



# 2020

ANNUAL REPORT

# 2020



**Isdefe**  
su mejor aliado

After the end of financial year 2020 and as usual, Isdefe presents its 2020 Annual Report, which includes the activity carried out and the results of the Company in this period, particularly all the organisations and entities for which it provides services. The document also reports and verifies the performance of the organisation in the three aspects of sustainability: economic, social and environmental. Isdefe, aware of the importance of transparency, integrity and business ethics, has again decided to support said Report through the 10 Principles of the United Nations Global Compact and the GRI Standard reporting methodology. With all of this, the company aims to show the ability to generate shared value in the areas where it carries out its activity and its commitment to the environment that surrounds it.

The digital version of the Annual Report can be consulted at:

[www.informesanualisdefe.com](http://www.informesanualisdefe.com).

Likewise, this 2020 Isdefe has published its Statement of Non-Financial Information and Diversity adjusted to Law 11/2018. Some of your data has been incorporated into this Report. The Statement of Non-Financial Information and Diversity is available at:

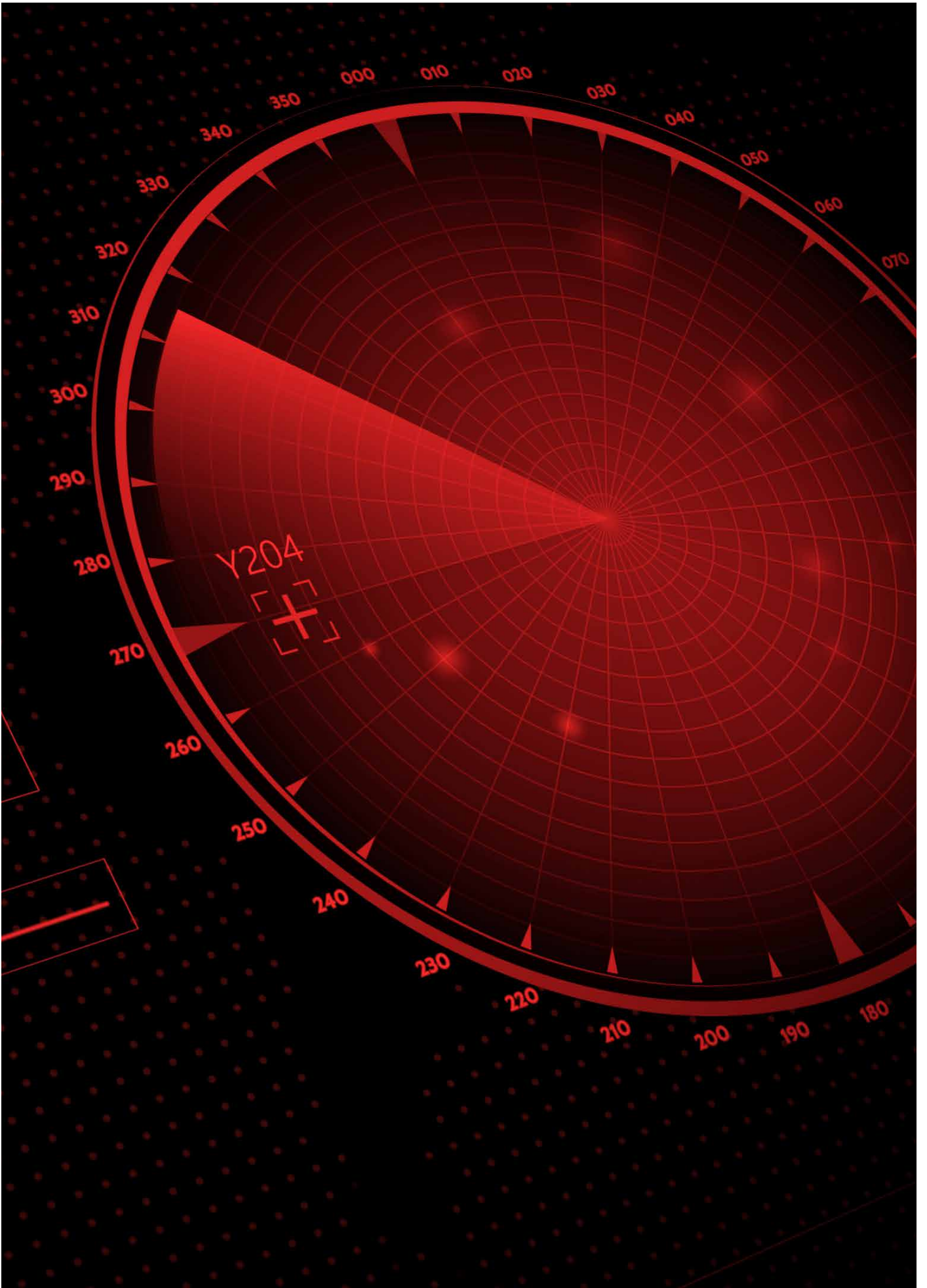
<https://www.isdefe.es/informaci-n-no-financiera>.



Esta es nuestra **Comunicación sobre el Progreso** en la aplicación de los principios del **Pacto Mundial de las Naciones Unidas**.

Agradecemos cualquier comentario sobre su contenido.







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# Letter from the President



Financial year 2020 has been an exceptional year. The outbreak of the pandemic has required us to prioritize the safety and health of all, presenting ourselves with extraordinary tasks and challenges. My special thoughts to all those who have left us and their families.

The Ministry of Defence has been committed to the fight against this pandemic and the performance of our Armed Forces has been exemplary, whose capacity has made it possible to support society through Operations Balmis and Baluarte, among other actions and support, with total availability and dedication.

The complexity of the challenges to overcome the crisis caused by the health emergency and the current global strategic context leads us to commit to an economic development model based on the technological and digital revolution, ecological transition and to the promotion of R&D. All of this should also allow our Armed Forces to maintain their capabilities.

In this context, the Ministry of Defence and the General State Administration (AGE) have Isdefe, a strategic tool with transversal capacity demonstrated by its high specialisation and knowledge in defence and security and the rest of its sectors of action in the public sphere. Isdefe's innovative nature, together with its commitment to public service, has been of great support in numerous activities to assist the Administration during the health emergency, while at the same time continuing its usual activity during the year with, among others, the implementation of the new defence programmes.

Isdefe is called upon to participate in the implementation of the new initiatives launched to leave behind the situation caused by the pandemic, whether of a national nature, such as the Recovery, Transformation and Resilience Plans, or internationally, associated with the Plans for Defence promoted by the European Union.

This 2020 Annual Report reflects once again the good work of the company in its management and the quality in the provision of its services, the result of the work carried out by the employees who knew how to adapt in record time to the difficult circumstances, maintaining the activity of the company. I wish to express in these lines, to all the members of Isdefe, my deep gratitude for the efforts made.

**Mrs Esperanza Casteleiro Llamazares**  
Secretary of State for Defence  
President of Isdefe



# Letter from the Managing Director



Financial year 2020 has been presented as a year of constant challenges caused by the pandemic that has hit our society.

Isdefe has responded in a committed way, adapting to health requirements, thanks to its dedication to service and the efforts of each and every one of us who are part of the organisation. During the year, we have managed to give continuity to our activity, in addition to responding to the needs that have been required, in-house and technical service of the Ministry of Defence and the General State Administration (AGE), during the health emergency.

As a result, 2020 has turned out to be a satisfactory year, which reflects the good work of the company and its resilience in the face of the difficult situation that the exceptional circumstances have generated.

Isdefe's service provision model, under the premises of quality, efficiency in management, promotion of innovation and good governance practices, has generated the confidence to position the company as transversal support to the Spanish Administration in the challenges to be addressed in the context of recovery.

Now that we are beginning the process of the gradual recovery of normality, we will redouble our efforts to continue being a guarantee in the Defence and Security sector, in addition to the areas included in the National Security strategy and in the rest of our sectors of action.

As a consequence, and to reinforce our position of reference for the Spanish Administration, at Isdefe we maintain our commitment to the paths of transformation that we have set as our objective, such as the empowerment of our human team, the promotion of an innovative culture in our actions, the digital transformation, and support for the State's foreign action, as the best way to continue exercising our mission of support to the public sector.

During this very difficult financial year 2020, the good results achieved and reflected throughout this Report have been the result of the commitment and professionalism of the workforce that constitutes the main asset of our organisation. For these reasons, I want to thank all employees for their effort and dedication, as well as conveying my thoughts to those who have directly suffered the impact of the pandemic.

**Francisco Quereda Rubio**  
Managing Director



# OUR ORGANISATION

**Isdefe** (Ingeniería de Sistemas para la Defensa de España, SA, SME, MP), is a State Public Sector company, created in 1985 and attached to the Ministry of Defence, being the National Institute of Aerospace Technology (INTA), which owns all the shares of its capital stock.

Isdefe is the Spanish Administration's in-house technical service provider in the field of Defence and Security and, as such, provides services to the Ministries of Defence, Interior and the rest of the General State Administration. Likewise, it places its knowledge and experience at the disposal of the administrations of other allied countries and of international public organisations, with a presence in initiatives of interest to Defence and Security, working, among others, for the European Commission, the European Defence Agency (EDA), the European Border and Coast Guard Agency (Frontex), the EU Agency for the Space Program (GSA) and Satellite Navigation (ESA), and the North Atlantic Treaty Organisation (NATO).



# Our mission, vision and values



## Our mission

Support the Ministry of Defence, Public Administrations and International Institutions in areas of technological and strategic interest, offering services of the highest quality in consulting, engineering, and in the management, technical operation and maintenance of space complexes.



## Our vision

Move forward as a leading multidisciplinary consulting and engineering company, developing innovative, high-quality, economically and socially profitable projects.



## Our values

### Independence

Our unique purpose is to always defend the interests of the Spanish Administration against any type of industrial, commercial or economic constraint.

### Proactivity

We anticipate needs, creating innovative solutions.

### Global vision

We are a multidisciplinary organisation, with a workforce with a hugely diverse skillset, which as a whole provides comprehensive coverage of our services.

### Commitment

We are committed to both the public bodies to whom we provide services, as well as to our employees and the rest of society, through a work methodology based on ethics and professionalism.

### Experience and knowledge

Our activity is based on exploiting the know-how obtained through 35 years of providing services, offering efficient solutions.





# Our corporate purpose

Isdefe's corporate purpose is set out in article 2 of the articles of association:

**Provision of engineering, consulting and technical assistance services, especially those for Defence and Security.**

**Design, development and implementation of projects and programmes related to contracts for construction, supplies and services related to the areas indicated in the previous paragraph.**

**Support, assistance and advice to national industry at the request of the Ministry of Defence.**

**Provision of advisory and assistance services in matters of Industrial Cooperation Agreements associated with programmes for the acquisition of material and Defence contracts, as well as support for the negotiation, implementation and monitoring of international Defence programmes in which Spain participates and of Defence projects abroad, including humanitarian aid and peacekeeping efforts.**

**Support and technical assistance specialised in cutting-edge technology fields such as:**

- Space vehicle data acquisition and monitoring stations.
- Launch and landing sites.
- Equipment calibration, testing and certification facilities for aerospace projects.
- Testing facilities for new aerospace projects.
- Aeronautical space information and documentation centres, as well as others dedicated to the analysis, processing and distribution of information from satellites. Other activities related to aeronautical and space engineering.





# Sectors of activity and services

We provide **engineering, consulting and technical assistance services** in the following sectors of activity:



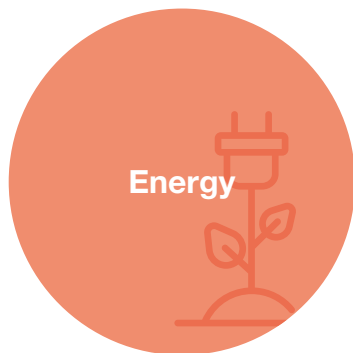
Defence and Security



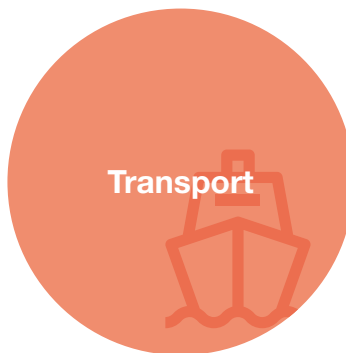
Information and Communications Technology (ICT)



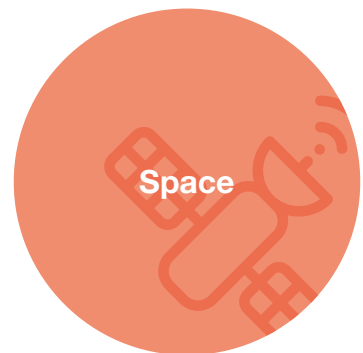
Public Administrations



Energy



Transport



Space





# Strategies, objectives and lines of action

The company's Strategies, Objectives and Lines of action are determined by its status as a **public company and compliance with the laws and regulations that govern the Public Sector**, its code of ethics and the assessment of risks that may affect it.

Isdefe's strategy places special emphasis on:

- Offering support to the Administration in areas included in the National Security Strategy and in its technological modernisation.
- Driving the transformation and development of human resources and promoting the modernisation of corporate services, incorporating new technologies into processes and following the lines set out in the Digital Transformation Plan of the General State Administration (AGE) and its public bodies.

Furthermore, it reaffirms our commitment to participation in programmes led by international organisations, in particular the new framework of the European Defence Action Plan.

This policy of action will strengthen us in the defence and security context in which we were created, and will enable us to adapt to new needs, combining our innovative developments with the knowledge, experience and synergies obtained in other sectors of activity.

Isdefe's good corporate governance approach implies a commitment to a governance **management model** that is based on **ethics, regulatory compliance and transparency** to fulfil its purpose of supporting the Ministry of Defence, Public Administrations and International Institutions in areas of technological and strategic interest, and in the management, technical operation and maintenance of space complexes, as reflected in our company's mission and values.





