental challenge that must be faced is the growing pressure on natural resources, the demand for which is continuously increasing. Therefore, it is necessary to preserve and enhance natural capital, controlling finite resources and balancing renewable resource flows.

The Guggenheim Museum Bilbao will attempt to minimize its consumption of natural resources (water, wood, paper, fossil fuels, etc.) through initiatives interlinked with other spheres, such as energy efficiency and the circular economy. In addition to affecting the Museum's operations, these actions may also involve other stakeholders over which the Museum holds influence.



- **Reduction in water consumption:** Reducing the water consumed at the Museum's facilities and getting other stakeholders on board with best practices related to water savings.
- **Reduction in fossil fuel use:** Reducing the fossil fuels consumed at the Museum's facilities and getting other stakeholders on board with best practices related to fossil fuel consumption.
- **Reduction in natural raw materials:** Reducing the flow of natural materials (wood, paper, etc.) and getting other stakeholders on board with best practices related to natural resource consumption.

All of these avenues of action must also be applied to the suppliers in the Guggenheim Museum Bilbao's supply chain.

3. Environmental Sustainability Strategic Framework

Definition of Strategic Pillars

04. Pollution

Pollution caused by human activities damages the air, water, and soil. In addition to being harmful to the environment, the impacts of different environmental pollutants on people's health are cause for growing concern. There are many different types of pollution, including chemical, physical, energy, heat, sound, or radiation pollution.

Aware that its interaction (as well as the of its supply chain) with the surrounding environment can be harmful to it, the Guggenheim Museum Bilbao seeks to minimize environmental changes or even to reverse the potential damage that it may cause.



- **Elimination of pollutants:** Removal of polluting chemical substances from operating processes, materials used, structural materials, consumables, etc.
- **Reduction or minimization of pollutant emissions:** Applying available technology to purify emissions (water, air, soil, radiation, etc.), minimizing or even eliminating potential pollutant emissions.
- **Decontamination tools:** Contributing to the decontamination of degraded or polluted natural environments (soil or water in particular).

In addition to addressing the direct impacts of the Guggenheim Museum Bilbao's activities, these avenues of action must also address the impacts of its supply chain or even collaboration projects with third parties, both at the local level (Bilbao-Bizkaia-Basque Country) and the national or international levels.

3. Environmental Sustainability Strategic Framework

Definition of Strategic Pillars

05. Biodiversity

Ecosystem degradation associated with the impact of human activities is yet another challenge that must be faced. An essential component of combating it involves ensuring the protection and well-being of all flora and fauna in the ecosystems affected or influenced by the Guggenheim Museum Bilbao.

Future projects, such as the Museum's Urdaibai expansion project, implement this avenue of action as a key element of the Museum's environmental sustainability initiatives. Specifically, this expansion project must combine the use of the protected natural environment of Urdaibai and its biodiversity with its valorization, implementing the strictest environmental preservation and protection measures.

Furthermore, the Guggenheim Museum Bilbao's influence makes it possible to identify opportunities to work to enhance the ecological value of specific ecosystems and species, not only in the area surrounding the Museum but also at the global level.



- **Direct preservation of natural heritage:** Sustainable management of the ecosystem where the Museum is located, preventing biodiversity loss (loss of fauna, flora, or biotopes).
- **Raising awareness around biodiversity:** Generating activities that encourage and drive the raising of awareness around preserving ecosystems and biodiversity.
- **Enhancing environmental value:** Contributing to enhancing the environmental value of specific ecosystems, with actions around natural environments, recovering or protecting certain species, etc.

In addition to addressing the direct impacts of the Guggenheim Museum Bilbao's activities, these avenues of action must also address the impacts of its supply chain or even collaboration or compensation projects with third parties, both at the local level (Bilbao-Bizkaia-Basque Country) and the national or international levels.

3. Environmental Sustainability Strategic Framework

Definition of Strategic Pillars

06 Sustainable Artistic Activities

The Guggenheim Museum Bilbao generates and disseminates art and culture in addition to conveying the fundamental values that constitute its foundations. While activities related to the Museum's Collection, temporary exhibitions, and public programs have a significant impact on environmental sustainability, they can also serve as a platform to actively contribute to generating content and awareness related to environmental sustainability.

The Museum's activities program has a potentially global scope given that the institution's sphere of influence goes far beyond its physical headquarters. Thanks to its international reach and importance, the Museum is a meeting point for thousands of people, including collaborators, visitors, employees, artists, and the local scene.



- **Generation of specific knowledge in the context of the Artistic Program:** Creation of content and encouragement of inspiration related to environmental sustainability in association with art and culture.
- **Educational projects:** Activities involving the direct broadcasting of environmental education content or collaboration with educational institutions to develop educational activities.
- **Other programs and initiatives:** Encouragement of an expansion in the activities carried out in this sphere, with emphasis on sustainability.

