

Environment and Sustainability Policy

Thyssen-Bornemisza National Museum

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1. Background: Thyssen-Bornemisza National Museum and Ethical Governance

1.1. The Thyssen-Bornemisza Museum and its commitment to sustainability

The Thyssen-Bornemisza National Museum is a public institution whose Villahermosa Palace houses one of the most important pictorial collections in the world, with more than eight hundred works of art collected over seven decades by the Thyssen-Bornemisza family (hereinafter, the “Permanent Collection”).

The Museum, in fulfilling its artistic and cultural mission, is managed by the Thyssen-Bornemisza F.S.P. Collection Foundation, a public sector non-profit foundation attached to the General State Administration through the Ministry of Culture and Sports, and whose purpose is the conservation, study, public exhibition and dissemination of the Collection. Hereinafter, in this document, the Foundation will be referred to as the “Thyssen-Bornemisza National Museum” or “Museum”.

The Spanish State acquired ownership of 802 works from the Permanent Collection in 1993, thus giving rise to the so-called Triangle of Art in the Paseo del Prado, a museum area in Madrid that concentrates the most important pictorial heritage in Spain and one of the most important around the world, with seven hundred and forty-seven works exhibited in the Villahermosa Palace in Madrid and in the buildings attached to the palace at Marqués de Cuba 19-21, while fifty-five of them are currently on loan to the National Museum of Catalonia for exhibition, preservation and care. Since 2004, it has exhibited works from the private collection of Baroness Carmen Thyssen-Bornemisza, currently under lease.

The State, through the Government, participates in the Board of Trustees of the Museum by appointing two-thirds of its members, and assumes the commitment to finance the activity, by virtue of the provisions of *Royal Decree-Law 11/1993, of 18 June, on regulatory measures for the contract of acquisition of the Thyssen-Bornemisza Collection*. The Thyssen-Bornemisza National Museum is, therefore, subject to the provisions of *Law 40/2015, of 1 October, on the Legal Regime of the Public Sector*, to *Law 9/2017, of 8 November, on Public Sector Contracts*, and to the control of the General Intervention of the State Administration (IGAE) and the Court of Audit.

The Thyssen-Bornemisza National Museum is also part of the Network of Museums of Spain regulated in *Royal Decree 1305/2009, of 31 July*, and is a beneficiary of the state guarantee for the works received on loan, as established in the ninth additional provision of *Law 16/1985, of 25 June, on Spanish Historical Heritage* and *Royal Decree 1680/1991, of 15 November, on the State guarantee for works of cultural interest*.

Furthermore, the functioning and operation of the Thyssen-Bornemisza National Museum is regulated in its statutes, which break down in detail a whole set of provisions that expand the current legal framework. The statutes express the Museum's governance system, the rules that bind the Board of Trustees and its members, the mechanisms of operation, decisions and good governance, as well as the bases of the Permanent Collection Policy and the principles of maintenance, preservation, and cultural promotion.

The highest governing body of the Thyssen-Bornemisza National Museum is the Board of Trustees. The Board of Trustees is made up of four "ex officio" Trustees, members of the Government of Spain, four Trustees appointed by the Cabinet by Royal Decree (Government Trustees), and the remaining four, elected by the Thyssen-Bornemisza family (Thyssen Trustees). The presidency of the Board of Trustees is held by the Hon. Minister of Culture and Sports and the Permanent Vice-Presidency by Baroness Carmen Thyssen-Bornemisza.

Since 2018, the Museum has been a national and international leader in so-called **Ethical governance**, understood as good governance and administration that, in the service of excellence in museum activity, implies not only efficiency and quality of management, but also ethical values, and maximum orientation and openness to society.

With this philosophy of exemplarity, as a National Museum, it has implemented Transparency and Accountability Policies that are brought together in the [Transparency Portal](#), as well as a [Code of Ethics and Good Governance](#) and an ethical Channel that represent a best practice in the Public Sector, forming an ideal framework for maintaining integrity.

Along the same line of integrity values, an essential part of ethical governance involves having an **Environment and Sustainability** Policy which is ambitious, robust and committed. Museums of the 21st century, in a globally connected world, face pressure to be more responsible, sustainable and respectful of the environment, minimising the impact they generate. This entails the efficient management of water, energy, plastic and waste resources as a whole, as well as the adoption of more ecological practices in all their operations. The environmental policy is also aligned with the strategic recommendations of ICOM (International Council of Museums), the necessary contribution to the 2030 Agenda and the Sustainable Development Goals (SDG), which implies alignment, at the national level, with the goals established by the UN internationally, amplifying their results.

