



3. COMMITMENTS TO STAKEHOLDERS

Customer satisfaction

Isdefe continuously conducts surveys to determine the importance and general satisfaction of our services and their evolution in different aspects:

In 2020, a survey was sent to all clients receiving Isdefe services (324) and the response percentage obtained was 74.7% of the surveyed clients.

In this way, the control threshold of the company in terms of participation, set at 55% for the year 2020, is met and exceeded.

Surveys	2018	2019	2020
Sent	314	317	324
Answers received	226	236	242
% Answer	73.2%	74.4%	74.7%

Commitment to our employees

Our team in figures

The workforce as of December 31, 2020 is 1,622 people, 91.6% (1,486) correspond to Operating Units and 8.4% (136) to Corporate Services.

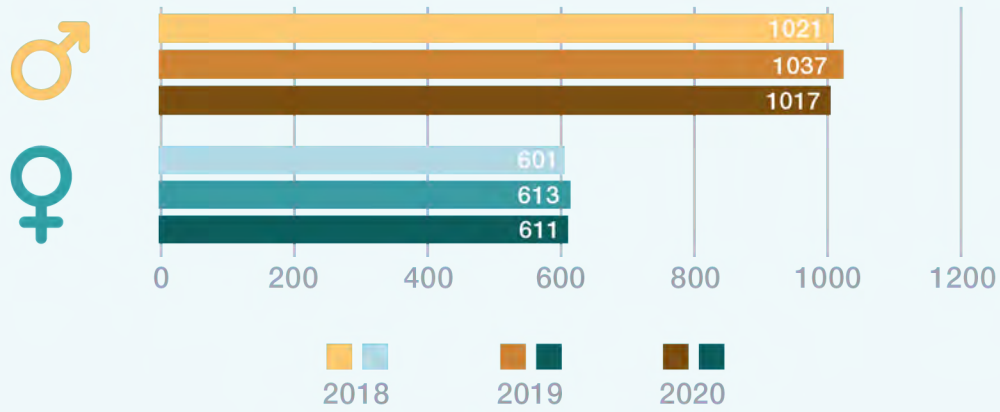
Total number and distribution of employees by age, years 2018, 2019 and 2020:

Age	2018	2019	2020
21-25	22	26	23
26-30	90	90	92
31-35	160	138	114
36-40	346	306	280
41-45	445	445	406
46-50	219	266	323
51-55	170	177	185
56-60	108	124	130
> 61	68	78	69
Total	1,628	1,650	1,622

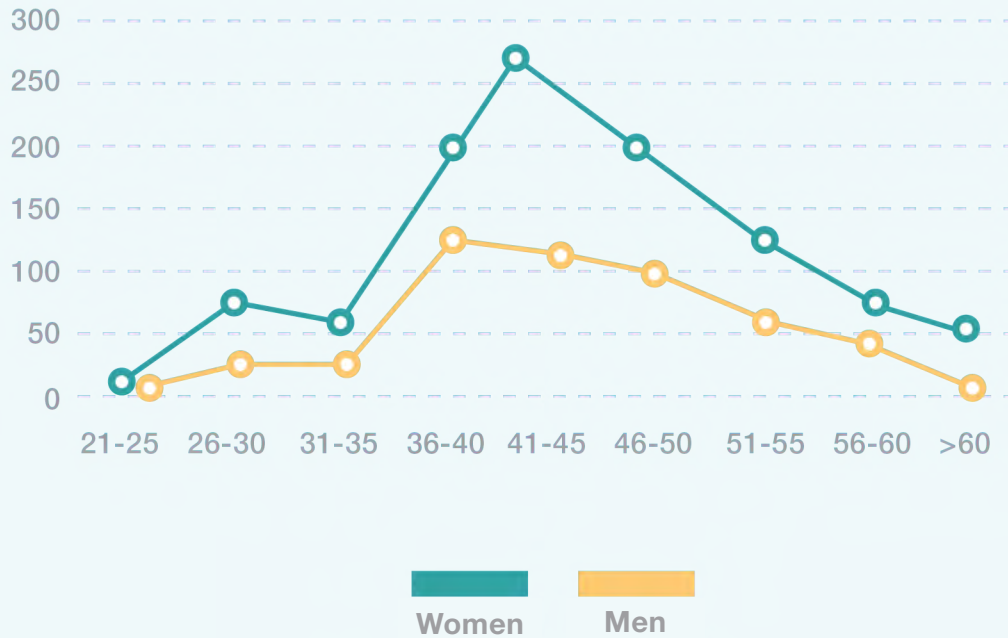




Evolution of the workforce by gender M / F (2018, 2019, 2020)