### The Strategic Objectives were set for the period 2017-2021:

- Ensure compliance with all its requirements as an **in-house technical services provider for the Administration.**
- Provide **financial sustainability** and **balance.**
- Drive the **modernisation of management and digital transformation.**
- Promote **professional development.**
- Maintain an **international presence.**

### Our Strategic Lines of action for the period 2017-2021 have focused on:

- **Continuing** to consolidate Isdefe as the Administration's In-House Service Provider of technology, fundamentally related to defence and security, which offers high added value, as well as analysing and planning the resources for the activity in areas considered "non-instrumental".
- **Improving** economic/financial sustainability in the short and medium term.
- **Achieving excellence**, based on innovation, in services and areas of strategic interest for the Ministry of Defence and other General State Administration (AGE) bodies
- **Promoting** the modernisation of corporate services, incorporating new technologies into processes and following the lines set out in the Digital Transformation Plan of the General State Administration (AGE) and its public bodies.
- **Developing** Human Resources, training, motivation, recognition and retention of talent within the framework of the public sector.
- **Promoting participation** in projects and programmes led by international organisations and institutions (EU, NATO, EDA, OSCE, ESA, Eurocontrol,...) and, especially, within the new framework of the European Defence Action Plan.
- **Maintaining our commitment** to Social Responsibility and our dedication to Public Service.





# Digital transformation in the company

The aim of digital transformation at Isdefe is to promote the modernisation of corporate services, incorporating new technologies into processes and following the lines set out in the Digital Transformation Plan of the General State Administration and its Public Bodies.

In this regard, in 2020 the company drew up the **Isdefe Digital Transformation Action Plan**, which is underpinned by six dimensions: People, Processes, Security, Data, Digital Positioning and Technology.



Throughout 2020, efforts have gone into, among others, the following lines of action included in the Plan:

- **Identification of the processes** within each functional area and documenting these using a unique methodology, for their subsequent analysis, optimisation and automation, with the aim of continuously improving them.
- **Acquisition of collaborative tools** that improve the productivity of workforce.
- **Digital transformation of the expense management process** for its implementation in 2021.
- **Implementation of a single portal for receiving invoices** and launch of a pilot project to provide mobility solutions to operational personnel.
- **Extending the use of the electronic certificate and corporate e-signature card** to the entire Isdefe workforce.



## Our business in figures

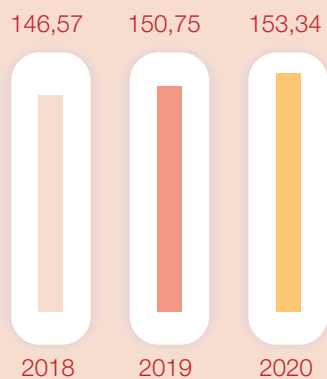
Isdefe, as **the in-house technical services provider of the General State Administration and of the entities, agencies and bodies linked or dependent on it** and by virtue of article 3 of the Public Sector Contracts Law 9/2017, must offer services to public sector which exceed 80% of its overall turnover.

This figure must be reflected in the report on the annual financial statements for the corresponding year, verified by external auditors and recorded in the Auditor's Opinion. The rest of its activity, in which it does not act as a government in-house service provider, was carried out for both national and international institutions.

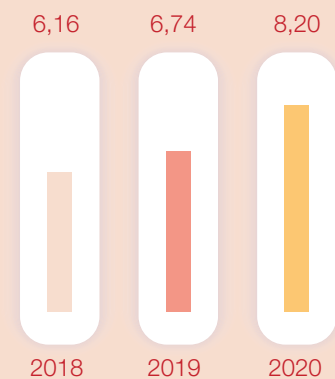
Likewise, its condition as a government in-house provider means that its results are calculated based on the actual costs incurred plus a sustainability margin (4%), which is established in the resolution of the current approved pricing<sup>1</sup>.



Total turnover  
(Millions of €)



Net profit/loss  
(Millions of €)



1. For more information, see the "Pricing" section in the Non-Financial Information Statement: <https://www.isdefe.es/informaci-n-no-financiera>



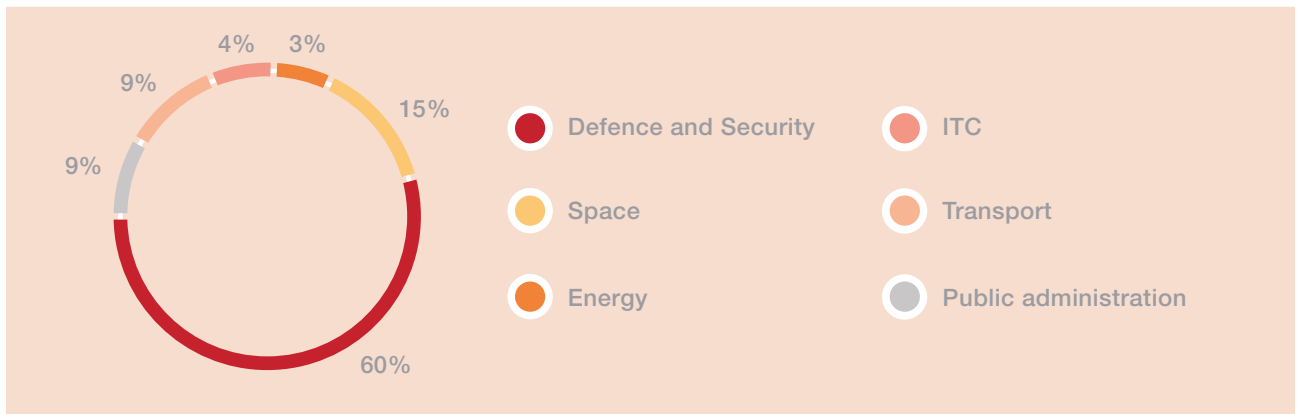
## Isdefe's activity

The turnover resulting from Isdefe's activities as a **in-house service provider** for the last three years was as follows:



### Engineering and consulting activities

Isdefe's activity mainly focuses on the area of Defence and Security, though a significant amount of work is carried out in the other sectors in which it operates:

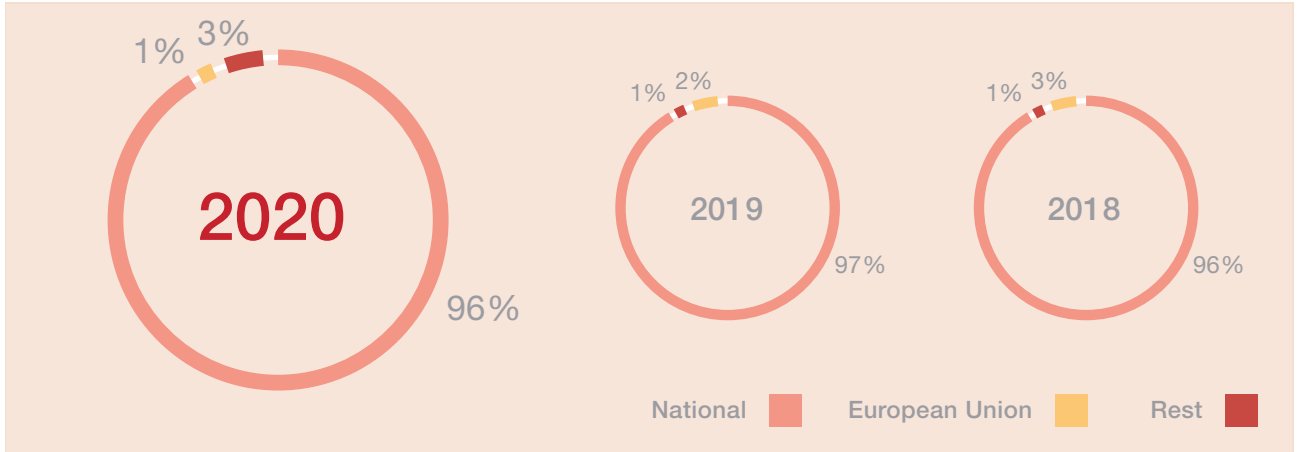


The three sectors with the highest volume of activity in the past year were **Defence and Security** accounting for 60% of the total, followed by the **Space** (15%) and **Transport** (9%) sectors.



## Isdefe's activity by geographical location

The evolution of Isdefe's activity based on its geographical location is as follows:



## Where we are

Our head office is located at Calle Beatriz de Bobadilla, 3, in Madrid, where 77% of our staff is located. We also have other work centres from where we operate located in: Torrejón de Ardoz, Robledo de Chavela, Villafranca del Castillo, Cebreros, Canarias and Cartagena.

Most of our operational activities, however, are carried out in the work centres of the institutions and customers we serve.

**77%**  
of our staff is located at  
Calle Beatriz de Bobadilla  
3, Madrid.







## Isdefe's workforce as of 31 December 2020

Isdefe has a workforce made up of **1,622** people, of which 92% correspond to Operating Units and 8% to Corporate Services, with the following breakdown by work centre:





## International projection

In addition to the activity which Isdefe carries out at the national level on behalf of the Administration in areas of technological and strategic interest, it also carries out activities in abroad and in international organisations, especially at the European level in which it does not act as an in-house technical service provider (<20% of its activity).

The Spanish Administration in general, and the Ministry of Defence in particular, have numerous interests in the international arena and a constant global presence.

**Isdefe is a tool of the Administration in its Foreign Action Strategy.** Isdefe's action strategy focuses on European multilateral organisations and the administrations of allied countries.

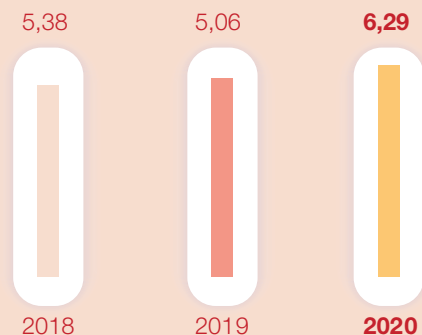
### Objectives

The following objectives have been set:

- Ensure participation in initiatives and organisations in the interests of defence and security.
- Align the activity with the interests of the General State Administration (AGE) in general and the Ministry of Defence in particular, following the lines of the State's Foreign Action Strategy.
- Support MINDEF and its European representatives, and strengthen partnerships and relationships of trust with European companies.
- Focus the activity on the company's areas of excellence.
- Acquire knowledge to reinforce the activity of Isdefe as an in-house technical service provider.

### Evolution of International Activity

(Millions of €)





## 1. OUR ORGANISATION

**In 2020, our international activity has mostly taken place in the European arena, focused on increasing participation in the programmes of European Union bodies within the new European security and defence framework, and on supporting the administrations of allied countries, derived mainly from bilateral relations and interministerial agreements.**

In 2020, Isdefe was the first organisation to officialise its entry into the NATO Not-for-Profit (NfP) framework, to provide consulting and project management services, research studies and the development of future capabilities.

Isdefe has promoted the concept of a European Government In-house Provider by promoting alliances with other equivalent European organisations (IABG, Fraunhofer, TNO, FOI, etc.).

During this period we have acted as one more tool of the Ministry of Defence and the General State Administration to help promote Spain's position abroad.

### Areas of action by sectors of activity

#### Defence and Security

- European Commission.
- European Defence Agency (EDA).
- European Border and Coast Guard Agency (FRONTEX).
- Organisation for Joint Armament Cooperation (OCCAR).
- NATO: Communications and Information Agency (NCIA), Airborne Early Warning & Control Programme Agency (NAPMA), Support and Procurement Agency (NSPA), Cooperative Cyber Defence Centre of Excellence (CCDCOE).
- Peruvian Armed Forces Procurement Agency (ACFFAA), Ministry of Defence of Peru.
- National Office of Cataloguing of the Ministry of Industry and Energy of Saudi Arabia.
- National Office of Cataloguing of Peru.

#### Transport

- European Union Aviation Safety Agency (EASA).
- Single European Sky Joint Undertaking (SESARJU).



## Space

- European Space Agency (ESA).
- European Union Agency for the Space Programme (EUSPA).
- European Global Navigation Satellite System Service Centre (GSC).
- Galileo Security Monitoring Centre (GSMC).
- European Union Satellite Centre (SatCen).
- National Aeronautics and Space Administration (NASA).

## Public Administrations

Technical assistance in international projects co-financed by the Spanish Administration, to supervise the correct planning and execution by Spanish companies (Egypt, Jordan, Kenya, Senegal, Madagascar, Bolivia, Uganda, Honduras, Ivory Coast).





# Entities and organisations to which we provide services

## Public Administration





## National Public Organisations





# 1. OUR ORGANISATION

## International Public Organisations



## Multilateral Organisations



# Values and commitments

**1,622**

Specialised employees

**87%**

Engineers and graduates

**37%**

Women

## We are know-how

### Defence and security

- › Planning
- › Command and control networks and systems
- › Platforms
- › Technology centres
- › Logistics
- › Intelligence and electronic warfare systems
- › Security for information systems and critical infrastructures
- › Strategic infrastructures
- › Border surveillance and control
- › Technological and industrial management
- › Crisis and emergency management systems

### Space

- › Space stations and infrastructures
- › Satellite applications

### Transport

- › Traffic management
- › Transportation centres
- › Advanced concepts

### Public administrations

- › Consulting for the Transformation of the Administration's Operations
- › Technological Modernisation and Digital Transformation
- › Support for the Economic Management of the Civil Service

### Energy

- › Diversification and energy efficiency

### Information and Communications Technology

- › Radioelectric spectrum
- › Communications networks and systems






**42.47 h.**  
Of training Employees  
year




**€153 M**  
Total Turnover



**84%**  
On permanent  
contracts



**€396,463**  
Of investment in RD&I



COMMITMENT TO  
**EXCELLENCE**

PROMOTION OF  
TECHNOLOGICAL  
**TALENT**  
Grants

**INNOVATION**  
AT THE SERVICE  
OF DEFENCE AND  
SECURITY

**TRUST** OF THE  
ADMINISTRATION

INTERNATIONAL  
PRESENCE IN  
INITIATIVES FOR  
NATIONAL DEFENCE

**SATELLITE**  
COMMUNICATIONS AND  
OBSERVATION  
OF THE EARTH

**SAFE**  
TRANSPORT

**BUDGETARY AND  
PROGRAMMING  
GUARANTEE**  
IN THE PROGRAMME  
OFFICES

SUPPORT FOR THE GENERAL  
STATE ADMINISTRATION IN  
**DECISION-  
MAKING**

**SECURITY** OF  
INFORMATION AND CRITICAL  
INFRASTRUCTURES



**AGENDA  
2030**



# OUR SECTORS

# Defence and Security Sector

# 2021

**Isdefe** (Ingeniería de Sistemas para la Defensa de España, SA, SME, MP), is a State Public Sector company, created in 1985 and attached to the Ministry of Defence, being the National Institute of Aerospace Technology (INTA), which owns all the shares of its capital stock.