1.2. Importance of the Environmental Policy in the Museum's mission and strategy

As a National Museum, the commitment to the Environment is an action principle included in the Museum's Declaration of Purposes and Values. For all of these reasons the Museum has been working for years on advanced environmental management, also included in the [2024-2028 Strategic Plan](#), which includes multiple measures that run from measuring the carbon footprint and reducing

emissions or water consumption, to the improvement of recycling capacities, or the use and reuse of more ecological materials in exhibitions, or the THYSSEN ECO awareness programme. All these actions are brought together in the [Annual Report on Activities and Sustainability](#), which is also a successful benchmark in environmental management accountability.

This Environmental Policy document involves going further in the commitment to sustainability, articulating the many environmental initiatives within the framework of a more structured and ambitious Policy, which has been approved by the Environment and Sustainability Committee.

This Policy will include the various ongoing actions as well as new ones that will reinforce the commitment to the planet as a public Museum, at the service of society and the ethical governance values to which we subscribe.

It is in this context that meaning is acquired by the motto **“Thyssen in Green”**, which reflects the spirit with which we promote our Environmental Policy and is used in our internal and external communication, as well as serving as an umbrella to encompass our whole range of environmental commitment actions.

2. Innovation in public and environmental commitment: Thyssen in Green. Our declaration of commitment to the Environment and Sustainability

1. Sustainability and social responsibility are among the [inspiring values](#) that underpin the work of the Thyssen-Bornemisza National Museum and that the Museum declares to be an essential part of its collection and vision. On the other hand, the Museum, in accordance with Articles 13, 14 and 15 of its **Code of Ethics and Good Governance**, is committed to ensuring that the development of its mission incorporates the **ESG** (Environmental, Social and Good Corporate Governance) criteria, as a guarantee of social responsibility in all its activities, contributing to social improvement and quality of life, promoting respect for human rights, economic, social and cultural development and **protection and preservation of the environment**. Likewise, the Museum undertakes in said Code and with this document to promote the **implementation of the United Nations 2030 Agenda** and the Sustainable Development Goals (SDGs) in its activities and programmes.
2. The Museum therefore, in accordance with the European and national legal framework set out in Chapter 4, recognises its commitment to the planet, its responsibility in protecting the environment and its determination to **implement specific actions that minimise their environmental impact** and promote sustainability in all their activities. The Museum's environmental and sustainability policy will be in line with the recommendations of the International Council of Museums (ICOM) to promote responsible practices that are respectful of the environment.

3. The Museum is also committed to implementing measures for a **responsible use of energy and water consumption in its facilities**, promoting the efficient use of natural resources. Among the environmental actions subject to monitoring will be the **Sustainable Management Plan**. Likewise, monitoring and continuous improvement of the **Energy Efficiency Plan**, which will include the reduction of the carbon footprint and the offsetting of emissions.
4. The Museum is also committed to promoting all possible **recycling practices and waste reduction**, implementing separation systems and proper management of the waste generated in the Museum.
5. The Museum will always consider the environmental dimension in the conservation and management of its cultural heritage, promoting, through the Environment and Sustainability Committee, **practices that limit the environmental impact of its conservation, exhibition, care and restoration activities**. The Museum will deploy sustainable practices in the planning and design of exhibitions, using recyclable materials, energy efficient technologies, promoting messages of respect for the environment, and taking these criteria into account in tenders.
6. The Museum is committed to **developing exhibitions and educational programmes that promote environmental awareness** and sustainability, with **awareness-raising programmes aimed at employees, visitors** and the community in general, promoting the importance of sustainability and providing guidelines to adopt responsible behaviour in relation to the environment.
7. **Indicators for monitoring and evaluating consumption** and the responsible use of resources will be established, as well as a dashboard with dimensions, in order to measure the environmental performance of the Museum and verify compliance with the objectives established in the environmental and sustainability policy, which will be reflected in the Annual Sustainability Report. A periodic review of the policy and its associated actions will be carried out in order to continuously improve environmental practices and promote sustainability in the Museum.
8. The Museum will publicly report on its environmental and sustainability policy, communicating the achievements and challenges identified through the **Annual Report on Activities and Sustainability**. Transparency will be provided on the actions undertaken and access to information related to the environmental management and sustainability of the Museum will be provided. The Annual Sustainability Report will always be accessible, along with a chronological archive, on the Transparency web portal.

To this end, the Museum has been carrying out the **calculation and annual registration with MITECO of its carbon footprint** from 2022.