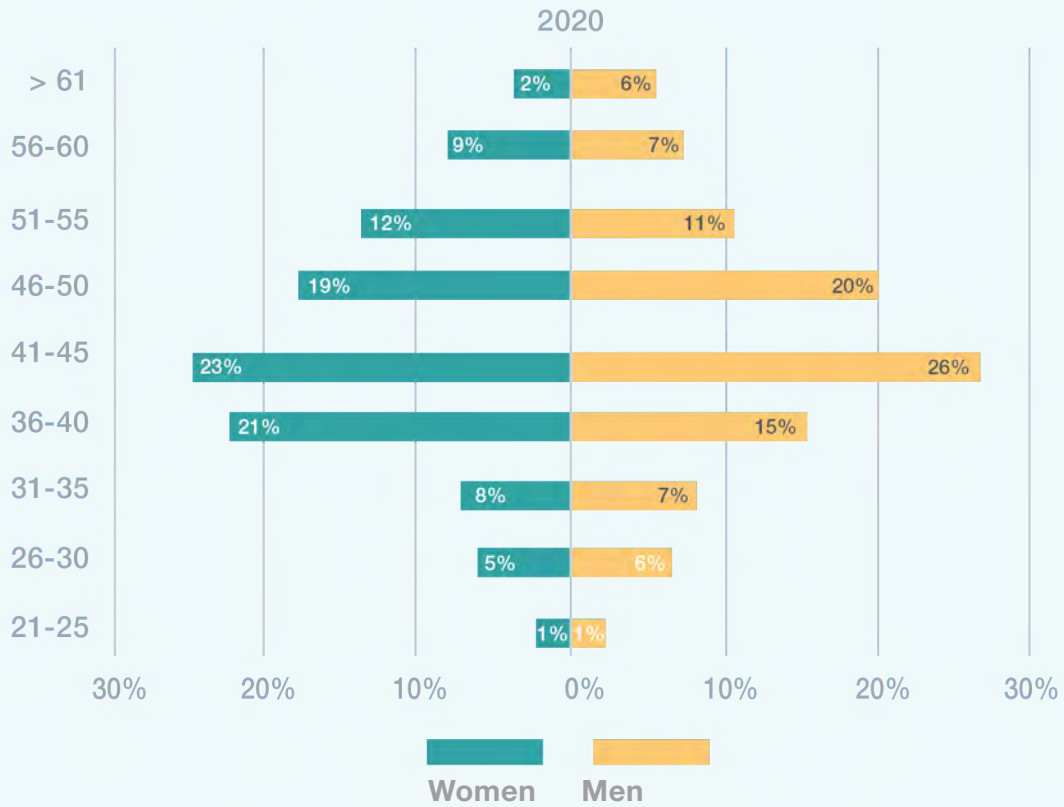
Comparison by sex and age of Isdefe employees in 2020*





3. COMMITMENTS TO STAKEHOLDERS

The population pyramid of Isdefe employees in 2020 by gender and age



Total number and distribution of employees by professional classification

Classification	2019	2020
Engineers and graduates	1,170	1,155
Technical engineers, experts and qualified assistants	231	225
Administrative and workshop heads	35	33
Unqualified assistants	89	89
Administrative officers	98	94
Basic Technicians	8	8
Administrative assistants	13	12
First and second class operators	6	6
Total	1,650	1,622



Seniority of Isdefe employees by gender and age group (2019, 2020).