This task of raising awareness, educating, and communicating can be carried out either directly or indirectly, targeting all of the Guggenheim Museum Bilbao's interest groups and including a diversity of local, national, or international spheres.

3. Environmental Sustainability Strategic Framework

Definition of Transversal Strategic Pillars

07. Raising awareness and dissemination and communication of knowledge

The Guggenheim Museum Bilbao's task of raising awareness and disseminating and communicating knowledge is a transversal pillar that affects all of its management areas and spheres. This Strategic Framework is a manifestation of the Museum's commitment to contributing to social transformation in the environmental sphere.

Transversal pillars have an effect on all other strategic pillars of environmental sustainability, promoting projects that encompass all strategic environmental components (climate change, energy efficiency, the circular economy and waste management, sustainable natural resource consumption, pollution, biodiversity, a sustainable artistic community, and education).

08 Alliances and Collaboration

This component includes initiatives involving the development of cooperative relationships with relevant stakeholders in view of achieving the Guggenheim Museum Bilbao's environmental sustainability goals. These relationships can involve current or potential interested parties. To enhance the Guggenheim Museum Bilbao's positive impact, it is essential to develop sustainable and high-value alliances and collaborations.

These transversal pillars drive the remainder of environmental spheres and require extensive collaboration with all interest groups.

09 Responsible Purchasing and Procurement

The influence that the Guggenheim Museum Bilbao has over its suppliers and subcontractors can be used to introduce social, environmental, and local criteria when managing its purchases. The initiatives under this pillar involve a variety of avenues of action.

Their contribution to and influence on SDGs will be determined by the sphere of action or strategic pillar around which the associated initiative is structured. Therefore, the Environmental Sustainability Annual Program must state which specific SDGs these initiatives impact.

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4. Governance of the Environmental Sustainability Strategic Framework

Organizational Model for Environmental Sustainability

Below, we identify the resources most directly involved in managing the Environmental Sustainability Strategic Framework:

- **Board of Directors:** Reviews and approves the Environmental Sustainability Strategic Framework and the Annual Program created in view of its rollout. Significant changes to the Annual Program must be approved by the Board of Directors.
- **GU-Zero Team:** Identifies and proposes new environmental initiatives. Tracking and monitoring of the Environmental Sustainability Strategic Framework and Annual Program, reporting to the Board of Directors. This team advances the different projects approved in the Environmental Sustainability Annual Program.

Other specific environmental duties are stated in the *“Environmental Management Plan: Annex 02: Organizational Diagram and Roles, Responsibilities, and Authority in the Environmental Management System.”*

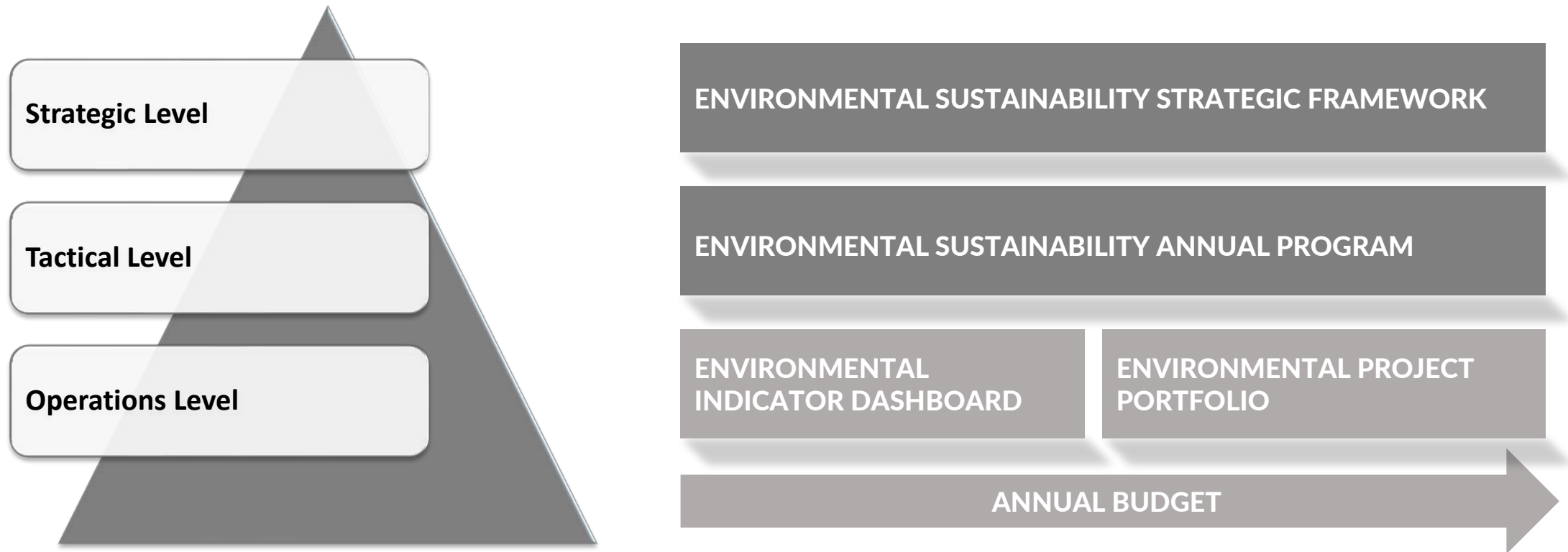
Organizational Model for Environmental Sustainability