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## Defence Planning

The strategic consulting services and the capacity planning methodology developed by Isdefe support the strategic military planning process of both the Spanish Ministry of Defence and the European Defence Agency (EDA).

**Ministry of Defence / Secretary of State for Defence (SEDEF) / General Directorate of Armament and Material (DGAM) / General Subdirector of Planning, Technology and Research (SGPLATIN)**

Consulting and engineering services in Resource Planning corresponding to the implementation of the **National Defence Planning** cycle:

- Identification / management of the needs derived from the Military Capabilities Objective (OCM) in support of the Joint Chiefs of Staff, including support for the definition of the prioritisation criteria for proposals.
- Planning of the resources of Armament and Material and Research and Development necessary to obtain the capabilities.
- Programming of the material resources (systems and infrastructures) necessary for the Armed Forces for the coming years.
- Identification of those military needs that can be promoted or financed through European initiatives (including PESCO or EDF).

Support in the monitoring and control of R&D programs of strategic value for national defence, among others the Technological Programmes associated with the F-110 frigate and the NGWS/ FCAS Programme (Next Generation Weapon System / Future Combat Air System).



## 2. OUR SECTORS

### Ministry of Defence / Defence Staff (EMAD) / Joint Defence Staff (EMACON)

Technical support in Military Planning corresponding to the implementation of the National Defence Planning cycle, supporting the identification of the necessary capacities for the armed forces that are detailed in the Military Capabilities Objective (OCM).

The support provided to the MINISDEF to the digital transformation process includes activities for the analysis and definition of the processes of the Defence Staff (EMAD) and support for the EMACON Force Development Division (DIVDEF), in the definition and development of the concepts of Cooperative Network Confrontation and Joint Electromagnetic Operations.

Participation in the review and update of NATO doctrine documentation associated with Counterinsurgency.



### Ministry of Defence / EA / General Headquarters / General Staff of the Air Force (EMA)

Support in the BACSI Project (Connected-Sustainable and Interconnected Air Base), as the nucleus and origin of the EA transformation programme in connectivity and sustainability, with the start-up of the project and participation in the preparation of the Master Plan, as well as the design of the management model for its planning.

Support in the planning, control and monitoring of the EA's resource needs at an economic, personnel and infrastructure level, as well as the planning of their availability and subsequent control of the actual execution. This support is provided in the General Staff, as well as in MAPER and the DAE.

Participation in the planning of available means to respond to NATO and EU needs and commitments.

### European Union / European Defence Agency (EDA)

Technical support services of the European Defence Agency in various activities related to defence planning:

- Analysis and integration of documentation, WEB tool design associated with the Capability Development Plan (CDP).
- Development of Strategic Context Cases (SCC) in which the status of capabilities and future lines of action derived from CDP priorities are determined.
- Analysis of the security strategies and defence policies of the Member Countries for the Defence Policy Database (DPOL) of the EDA.
- Analysis of the European evaluation and evaluation capabilities (Test & Evaluation Gap Analysis) and determination of needs derived from the CDP.



## Command and control networks and systems

We provide engineering and consulting services, at the strategic, operational and tactical levels to the Ministry of Defence and the NATO Communications and Information Agency (NCIA), for the development of large Information and Telecommunications (CIS) and Command and Control systems, both in the military sphere, and that of Spain's Law Enforcement.

**Ministry of Defence / Secretary of State for Defence (SEDEF) / General Directorate of Armament and Material (DGAM) / SDG of Planning, Technology and Research (SDGPLATIN)**

**Technical assistance to the European Strategic Command and Control programme office, to provide the EU Military Staff** with its own means for the strategic conduct of European Union operations and missions. The project, led by Spain within the European Union's PESCO (Permanent Structured Cooperation) framework, has been awarded to an industrial consortium led by a Spanish company (INDRA).

It continues to lead the working group for the preparation of the Viability Document (DDV) of the joint Intelligence, Surveillance and Reconnaissance (JISR) capacity of the Armed Forces, especially with the completion of the harmonisation of the General Staff Requirements, consolidation of the feasibility studies, update of the planning for the implementation and start of the cost estimates.



## 2. OUR SECTORS

### **Ministry of Defence / Secretary of State for Defence (SEDEF) / General Directorate of Armament and Material (DGAM) / SGPROGRAMAS**

DGAM has participated in the process phases of obtaining material resources, supporting the following programmes/projects:

- MC3 Plan (Modernisation of deployable CIS Systems of the ET and Marine Corps).
- Joint Tactical Radio System (SCRT).
- TETRAPOL Communications Systems.
- Communications Teams for Special Operations.

Cooperation in the process of hiring the combatant's radio for the area of operations and follow-up of the record.

### **Ministry of Defence / Secretary of State for Defence (SEDEF) / Systems and ICT Centre (CESTIC)**

Support for technical and economic planning, development of technological architectures, and demand management through Specific JEMAD-SEDEF Agreements.

Participation in the design and evaluation of technical architectures of ICT systems, and in the management of NATO and EU services. Our work contributes to the development of Defence digital infrastructures (I3D), and to the modernisation of the developments of corporate information systems by CESTIC. We also support the management and control of the ICT services provided to the Armed Forces and the structure of the Ministry of Defence by CESTIC, and to the information security operations of the I3D.

### **Ministry of Defence / Defence Staff (EMAD) / Operations Command (MOPS)**

Technical support in the management of knowledge and information, and collaborative work for the functions of the General Staff in the Operations Command.

The J4A (Operational Logistics) section has been supported for participation in national and NATO exercises, in interoperability with other systems. In the Intelligence Section (J2), we have collaborated in the implementation of the JISR Interoperability capacity related to the SAPIIEM systems in the MOPS, as well as in the support and training necessary to allow the use of the systems in national and NATO exercises.

### **Ministry of Defence / Defence Staff (EMAD) / Armed Forces Intelligence Centre (CIFAS)**

Technical support for knowledge and information management, and collaborative work, through the management of intelligence information systems projects.

In the cartography unit, we work on the operation, maintenance and evolution of the National Geospatial Data Warehouse, and we participate in multinational programmes for the joint preparation of digital cartography.



It continues to support the maintenance of the JISR Interoperability capacity related to SAPIEM systems in the CIFAS operating environments (SICONDEF and BICES), as well as providing first-level support and in the resolution of incidents for the participation of CIFAS in national exercises and NATO in which it participates.

### Ministry of Defence / Defence Staff (EMAD) / Joint Command of Cyberspace (MCCE)

At the MCCE, work has been done on the definition and technical management of the needs in information and telecommunications systems, and participation in the NATO and EU forums on issues of Command, Control and Consultations (C3).

Provision of engineering services for frequency management and orbit-spectrum integration. At the Tactical Data Links Management Centre, we participate in technology issues and the evolution of NATO standards, Data Links teams, combined interoperability exercises, and in the management of link networks.

Collaboration with the Support Headquarters for the implementation and improvement of digital infrastructures in the EMAD Retamares Base.

### Ministry of Defence / ET / Headquarters / JCISAT

Study of new technologies for Deployable CIS and participation in tests associated with the adaptation of the Army to the future operational environment (Experimental Brigade, BRIEX2035).

Development of architectures for deployable CIS, analyzing CESTIC guidelines, participating in system tests, developing possible military applications of 5G and studying new technological capabilities in these CIS systems.



Image: Ministry of Defence / BRIEX 2035

Definition of national data interoperability standards by participating in the international forum of the MIP Programme and in the CWIX demonstration exercise, promoting the use of data exchange mechanisms through the Tactical Data Interface (IDT), applicable to vehicle platforms and weapons systems.

Participation in NATO and national working groups for the implementation of FMN in spiral 2, with practical use the V2CN20 exercise.

### Ministry of Defence / ET / Force Support / Army Logistics Support Command (MALE) / JIMALE

Collaboration with MALE in the modernisation processes of tactical land systems, including communication networks and command and control systems. The MALE Engineering Department is supported in the specification, development monitoring, verification and validation of new versions of C2 systems, particularly the BMS – ET.





## 2. OUR SECTORS

### Ministry of Defence / EA / Force Support / Air Force Logistics Support Command (MALOG)

Strategic support in the program and in the management of funds from **the NATO Security Investment Programme (NSIP)** for the implementation of the “Air Command and Control System” (ACCS), in the entity Torrejon Combined Air Operations Centre (CAOC TJ), located in the Torrejón Air Base and part of the fixed component of the NCS.

Following the designation of MALOG/SEVIMCA as DGAM's delegated Programme Office for the modernisation of the GRUNOMAC and GRUALERCON Air Command and Control Centres, the Programme Management Directive and Product Specifications have been drawn up.

In coordination with the EMA, it has carried out the planning of the migration programmes to EoIP technology of the Air Command and Control System, as well as the deployable component participating in the start-up of a pilot project to integrate the SIMCA network of the EA with the future I3D in deployment by CESTIC. Participation in the management of the Implementation Plan of the Command and Control System (SC2N) in the EA segment for its integration in the future SC2N-EMAD.

### Ministry of the Interior / SDG of Information and Communications Systems for Security (SGSICS)

In the civil sphere, during 2020 it has collaborated with the Subdirectorate General of Information Systems and Communications for Security of the Ministry of the Interior in its management and supervision of the current telecommunications services of the National Police and Civil Guard through of the Programme Office of the Unified Communications Service (OPSUC).

Said service includes all the communications (landline, mobile, IP, etc.) required by Spain's Law Enforcement in fulfillment of their mission of safeguarding the rights and freedoms of citizens.

### NSPA (NATO / NATO Support and Procurement Agency)

Within NATO's Alliance Future Surveillance and Control (AFSC) programme, Isdefe has reviewed the SOW (Statement of Work) for the NSPA to launch the bidding for feasibility studies, to find technical solutions for AFSC systems.

### NATO / Communications and Information Agency (NCIA)

Portfolio management services, programmes and NATO projects for the NCIA agency, for the implementation of information and communications systems of the Alliance at its facilities in The Hague. Contribution to the definition of a framework agreement with non-profit governmental organisations (Not-For-Profit Framework), which will allow Isdefe to receive commissions for the management of programmes that require independence from any commercial or industrial interests.

Technical assistance in its Security Operations Centre in the configuration, optimisation and enhancement of the security monitoring and incident management tool for NATO networks (CLASS/UNCLASS).



## Platform Acquisition and Sustainment Programmes

We provide technical consulting services in the field of planning, economic-financial, technological and sustainability throughout the life cycle of aerial, land and naval platform programmes, including remotely piloted ones, guaranteeing an effective and comprehensive solution.

**Ministry of Defence / Secretary of State for Defence (SEDEF) / General Directorate of Armament and Material (DGAM) / SDG of Programs**

### **Land Programmes Area:**

Support continues for the Land Systems Headquarters Programme Offices: Pizarro, Ammunition and 8x8 VCR. Of particular note in the OP VCR 8x8 are the follow-up of the tests under the Technological Programmes at the main groups level, and the 'Demostradores', base product of the production. Monitoring of the Launch Phases and Conceptual Design of the Manufacturing Supply contract for the 1st Section of 348 Vehicles.

### **Rotary Wing Air Programmes Area:**

Collaboration with the Rotary Wing Systems Headquarters Programme Offices: NH-90, TIGRE and Chinook, highlighting the monitoring of the helicopter acquisition contract in its various configurations and auxiliary equipment in the NH90

Programme, and the analysis of the future evolution of Helicopter to MKIII for the Tigre Programme.

### **Fixed Wing Programmes Area:**

Support given to the Headquarters of Fixed Wing Systems Programme Offices: EF2000, A400M, UAS, and future Air Programmes.

For the EF2000 Programme Office, support has been provided in the Falcon program, which will acquire at least 20 additional units, in addition to defining the requirements for the first common electronic scanning radar.



For the A400M Programme, we collaborated in the acceptance process of the ninth aircraft in the Spanish fleet, completed in December 2020, and being the first production aircraft to include the CHT (Cargo Hold Fuel Tanks) element in its configuration.

Collaboration in the activities to sign the contract for the new Trainer Aircraft with Pilatus Aircraft LTD in January for the acquisition of an integrated pilot training system (24 aircrafts, simulators and a logistics package). Participation in the preparation of the necessary documentation for the launch of the MRTT (Multi Role Tanker Transport) Programme with the aim of obtaining in-flight refueling and strategic air transport capacity.

### Naval Programmes Area:

Support given to the Programme Offices of the Naval Systems Headquarters: F-110, S-80, BAM, highlighting for the F-110 Programme, the monitoring and control of the ship design phase and monitoring of the execution of the Technological Programmes (PROTEC).

In the BAM Programme, there has been participation in the BAM Intervention and Rescue Contract Specification (BAM-IS).

For the S-80 Programmes, of note are the follow-up to the construction of the first element of the S-81P series and the alternatives of the air independent propulsion system (AIP).

### Ministry of Defence / Secretary of State for Defence (SEDEF) / General Directorate of Armament and Material (DGAM) / SDG GESPRO

- Support given to the management of the Tigre Helicopter Programme in JSAER-AR and Air Armament Programmes.
- Technical consulting services for the development and continuous improvement of processes, methodologies and tools for the comprehensive management of weapons and material programmes and in the development of a quality management system for the SDG PROGRAMS according to the ISO 9001:2015 standard.
- Support given to the Land Systems Headquarters in the management of the SISCAP (Foot Combatant Information System) programme and in the management of the Framework Agreement for the acquisition of 1.5-ton all-terrain armored vehicles, as well as in the preparation of the Viability Documents (DDV) and the Reports Prior to the SEDEF's Order to Proceed for land systems.