	2019			2020		
	Indefinite	Temporary	Part-time	Indefinite	Temporary	Part-time
Women	493	114	6	495	100	6
Men	876	161	-	860	161	-
Total	1,369	275	6	1,355	261	6

Age	2019			2020		
	Indefinite	Temporary	Part-time	Indefinite	Temporary	Part-time
21-25	2	24		2	21	
26-30	29	61		29	63	
31-35	76	62		64	50	
36-40	239	66	1	226	53	1
41-45	407	37	1	364	42	1
46-50	249	17		301	21	
51-55	172	4	1	177	7	1
56-60	119	3	2	127	1	2
<60	76	1	1	65	3	1
Total	1,369	275	6	1,355	261	6

COVID 2019

In the month of March of the 2020 financial year, a global health emergency derived from the coronavirus (COVID-19) was declared.

Due to this health crisis, Isdefe has activated **action protocols** to face this contingency and undertake the necessary measures to mitigate its impact, highlighting:

- Widespread adoption of teleworking and promotion of flexible hours (work-life balance, etc.)
- Cancellation of trips, meetings, and face-to-face work that is neither essential nor postponable.
- Adoption of measures (individual and collective) appropriate to the situation and delivery of PPEs in face-to-face work (declared essential).



3. COMMITMENTS TO STAKEHOLDERS

Personnel

Talent Identification and Development

Since January 1, 2020, Isdefe has carried out 187 selection processes for incorporations to the company, as well as 16 for scholarships.

In the context of the 2030 Agenda, Isdefe contributes to the generation of talent through tools such as scholarships for recent graduates (CITIUS program) and extracurricular external internships in undergraduate and master's programmes, in addition to awarding prizes for the best research work.

The CITIUS scholarship program is aimed at specific and practical training in companies adhering to the Programme. It is supervised by professionals from the business and academic fields and aims to complete the training of university graduates and facilitate their initiation into the professional world.

Contribution of scholarships in 2018, 2019 and 2020



22 scholarships /
€263,022

2018

26 scholarships /
€289,222

2019

16 scholarships /
€317,202

2020

Training

Isdefe promotes the professional and personal development of all its employees, ensuring equal opportunities and fostering a corporate culture based on merit.

The detection of training needs responds to the needs of the organisation and its channelling through the training delegates. There is a training delegate in each management team, with the rank of Manager or Department Director, which allows the needs to be collected and analyzed in order to later develop training plans.

The training plan is three years, with annual reviews and updates.

In the 2018-2020 training plan, relevance has mainly been given to the online modality and internal training.



Training actions during 2020

The main training actions during 2020 have focused on aerospace technologies, cybersecurity, logistics, obtaining and maintaining certifications, and training aimed at supporting public management and developing skills and corporate policies. Actions related to new emerging technologies related to Artificial Intelligence, Data Science, Internet of Things or Blockchain have a prominent space in our Training Plan.

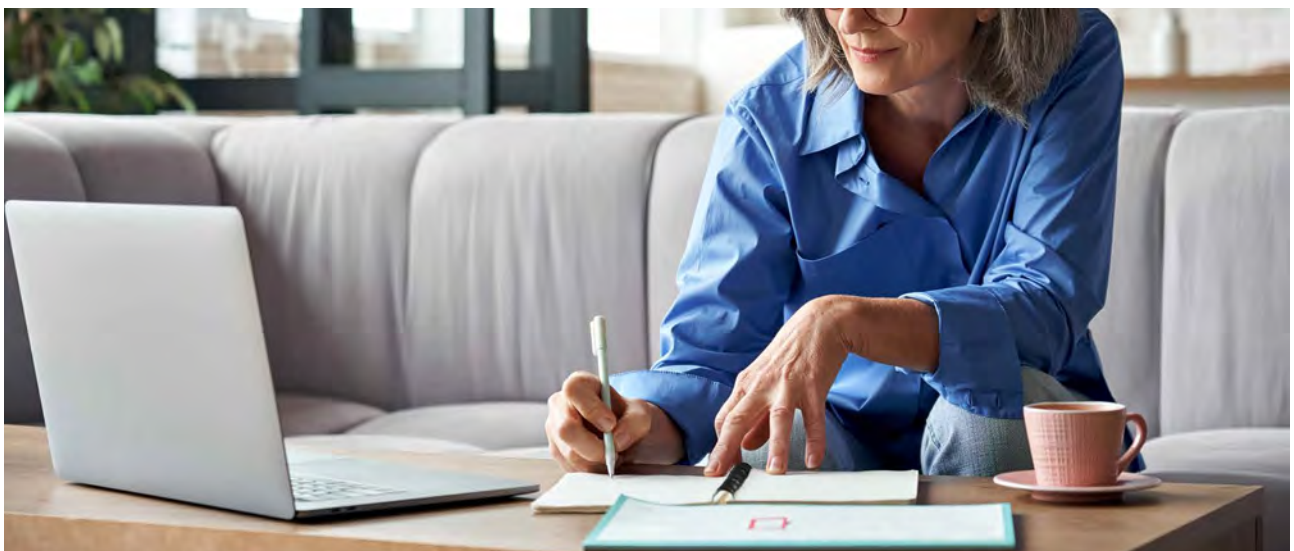
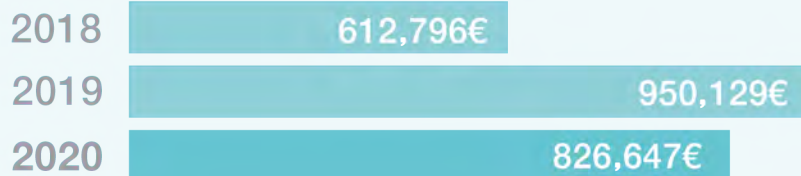
The most notable phenomenon in 2020 is the sudden and effective adaptation of the entire training catalog planned for 2020 to an online modality (e-learning, virtual classrooms, videoconferences, virtual reality, etc.), due to the global COVID-19 pandemic.

