

ULMA AND THE PANDEMIC

THESE HAVE BEEN HARD, DIFFICULT MONTHS IN WHICH THE PANDEMIC HAS CHALLENGED OUR COOPERATIVE VALUES. TODAY, ONE AND A HALF YEARS LATER, WE CAN STATE THAT WE ARE EMERGING STRONGER AS A GROUP, AN EXAMPLE OF SOLIDARITY AND GOOD PRACTICE. WE WOULD LIKE TO THANK EVERYBODY AT ULMA FOR YOUR COLLABORATION IN DEALING WITH THIS SITUATION, BECAUSE THAT IS WHAT HAS MADE IT POSSIBLE FOR US TO KEEP OUR OPERATIONS RUNNING IN A SAFE WORKING ENVIRONMENT.

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COVID COMMITTEE

AND GENERAL RESPONSE PROTOCOL OF ULMA

ULMA immediately set up a Coronavirus Committee to monitor the situation and coordinate the required preventive response. Its members are people from all our cooperatives, with internal advisors. They liaised with the health authorities to analyse developments and update protocols. This Coronavirus Committee was formed to ensure the maximum protection of the health of all ULMA people, to comply with the instructions issued by the authorities and to complement them with additional actions deemed necessary to control the spread of the virus and safeguard the continuity of

industrial activity. All these rules and instructions were specified in ULMA's General Action Protocol, which is mandatory for all those working at ULMA, and for external staff who access our facilities.



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TESTIMONIALS

THE GENERAL MANAGER, THE PRESIDENT AND THE ULMA GROUP MEDICAL OFFICER GIVE US THEIR OPINION ON THE LAST YEAR AND A HALF AT ULMA.



— **IÑAKI GABILONDO**
General Manager of the ULMA Group

ULMA's performance has been spectacular both at the Business and Group level

The pandemic has made it very clear that the foundations on which our situation rests are fragile, both on a personal and business level. We plan for the future based on predictable hypotheses, which we imagine to be more or less controlled. Yet events show us again and again that is not the case. And for example, during the last 8 years we have had economic crises, political changes that have changed the rules for doing business, technological changes and, finally, a health crisis.

We are in an increasingly interconnected society and this is not rhetoric. I propose the exercise of reading the most relevant news (and something important happens almost every week) at international level from the perspective of the ULMA Group's Businesses to see how they all affect one or more of them in one way or another. If we add the constant technological changes, changing habits, etc., then we are outlining a scenario where the rules of the game for our Businesses change more quickly every day.

And, finally, we have the "black swans", which is what we call those surprising events that have a major socioeconomic impact, such as the Coronavirus. Then there are always voices, studies, etc., that say that what happened is not so surprising (it happened previously with the Spanish flu, etc.) but the reality is that no government or supranational entity had really taken this risk into account (with budgeted actions and plans).

Are we facing an exceptional situation and should we think that we can return to a known past or not? You never go back to the past and it is not unreasonable to think that changes and impacts will be a constant in the future. Therefore, let us be prepared.

So how should we act in a situation like this? In the short term, the ULMA Group's actions offer some of the keys; be quickly aware of the situation and act quickly, with a positive and collaborative attitude in the implementation of all kinds of solutions; flexibility and commitment to accepting

the changes that are proposed, understanding certain decisions since we are talking about situations of total uncertainty. And in the medium to long term, adapting, training our organization so that it is prepared for the different scenarios that may arise.

The ULMA Group's response has been spectacular both at the Business level and at the Group level. This report provides some examples. The result is not a coincidence but the outcome of the work carried out and the commitment shown by the entire group. We have emerged stronger from this exceptional situation where we have demonstrated our ability to respond.

ZORIONAK ETA MILA ESKER DENORI



— **LANDER DIAZ DE GEREÑU**
Chairman of the General Council of the ULMA Group

I would highlight the response that the group has given us, which has been a great lesson in accountability

The ULMA Group has had to face many adversities throughout its history, but I would dare to say that none has been like the COVID-19 pandemic. Never before have we faced a situation in which mobility has been - minimized not just locally, but globally. The impact it has had on our Businesses has been brutal, but the impact on the people who make up the ULMA Group has been no less severe.

Our Boards of Directors and Governing Bodies have had to make difficult decisions, decisions that have not always been to everyone's liking. But if we set the common good as our objective, I think these decisions have mostly been successful.