9. Furthermore, the Museum has joined the [Global Coalition #UnitedforBiodiversity](#) to raise awareness of the need to **protect biodiversity**, ahead of the COP15 meeting on the Convention on Biological Diversity in 2021.
10. The Museum will develop collaboration and cooperation actions with other national and international Museums for the exchange of experiences and good environmental practices.
11. There will be a **specific section on the website** dedicated to the Environmental Commitment, which will include the Environment and Sustainability Policy, the contribution to the 2030 Agenda and the SDGs, the Annual Sustainability Report, the thematic awareness-raising tours and the proposals by the collection related to the environment. Likewise, an **internal SharePoint** for staff will be created, in which there will be a section dedicated to the participation of Museum workers in the matter and the collection of their contributions and suggestions through the email account thyssenverde@museothyssen.org

3. The Environment and Sustainability Committee: promotion, monitoring and evaluation of the Policy

To ensure compliance, monitoring and control of the Environment and Sustainability Policy, the *Environment and Sustainability Committee* has been formed, which will also ensure its promotion, dissemination and improvement.

1. The Environment and Sustainability Committee will be a collegiate body made up of:
 - a. Managing Director
 - b. Department of Human Resources and General Services
 - c. Content Manager
 - d. Head of Maintenance Area
 - e. Marketing Department
 - f. Assistant Director
 - g. Other Directorates or areas that it has been decided to invite.

2. For monthly and daily operations there will be an Executive Committee consisting of
 - a. Department of Human Resources and General Services
 - b. Head of Maintenance Area
 - c. Marketing Department
 - d. Assistant Director
3. Among the functions of the Committee, which may be ratified by the Board of Trustees, are:
 - a. Promote and disseminate the commitment to the Environment, sustainability and this Policy in all the Museum's actions.
 - b. Guarantee compliance and effectiveness of the Environment and Sustainability Policy
 - c. Resolve any queries and doubts that arise in the interpretation of the Environmental Policy and make associated recommendations.
 - d. Collect environmental data, define the data collection processes and develop the indicators and objectives that will allow control, monitoring and continuous improvement thereof.
 - e. Communicate and disseminate the annual Sustainability Report
 - f. Submit a half-yearly follow-up report to the Managing Director in which the actions carried out will be evaluated and, where appropriate, necessary improvements will be proposed.
 - g. Promote the exchange of best practices with the international network of Museums committed to the Environment.
 - h. Promote and propose the necessary actions of training and awareness of the ethical culture.
 - i. Monitor, control, update and improve the Environment and Sustainability Policy.
 - j. Participate and contribute to the Environment, Sustainability and 2030 Agenda section on the website, as well as the environmental SharePoint.
4. The Environment and Sustainability Committee (or extended Committee) will meet at least twice a year to evaluate compliance with the Environmental Policy. It may meet extraordinarily as many times as necessary and circumstances so require, at the request of any of its members or the Management.
5. The Committee will, after each meeting that is held, submit the Minutes or a Report to the Management containing its conclusions, critical points and improvements. The Management will assess the presentation of the most significant conclusions to the Board. In any case, it will annually present to the Board of Trustees the assessment and situation of compliance with the Environmental Policy within the framework of Ethical Governance.
6. The Executive Committee will meet every four months and will collect data beforehand from the different Directorates and areas involved, from which it will request a

written report. Prior to the meetings of the extended Committee, the Executive Committee will prepare a report that contains the progress of the Environment and Sustainability Policy and the issues that require the involvement of the Directorates and Areas.

7. In the event of the absence of a member of the Committee due to holidays, leave of absence or other cases, the Management Department will appoint a substitute or provisional substitute who will perform the functions established by delegation.

4. Legal compliance and environmental regulations and alignment with the most demanding European standards

4.1 Compliance with the legal framework

The Thyssen-Bornemisza National Museum fully complies with the entire set of environmental and sustainability laws and regulations to ensure its commitment to the planet and the minimisation of its impact on the environment. The Museum aligns itself with national and European environmental protection objectives. Below are the main applicable laws and regulations with which the Museum complies:

1. Climate Change and Energy Transition Act (Law 7/2021)
 - **Emissions Reduction Targets:** The Museum has implemented measures to reduce its greenhouse gas emissions, such as improving energy efficiency and using renewable energy sources. It has also been measuring its Carbon Footprint since 2022.
 - **Energy Efficiency:** The use of efficient lighting and air conditioning systems, and the adoption of energy saving practices, have been promoted.
2. Royal Decree 1055/2022 on Packaging and Packaging Waste and Law 22/2011 on Waste and Contaminated Soils
 - **Waste Management:** The Museum has a waste management plan that includes selective collection and recycling. The Museum conducts appropriate management of its waste, including the separation and recycling of materials such as paper, cardboard, plastic, batteries, light bulbs and glass.
 - **Waste Prevention and Reduction:** The Museum has adopted measures to minimise waste generation, such as the use of recyclable materials, the reduction of single-use plastics and reusable packaging for transporting works.
3. Regulation of Thermal Installations in Buildings (RITE)