4. Governance of the Environmental Sustainability Strategic Framework

Rollout Structure

The Environmental Sustainability Strategic Framework will be rolled out by means of an “Environment Sustainability Annual Management Plan,” which must contain an “environmental indicator dashboard” establishing the annual targets to meet and a “portfolio of projects/initiatives” stating project managers, deadlines, and the budgets necessary for execution.



The creation of the Annual Program and the dashboard is included within the Environmental Management System, in accordance with standard ISO 14001, in force at the Guggenheim Museum Bilbao. In order to do so, it is necessary to undergo the preliminary phases of analyzing the context, identifying risks and opportunities, and analyzing the needs and expectations of stakeholders, all of which allow to establish the specific goals for each year.

4. Governance of the Environmental Sustainability Strategic Framework

Rollout Structure Project Portfolio

The Environmental Sustainability Annual Program will contain a schedule of projects and initiatives structured around the strategic sustainability pillars defined. Below is a project portfolio template that identifies the most important information to include.

Action/Project	Strategic Pillar	Goal	Origin	Project Manager	Deadline	Budget	Indicator	SDG ₁	SDG Target ₁	Avenues of Action	Tracking ₂	Completion/Effectiveness

NOTE 1 Alignment with SDGs and SDG targets: In the event that the project is associated with multiple SDGs, the % contribution to each SDG must be stated.

NOTE 2 With regards to tracking, at least 5 standardized status indicators are established: Not Started; Started; Underway; Advanced; Complete. A progress % in line with the project’s current status must be indicated: Not Started (0%); Started (< 30%); Underway (30%–75%); Advanced (> 75%); Complete (100%).

Rollout Structure Dashboard Template

Key Pillars	01. CLIMATE CHANGE AND ENERGY EFFICIENCY	GHG emissions and removal (Cat. 1 and 2)	GHG emissions (other Cat.)	Intensity of GHG emissions	Total GHG reduction	Total GHG offset	Total electricity consumption (KWh)
	02. CIRCULAR ECONOMY AND WASTE MANAGEMENT	Volume of waste generated (hazardous and nonhazardous)	Recycling rate: % waste reused or upcycled		% consumption of sustainable or recycled products		
	03. SUSTAINABLE CONSUMPTION OF NATURAL RESOURCES	Water consumption/(per visitor or employee)	Power use: Energy consumption/(per visitor or employee)		% renewable energy	% reused water	
	04. POLLUTION	Atmospheric pollutant emissions: ODSs, VOCs, PM	Discharge: Polluted discharge - least favorable parameter		Environmental incidents/accidents		
	05. BIODIVERSITY	No. of projects/initiatives					
	06. SUSTAINABLE ARTISTIC COMMUNITY AND EDUCATION	No. of projects/initiatives					
Transversal Pillars	07. RAISING AWARENESS AND DISSEMINATION AND COMMUNICATION OF KNOWLEDGE	No. of projects/initiatives					
	08. ALLIANCES AND COLLABORATION	No. of alliances/collaborations					
	09. RESPONSIBLE PURCHASING AND PROCUREMENT	No. of projects/initiatives	Supplier environmental score	% spent at local suppliers – better score		New suppliers evaluated based on environmental criteria	

Monitoring and Tracking



- **PHASE 1 - Planning and communication:** Review of the Environmental Sustainability Strategic Framework and creation of the Environmental Sustainability Annual Program, establishing annual goals, identifying priority projects, and establishing the appropriate targets for indicators. This program must be sent out at an opportune time.
- **PHASE 2 - Execution of the plan:** Execution of the projects of the Annual Program by the project managers appointed.
- **PHASE 3 - Monthly tracking.** Monthly tracking of the program by the GU-ZERO team. Tracking of project status and indicator monitoring. This tracking may result in the proposal to modify projects, including proposals for new projects or to terminate projects underway.
- **PHASE 4 - Evaluation and annual reporting:** Evaluation of the degree of achievement of indicators/targets and the degree of progress of projects. An annual progress report will be created and included in the Museum's environmental management system.

GUGGENHEIM BILBAO

Environmental Sustainability Strategic Framework