In any case, if there is something that would stand out from all this, it is the response that the group has given us, which has been a huge

lesson in accountability. In such a difficult situation, the group has managed to adapt to the needs of the Businesses, always knowing that people's health had to be prioritised. Undoubtedly, all this has made us remember something that we already knew, but that many times we forget: that at ULMA the person is our focus, not as a passive subject, but as an active participant.



— **MIKEL UÑA**
Chief Medical Officer of the ULMA Group's Occupational Health service

We must not relax and we must maintain the same attention and effort that we have invested so far

Never before have so many measures been activated by so many governments at the same time with constant monitoring from the media and with such a wealth of information from numerous research teams around the world. This has generated continuous changes in official protocols and procedures and uncertainty in the population.

At ULMA, we adapted quickly, by immediately adopting measures with the active participation of all people, with coherent unity of action by all the Business Units and with the commitment of all the governing bodies of the cooperatives. Currently, thanks to the vaccines we are gradually overcoming this situation and feeling safer and recovering / getting closer to normality.

After the cases that we have experienced closely, we understand that we must not relax and we must maintain the same attention and effort invested to date, with the understanding and commitment of all the ULMA people to prioritize the health of the entire group.

GENERAL ACTIONS

ACTIONS PROPOSED BY THE ULMA COVID COMMITTEE AND DEVELOPED FROM THE GROUP

RECOMMENDATIONS AND PREVENTION

Information to the group about the recommendations of the health authorities, the steps to be followed, actions implemented and the prevention measures established by the ULMA Coronavirus Committee to address the situation.



ONLINE TALK

Online talk by Nerea Mendizabal for ULMA people on "The Pandemic of fear, COVID and emotions".



AWARENESS CAMPAIGNS

Campaigns to raise awareness and prevent COVID-19 at ULMA through posters and brochures published on our own communication channels.



COLLABORATIONS

Financial collaborations for the Red Cross, the Food Bank and Caritas to help alleviate the situation of those most disadvantaged by the pandemic.



OUR BUSINESSES AND COVID

SPECTACULAR WORK IN OUR BUSINESSES, REDOUBLING EFFORTS BEFORE THE TERRIBLE SITUATION BROUGHT ABOUT BY COVID, BY ADAPTING QUICKLY AND SAFELY TO FIGHT THE VIRUS WITH THE IMPLEMENTATION OF AN IMPORTANT BATTERY OF MEASURES THROUGHOUT THIS LAST YEAR AND A HALF.



ULMA ADVANCED FORGED SOLUTIONS

All the Measures adopted in the cooperative have been in line with the measures proposed by the ULMA Group's COVID Committee highlighting that at all times the group has been fully informed of the epidemiological situation of the Business.

- Hydroalcoholic gels and masks available to the Group.
- Lockout of rooms, canteens, vending machines, etc. for the control of any possible source of infection (at the beginning of the pandemic).
- Opening of Meeting Rooms with limited capacity and respecting social distancing (as the pandemic has stabilised).
- A new dining room with greater capacity has been provided.
- More cleaning staff to ensure better disinfection of the facilities.
- Temperature monitoring at entrances (first with our own staff and then with thermographic cameras).
- Prioritization of essential personnel in the facilities.
- Change of entry and exit points and their corresponding timetables, to establish staggered entry and exit and avoid crowds at entrances and changing rooms.
- Constant control and monitoring of the measures to check their effectiveness.

ULMA EMBEDDED SOLUTIONS

- Remote working is activated by making the necessary equipment available to workers to work from their own homes to reduce mobility and the people meeting in the workplace as much as possible.
- Work-life balance flexitime. With the closure of schools, our workers are offered flexibility in working hours for work-life balance reasons.
- Participation in the COVID committee. We participate in the ULMA Group's COVID Committee to prepare and update the protocol to be followed in our cooperative.
- Staggered return to the workplace. First the Engineers who needed to make use of devices located in the offices, then Engineers who felt they needed to work together with other project colleagues and, finally, administrative staff.
- Measures in the workplace to ensure a safe work environment. Respect for social distancing, installation of screens between tables, use of masks, provision of hand sanitizer gels to workers and increased cleaning service at workstations and in common areas.
- Tracing in positive cases or direct contacts. Monitoring by staff and Workplace Risk Prevention in positive cases and in cases of direct contact or symptoms compatible with COVID.