- **Efficiency in HVAC Systems:** The heating, ventilation and air conditioning systems meet the energy efficiency standards established by the RITE.
4. Royal Decree 235/2013 on Energy Certification of Buildings
 - **Energy Certification:** The Museum has an energy efficiency certificate that evaluates and classifies the building's energy consumption.
 - **Efficiency Improvements:** The Museum has made infrastructure improvements to increase energy efficiency, based on the results from its certification
 5. Law 42/2007 on Natural Heritage and Biodiversity
 - **Biodiversity Protection:** The museum has flora and fauna protection in its gardens and green areas, guarantees the protection and conservation of local biodiversity and uses natural fertilisers.
 - **Sustainable use of natural resources:** The Museum has adopted sustainable practices in the use of natural resources, such as water and soil.
 6. Regulations on Air Quality and Atmospheric Protection
 - **Reduction of Polluting Emissions:** The Museum has implemented measures to reduce emissions of pollutants into the air, especially in heating systems
 - **Promotion of Sustainable Transportation:** The Museum encourages the use of public transportation, bicycles and other sustainable means for employees and visitors.
 7. Spanish Circular Economy Strategy
 - **Reuse and Recycling:** The Museum encourages the reuse of materials in the transport of collections and in the repair of equipment and furniture.
 - **Circular Economy:** We adopt circular economy principles in museum operations, minimising waste and maximising the use of resources.
 8. Emergency Plans and Prevention of Environmental Risks
 - **Environmental Emergency Plans:** We have emergency plans that include measures to prevent and mitigate environmental impacts in the event of incidents.
 - **Training and Awareness:** We train staff in sustainable practices and in correct environmental management within the Museum.
 9. Directive of the European Parliament and of the Council on business due diligence in matters of sustainability and amending Directive (EU) 2019/1937

The Museum, although not obliged to do so, already complies with this EU Directive. Its recent approval will oblige companies and institutions with more than 1,000 employees to take the following measures:

- Have a due diligence policy on human rights and the environment.
- Report on this annually through documented reports.
- Determine actual or potential negative effects on human rights and the environment.
- Prevent and mitigate possible negative effects.
- Establish and maintain a complaints procedure.
- Monitor the effectiveness of the strategy and measures of due diligence.
- Communicate publicly on due diligence.
- Adapt a climate transition plan in accordance with the Paris Agreement and with the aim of limiting global warming to a maximum of 1.5°C.

To comply with all these regulations:

- We carry out periodic energy and environmental audits.
- We develop educational programmes and environmental awareness-raising activities for the public.
- We collaborate with suppliers and contractors that also comply with environmental regulations.

4.2 Adoption of standards of excellence

The Museum, as stated in point 4.1.9, although it is not obliged to, adheres to the highest standards of commitment and therefore complies with the **Directives on Due Diligence and on Corporate Sustainability Reports** (CSRD) which amend Directive 2014/95/EU on non-financial disclosure. This means that starting in 2024, companies and institutions with more than 500 employees are required to present complete information on sustainability. This must include, among other aspects, “the company’s plans to ensure that its business model and strategy are compatible with the transition towards a sustainable economy and with the limitation of global warming to 1.5°C” under the Paris Agreement.

Responding to its values and commitment, the Museum has been publishing its annual [Activity and Sustainability Report](#) each year since 2018.

This includes all the information on ESG criteria, which are used to evaluate the performance and impact on the areas marked “E” for *environmental*, “S” for social and “G” for *governance*. Within the environmental impact, the Report includes the measurement of the carbon footprint, GHG emissions reduction objectives and climate change mitigation commitments.

The Museum’s Sustainability Report is considered good practice in the matter; the 2022 report includes in its detailed table of contents, among other aspects of accountability following ESG criteria:

- Good governance and transparency
- Economic information
- Sustainability management
- A committed team
- Health and safety
- Understanding, listening and improving
- A museum for everyone: accessibility
- Comprehensive security of facilities
- More sustainable museum
- When love of art and commitment meet
- Friends of the Museum
- Joining forces.