**Ministry of Defence / Secretary of State for Defence (SEDEF) / General Directorate of Armament and Material (DGAM) / SDG INREID**

**Quality Engineering Unit:**

- Technical support and advice for the certification of new companies, as well as for the maintenance and renewal of the certification.
- Technical support and collaboration for the delivery of the RAC course.
- Technical assistance for participation in the Joint Committee on Defence and Defence Industries (CMDIN) and for the AEC Committee on Defence Industries and Services.

**Weapons and Explosives Unit:**

Technical support and collaboration in the authorisation of facilities for the manufacture of weapons of war:

- Hazard classification of war ammunition.
- Weapons certifications.
- Cataloguing of explosives.

**Laboratories and REACH Exemption Unit:**

Collaboration with the unit to minimise the impact of the application in defence of the REACH, CLP, WFD Regulations and other European chemical regulations in the acquisition of supplies from the Armed Forces (CLP- Regulation on classification, labelling and packaging of substances and mixes, WFD: Waste Directive).

**Industrial Safety Area:**

Support for the maintenance of the processes that guarantee compliance with the Information Security Regulations held by companies (SEGINFOEMP) of the Ministry of Defence, compliance with the Regulations of the National Authority for the Protection of Classified Information (ANPIC) relative to the HPS, HSEM, HSES processes, and in particular to that related to "Industrial Safety" (NS06).

**Industrial Inspections Area. Official Quality Assurance:**

European Space Agency Launcher Programme: Support for the fulfilment, signing and consequent execution of the contract between DGAM and ESA for carrying out the Official Quality Assurance Activities of the development and production of the Ariane 5 and Ariane 6, and Vega and Vega-C launchers in Spanish manufacturers.

Airbus Getafe: Support has continued to be given to the Official Quality Assurance activities in the MRTT aircraft, specifically to the programmes:

- FAFR (Forces Armées Françaises).
- MMF (Multinational MRTT Fleet).
- Retrofit Singapore (GOS).



Image: [www.esa.int](http://www.esa.int) / J. Huart, 2012



### **Airworthiness Support Division:**

Technical support to the international collaboration activities of the Defence Aviation Authority, among which the following of are particular note:

- Collaboration with the Dutch aviation authority for the MRTT and MFF (Multinational MRTT Fleet) programme.
- In the National Programmes regarding airworthiness, mainly CH 47F, SIRTAP, NH 90, TIGRE.
- In the working groups of the European Defence Agency (EDA) for the issuance of military airworthiness regulations.
- In establishing the military airworthiness authority in the United Arab Emirates.



**Ministry of Defence / Secretary of State for Defence (SEDEF) / General Directorate of Armament and Material (DGAM) / SDG for Armament and Material Procurement**

Support for the contracting of products and services in the area of **Special Modernisation Programmes (PEMs)**, both national and international, highlighting for the EF2000, the delivery of the last production aircraft corresponding to Tranche 3A and the negotiation of the claims of the industry for not hiring Tranche 3B.

Technical support for consensus on the Capacity Plan for the next 10 years (2021-2030), at the Secretaries of State for Defence level of the four member countries.

In the area of the A400M, it has participated in the contracting for maintenance complementary to the Global Support Step2, as well as in initializing the negotiations for the establishment of the Future Support Engine Contract.

In relation to national contracts, of note is the contractual signing of the supply of 8x8-wheel combat vehicles and the termination resolution for compliance with the Missile Spike programme.



**Ministry of Defence / Secretary of State for Defence (SEDEF) / General Directorate of Armament and Material (DGAM) / SDG for Armament and Material Procurement**

**Support to the Budget Office (OPRE)** in the financial management of the Special Modernisation Programmes, from the approval of the cost, by Agreement of the Council of Ministers, to its imputation to National Accounts based on the rate of reception of the weapons systems and its financial closing.

Management control analysing the economic and contractual information that gives rise to financing profiles.

Support for the management of Chapter 2 (current expenditure) of the budget in the analysis of the needs of the different budget services as well as the preparation, based on the prioritisation criteria framed within the strategic axes of Defence, of the prioritised list of needs (LIP) and Operation Programming.



**Ministry of Defence / ET / Army Logistics Support Command (MALE)**

Progress has been made in predictive maintenance solutions based on IoT technologies for armored vehicles, and predictive life cycle models have been developed applying BI and AI (Business Intelligence and Artificial Intelligence) solutions.

Predictive maintenance models and solutions have been defined for Oil Analysis.

The Additive Manufacturing implementation project continued in MALE/ET, as part of Operation Balmis, as well as in the European Defence Agency (EDA), participating in various multinational working groups.

Isdefe has provided technical support for the maintenance of the airworthiness of the HA-28 Tigre and HT-29 NH90GSPA Weapons systems, at the Engineering Headquarters of the Helicopter Maintenance Centre and Park (PCMHEL).



## 2. OUR SECTORS

### Ministry of Defence / ET / Army Logistics Support Command (MALE) / JIMALE

Technical support to the MALE Engineering Headquarters in consulting activities for the different systems to be acquired or to evolve: anti-aircraft artillery, field artillery, manned and unmanned ground and aerial platforms, jammers, electronic warfare stations, etc. Strengthening of collaboration with R&D projects and technical support in the Fuerza 35 experimentation of autonomous systems in order to obtain prototypes of future weapons systems.

### Ministry of Defence / ET / Army Logistics Support Command (MALE)

In the area of **Land Support**, we have participated in the design of the **Logistics Base** of the ET:

- Definition of logistics and support processes
- Specification of the needs and requirements of information systems
- Technologies based on Industry 4.0 and the personnel necessary for its operation.
- Definition and support for the implementation of technological R&D projects as part of the pilot test.

Transport optimisation project in the Army, through the implementation of a market application that will be integrated with the logistics management system of the ET.

Support in the MALE logistics information system rationalisation project.

Technical support for the development of a prototype for massive and unstructured information storage.

Use of data analytics tools and methodologies in various areas, such as analysis of workforce capacity, operational availability. Predictive analysis of ammunition tests close to expiration.





### Ministry of Defence / Navy / Logistics Support Headquarters (JAL)

- **Platform Branch:** updating of the Navy doctrine regarding Logistics Support and its coordination with the Naval Programmes, providing engineering support in the life cycle.
- **Systems Branch:** support in the BRE1TA programme (BRASS Enhancement 1 Technical Architecture).
- **Support in monitoring the execution in Arsenals.**
- **Specialised support in service contracting models via NSPA.**
- **DIC Cost Evaluation Section:**
  - Isdefe's collaboration has been limited to two special Armament Programmes:
    - S-80- Economic monitoring supported by earned value methodologies.
    - F-110- With the support of the Programme Office as part of the Working Group for the implementation of the programme monitoring model by EVM.
    - Start of the revision/update work of the Agreement signed between MINISDEF and Navantia, as well as its Complementary Rules, for its extension in 2021.
- **Saudi Arabia Corvettes Programme:**
  - Support in the inspection tasks of the Construction Inspection Support Team (ICO) at the Arsenal de La Carraca of the order signed in 2019, highlighting the following activities:
    - Coordination of FAT and HAT test protocols.
    - Coordination and management of protocol points with Navantia personnel.
    - Attendance at FAT and HAT tests.
    - On-site inspections of blocks of the different corvettes in the San Fernando and Puerto Real shipyards.
    - Inspections of different systems on board related to: electricity, auxiliary equipment, propulsion, communications, sensors, combat system, networks, navigation, etc.
- Other engineering, monitoring and cost works are carried out in collaboration with the Naval Construction Department at JAL. The programme will conclude in early 2024.







## 2. OUR SECTORS

### **Submarine Technical Certification Office:**

- Fulfilment of compliance verification work for the class design certification for the S80 series in 2021, according to the requirements defined in the Submarine Technical Certification Manual.
- Definition of the criteria and points to be reviewed for the work for the provisional certification necessary for the S80 class sea trials.
- Carrying out of a face-to-face safety audit of the S80 (under construction) and S70 programmes (in works that extend their operational life). The remote audit that began, that was simultaneously applied to the two aforementioned programmes, is established with a view to the certification for sea trials in the S80 series and for the end-of-work report of the S70 series.



Image: Spanish Navy / SubmarinoS80

### **Ministry of Defence / EA / Logistics Support Command (MALOG)**

Within the framework of Air Support, support has been given in the supply and management of material for different weapons systems of the Air Force.

For the new fleets, support has been given to the management of contract C3 to sustain the Eurofighter, and the negotiation of phase 2 of this contract has been participated in. For the A400M, there has been collaboration in the management of engine material and ground support equipment. For the NH90, there has been collaboration in the initial supply area and in material management. For the rest of the fleets, support is given to their maintenance in the areas of supply, maintenance management and in-service engineering.

### **Ministry of Defence / EA / General Headquarters / General Staff of the Air Force (EMA)**

Preparation of the General Staff Requirements (REM) documents following the Instruction of the SEDEF for the acquisition of capabilities, in the Lanza Radars Modernisation programmes and the implementation of the SSA Capacity (Space Situational Awareness) in the COVE (Space Surveillance Operations Centre), framed by the S3T programme (Spanish Space Surveillance and Tracking).

Management of the agreement for the Assignment, use and maintenance of the Space Surveillance Radar (S3TSR) from the CDTI to the MINISDEF-EA, and in the drafting of the Public Domain Use Change Act (Acta de Mutación Demanial).



### Ministry of Defence / Defence Staff (EMAD) / Military Emergency Unit (UME)

Technical support to the Balmis operation as support to the Logistics section, J4 of the Headquarters of the UME, carrying out numerous studies and analyses to support decision-making in the field of sustainability.

We continue with the process of outsourcing maintenance and purchasing of spare parts.

Support for the implementation of predictive maintenance in light vehicles based on IoT solutions.

Definition of Integrated Logistics Support (ILS) for new acquisitions within the UME Life Plan.

Implementation of the S1000D regulation.



Image: Flickr UME

### Navantia S-80

Isdefe's collaboration in the S-80 Submarine Programme, in various tasks related to the Verification of Operational Requirements, Support for the "Safety Programme" and the preparation of technical documentation at the Cartagena shipyard. Additionally, simulator training for the keel crew of the S81.

### NATO / Support and Procurement Agency (NSPA)

Technical support to the AFSC Programme (*Alliance Future Surveillance and Control Capability*).



## Technology Centres

We supply multidisciplinary work teams in defence research centres, development and experimentation centres, which have the knowledge and experience necessary for scientific-technical and management environments, which is required to carry out activities in the aeronautical and space fields and in technologies related to nuclear, radiological, biological and chemical defence.

### Ministry of Defence / Secretary of State for Defence (SEDEF) / National Institute Aerospace Technology (INTA)

Technical support to INTA in the Subdirectorates responsible for research and development projects: General Subdirectorates of Aeronautical Systems and Land Systems, although work has also been done in the Centre for Meteorology and Calibration and in the Department of Information Technologies and Communications.

#### Subdirectorate General for Aeronautical Systems:

- Certification and qualification of: RPAS, helicopters and combat aircraft, transport and in-flight refueling, highlighting the certification of the medical configuration of the A330 MMF programme, revision 15 of the Technical Certificate of C-295 MW TS03 CA-01 phase 2 (Canada) and the Technical Certificates of the EF2000 IPA9, ISPA3 and P2EB.
- Development, operation and maintenance of Unmanned Aerial Platforms, RPAS SIVA, Milano or ALO (in collaboration with Boeing), and DIANA target aircraft.
- Maintenance and tests on a turbojet bench for the certification of civil aeronautical engines and studies of emissions into the environment: Rolls-Royce Trent -900, Trent-XWB and Trent -1000.
- Support in the activities of characterisation of the flight of missiles and other projectiles at the “El Arenosillo” Experimentation Centre (CEDEA).
- Support in various national and international projects for the investigation of protective aeronautical coatings, such as GENERA, HELADA, EMEP, RAISELIFE or PHOBIC2ICE, SENTINEL 6 or ATHENA.



- Carrying out degassing and spectrometric and systematic analysis tests of oils, lubricants and fuels to serve the Air Force and the aeronautical industry.
- Participation in a trial of the European HYCARUS project for powering aircraft fuel cells.

#### **Subdirectorate General for Land Systems:**

- Development of software for testing of Link16 and Link22 tactical links, to make the link between the PATRIOT weapons system and the BMD operations centre, or the LINPRO national data processor on board ships.
- Support for the operation of the Torregorda Centre for the verification and homologation of howitzers and mortars for the Defence sector industry.
- Participation in the “Atila” pilot project, which aimed to test the effectiveness of UV light in the fight against coronavirus. Part of Operation Balmis of the Ministry of Defence.

- Participation in the development of a new textile material for military clothing, both for underwear and for outerwear.
- Support in testing and certification activities of land vehicles (cars, trucks, motorcycles, quadricycles and agricultural vehicles) in the areas of active safety, passive safety and certification of powertrains.

**Consulting and engineering services to the Cybersecurity Laboratory, dependent on the Cybersecurity and Communications Area of the La Marañosa Technological Institute (ITM)**, in tasks of source code security analysis and application vulnerabilities developed by the DGAM.

Technical support for the change of the communication protocol from cataloguing tools to SICAD software.

International consulting, participating in AC / 135 meetings and giving support to the different SICAD user countries.





## Logistics and Supply Chain Systems

### Ministry of Defence / NAVY / Logistics Support Headquarters (JAL)

The project for the new Navy Logistics Information System has continued, in which Isdefe is participating in the definition and monitoring office.

A new support activity has been started for **CESADAR (Centre for Supervision and Analysis of the Navy)** in the Cartagena arsenal related to the application of artificial intelligence and big data, in the early detection of breakdowns and predictive maintenance of ships.

### Ministry of Defence / Defence Staff (EMAD) / Military Emergency Unit (UME)

The development of a new version of the Logistics System of the UME (SIGLUME) continues, having started the process of implementation in operation in December.

### Ministry of the Interior / National Police

New collaboration with the clothing service of the National Police to provide logistics and textile consulting services.

In the logistics consulting part, a new logistics model has been established, new operating processes have been defined and they have been modelled using BPMN notation.