The Isdefe Virtual Campus centralizes both internal and external training, with the possibility of using Virtual Classrooms with videoconference. The entire workforce is also encouraged to participate in a wide catalog of micro e-learning courses with unlimited access to subjects in management, development of personal skills, well-being, etc.

Training and investment

The training actions are applicable to all employees and managers. Training in the Code of Ethics and Criminal Risk Prevention is carried out through periodic editions summoning new employees and those who have not yet completed it.

Training expenses



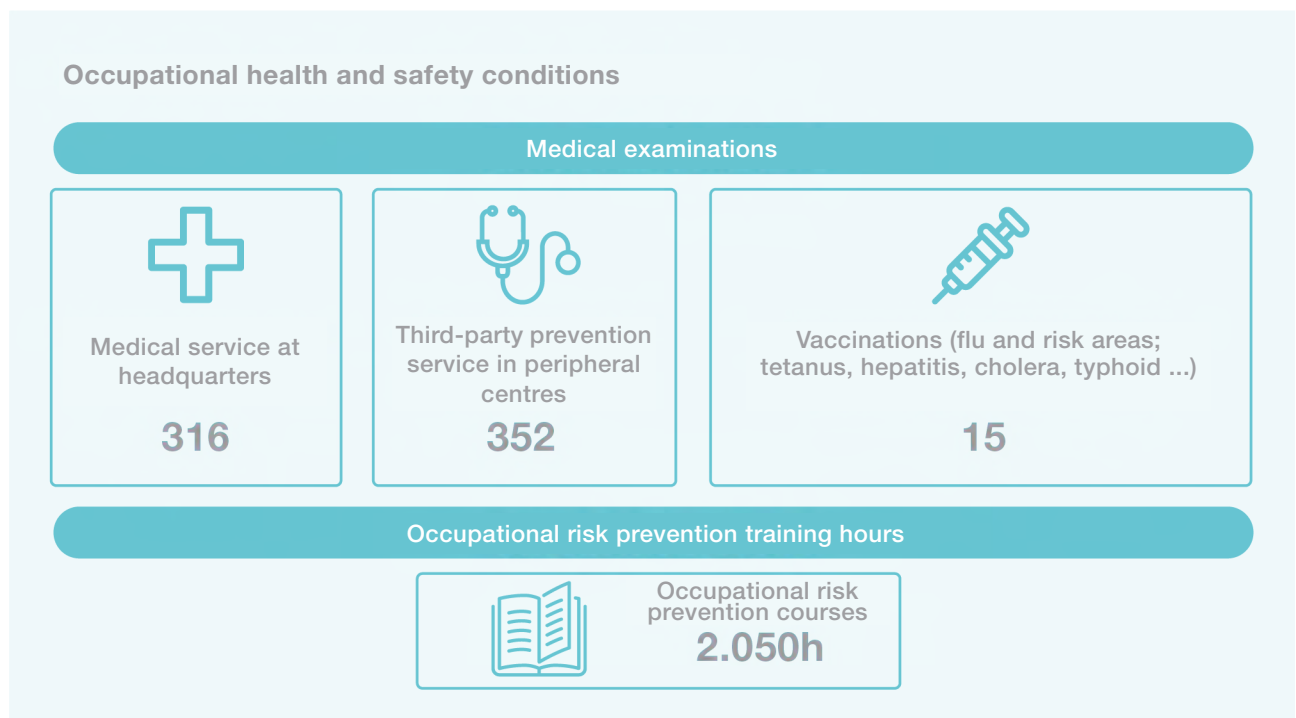


3. COMMITMENTS TO STAKEHOLDERS

Safety, Health and Well-being (mindfulness workshops, health committee ...)

Isdefe has a **Medical Service, at its headquarters, which assumes Health Surveillance** with a programme of mandatory and voluntary medical examinations in order to guarantee and protect the health of all workers in the work environment, as well as vaccinations and campaigns for the improvement of health.

In order to control against the COVID pandemic, the activity was adapted and focused fundamentally on assistance, information, tracing, and monitoring.



2020 prevention plan

The technical area of the Prevention Service has promoted **initiatives** aimed at improving the health and safety conditions of Isdefe workers, especially in 2020, focused on prevention against the COVID pandemic, such as:

- The adaptation of the Systematized Management of PPEs for the management of COVID material.
- Control visits for COVID conditions.
- Safety and ergonomics at workstations.
- Information and training on COVID.
- Carrying out self-evaluations of telework derived from the requirements of Royal Decree Law 8/2020 of March 20, campaigns and dissemination of information on the adoption of good practices against COVID according to activities.
- Management of stress and emotional well-being during lockdown as well as evaluations of the risks derived from this new risk factor.



Specific actions carried out due to the pandemic:

- Drafting and application of an internal procedure for action against COVID-19 (with 581 cases followed).
- Adaptation of the case management and work contacts procedure for COVID-19 and its weekly monitoring
- Carrying out COVID-19 antibody reintegration tests (408 tests performed)
- Processing and carrying out of diagnostic tests for active infection due to the requirement of national and international procedures for the coordination of business activities and air navigation (with 82 tests)
- Implementation and internal adaptation of the evaluation procedure for especially sensitive / vulnerable personnel against SARS-COV2 (with 94 files evaluated by the medical service).





3. COMMITMENTS TO STAKEHOLDERS

Isdefe, through its Prevention Plan, communicates to the entire workforce the preventive organisation and the participation of different company agents, such as its Own and Third-Party Prevention Service, Health and Safety Committees, Prevention Delegates, designated workers, and preventive resources.

Said Plan is periodically updated as changes occur in the Preventive Management System and is published through the Isdefe website to all employees.

2020 Prevention Planning

Among the objectives of the year 2020 was the training and retraining of workers with specific risks, as well as the beginning of the review of risk assessments of all jobs that will be concluded in 2021, and the review of assessments derived from factors of industrial hygiene.

This Preventive Management System is completed with the Legal Audits carried out every two years, deriving from the latter a satisfactory result and defining the management of the system as effective according to an audit carried out by the company AENOR in 2019, whose observations and improvements have also been worked on during the year 2020.



Workshops and seminars (wellness)

Accidentality

There have been no occupational diseases in 2019 or 2020.

The total accident frequency rate for every 100,000 hours worked was equal to 0.37.

In 2020 there has been one death from an occupational accident *in itinere*.