5. Commitment to the 2030 Alliance and the Sustainable Development Goals

The Thyssen-Bornemisza National Museum, as part of its Ethical Governance, has expressed its commitment to the 2030 Agenda and the Sustainable Development Goals of the United Nations, in order to support the Spanish national contribution to the purpose of achieving a fairer and more sustainable world.

The Museum has been identifying its contribution to the 17 Sustainable Development Goals (SDGs) through its programmes, initiatives and practices since 2019 and setting evolutionary objectives in each of them.

Below, on the next page, we present the list of the main Sustainable Development Goals (SDGs), and a summary of the Museum’s most significant contributions to each of them:

Sustainable Development Goals	Some actions of the Thyssen-Bornemisza National Museum.
 <p>Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</p>	<ul style="list-style-type: none"> · Educational programmes, workshops and teaching resources (Educathyssen). · Agreements with entities for the workplace integration of people at risk of exclusion. · Digital experiences · Free access to certain groups · Universal Accessibility Certificate (UNE 170001 and 2) · Annual training plan
 <p>Goal 5. Achieve gender equality and empower all women and girls.</p>	<ul style="list-style-type: none"> · Promotion of equality through exhibitions and programmes. · Didactic resources and digital experiences (Docuwebs, accessible video game)

Sustainable Development Goals		Some actions of the Thyssen-Bornemisza National Museum.
		<ul style="list-style-type: none"> · Alliances: participation in Pride Month · Equality measures Thyssen Concilia Plan (on work-life balance) · Membership of the Diversity Foundation
	Goal 6. Ensure availability and sustainable management of water and sanitation for all.	<ul style="list-style-type: none"> · Water saving measures (Sustainable Management Plan)
	Goal 7. Ensure access to affordable, safe, sustainable and modern energy for all.	<ul style="list-style-type: none"> · Sustainable Management Programme · Energy-saving measures (LED lighting, intelligent air conditioning systems, timers, automatic lights off, etc.)
	Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	<ul style="list-style-type: none"> · Socioeconomic impact of the Museum's presence · Purchasing from local vendors at the Museum Shop · Integration Programmes for people with disabilities, people over 65 years of age, accessible video game, Tailor-made... · Thyssen Concilia Plan (on work-life balance). EFR (family responsible company) Certification
	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.	<ul style="list-style-type: none"> · Digital transformation plan · Apps · Accessible websites
	Goal 10. Reduce inequality within and among countries	<ul style="list-style-type: none"> · Universal Accessibility · Inclusive educational programmes and attention to diversity (Educathyszen) · Alliances with organisations to guarantee broader and more equitable access to culture.
	Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable.	<ul style="list-style-type: none"> · Plan to safeguard artistic heritage · Universal accessibility · Free museum entry · Educathyszen Programmes · Museum Friends and Sponsors Programme
	Goal 12. Ensure sustainable consumption and production patterns.	<ul style="list-style-type: none"> · Efficient resource management · Waste reduction · Promotion of sustainability in programmes and exhibitions

Sustainable Development Goals	Some actions of the Thyssen-Bornemisza National Museum.
 <p>Goal 13. Take urgent action to combat climate change and its effects.</p>	<ul style="list-style-type: none"> · Energy efficiency measures. · Raising awareness through exhibitions and programmes. · Didactic resources: Docuwebs · Carbon footprint calculation (Scopes 1, 2 and 3) and MITECO registration seal. · Awareness-raising for staff: Thyssen ECO · Waste reduction: elimination of plastic bottles and cups, sustainable packaging in shop products, etc.
 <p>Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	<ul style="list-style-type: none"> · Universal Accessibility Certificate (UNE 170001 and 2) · Educathyssen Programmes · Policy on Transparency and Good Governance · CSR policy, environment, sustainability and Agenda 2030.
 <p>Goal 17. Revitalise the Global Alliance for Sustainable Development</p>	<ul style="list-style-type: none"> · Alliances with cultural, educational and government institutions to promote the SDGs.

The Thyssen-Bornemisza Museum’s commitment to the SDGs is an example of the way cultural institutions can play a vital role in promoting sustainable development and global well-being.

6. Cooperation with Museums committed to the environment and sustainability and tracking of international best practices.

In accordance with UN Sustainable Development Goal 17, commitment to the Environment requires alliances that extend and enhance the measures adopted and achieve a multiplier effect. These alliances also serve to exchange best practices that can be communicated and incorporated among the member Museums.

There are currently several international alliances and networks of museums that focus on the environment and sustainability.