The functional requirements for the implementation of a warehouse management system have also been defined.

New work methods and support have been established in the preparation of technical specifications for current and future garments.



## Intelligence systems and electronic warfare

We provide engineering, consulting and support services to improve the efficiency and control of the logistics systems of the Armed Forces, providing solutions in the supply chain and in the management of logistics centres, and knowledge and support in the processes of the NATO System of Cataloguing.

### **Ministry of Defence / Secretary of State for Defence (SEDEF) / General Directorate of Armament and Material (DGAM)**

Monitoring of the guarantee of the different subsystems of the SANTIAGO Programme and the definition of the new SANTIAGO Phase II Programme.

### **Ministry of the Interior / Secretary of State for Security / SDG of Information and Communication Systems (SGSICS)**

During 2020 Isdefe has provided technical assistance services to the Ministry of the Interior in the field of the Legal Interception System of Telecommunications and Data Conservation, both to support the supervision of activities associated with the operation of the service and for the management of the transition of new functionalities and platforms.



## 2. OUR SECTORS

### Ministry of the Interior / Secretary of State for Security / SDG for Planning and Management of Infrastructures and Means for Security (SDGPGIMS)

Support to the Sub-Directorate, as the National Authority responsible for the Internal Security Fund, in the monitoring and control of projects and new developments in the field of integrated border management, police cooperation and the common visa policy.

### Interior Ministry / Security Technology Centre (CETSE)

Provision of technical support services for research activities within the CETSE area, these services range from supporting the promotion of national and European RD&I initiatives, to coordinating the Community of Security Users (CoU Spain), and support for ongoing innovative projects, such as the GLOBAL-CD system for the detection and neutralisation of drones or innovative Artificial Intelligence tools promoted by the CETSE.





## Security in information systems and critical infrastructures

This section brings together the activities carried out in the field of information security and critical infrastructures, both for the Ministry of Defence and other Ministries.

### Ministry of Defence / Defence Staff (EMAD) / Joint Cyberspace Command (MCCE)

- Engineering and technical assistance to the MCCE in the areas of cyber defence, supporting the MCCE's plans to obtain defence, operation and response capabilities for the development of military Operations in Cyberspace. Technical assistance that encompasses the Operations area, where ISDEFE engineers are part of the military contingent sent by the MCCE to carry out Cyber Defence activities (CIS Security audits and inspections).
- Support services in operations derived from COVID, Operation Balmis and Baluarte, supporting the protection of the networks of the military Hospitals of Gomez Ulla and Zaragoza.
- Isdefe's collaboration with the NATO Cooperative Cyber Defence Centre of Excellence (CCDCoE), participating in the organisation of high-impact international cyber exercises such as **LockedShields and CrossedSwords**, execution of international courses and development of reports and studies on Red Team.
- Support in the implementation in the Spanish Armed Forces of the NATO Federated Mission Network (FMN) Concept. Participation in different panels and working groups, national and international, and in the design and deployment of the interoperability Laboratory.
- Assistance to the planning and execution of different national and NATO exercises, among which the National Validation, Verification and Confirmation Exercise (V2CN), the Steadfast Cobalt series and the Coalition Warrior Interoperability eXploration are of particular note.





## 2. OUR SECTORS

### Ministry of Defence / National Intelligence Centre (CNI) / National Cryptological Center (CCN)

Support to the CCN for activities carried out within the scope of the National Scheme for the Evaluation and Certification of ICT Security (ENECSTIC):

- Certification of ICT security products.
- Accreditation of evaluation laboratories of the Scheme.

Support to the Department of Projects and Technologies of the CCN for the elaboration of the Catalogue of STIC Products (CPSTIC) qualified for use in the scope of the ENS:

- Product qualification and development of new ICT families.
- Internal evaluation tests of ICT security products.

### Ministry of Defence / ET / CIS Headquarters (JCISAT)

Advice to the **Sub-Directorate of Activities in Cyberspace and Electromagnetic (SUBCEMA)** in the review of security documentation, preparation of Inspection Reports of national classified systems and preparation of security documentation and technical configuration of Isolated Computers that handle NATIONAL and NATO/EU classified information. Tutoring of the virtual classroom of Cyber Defence Awareness of the Army.

### Ministry of the Presidency and Relations with the Courts and Democratic Memory / National Heritage

Advisory and support service in security systems, applicable to security infrastructures, anti-intrusion security systems, perimeter security systems, CCTV systems, security management systems, access control systems, fire protection systems, inspection equipment (metal detectors and scanners), in the different locations and dependencies of the National Heritage.

#### **Technical support in the Security Systems Audit Plan.**

Preparation of the projects and specifications necessary for the improvement of the security systems in the Royal Palace of Madrid, El Pardo, El Escorial, Valle de los Caídos, Aranjuez, La Granja, Las Huelgas, Tordesillas and Yuste.

### Ministry of Transport, Mobility and Urban Agenda / State Ports

**Support in port security matters** to move towards comprehensive security, optimising both public-public collaboration with Spain's Law Enforcement, with companies that carry out commercial activities in the service area of ports of general interest.

- Support in the definition of normative safety criteria, actions of: definition of systems, implementation, dissemination, and control of compliance with the maritime security standard.
- Support to Port Authorities for the provision and maintenance of tools that facilitate the task of control and supervision of port facilities and ports subject to maritime security regulations.



### European Union / European Defence Agency (EDA)

Study of state of the art technologies and threats applicable to Cyber Defence, with the aim of identifying and proposing projects that contribute to the improvement of military capabilities in the domain of Cyber Defence within the framework of the European Union.





## Strategic Infrastructures

We provide support services for the management of strategic infrastructures such as naval bases, police centres or airports, that are essential for the normal operation of a country. Technical support services in planning, design and facultative management of these types of special facilities, applying the duality of engineering to both the military and civil spheres.

### **Ministry of Defence / NAVY / Force Support / Logistics Support Headquarters (JAL) / DIGENIN**

Continuation of the activity during 2020 in the conceptualisation, feasibility studies, design and support for the execution of infrastructure projects related to Defence and Security.  
Technical support in the Infrastructure Programmes of the Submarine S-80, as well as in the infrastructures required for the Maritime Action Vessels in the Cartagena Arsenal.

### **Ministry of the Interior / Secretary of State for Security (SES)**

Design and execution of projects to improve the border fences of Ceuta and Melilla, as well as the execution of a Police Station in the city of Seville.



# Border Surveillance and Control Systems

Isdefe provides strategic and technical consulting services, with a high technological component in border surveillance and control, where it integrates detection systems, command and control communication means, and developments for the detention and identification of possible threats in maritime and terrestrial border areas.

## Ministry of the Interior / Secretary of State for Security (SES) / SDG of Information Systems and Communications for Security (SGSICS)

Consulting and support services for the implementation of **technological systems for border control**. Said systems include both tools for automated border control (ABC systems, Automated Border Control), and the establishment of integrated systems for video surveillance, license plate recognition or facial biometrics.

Technical support for the **national deployment of the European PNR (Passenger Name Records) systems**, EES (Entry-Exit System) and ETIAS (European Travel Information and Authorisation System).

Support in the definition and implementation of the new management system for international protection applications (such as asylum or refugee status), in terms of digital transformation which, in addition to the implementation of new systems, aims to re-engineer and integrate the existing e-government applications.



## Technological and industrial management

We collaborate in the development of national industrial capacity through our support for the formulation of technological-industrial plans and policies, the management of industrial cooperation, the analysis of industrial capacities, the implementation of technological surveillance systems and competitive intelligence and the promotion of platforms for innovation.

**Ministry of Defence / Secretary of State for Defence (SEDEF) / General Directorate of Armament and Material (DGAM) / SDG of Inspection, Regulation and Defence Industrial Strategy (SGD INREID)**

Isdefe continues to provide support in the analysis and monitoring of the **industrial plans and studies for various programmes**, some of which are nationally funded, others are candidates for funding under the European Defence Fund or in cooperation with NATO.

Participation in the preparation of the **Annual Report on the National Defence Industry** and the preparation of sector reports. Further analysis of the industrial capacities of the national Defence Industrial and Technological Base (BITD).

Technical consulting activities related to the **NGWS / FCAS** (Next Generation Weapon System / Future Combat Air System) programme, in collaboration with SDG PLATIN:

- Technological aspects in the different phases of the Concept Study (JCS) programme.
- In the programme's Industrial Monitoring Office (OSI): analysis of the industrial aspects of the offers prepared by the leaders of the "pillar" (each of the large systems into which the program is divided) and of national industrial capacities to ensure the objective of returning national industrial participation in the Programme.



**Ministry of Defence / Secretary of State for Defence (SEDEF) / General Directorate of Armament and Material (DGAM) / SDG of International Relations (SDGREINT)**

It continues to collaborate with the SDG REINT in its three main areas of activity:

- Internationalisation of the Spanish defence industry (institutional support, bilateral meetings, reissue of the Catalogue of the Spanish Defence Industry)
- International cooperation in arms through multilateral forums (NATO, LoI, EDA, OCCAR, EU), with special support to the Permanent Secretariat EDAP.
- Control of foreign trade in arms and foreign investments in defence.



**Ministry of Defence / Secretary of State for Defence (SEDEF) / General Directorate of Armament and Material (DGAM) / SDG for Planning, Technology and Innovation (SDGPLATIN)**

Preparation of the new version 2021-2027 of **the Defence Technology and Innovation Strategy (ETID)** (published in 2021). ETID will direct the department's RD&I policy over the next few years, aligning it with the new defence planning cycle, with the principles of the new Spanish Strategy for Science, Technology and Innovation for the period 2021- 2027 and with the latest technological advances.

In international R&D cooperation, in addition to activities related to the **NATO Science and Technology Organisation (STO)** and bilateral initiatives with other countries, those relating to **European defence R&D cooperation** have been particularly relevant.

Support in the management and evaluation of the MINISDEF Programme, **Coincidente 2020**.



## 2. OUR SECTORS

### European Union / European Defence Agency (EDA)

**Isdefe has established itself as a reference “partner” of the EDA**, where it has continued to provide services in the technological field in:

- Technological prioritisation, **OSRA project**, to define, identify and prioritise the technological objectives of the Member States. With OSRA, the Agency consolidates itself as a key actor for the topics of the future European Defence Funds managed by the Commission.
- Technological future planning, **project Foresight**, four-year framework contract to forecast the state of the art in relevant technological areas of the defence sector through sessions with European experts.

In the industrial field, Isdefe was awarded a contract in 2019 that has been developed in 2020, to develop the Key Strategic Activities (KSAs), which will identify different defence industrial areas that are particularly relevant to safeguard and develop the strategic autonomy of the European Union.



Image: M.Moira / Shutterstock



# Crisis and Emergency Management Systems

We offer technical support to national and international organisations in the management of special situations, through consultancy to military and civil protection organisations, for the development of control and crisis management centres, with special relevance to command and control and communications systems, in addition to organisational and management aspects.

## Ministry of the Interior / Secretary of State for Security / SDG of Information Systems and Communications for Security (SGSICS)

During 2020, the work carried out in the field of the **State Emergency Digital Radiocommunications System (SIRDEE)** has focused on the preparation of the new service contract that will come into force in January 2022, as well as on the supervision of the work included in the current contract, including the search for solutions for the evolution of the communications network towards LTE technology.

## Ministry of Defence / Military Emergency Unit (UME)

Technical support in the CIS systems in operation in the Military Emergency Unit: Fixed and deployable CIS systems, SIMGE (Integrated Emergency Management System), RENEM (National Emergency Network), Collaborate Portal and collaborative tools on Sharepoint.

Isdefe is also participating in the defining the evolution of the UME's CIS systems.



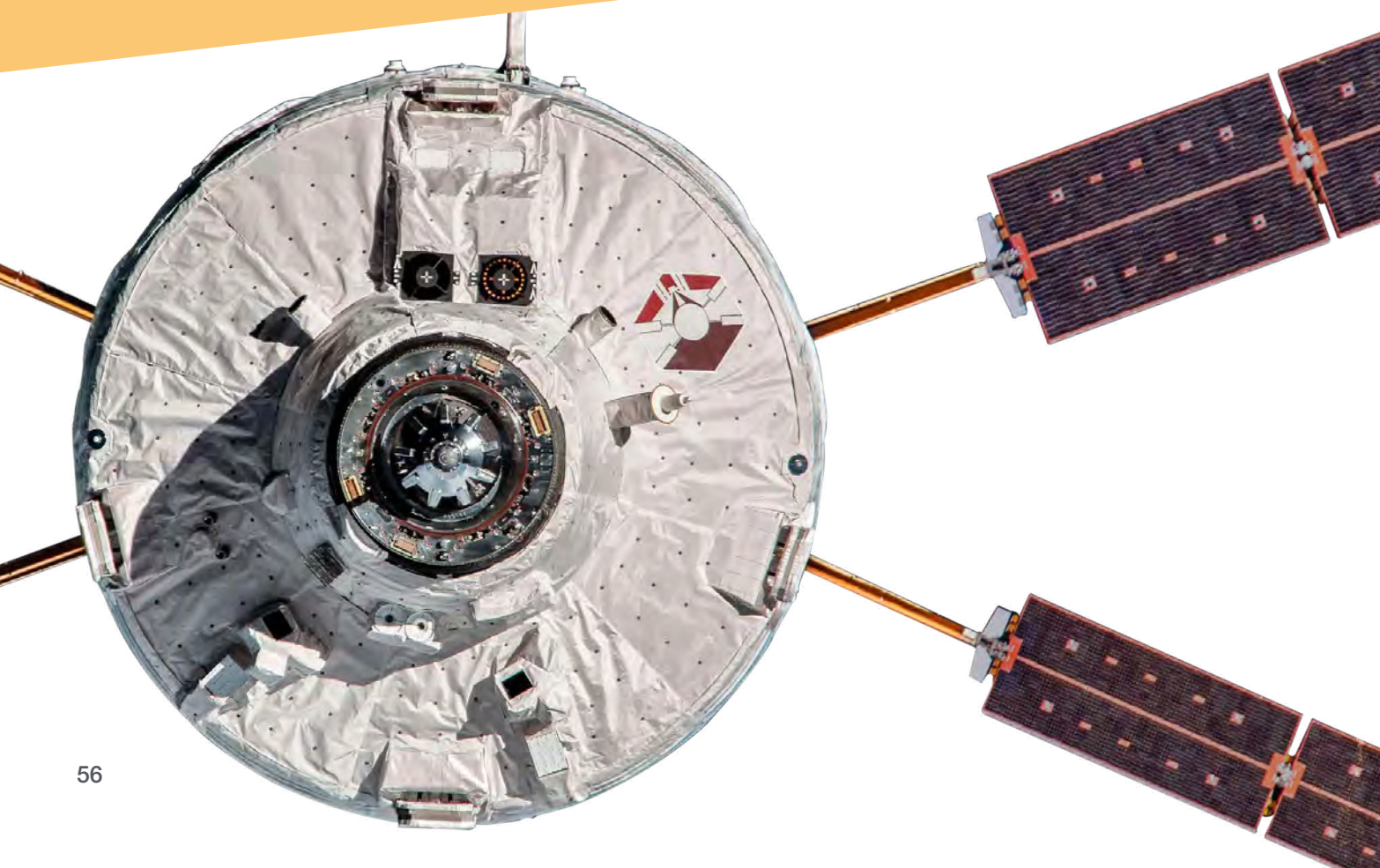


# Space Sector

# 2.2

**Isdefe** develops specialised engineering and technical support activities in the space sector, in the field of navigation and satellite communications, earth observation and Space Situational Awareness (SSA) for the Spanish administration, the European Commission and various international space agencies.