ULMA ARCHITECTURAL SOLUTIONS

In addition to all the measures set out in the ULMA Group's COVID-19 Protocol, others have been taken in the cooperative;

- Temperature monitoring logs. Create cooperative access areas where people record their temperature taken at home. Provide thermometers in order to take temperatures in these spaces.
- Spaces that, in addition to including all the relevant information necessary, have hydro-alcoholic liquid for hand cleaning.
- Enhanced cleaning of changing rooms, offices and bathrooms by doubling the cleaning team by 2 people in the morning and 2 in the afternoon to clean each shift.
- Cleaning of common areas (handrails, information tables, keypads, etc.). Hired a cleaning service expressly to clean these items twice a day.
- More vigorous cleaning of work clothes. In the case of the cooperative, the cleaning company, because it uses products such as silica in its components, is obliged to take responsibility for cleaning the clothes. From the arrival of COVID-19, clothes collections have been doubled to twice a week instead to ensure that staff have clean clothes at their disposal.
- Staff may only use their own cutlery at meals in rest areas.
- Delimit the capacity in changing areas, rooms, rest area, txokos, etc. by marking waiting areas.
- Provide hydroalcoholic gel in txokos, common areas, meeting rooms, etc.
- Mark a smoking area as an area for a single person and maintain social distancing.
- A range of awareness and information posters throughout the plant.
- Distribution of masks (FFP2 or KN95 masks for manufacturing personnel at least twice a week).
- Access control of visits with temperature monitoring and protocol instruction.
- Provision of a used mask collection area.
- Placement of partitions in office areas.



Temperature monitoring at the entrance to the work centres

ULMA CONSTRUCTION

The measures adopted by the cooperative have been adapted to the features of each work centre (number of people, level of risk in the province, etc.) so not all measures have been applied in the same way in all state work centres.

- Temperature monitoring at the entrance to the centres.
- Limited visits to work centres.
- Coordination of activities with visits and subcontractors who access the work centres.
- Contact tracing by the Medical Service.
- Monitoring and support of people with symptoms.
- Protection of especially vulnerable people.
- Monitoring and support for trips abroad.
- Reinforcement of cleaning and disinfection of workplaces and equipment. Depending on the workplace, the frequency and depth of cleaning and disinfection have been increased by expanding contracts with cleaning companies and / or through our own workers.
- Regulation of the use of canteens, defining maximum capacity, marking the seats that can be used and prohibiting workers from using their own resources.
- Regulated use of changing rooms and toilets with definition of rules for use and preventive measures to be applied, by closing changing rooms with an incidence rate of 150 in the province.
- Definition of the maximum capacity, marking of usable spaces and closing of taps to maintain social distancing.
- Regulated use of coffee machines and vending machines.
- Limited face-to-face meetings.
- On-site training has been suspended, except for the essential Workplace Risk Prevention meetings, with maximum capacity, disinfection and ventilation.
- Organizational measures to reduce occupancy of workplaces by organizing shifts, remote working and reduction of face-to-face hours.
- Measures in the distribution and spatial organization of workstations to guarantee a safe distance of 2 metres (methacrylate screens, relocation of workstations, etc.).
- Logistics to supply masks to workers in all work centres and, if necessary, to subcontractors.
- Regulation of the use of masks.
- Supply of soap and other disinfectants for cleaning hands, surfaces ...
- Regulation of the ventilation of workplaces with open windows, air conditioning, CO₂ measurements, etc.
- Coordination of activities (COVID) for access to external work centres - civil engineering work.
- Signalling and Communication of measures (posters, intranet, meetings ...).