Some of the most notable are:

- **Gallery Climate Coalition (GCC)**
- **International Alliance for Climate Education (ACEE):**
- **Network of Museums for Sustainability (MOS)**

- **International Coalition of Museums for Climate Change (ICCMC)**
- **Network of Natural History Museums (NatureNet)**
- **Museums for Sustainable Development Network (MSDN)**

The Thyssen-Bornemisza National Museum will activate contacts with different coalitions, alliances, networks and Museums to promote the exchange of experiences, the promotion of initiatives and the expansion of environmental commitment.

7. Promoting collaboration and participation with employees and stakeholders

The Thyssen-Bornemisza National Museum encourages the collaboration and active participation of both employees and other stakeholders in its Environmental Policy. This is generally encouraged through the following activities:

7.1 Strategies to involve employees and other stakeholders.

1. **Education and awareness:** The museum organises educational activities and workshops for its employees and the public, focused on sustainability and environmental conservation. This includes everything from talks and seminars to specific training programmes for staff on sustainable practices in their daily work..
2. **Thematic tours of the Collection:** The Museum has identified different routes and thematic tours related to the environment and respect for nature. In addition, multiple exhibitions have been held that have featured nature, caring for the planet or the fight against climate change.
3. **Environment, Sustainability and Agenda 2030 section of the website.** Currently, the website includes a section “Environment, Sustainability and Agenda 2030” with various environmental proposals and content, as well as the subsection “Climate change”, within the section “The Museum in the cultural debate”. This allows the dissemination of initiatives and the creation of synergies with the different stakeholders with which the Museum interacts.
4. **“Thyssen in Green” SharePoint.** The “Thyssen in Green” space will be located on the intranet, which will contain a section with the invitation to Museum staff to participate by contributing environmentally beneficial initiatives through a specific email account managed by the Environment and Sustainability Committee. In addition, the space will include other content such as training, information, collaborative contribution to the Sustainability Report and link to the Environment section on the website.

5. **Collaborative Projects:** The Thyssen-Bornemisza National Museum collaborates with various organisations and institutions on projects that promote sustainability. One example of this is its participation in the Alliances, coalitions and networks of Museums committed to the Environment, presented in Chapter 6, which demonstrates the collaboration between museums to promote art and culture in a sustainable way..
6. **Transparency and Communication** The museum maintains a policy of transparency regarding its environmental practices, including them in the Transparency Policy and on the Museum's Transparency Portal, regularly communicating its progress and challenges in the Sustainability Report and inviting the participation of stakeholders through consultation and feedback to continually improve its practices.

These actions not only foster a culture of sustainability within the museum, but also seek to inspire the community and other institutions to adopt similar practices..

7.2 Strategies for supplier involvement: Procurement clauses

European legislation, and our national legislation, and specifically Law 9/2017 on Public Sector Contracts, requires the incorporation of environmental criteria in public procurement, thus supporting sustainable growth and the transition towards a circular economy.

The Museum currently includes the following award, scoring or valuation criteria in tender bids.

- Inclusion in the technical specifications of **transport tenders** of clauses related to the carbon footprint. The Contractor must send an Excel summary table, detailing its carbon footprint and environmental impact, recording the measurement of wood consumption for the creation of new boxes, the measurement of emissions derived from fuel (local travel, transport by road) and any other data of interest that provides information regarding this issue. This table must be sent along with the aggregated invoice and subsequent dispersion invoice, once the services have been performed.

The Museum is currently auditing its Tenders and Contracts Policy to incorporate new clauses that assess compliance with ESG and specifically environmental criteria of its suppliers, such as, for example:

- Accreditations or environmental seals.
- Specific assessment of certificates or environmental management systems (such as EMAS or ISO 14001)
- Carbon Footprint Measurement.
- Environmental and Sustainability Policy.

- Publication of Sustainability Report or Annual Report.
- Use of recycled or ecological materials and product life cycle.

8. Museum seals and accreditations in ESG criteria and upcoming certifications

The Thyssen-Bornemisza National Museum has received certifications related to ESG (Environmental, Social, and Governance) standards. Among its accreditations are:

- Universal Accessibility Certificate
- Q Seal for Tourist Quality
- EFR (family responsible company) Certificate.
- Carbon Footprint measurement registration seal in MITECO
- Certifications associated with Recycling: with distribution to specialised suppliers with 14001 certificates, for Toner, Batteries, Oil, Cardboard, Paper, Glass, Plastics, Medical waste from first aid kits or cafeteria and coffee products.
- Accreditations of the Sustainable Water Management Plan
- Certificates related to Sustainability in restoration and Collections, on the use of less toxic varnishes.
- In the next three years, the Museum will evaluate the validation of the processes to obtain the ISO 14001 Environmental Management Certification that reflects our current environmental management and the collection of practices used to reduce environmental impact.