	2019			2020		
	Total	With Leave	Without Leave	Total	With Leave	Without Leave
Women	15	6	9	2	0	2
Men	14	6	7	8	5	3
Total	29	12	16	10	5	5

Accidents



Workers' representatives in the Health and Safety Committees

Centres	Committees	Delegates
Madrid	1	5
Torrejón	1	3
Robledo	1	2
Villafranca / Cebreros	1	1
Maspalomas	0	1

Equality

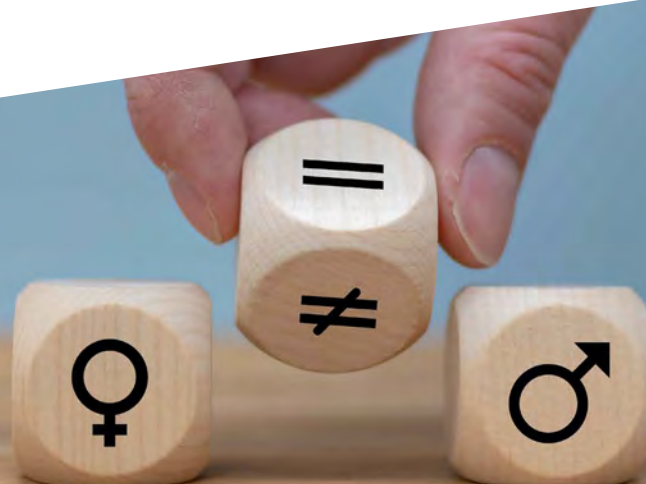
Isdefe's Equal Opportunities Plan, approved by the Management in 2018, was drawn up within the Equality Commission then in force, made up equally of the Management and Workers' Representatives.

The content deals with a set of measures in relation to the following matters:

- Culture of Equality and Visibility of the Plan.
- Internal and External Communication.
- Recruitment and Staff Selection.
- Training and Professional Development.
- Professional Classification and Remuneration.
- Professional Promotion.
- Work-life Balance.
- Sexual Harassment and Harassment on the basis of Sex.

This Plan has been the subject of a judicial resolution that determines that the Commission did not have the mandate to negotiate the Plan and, therefore, it is void. Said resolution is under appeal.

Currently, the internal regulations on Equal opportunities between women and men **are in the process of being adapted to the new regulations approved by Royal Decree 901/2020, of October 13, which regulates equality plans and their registration and which modifies Royal Decree 713/2010, of May 28**, on registration and deposit of collective work conventions and agreements, and by Royal Decree 902/2020 of October 13, on equal pay between women and men are modified.





3. COMMITMENTS TO STAKEHOLDERS

Work-life balance

We have established a series of measures aimed at facilitating the conciliation of personal, family and work life of our staff:

- Time flexibility of 1 hour and 30 minutes.
- Continuous work:
 - Parents with children under 12 years of age.
 - Dependent relatives with disabilities.
- Cumulative Lactation Leave.

In addition, the measures contemplated in the Mecuida Plan (approved by Royal Decree-Law 8/2020, of March 17) have been applied in the face of exceptional circumstances related to the actions necessary to prevent the community transmission of COVID-19.

- Reduction of working hours.
- Adaptation of the working day:
 - Shift change.
 - Schedule alteration.
 - Flexible schedule.
 - Split or continued workday.
 - Change of workplace.
 - Change of functions.
 - Change in the form of work delivery, including the provision of remote work.
 - Dependent relatives with disabilities.
- Cumulative Lactation Leave.
- And any other change in conditions that is available in the company or that could be implemented in a reasonable and proportionate way, taking into account the temporary and exceptional nature of the measures contemplated, which is limited to the exceptional period of duration of COVID-19.

CONCILIA PROYECT

Isdefe's conciliation policy aims to help people balance their personal and professional lives. With this vocation in mind, Isdefe's project was created in 2020 to help staff and their families.

At the same time, with this project, Isdefe and its staff contribute and promote the integration in the workplace of people with functional, sensorial or intellectual diversity, given that the services are managed by a specific Job Center.





Equality plans

Through Royal Decree 1615/2009, of October 26, the granting and use of the “Equality in the Company” (DIE) distinctive is regulated, included in article 50 of the Law for the effective equality of women and men. Recognition that Isdefe obtained in 2010 and that, since then, Isdefe has ratified it, obtaining in 2020 the 3rd extension of the validity of this Distinctive.

The Equality Plans are aimed at eliminating obstacles that may exist, in order to achieve real and effective equality, which is a priority commitment for Isdefe.