It also carries out management, operation and maintenance activities of the space communication centres and complexes in Spain, both for the National Institute of Aerospace Technology (INTA), as well as for the European Space Agency (ESA) and the North American agency National Aeronautics and Space Administration (NASA).





## Space stations and infrastructures

We provide engineering services and technical support for satellite communications and monitoring, and for space exploration missions from space stations in Spain. We also manage the operations and maintenance of space complexes.

**Ministry of Defence / Secretary of State for Defence (SEDEF) / National Technical Institute Aerospace (INTA)**

### **INTA Torrejón Spatial Infrastructures:**

Comprehensive support to all the activity carried out from the **CEIT (INTA Torrejón Space Centre)**. Multidisciplinary team with specialists in Ground Segment, Control Centre, Mission Analysis and contribution to the search for new business opportunities with INTA. Success of the CHEOPS mission.

Collaboration with ESA and Swedish and Norwegian national agencies for the use of the INTA Station Network. Despite the pandemic situation, critical activity has continued and all PAZ services have been secured.

### **INTA Maspalomas Spatial Infrastructures:**

Operation and Maintenance of the **CEC (Canary Islands Space Centre)**. Close collaboration with the CEIT to give INTA complete support in its Network of Earth Stations. The CEC has become the 24x7 operation centre for all INTA stations. Even in a pandemic situation, the station's activity and the 24x7 service have been maintained.



### Ministry of Defence / Secretary of State for Defence (SEDEF) / National Institute Aerospace Technology (INTA) / NASA

Implementation of an action plan for the **management of the COVID-19 pandemic** at the Station. Throughout all the months of lockdown, with extreme restrictions on mobility and in totally uncertain health conditions, it has been possible to maintain the operation and maintenance service of the Station without interruption H24. This fact has been recognised by NASA **with the presentation of the 2020 NASA Group Achievement Award in a virtual ceremony.**

In these severe conditions, the daily support service to NASA missions has been maintained, and in particular the critical support to three L1s should be highlighted:

- The launch of the UAE EMM probe to Mars.
- The launch of NASA's MARS 2020 probe including the Perseverance robot and the Ingenuity helicopter.
- The “touch & go” manoeuvres of NASA's Osiris Rex probe to the Bennu asteroid to collect samples.

Maintenance of facilities and equipment, for updating and improving the antennas systems of the DSN network: DSS54 antenna and DAED project of two new DSS56 and DSS53 antennas.

Technical support in the maintenance of the facilities of the Station that has required an additional effort due to the application of COVID protection measures.



Image: [www.inta.es](http://www.inta.es) / New Antenna in Robledo de Chavela



## Ministry of Defence / Secretary of State for Defence (SEDEF) / National Aerospace Technical Institute (INTA) / Astrobiology Centre (CAB)

### **Astrophysics and Space Sciences:**

Technical support to the CAB of INTA and ESA in the XMM mission at ESAC. Possible collaborations with public scientific research organisations underway.

During the pandemic and the months of lockdown, the service has been provided with a quality that is highly valued by the client.

## European Union / ESA

### **Cebreros Spatial Infrastructures:**

Technical support at Cebreros, which has become the reference station for ESA's deep space network. Multiple upgrades to the station as a pilot prior to deployment to the rest of ESA's deep space network.

### **SMOS project:**

Specialised technical services for the continuity of the contract. In 2020, due to lockdown and the pandemic, many processes were redefined to be able to be developed remotely. The mission continued without incident and large data reprocessing campaigns were carried out.

Agreements with different companies to position Isdefe for the renewal of the Science framework contract at ESAC.

Security control services for space launcher and quality operations at the French Guiana Space Base, in KOUROU. The service has been provided on a nominal basis despite the pandemic.





## 2. OUR SECTORS

### European Union / GALILEO

Implementation and process improvement activities for the instrument landing system, ILS, have been carried out, complying with the operational objectives established by the GSA.

### European Union Agency for the Space Programme (EUSPA)

Support to the EU GNSS Security Accreditation Board (SAB) in the accreditation activities of the satellite navigation systems of the European Union (EU GNSS Systems):

- Independent audit of security documentation.
- System security technical tests.
- Open source analysis.
- Risk analysis.
- Development of safety standards.

### European Union / European Union Satellite Centre (SatCen)

Information security consulting and accreditation of systems that handle classified information:

- Risk analysis.
- Analysis of security architectures.
- Secure configuration of information systems.
- Preparation of security documentation: SSRS, SecOPs, SISRS.
- Classified information system migration plans.





## Satellite applications

We provide technical support in the field of development and implementation of new satellite communication and navigation applications. We offer technical support to scientific programmes in the space, earth observation, and space debris monitoring fields.

### **Ministry of Defence / Secretary of State for Defence (SEDEF) / National Institute Aerospace Technology (INTA)**

Isdefe continues to support INTA in the different GNSS (Global Navigation Satellite System) activities in which it participates. Participation in the three Galileo infrastructures in Spain: Competent PRS Authority (CPA), GNSS Service Centre (GSC) and Backup Galileo Security Monitoring Centre (GSMC). In particular, the Isdefe team supports INTA in the technical management of the development and deployment of the CPA infrastructure for managing the PRS service at a national level.

### **Ministry of Transport, Mobility and Urban Agenda / Administrator of Railway Infrastructures (ADIF)**

The satellite communications management and control service continues to support the ADIF-RAM (formerly FEVE) metric gauge network railway tracking system.



## 2. OUR SECTORS

### European Commission / European GNSS Agency (GSA)

Participation in the GSC operations team is maintained, which this year has put in place a new operating infrastructure. The GSC is the interface with user communities and supports the Open Service, Commercial Service, Search and Rescue (SAR) services of the Galileo Programme.



Image: [www.esa.int](http://www.esa.int) / ESA - P. Carril

### European Union / European Space Agency (ESA)

Technical advice for the **accreditation process of the future version of the Ground Control Segment of the Galileo system**, responsible for tracking, monitoring and control of all satellites in the constellation. Security analysis to define the future and evolution of the Galileo system, called Second Generation (G2G), which optimises the performance and benefits of the satellite such as its reliability, availability, continuity, precision and integrity.

# Transport Sector

# 2.3

**Isdefe** provides engineering and consulting services aimed at the competent bodies in the field of regulation, supervision and provision of services related to transport in its different aspects, promoting the acquisition of new technological capabilities, the improvement of safety and the optimisation of operating procedures.







## Traffic management

We provide technical consulting services to manage the implementation and operation of traffic management support systems, providing technical assistance to national authorities in the areas of regulation and supervision, provision of technical services and operational safety audits.

Ministry of Transport, Mobility and Urban Agenda / Secretary of State for Transport, Mobility and Urban Agenda / ENAIRE

In relation to **Air Traffic Management**, it has relied on:

- Specification and tests prior to commissioning the new version of the **Automatic Air Traffic Control System, SACTA 4.0**.
- Commissioning of **Air Navigation systems**
- Support to the **development plan for ENAIRE's network systems management centre (SYSRED)**.

Ministry of Transport, Mobility and Urban Agenda / Secretary of State for Transport, Mobility and Urban Agenda / General Directorate of Civil Aviation (DGAC)

Collaboration with the DGAC in **setting the sector's policy** through the strategies of airports, air navigation and air transport.



Technical support in the **regulatory development of the Single European Sky (SES)** and its implementation in national regulations, and in monitoring the **SESAR 3 European R&D programme**.

Technical support in the **Civil Secretariat of the Interministerial Commission between Defence and Transport, Mobility and Urban Agenda (CIDETMA)**

Adoption of agreements to improve the **flexible use of airspace (FUA)** with the development of:

- Principles for the exercise of the Functions related to the Flexible Use of Airspace.
- Modification of the Commission's Operating Rules.

Support to the **USOAP Programme office (Universal Safety Oversight Audit Programme)**, whose ultimate objective is to promote global aviation safety, through periodic audits of safety supervision systems in all of the International Civil Aviation Organisation (ICAO) member states.

Technical support in the development of:

- Studies on the evolution of operational safety indicators with a State scope, and a comparison with neighbouring European States.
- Studies on the progress of corrective actions.





## 2. OUR SECTORS

### Ministry of Transport, Mobility and Urban Agenda / Secretary of State for Transport, Mobility and Urban Agenda / State Agency for Air Safety (AESA)

- Collaboration in inspection tasks for the supervision of operational safety regulations compliance by air navigation service providers, air transport operators and aeronautical personnel.
  - Regulatory control inspection for the continuous supervision of Air Traffic Service Providers (ATS).
  - Inspection of the Airspace Management Service (ASM), the Aeronautical Information Service (AIS) and the Airspace Design Service (ASD).
  - Certification and continuous supervision of Air Traffic Controller training organisations (ATCO).
  - Supervision of the measures taken by providers to guarantee the continuity of their service during the circumstances imposed by the COVID-19 situation.
  - Adaptation of the Inspection Plan to the situation derived from COVID-19.
- Carrying out consulting activities aimed at the continuous improvement of aviation safety, (review of future European regulations, supervision of technical documentation, management of international groups, etc.)
- Sending to the USOAP (Universal Safety Oversight Audit Programme) Programme Office the State responses to the Amendments of the ICAO (International Civil Aviation Organisation) Annexes and the response to the European Aviation Safety Agency (EASA) regarding the Compliance checklists of ICAO Annex 4 (Aeronautical Charts).





## Transportation centres

We support the transport management and control centre authorities, both in the airport and port areas, in carrying out activities for the specification of information systems, verification, validation and certification of applications and equipment, support systems for decision-making, and contribution to the development and implementation of protection strategies for transportation systems and facilities.

**Ministry of Transport, Mobility and Urban Agenda / Secretary of State for Transport, Mobility and Urban Agenda / AENA**

**Technical support in managing the life cycle of airport operations and security applications and ICT infrastructures**, both in the specification and testing phases as well as in the control and supervision of their implementation and deployment in the airports of the network.

- During the pandemic, the Operational Recovery Group has been supported in the search for solutions to implement **portable biometric technology in passenger boarding**, analysis of solutions aimed at protecting the health of passengers and employees and providing the necessary confidence in them to enable their return to airports, taking advantage, as far as possible, of systems already deployed at airports.
- Homologation tests of all equipment (filter doors and self-boarding, kiosks and other devices) of the new Biometrics Framework Agreement.
- Specification and testing of Collaborative Decision Making (CDM) procedures in the Cooperative System of the Airport Environment (SCENA) as well as their integration with Enaire's Automatic Air Traffic Control System (SACTA).
- Support in the management of the Strategic Information Systems Plan.
- Support in managing the framework agreements that serve as the basis for the acquisition and installation of ICT infrastructure equipment, Data Processing Centre and airport security equipment, all for the entire airport network.



## 2. OUR SECTORS

- Support in the transfer of equipment and commissioning of the redundant Data Processing Centre in T4 of the Madrid / Barajas Airport.
- Support for the Information Systems Plan for the Northeast Brazil Airport Group.

Support in improving the efficiency of infrastructures and in the quality of the services provided.



### Ministry of Transport, Mobility and Urban Agenda / Secretary of State for Transport, Mobility and Urban Agenda / DGAC and State Air Safety Agency (AESA)

Collaboration in the implementation of the **National Air Safety Programme (PNS)** in all airports of the national network, through:

- Fulfilment of audits, inspections, tests and drills at the different airports, to monitor compliance with the physical security programme of airport service providers.
- Development of the National Civil Aviation Training Plan (PNF) and in cybersecurity activities.

#### **Review of the ICAO Risk Group (WGTR) documentation related to the update of the incidence of COVID 19 on the global AVSEC (aviation security) risk analysis.**

Collaboration with the **State Agency for Aviation Safety (AESA)** in inspection tasks for the supervision of operational safety regulations compliance by airport managers and aeronautical personnel:

- Safety inspection of airports for public use.
- Continuous supervision of airport certification.
- Participation in the preparation of the Post-COVID Airport Safety Inspections Protocol.
- Inspections to Ground Assistance Service Agents (handling).
- Adaptation of the Ground Assistance Agent Inspection procedures for inspections carried out during the limitations resulting from COVID-19.

Consulting activities aimed at continuous improvement of airport environment security.





## Advanced concepts

We participate in the development of new concepts and technologies in the transport operations environment, supporting the development and introduction of regulations, promoting multimodal operations, the implementation of transport operations based on satellite navigation (GNSS), and providing technical support for the integration of unmanned aerial systems (RPAS) in non-segregated airspace.