9. Mechanisms for monitoring, evaluation and improvement of environmental objectives: Indicators and dashboard

The Thyssen-Bornemisza National Museum uses a system of indicators and dashboards to monitor and manage its environmental performance. These indicators

include energy consumption, water use, waste generation and CO2 emissions, in addition to transversal actions such as awareness-raising or alliances. This data is collected and analysed regularly to evaluate the efficiency of the museum's sustainable initiatives and to identify areas for improvement.

Additionally, the Museum, to prepare its Sustainability Report, compiles the different indicators to be reported across all the areas, in order to define the structure according to the GRI standard and the Museum's strategy.

The Museum, after analysing various systems of environmental indicators and dashboards, has adopted the following one, which will be linked in due course with its general dashboard:

The structure of the Environment and Sustainability Dashboard of the Thyssen-Bornemisza National Museum will be as follows, subject to the various modifications and developments carried out by the Environment and Sustainability Committee:

1. Climate Change and energy efficiency
 - a. Scope 1 and 2 GHG emission and removal
 - b. Other GHG emission and removal
 - c. Emission intensity
 - d. Total GHG reduction
 - e. GHG offsetting
 - f. Total electricity consumption
 - g. CO2 emissions (kg).
 - h. CO2 emissions per visitor.
 - i. Electrical energy consumption (kWh).
 - j. Electrical energy consumption per visitor.
 - k. Diesel consumption (litres).
 - l. Diesel consumption per visitor.

Indicators linked to SDGs 7, 11 and 13.

2. Circular economy and waste management
 - a. Volume of waste generated
 - b. % rate of recycled or reused waste
 - c. % consumption of products of sustainable or recycled origin

Indicators linked to SDGs 11 and 12

3. Sustainable consumption of natural resources and respect for biodiversity
 - a. Water consumption per visitor or worker
 - b. Total water consumption (litres).
 - c. Energy consumption per visitor or worker

- d. % of renewable energy
- e. % of water reused

Indicators linked to SDGs 6, 7, 11, 12, 13 and 15

4. Pollution reduction, sustainable transport and mobility

- a. Emission of polluting substances
- b. Pollutant load discharged
- c. Number of incidents/accidents
- d. Sustainable mobility projects

Indicators linked to SDGs 3, 9, 11, 12 and 13

5. Responsible art collecting
 - a. Number of projects/initiatives

Indicators linked to SDGs 9, 11, 12 and 16

6. Awareness-raising and alliances
 - a. Number of projects/alliances
 - b. Number of suppliers with good environmental practices.
 - c. Number of contracting clauses containing environmental criteria

Indicators linked to SDGs 16 and 17

10. Climate change and energy efficiency measures

This first pillar refers to the reduction of greenhouse gas emissions, whether direct emissions over which the Museum has the power to influence or the transportation of works.

- **We opt for energy efficiency:** Reduction of emissions associated with energy consumption with technical improvements in the facilities, or operational changes in the operation of the MNTB.
- **We are committed to renewable energies:** We replace conventional energy sources with renewable energy (zero emissions).
- **We raise awareness on the energy level:** Raising awareness among staff, collaborating entities and Museum visitors about the actions they can take.

Relationship with SDGs 7, 11 and 13.

11. Circular economy and waste management measures

The circular economy is an economic and production model that is based on the reuse, repair, renewal and recycling of existing materials and products to create a closed system, thus minimising the use of resources and the generation of waste.

- **We separate waste:** We establish clearly marked recycling stations in office areas, differentiating between organic waste, paper, glass, and other recyclable materials.

- **We differentiate by recycling type:** with distribution to specialised suppliers with 14001 certificates, and depending on whether it is Toner, Batteries, Oil, Cardboard, Paper, Glass, Medical waste from first aid kits, cafeteria and coffee products, or varnishes and catering and workshop chemicals.
- **We recycle special materials:** We have systems for recycling batteries, light bulbs, electronic equipment, and other materials that require special handling.
- **We reduce waste:** We encourage waste reduction through practices such as digitalising documents and reducing the use of paper, and promoting the use of reusable rather than disposable packaging.
- **We reuse materials:** We find ways to reuse collection packaging and transportation materials, exhibition materials, construction and decoration from previous exhibitions in new installations and projects.
- **Education and training of personnel:** We provide ongoing training to staff on waste and recycling management practices, and foster an organisational culture of sustainability

Relationship with SDGs 11 and 12

12. Measures for sustainable consumption of natural resources and respect for biodiversity

These measures include the conservation of ecosystems, the reduction of consumption in general as well as waste and the adoption of renewable energies. These actions are essential to preserve environmental balance and promote long-term sustainable development.