Universal accessibility for persons with disabilities

Isdefe promotes the right to equal opportunities and treatment, as well as the real and effective exercise of rights by persons with disabilities on equal terms with other citizens, in accordance with the provisions of the Royal Legislative Decree 1/2013, of November 29, approving the Consolidated Text of the General Law on the rights of persons with disabilities and their social inclusion.



Isdefe establishes a tie-breaking clause in the Specifications that benefits companies that have the highest percentage of permanent workers with disabilities in their workforce.

The Isdefe building is adapted to the necessary measures for the access of personnel with mobility difficulties, in accordance with the provisions of Royal Legislative Decree 1/2013, of November 29, which approves the Consolidated Text of the General Law rights of persons with disabilities and their social inclusion.

Anti-harassment protocols

Isdefe has a protocol regulated in the Standards of Action against Harassment and Discrimination, which includes moral and sexual harassment, and discriminatory treatment at work.

Under this protocol, in 2020 there were no complaints.

Nondiscrimination

Isdefe treats all its personnel and people with whom it interacts with absolute impartiality.

Isdefe does not accept any type of discrimination in the workplace or professional setting based on birth, age, race, sex, religion, ideology, social origin or disability, or for any other reason, or any manifestation of physical, psychological, moral, or sexual harassment, abuse of authority, as well as any other conduct that may generate an intimidating or offensive environment against the rights of people, both among its employees, and in its relationships with clients, potential clients or suppliers.



3. COMMITMENTS TO STAKEHOLDERS

Social relationships

Social dialogue in ISDEFE is carried out through its five company committees and staff delegates, as well as the six constituted union sections. Isdefe is related to this representation of workers and trade unions through the information, consultation and negotiation processes provided for in the Workers' Statute and the Collective Agreement of the engineering sector and technical studies offices.

Workplace	Legal representation of workers	Members of the Works Council
Madrid Headquarters	Works council	23
Torrejón de Ardoz	Works council	9
Robledo de Chavela	Works council	5
Canary Islands	Staff Delegates	3
Villafranca del Castillo / Cebreros	Works council	5
Cartagena	N/A	0
Total		45

Union sections		
UGT-FeSP	CSIF	USE
CCOO - COMFIA	CGT	SOMOS



Negotiations

- Agreement on the remuneration increase contemplated in the General State Budget Law 2019, as well as on the additional increase of 0.25% also contemplated in the same legal standard for 2019.
- Agreement on the general increase of 2% included in the General State Budget Law 2020.
- Publication of work calendars.
- Agreement on the recovery of paid leave determined in Royal Decree Law 10/2020, of March 29, between the Management of Isdefe and the Madrid and Torrejón Works Councils.



Information processes

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The Equality Plans are aimed at eliminating obstacles that may exist, in order to achieve real and effective equality, which is a priority commitment for Isdefe.



Other non-periodic information

- Establishment and monitoring of general objectives.
- Basic copies of employment contracts. Extension Notices.
- Overtime hours.
- Application in the company of the right to equal treatment and opportunities between women and men: reduction and changes of working hours for the care of children or relatives.
- Training grants.
- Penalties imposed for very serious offenses.
- Company decisions that could cause relevant changes in terms of work organisation and employment contracts in the company.
- Information and consultation on the adoption of possible preventive measures, especially in the case of risk to employment.





3. COMMITMENTS TO STAKEHOLDERS

Collective agreements

“Article 21 of the XIX Collective Agreement of the engineering companies sector on the Prevention of occupational hazards refers to the Occupational Health and Safety Commission, and the Prevention Delegates.

1. [...] the importance of preserving human life and the right to physical integrity of all those who intervene with their work in the productive process of this sector [...].
2. [...] pays attention to the addressees of this Agreement, so that they comply with and enforce the occupational risk prevention standards established by current legislation on the matter [...].
3. [...] Election of prevention delegates when there are no legal representatives of the staff [...].
4. [...] Constitution of the Sectoral Commission on Safety and Health at Work, which is made up of four representatives from each of the two parties to this Agreement [...].”

Workers' representatives in formal Health and Safety Committees		
Centres	Committees	Delegates
Madrid	1	5
Torrejón	1	3
Robledo	1	2
Villafranca / Cebberos	1	1
Maspalomas	0	1