### European Union / Single European Sky Joint Undertaking (SESAR-JU)

**Participation as Linked Third Party of ENAIRE**, in the following projects of Wave 2 of SESAR 2020:

- PJ04 Wave 2, Total Airport Management, for the development of concepts, tools and procedures that improve the predictability and resilience of airport operations and thereby improve the punctuality of flights in a safe and sustainable environment.
- PJ13 Wave 2, Enable RPAS Insertion in Controlled Airspace, to analyse the technical and operational capabilities of RPAS so that they can operate safely in Class A-C controlled airspace.

### European Satellite Navigation Agency (GSA)

Various activities for the GSA to support programme management (Galileo and EGNOS) and strategic consulting. The work has been carried out in three areas of activity:

- GNSS and space-based applications for transportation.
- Remote activation service for emergency radio beacons for transportation.
- GNSS for Unmanned Aerial Vehicles (UAVs).

# Public Administration Sector

# 2.4

**Isdefe** provides technical support and specialised consulting services to the General State Administration agencies, aimed at improving their capacity, efficiency and sustainability and supporting their digital transformation and technological modernisation processes to respond to the demands of society.

In the field of public service economic management, Isdefe provides support in the management of public funds, provides technical support for the definition and implementation of contracting strategies, price estimation and analysis, and development of analytical accounting models of cost.





## Consultancy for the Improvement of the Administration

Isdefe provides engineering and consulting services for the improvement and modernisation of public administrations, in areas such as strategic consulting, process re-engineering and change management.

This section brings together the activities carried out within this area, both for the Ministry of the Interior and for other Ministries.

### Ministry of the Interior / General Traffic Management (DGT)

Provision of specialised services in various strategic areas of the DGT, including the development of regulatory projects, the preparation of the new national road safety strategy, the study of the transformation of mobility, or the improvement in the management of the body itself.

### Ministry of the Interior / Deputy Secretariat of the Interior / General Directorate of Traffic (DGT)

Carrying out technical support and advisory activities in the analysis and regulatory adaptation of data protection.

### Ministry of Finance / General Directorate of Rationalisation and Centralisation of Procurement (DGRCC)

In 2020, the DGRCC was supported by providing technical support in centralised contracting activities related to the acquisition of personal computers, servers, storage systems, system and development and application software, telecommunications equipment and programmes for voice and data transmission, and printing equipment.





## 2. OUR SECTORS

### Ministry of Labour and Social Economy / Civil Service of State Employment (SEPE)

Within the framework of technological projects and services, according to the 2019-2020 and 2021-2022 Strategic Plans, Engineering, Quality and Safety services have been provided aimed at modernising information systems to improve the services provided by the SEPE to citizens and other public bodies:

- **Programme and Services Office:** “Support for the planning, management, control and monitoring of all SEPE programmes, services and ICT projects”.
- **Safety and Quality Office** that provides consulting support in the field of Safety and Process Engineering, as well as the quality assurance of the information systems that provide services to citizens and management units.

Through the collaboration of both offices, support is provided to guarantee the fulfilment of the interoperability and information exchange needs between the SEPE systems and those of other Public Administrations and external organisations.

### Ministry of Justice / General State Advocacy-Directorate of the State Legal Service

Carrying out technical support and advisory activities in the analysis and regulatory adaptation of data protection.

### Ministry of Transport, Mobility and Urban Agenda / ADIF

Technical support to the Internal Audit Department, continuing with the review and improvement activities of the processes and control procedures of the maintenance contracts and the acquisition of spare parts.

### Ministry of Ecological Transition and Demographic Challenge/ Deputy Secretariat for Ecological Transition and Demographic Challenge / General Directorate of Services

Technical assistance to the Information and Communications Systems and Technologies Division, in terms of adapting regulations to the national security scheme and setting up a security office.





### Ministry of Science and Innovation / Technical General Secretariat

Support and advice in the analysis and adaptation of regulations on data protection and the National Security Scheme.



### State Agencies / AESA / AEMPS

More than 10 years of consulting and technical assistance services aimed at defining and establishing the requirements of the management by objectives model, the implementation of the complete planning cycle, and the optimisation of management through re-engineering and automation of processes and procedures.

Technical support to AESA in:

- Preparation of the Multi-annual Strategic Plan 2021-23.
- Design and implementation of monitoring indicators.
- Review and update of its processes and procedures. Technical support to the AEMPS in:

- Strategic Plan of the Agency and its deployment in Annual Plans.
- Specific plans for the transformation and re-engineering of its most critical processes, carrying out control and monitoring of all plans and programmes through a Balanced Scorecard using indicators designed for this purpose.
- Design and adaptation of AEMPS to the Common Assessment Framework (CAF) as a total quality management tool, developed by and for the public sector and inspired by the Excellence Model of the European Foundation for Quality Management (EFQM).



# Technological Modernisation and Digital Transformation

Isdefe provides support to public administrations for their digital transformation, providing solutions that promote the improvement and innovation of their services and their technological modernisation.

This area of activity includes the activities provided in this field, both for the Ministry of Defence and other Ministries.

## **Ministry of Defence / Secretary of State for Defence (SEDEF) / General Directorate of Economic Affairs (DIGENECO)**

Support in the identification, survey and modeling of management processes of the Deputy Secretariat of Defence, as part of the Ministry's Digital Transformation initiative.

## **Ministry of Defence / Secretary of State for Defence (SEDEF) / General Directorate of Armament and Material (DGAM) / Management Body (ODIR)**

Support in the identification, survey and modeling of management processes of the Deputy Secretariat of Defence, as part of the Ministry's Digital Transformation initiative.

## **Ministry of Defence / Air Force / General Headquarters / Air Staff (EMA)**

Support in the identification, survey and modeling of management processes of the Deputy Secretariat of Defence, as part of the Ministry's Digital Transformation initiative.



### Ministry of Defence / Deputy Secretariat of Defence / Technical General Secretariat

As part of the Ministry's Digital Transformation initiative, support has been provided in the identification, survey and modeling of management processes of the Deputy Secretariat of Defence.

### Ministry of Universities / Spanish Service for the Internationalisation of Education (SEPIE)

Technical support in the definition and implementation of the electronic management system of public funds, intended for the EU programme to support education, training, youth and sport in Europe (Erasmus + 2014-2020), during 2020, work has been done on the adaptation of the system to the new Erasmus + programme 2021-2027 that is committed to diversity, ecology and digital transformation.



### Ministry of Health / General Directorate of Public Health, Quality and Innovation

Provision of services in the evolution of the **Health Information System**, including the interoperability of the digital medical record and the electronic prescription between the Ministry and the Autonomous Communities. We also participate in the standardisation of the medical nomenclature of the National Health System, for the purposes of statistical consolidation and in improving the interoperability of clinical information at the European level.

### Ministry of Transport, Mobility and Urban Agenda / ADIF

Technical support for the transversal transformation (processes, cultural change, operating models, etc.) of information systems, through the establishment of a **support office for management, coordination and digital transformation**, to:

- Centralise functional and financial information at the portfolio level of plans, programmes and projects.
- Minimise the number of unsuccessful projects, improving productivity and continuously increasing the delivery of value.
- Increase cost efficiency.
- Promote digital transformation and cultural change.
- Increase quality and safety in all areas of action.
- Improve information and knowledge, facilitating higher levels of understanding, communication and transparency.



## 2. OUR SECTORS

### Ministry of Transport, Mobility and Urban Agenda / State Agency for Air Safety (AESA)

Technical support in:

- Planning and supervision cycle of the Information Systems and Technologies function, derived from the Information Systems and Technologies Strategic Plan.
- Project management related to the construction, start-up and maintenance of information systems and ICT services.
- Definition and methodological implementation of the Information Systems and Technologies function.
- Establishment of a new systems development management model applying agile methodologies (Lean, Scrum, etc.).
- Implementation of digital administration tools in administrative procedures.
- Design and maintenance of ICT infrastructures, in the implementation of software quality assurance, in the information security management system and with the General Data Protection Regulation.
- Support in the management of incident and service request processes, asset management and configuration management.

### Ministry of Foreign Affairs, European Union and Cooperation / AECID

Support in its digital transformation, in the activities of identification of needs, coordination and supervision of solution providers, and improvement of the life cycle in terms of information systems and technologies.

- Action Plan for Digital Transformation of the Agency,
- Contributions in the Digital Cooperation Plan, and the Recovery, Transformation and Resilience Plan.
- Control and monitoring of the development and implementation of systems based on G-ONCE, JAVA and SAP technologies.



### Ministry of Justice / Secretary of State for Justice

In the **Justice Modernisation** programme, it has been supported by:

- The planning, design, execution and automation of judicial information systems tests in accordance with ISO 29119 (Software and Systems Engineering-Software Testing).
- The life cycle and configuration management of these applications.

These services are included in the actions of development and implementation of digital services of the Secretary of State for Justice and seek to achieve **an effective, efficient, innovative administration focused on citizens and professionals.**



### Ministry of Justice / SDG of Planning and Digital Transformation

Participation in the implementation of the programmes for the **Digital Transformation of Justice**, through technical and management support to the **Technological Modernisation projects of Minerva and LexNET**, and **Dashboards** for monitoring the Administration of Justice.

Support in European Union projects for the interconnection and interoperability of Justice Administrations, including eCodex, Court Database and eSENS.

Support in the functions of Secretary of the State Technical Committee of the Electronic Judicial Administration (CTEAJE).

### Ministry of Justice / SDG Innovation and Quality of the Judicial and Fiscal Office

Collaboration for the deployment of Judicial Offices and Fiscal Offices, according to the new model with shared services. Technical support in the definition of the objectives and plans of the Justice 2030 programme, to establish the strategies and lines of action for the **modernisation of the Justice Administration**.

### Ministry of Justice / Deputy Secretariat of State for Justice / General Directorate of Legal Security and Public Faith (DGSJFP)

Consulting on security, interoperability, efficiency and systems engineering, especially in everything related to the implementation and deployment of the **New Civil Registry Model**. Advice on the application and compliance with the European Data Protection Regulation and on the adaptation of the National Security Scheme (ENS) in all the services that are the responsibility of the General Directorate.

### Ministry of Economic Affairs and Digital Transformation / State Secretariat for Digitalisation and Artificial Intelligence / General Secretariat for Digital Administration (SGAD)

Execution of technical activities to support the SGAD in the field of digital administration, collaborating in the progress and monitoring of actions in the fields of security, interoperability, planning and reporting of results, both nationally and internationally.

Collaboration in advising on its adaptation to the National Security Scheme (ENS), in the evolution and improvement of the National Interoperability Scheme, as well as in the definition of a next cybersecurity operations centre.





## Support for the Economic Management of the Civil Service

Isdefe provides support to the General State Administration in the management, evaluation, monitoring and continuous auditing of Public Fund Programmes, both national and European. It also carries out activities related to analytical accounting through the calculation of rates and their structuring, and the provision of consulting services for the design of strategies, policies and analysis of technical-economic information for regulatory bodies and supervisors of services in regulated markets.

This section groups the activities carried out within this area, both for the Ministry of Defence and for the rest of the Ministries.

### Ministry of Defence / Secretary of State for Defence (SEDEF) / General Directorate of Economic Affairs (DIGENECO)

**Subdirectorate General for Contracting**, support activities in:

- Implementation of the Excellence Model in purchasing management in the Public Sector.
- Implementation of a code of ethics and an observatory for the purchasing function.
- Design of a risk management system in contracts.
- Design of the social policy applicable in contracting, as well as a practical guide to incorporate social aspects in contracts.
- Preparation and processing of regulations on contracting.
- Annual Procurement Report of the Ministry of Defence.
- Annual Contracting Plan of the Ministry of Defence (PACDEF).
- Purchasing strategies of the centralised MINISDEF categories and their monitoring.

**Contracting Board**, technical support in:

- Processing and execution of the files of the Contracting Board of the Ministry of Defence.



### **Subdirectorato General of Accounting**, support in:

- The maintenance and evolution of the Analytical Accounting model in the 6 Budget Services of the Ministry of Defence (SUBDEF, EMAD, SEDEF, ET, AR and EA).

### **Ministry of Defence / Secretary of State for Defence (SEDEF) / General Directorate of Infrastructures (DIGENIN)**

#### **Subdirectorato General for Planning and Environment**, collaboration in the following areas:

- Centralised acquisition and support in the management, monitoring and control of energy supplies (electricity, fuels and natural gas).
- Preparation of technical documentation for internal and / or external audits / controls of management processes.
- Participation in projects and international forums related to energy efficiency and the environment.
- **Subdirectorato General for National Heritage**, support in activities related to aeronautical easements.



### **Ministry of Defence / Secretary of State for Defence (SEDEF) / General Directorate of Economic Affairs (DIGENECO)**

Support to the Cost Evaluation Group (GEC), participating in the entire acquisition process, from the estimation of the cost of the complete life cycle, acquisition, operation and retirement, of the systems and infrastructures, to the cost analysis that allows setting the price in those specific systems whose price is not regulated by the market.

Action to analyse the viability of programmes and provide valuable information to the planning authorities for decision-making.

### **Ministry of Defence / Institute of Housing, Infrastructure and Defence Equipment (INVIED)**

Technical support to INVIED in the field of support in management areas, highlighting the use of the implemented CANOA analytical accounting model and support in public procurement processes.





## 2. OUR SECTORS

### Ministry of Defence / Navy / Headquarters of the Navy Logistics Support (JAL)

Support to the contracting body and the procurement board through:

- Advice on public procurement.
- Support in the implementation of electronic tendering.
- Support in the processing of all types of recruitment files.
- Support to the procurement board.



### Ministry of the Interior / General Directorate of Traffic (DGT) / National Road Safety Observatory (ONSV)

Specialised consulting for the treatment of technical information, monitoring and control of the documentation of the annual calls for research grants in Road Safety and in support programmes for Victims of Traffic Accidents.

Support for the identification of research and innovation needs in the 2021-2024 environment.

### Ministry of the Interior / General Directorate of the Civil Guard / Headquarters of Technical Services of the Support Command

Technical assistance services to provide support in the management of different projects promoted both through **Innovative Public Procurement, CPI**, and the different innovation programmes, as well as in the development of procedures and technological activities that must be carried out in each one of them.