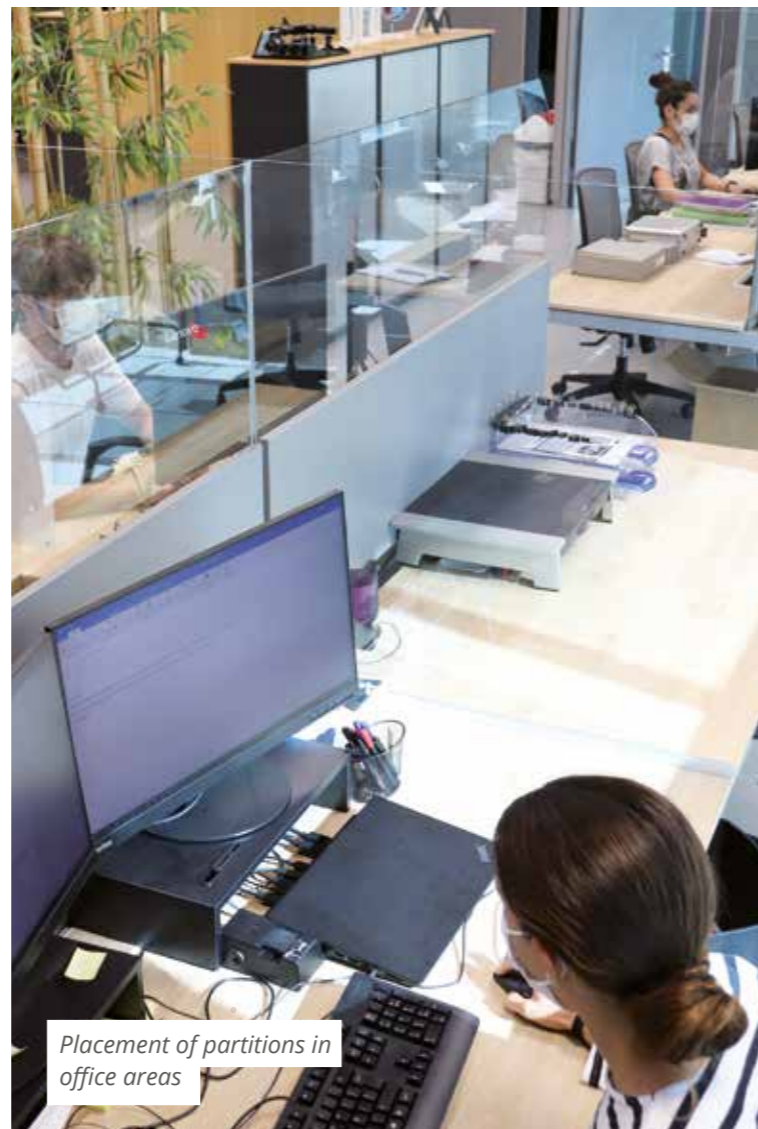


Common elements in dining rooms and vending machines disabled

ULMA PACKAGING

Business has kept going throughout the COVID-19 pandemic as it was included within the essentials with the main objective of maintaining the safety of the people of the cooperative with the premise of co-responsibility on the part of each and every one of them.

- Preparation of specific guidelines to respond to the specific needs of each area, visits, subcontractors, etc.
- Outings to the customer's premises and instructions for use of the different PPE supplied.
- Temperature checks and use and distribution of masks at the entrances to our facilities.
- Adaptation of work hours and work arrangements to respond to the requirements of the situation in which we find ourselves.
- Maintaining 2-metre social distancing and continued use of the mask throughout the working day (mask use and 2m social distancing pictogram posters).
- Reduction of capacity in meeting rooms by disabling seats and other common spaces such as rest areas, dining rooms, changing rooms, etc.
- Installation of separation screens between office tables.
- Routine indirect measurements of air quality in work areas.
- Deployment of telecoms tools for digital meetings and talks in order to reduce face-to-face contact.
- Increase in the cleaning service in the facilities and definition of a disinfection guideline to ensure sanitation.
- Reduction of the entry of external staff to our facilities and definition of a visit protocol for those cases where entry is essential.
- Digital transformation of the relationship with the network of subsidiaries, delegations and clients.
- Minimized number of trips by increasing collaboration with our network of subsidiaries and delegations; for an essential trip, individual analysis of the health situation at destination, both nationally and internationally.
- Conversion of all training to online provision from annual training plans to other ad-hoc training.
- Request for specific protocols for subcontractors when coordinating activities.
- Regular briefings and dissemination of bite-sized training for the whole group, on current measures and on the business situation.



Placement of partitions in office areas

ULMA CONVEYOR COMPONENTS

All the measures adopted in the cooperative have been in line with the measures proposed by the ULMA Group's COVID Committee to safeguard the health of workers at all times.