- **We are committed to sustainable consumption** of Natural Resources with energy efficiency and water management.
 - **We have been replacing our light bulbs** with LED lighting and spotlights instead of halogen since 2018, given that they consume less energy and have a longer lifespan.
 - **We use motion sensors:** these are deployed in less frequented areas to reduce energy consumption when no one is present.
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- **We have a Sustainable Water Management Plan, which measures the water consumption ratio** per person and day, keep an eye on the operation of the cooling towers (33% of consumption) to evaluate new technologies and review the washing and industrial cleaning machines in the restaurant areas (washing station, dishwasher, glass washer, etc.) so that they incorporate recycling systems of water (Article 29 of the Efficient Water Use and Management Ordinance of Madrid or OGUA).
 - **We install low-consumption taps and toilets in all lavatories:** We install taps and toilets that consume less water.

- **We perform sustainable procurement:** We acquire ecological cleaning products and materials free of harmful chemicals.
- **We favour local suppliers:** We work with local and sustainable suppliers to reduce the carbon footprint associated with the transportation of goods, especially in the Thyssen Shop.
- **We respect biodiversity by having** gardens with native plants that support local biodiversity and require fewer resources.
- **We schedule educational exhibitions with environmental awareness programmes:** We develop exhibitions and educational programmes that highlight the importance of biodiversity and sustainable practices.

- **We manage Sustainable Green spaces:** using sprinkler programmers and gardens and green areas that use sustainable gardening techniques, with local landscaping and control of invasive species.

Relationship with SDGs 6, 7, 11, 12, 13 and 15

13. Measures against pollution, transport and sustainable mobility

We implement various measures to combat pollution and promote sustainable mobility.

- **We reduce dependence on fossil fuels.**
- **We will encourage the use of public transport** and the bicycle with explanatory maps and information to encourage access to these forms of transport.
- **We are installing safe and secure** bicycle racks for Museum staff.
- **We are establishing parking areas** for electric vehicles
- **We will promote car sharing** among employees and visitors.

Relationship with SDGs 3, 9, 11, 12 and 13

14. Responsible artistic community

These Measures include management of the Collection under parameters of environmental awareness, as well as inclusion and accessibility criteria.

- **We use sustainable conservation materials:** acid-free and low environmental impact for the conservation of the works as well as less toxic varnishes.
- **We perform environmental control:** We maintain optimal temperature and humidity conditions to preserve the works, reducing excessive energy use.
- **We favour the use of ecological exhibitions:** with sustainable assemblies, recyclable and reusable, multipurpose, and low environmental impact materials

- for the construction of exhibitions, collaborative transportation and efficient LED lighting and light control systems to reduce energy consumption.
- **We are making progress towards Fully Accessible Facilities:** Ensuring that all areas of the Museum are accessible to people with disabilities.
- **We provide guides and educational materials** in several languages and accessible formats
- **We incorporate thematic guided tours:** we carry out guided tours that emphasise sustainability and social responsibility.
- **We opt for Transparency as a fundamental value:** we are accountable for our management and governance and we are transparent in our collection acquisition and management policies.
- **We apply sustainability through responsible finances:** we manage the museum's finances responsibly, ensuring long-term sustainability.
- **We are committed to Social Inclusion Programmes,** with Free or Reduced Access for certain groups.

Relationship with SDGs 9, 11, 12 and 16

15. Awareness, education and alliances

With these collaborative actions, we aim to be a lever for change and awareness and multiply the impact of our actions.

- **We participate in museum networks to exchange best practices** and we collaborate with universities on research and education projects.
- **We collaborate with schools** and we establish educational programmes with schools and colleges, offering training to educators on sustainability.
- **We work with NGOs and community organisations** on sustainability projects and promote volunteer programmes.

- **We encourage the participation of all employees** in the Environmental Policy through the Thyssen in Green programme and the channel thyssenverde@museothyssen.org
- **We raise awareness and create exhibitions** on sustainability and the environment, and we also offer thematic exhibitions on the environment, sustainability and climate change
- **We inform and raise awareness about the environment** in our exhibitions and on our website, and we organise events on theme days such as Earth Day.
- **We educate with programmes and** offer workshops and seminars on sustainability.
- **We develop educational materials and teaching guides** and online resources for schools and visitors on sustainability.

Relationship with SDGs 16 and 17