- Daily supply of one mask per person entering the facilities AND temperature measurement.
- Distribution of hydroalcoholic gel dispensers in each work area.
- Distance from workstations ensuring 2 metres' separation or screen for 1.5 metres.
- Limited maximum capacity in each office area, in meeting rooms and in bathrooms, depending on the square metres of each area.
- Creation of a cleaning protocol for the spaces increasing the frequency and common elements, cleaning with gel for each use.
- Coffee areas closed until start-up with a cleaning protocol.
- Organization of the spaces to make it possible to eat in the meeting rooms with partitions, ventilation and shifts.
- Flexibility of hours, to eat at home with the possibility of continuous work or departure depending on need.
- Use of changing rooms, limited capacity in changing rooms and organized by shifts to respect distances.
- Limitations on travel. Authorized car trips to Spain and France but not air travel.
- Implementation of a protocol for communication to the Medical Service for the organization of isolation in case of infection or close contact.
- Daily monitoring by the management team with daily meetings and specific communications about the situation in order to closely monitor the situation and needs of the group.
- Remote working. Everybody was given a laptop with connection to the servers and Office 365 to enable connection by videoconference. High flexibility in terms of schedules, days and working from home.
- 3 rooms set up with videoconferencing facilities.
- Prepared online presentations and increased activity on Social Media in addition.



Cleaning and disinfection service in the facilities

ULMA MAINTENANCE SERVICES

All the measures adopted in the cooperative have been in line with the measures proposed by the ULMA Group's COVID Committee to safeguard the health of workers at all times.

- Lay-out changes to maintain social distancing with distribution of people from the same department in different locations and a minimum separation of 2 metres.
- Case-by-case analysis of the possibility, as an exception, of working from home.
- Oñati workshop doors opened with continuous hours from 7:00 a.m. to 3:00 p.m.
- General services in Oñati with work shifts from 7:00 a.m. to 2:00 p.m. and from 2:00 p.m. to 9:00 p.m.
- SAT technicians go to the client's facilities without first going to their own facilities.
- Carriers or parcel deliveries are not allowed to access the warehouse. Materials are collected and delivered from the outside, thus avoiding contact.
- Two work teams are established, one in the morning and one in the afternoon, and 1 person from 2:00 p.m. to 10:00 p.m.
- Limit of 3 people in rest and office areas in addition to cleaning tables and vending machines after use with provision of resources.
- Limit of 5 people in changing rooms.
- Responsible management of the hours bank, holidays, calendar adjustment hours and unpaid leave.
- Flexitime.
- Facilitation of requested work-life balance for the care of children, with explanation.
- For the declaration of a positive case in the workplace and, depending on the situation and scale, designated officers to establish a crisis committee, to consider all the possible social, health (close contact traced), organizational repercussions, etc.
- The general protocol is mandatory for all those who are not obliged to access the cooperative's facilities, either because they work directly at the client's premises (SAT), or because they work from home.
- Appointment of officers responsible for opening and closing windows at the end and beginning of office work hours.
- Vending machines cleaned after each use (resources provided).



Supply of disinfection products for hands and other surfaces

ULMA HANDLING SYSTEMS

All the Measures adopted in the cooperative have been in line with the measures proposed by the ULMA Group's COVID Committee highlighting that at all times the group has been fully informed.

- Division of offices / toilets / rest areas by zones and colours.
- Provisions of different entrances and exits in the building.
- Daily temperature measurement.
- Special protocol for visits + carriers.
- Organization of offices for minimum distances.
- Provision of gel and masks.
- Facilitate shifts in the changing rooms.
- Enhanced cleaning and disinfection service.
- Enable remote working and flexitime.
- Maximum capacity in meeting rooms.
- Promotion of remote meetings.
- Check-in by card rather than fingerprint.
- Use of lift disable.
- Limits on the use of forklifts, bridge cranes and common tools.
- Organization to avoid overlap in change of shifts.
- Continuous air renewal.
- Signage by posters for recommendations and work instructions.
- Preparation and delivery of travel KITS for trips.
- Briefings and downloads of corresponding protocol.
- Follow-up and monitoring of progress and indicators.

2021

1 May - 31 August

RETIREMENTS

MIGUEL ANGEL UGARTE

JUAN JOSE IRAZABALBEITIA

ANGEL MARIA ZABALETA



JOSE ANTONIO BEITIALARRINGOITIA



JOKIN UGARTE



IÑIGO DEL RIO



MIGUEL ANGEL DIAZ



PEDRO ISASMENDI



ANTONIO BARREIRO



ANGEL GARCIA



FERNANDO ELIZONDO



CARLOS MOYA



Thank you - enjoy!
Congratulations