Image: Carlos Calvo Torregrosa / Shutterstock



### Ministry of Foreign Affairs, European Union and Cooperation / General Directorate of Sustainable Development Policies (DGPOLDES)

Technical consulting services for the calculation and review of the evaluation of Official Development Assistance (ODA), in the analysis and statistical evaluation, with Big Data techniques, for the preparation of technical information to be presented at the meetings of the organisations and multilateral development initiatives, mainly the OECD Development Assistance Committee and the United Nations.

### Ministry of Finance / General Directorate of European Funds (DGFE)

Technical support to the DGFE, as the National Managing Authority for ERDF funds, both in the Multi-regional Programme and in the regional programmes:

- Choice of Electronic Administration operations and technical assistance in the public sector.
- Corresponding management verification.
- Designation of Intermediate Organisations.

Support to the ERDF axis regarding the strengthening of the response capacity to the health crisis caused by COVID-19, which has allowed the DGFE to achieve the compliance objectives for the period, and has materialized a significant return of ERDF funds to Spain for recovery of health expenses caused by the pandemic.

### Ministry of Economic Affairs and Digital Transformation / Secretary of State for Energy and Business Support

Collaboration as a Technical Engineering Unit in Debt-to-Investment Conversion Programmes in different African countries such as Senegal and Mauritania. This mechanism for recovering part of the External Debt serves to promote the participation of Spanish companies in technology and capital goods export projects.

Isdefe supports renewable energy projects throughout the entire development cycle, especially rural electrification projects.

During 2020, Jordan has collaborated with the Spanish and Jordanian authorities as the Programme Office in the construction of a Solar Plant in the Azraq region.

### Ministry of Industry, Commerce and Tourism (MINCOTUR) / Secretary of State for Commerce

During 2020, of particular note is the technical support for:

- Supervision and monitoring of the construction of a 120 MW wind farm in Egypt.
- Company Internationalisation Funds (FIEM), evaluating projects and carrying out ex post verifications.



### Ministry of Territorial Policy and Public Function / General Directorate of Regional and Local Cooperation

Technical support in the management of various operational programmes within the European Regional Development Fund (ERDF) and the European Social Fund (ESF), in the field of territorial policy.

Technical support in the control of projects co-financed through these programmes.

### Ministry of Universities / Spanish Service for the Internationalisation of Education (SEPIE)

Support to SEPIE in the management of the Erasmus+ Programme and in the procedures associated with the grants awarded through this programme.



### Ministry of Science, Innovation and Universities / SE Universities and RD&I / General Directorate of RD&I / SDG Innovation Promotion

Carrying out the improvement of the processes and tools of the Reasoned Reporting system for tax deductions for business investment in RD&I, in such a way that the response time for requests from the national industry has been substantially improved.

### State Agencies / AESA / AEMPS / AEMET

Isdefe has been providing consulting and technical assistance services for more than 10 years aimed at complying with the regulatory requirements established in terms of economic information, both budgetary, analytical and management, making proposals for improvement and development of systems that facilitate analysis and provision of information on economic management of the activity of Public Bodies that allows correct and efficient decision-making.

In particular, it has supported:

- **AESA:**

In the operation and continuous evolution of the Accounting Information System, providing economic information that shows a true and fair view of the equity, the financial situation, the results and the execution of the budget; as well as the operation and continuous evolution of the management and income control systems.

- **AEMPS:**

In the integration and consolidation of the accounting and management systems, as well as the revenue management system, proposing new financing plans for the Agency through the design and establishment of the amount of fees.

- **AEMET:**

Support was provided in calculating AEMET's real costs by providing financial information to the European Commission and the National Supervisory Authority in their function of reviewing the Agency's performance plan.



### National Commission of Markets and Competition (CNMC)

Specialised analysis activities that facilitate decision-making in the CNMC, by allowing the assessment of potential **price regulation** scenarios of the supervised sectors, in terms of compliance with regulatory objectives and their impact on the market.



Image: [www.cnmc.es](http://www.cnmc.es) / Press room images

Support in the **analysis of the systems that contain the economic information** and the degree of automation thereof and the preparation and presentation of the annual accounts and in the accounting and issuance of economic and financial reports.

Support for the use of a **Regulatory Cost Information Model (IRC Model)**, for the supervision of the regulated activities of electricity and natural gas transportation.

Support services in defining the remuneration of electricity and natural gas transportation activities.

Consulting services to support the design of strategies, policies or plans and the analysis of technical-economic information, in the transport, postal and telecommunications sectors.

Consulting services to the Directorate of Telecommunications and the Audiovisual Sector (DTSA) to carry out analysis and studies in the field of electronic communications:

- Periodic analysis of the evolution of broadband infrastructures at the national level, results that make it possible to continuously evaluate the conditions of competition in the telecommunications market.
- Verification of the results of the accounting models for determining the costs of regulated electronic communications services.



## 2. OUR SECTORS

### Prado National Museum (MNP)

Technical support services in the operation, review and continuous evolution of the analytical accounting system in order to comply with the requirements set forth in the General Public Accounting Plan, as well as in the integration of applications and optimisation of procedures and management tools of the Museum.

Support in the preparation of studies and reports on the costs, rates and public prices associated with the finalist activities of the Museum and in the identification, prioritisation, and proposal of actions for the improvement of processes associated with the economic management and the control system of management.

### Reina Sofía National Art Centre Museum (MNCARS)

Support in the areas of economic-financial management, highlighting the use of the implemented CANOA analytical accounting model.

### Spanish Radio Television Corporation (CRTVE)

Technical support services in the control and monitoring of the centralised electricity supply contract:

- Preparation of monthly estimates.
- Preparation of monthly audit.
- Monthly monitoring of the execution of the contract.

Provision of consulting services for the definition of the strategy and preparation of the specifications for the new centralised contract for the period 2021-2023.

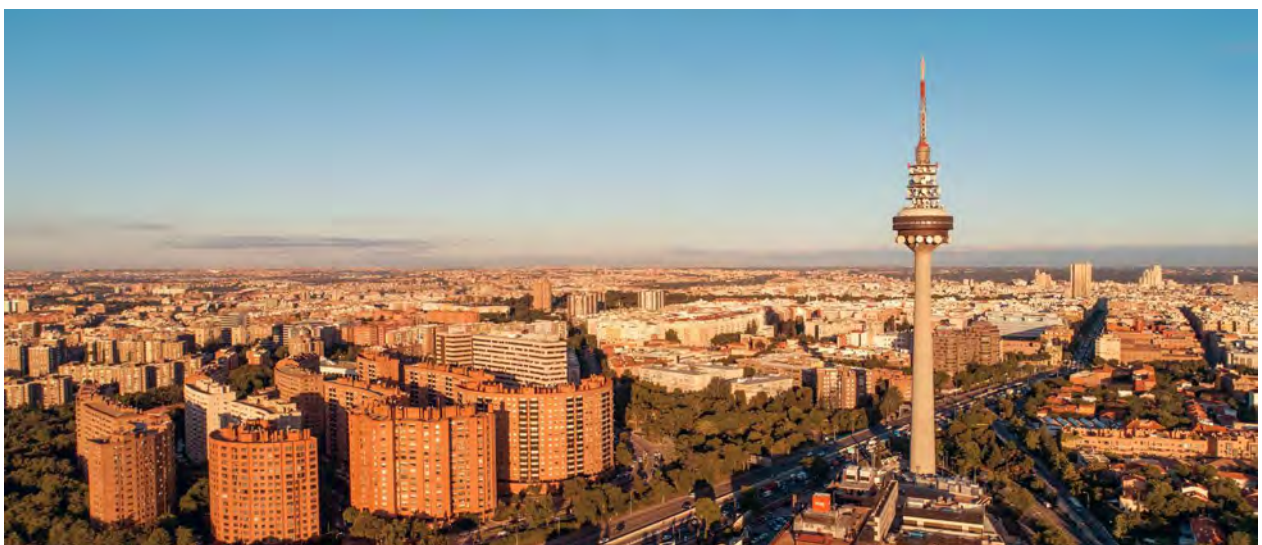


Image: Songquan Deng / Shutterstock

# Information and Communication Technologies (ICT) Sector

**Isdefe** in the field of Information and Communication Technologies (ICT), has a long history in the provision of engineering and consulting services for the General State Administration, in the definition of digital public services and electronic administration, planning and management of the radioelectric spectrum, management of the digital dividend and reduction of the digital divide.

Our teams support the competent bodies of the Administration in matters of regulation and supervision of ICT services.





## Radioelectric spectrum

We support the Administration in the field of planning and management of the radioelectric spectrum, for the different radiocommunication services throughout the Spanish State, guaranteeing quality and universal availability at the service of society. We also provide consulting services and assistance in the definition and monitoring of the National Plans for the Transition to Digital Terrestrial Television (DTT), and for the Management of the Digital Dividend.

**Ministry of Economic Affairs and Digital Transformation / State Secretariat for Telecommunications and Digital Infrastructures (SETELECO) / State Secretariat for Digitalisation and Artificial Intelligence (SEDIA)**

Isdefe has a long track record with the competent bodies in matters of regulation and supervision of ICT services, in engineering and consulting services for the planning and management of the radioelectric spectrum, the management of the digital dividend, the reduction of the digital divide and the definition of digital public services and e-government:

- Support in the planning and management of the radioelectric spectrum for the different radiocommunication services throughout the Spanish State, guaranteeing quality and universal availability at the service of society.
- Actions related to the implementation of Digital Terrestrial Television (DTT) and the digitalisation of the Company with the development of 4G and 5G mobile technologies.
- Planning and management of the radioelectric spectrum, for the development of radiocommunication services.
- Support for the creation, start-up and operation of the Intermediate Body in the ICT sector for the ERDF Operational Programme for Smart Growth.



- Support to the technical office for the management of the National Plan for Natural Language Technologies, and in the coordination of ICT actions and projects in this area with the European Commission.
- Support in the definition, design, implementation and operation of improvements in the management and control system of public aid to R&D in the ICT sector.
- Technical assistance to the cabinet of the Secretary of State for Digital Advancement in planning and promoting technological innovation programmes and in institutional missions in the ICT field related to international organisations and the European Union.







## Communications Networks and Systems

We develop specialised technical support activities in information security and digital trust, and support in the management and execution of communications programmes, such as the New Infrastructures Programme, to promote the deployment of ultra-fast networks and broadband infrastructures, as well as services of regulatory consulting and analysis of telecommunications markets.

### Ministry of the Interior / Prison Work and Training for Employment (TPFE)

ICT services consultancy for the strategic definition, planning, control and monitoring of networks and information systems, in the execution of the **Strategic Plan for Electronic Administration and Digital Transformation of the TPFE**. Support in the analysis of the identification of functional needs for the definition of a future integrated management system.

### Ministry of the Interior of the Civil Guard / Headquarters of Technical Services of the Support Command

Technical assistance services to the Networks Area of the Civil Guard's Telecommunications Service:

- Analysis of the state of current telecommunication services.
- Research of the state of the art of technology for its potential use.
- Definition of policies and procedures for their implementation and improvement with respect to current capacities.

The final objective is the implementation and start-up of the future Unified Civil Guard Communications System, providing a differential value in technical assistance to the Civil Guard in the monitoring and control of supplier companies.



### Ministry of Economic Affairs and Digital Transformation / State Secretariat for Telecommunications and Digital Infrastructures (SETELECO) / State Secretariat for Digitalisation and Artificial Intelligence (SEDIA)

Specialised technical support in the field of communications networks and systems, and in the management and execution of communications programmes, such as the New Infrastructures Programme to promote the deployment of ultra-fast networks and broadband infrastructures.

ICT strategic consulting services in activities in which data of a markedly confidential nature are used or in which a guarantee of objectivity and independence from the interests of third parties is required.

### Ministry of the Interior of the Civil Guard / Headquarters of Technical Services of the Support Command

Specialised technical support in the field of communications networks and systems, and in the management and execution of communications programmes, such as the New Infrastructures Programme to promote the deployment of ultra-fast networks and broadband infrastructures.

ICT strategic consulting services in activities in which data of a markedly confidential nature are used or in which a guarantee of objectivity and independence from the interests of third parties is required.

### Corporación de Radio y Televisión Española, S.A. (RTVE)

Specialised services to the RTVE Corporation in different projects:

- **Modernisation of its network infrastructures** towards state-of-the-art standards, participating in the evolution of RTVE's contribution network, which will allow it to have a high-capacity, agile and robust network to guarantee high reliability and quality in the provision of its public services.
- Development and integration of artificial intelligence technologies in the processes of generation and distribution of audiovisual content, evaluation and improvement of algorithms for content recommendation, and implementation of a user online consumption *dashboard* through advanced analytics techniques.



Image: Juan Ci / Shutterstock

# Energy Sector

# 2.6

**Isdefe** provides technical support to large plans and programmes for the implementation of energy policies, both in terms of Energy Efficiency and Renewable Energies.

Consulting in the field of Energy Security, following the lines established in the National Energy Security Strategy, in the fields of regulation and standards, security of supply, promotion of indigenous sources, economic and environmental sustainability and dissemination of the culture of security.

Our teams support the competent bodies of the Administration in matters of regulation and supervision of ICT services.





## Diversification and Energy Efficiency

We provide support services to the Public Administration in the design, implementation and monitoring of programmes and projects related to: security policies, energy efficiency, renewable energies and technical consultancy for the development, technical direction and monitoring of these types of projects.

### Ministry of Ecological Transition and the Demographic Challenge / Secretary of State for Energy / IDAE

Specialised technical support for:

- **Modelling of the national energy system** for the development of the National Integrated Energy and Climate Plan 2020-2030 (PNIEC).
- Design, management and execution of administrative procedures related to the subjects of the electricity sector, renewable energies and self-consumption.
- Development and management of public aid programmes that affect the main energy consuming sectors. Programmes that come from the National Energy Efficiency Fund, General State Budgets and ERDF Funds, dedicated to the low-carbon economy.

Participation in aid programmes for:

- The energy renovation of existing buildings and infrastructures of the General State Administration and the programme
- Local entities for investment projects in low carbon economy (DUS - Sustainable Urban Development).

# RD&I activities

# 2.7

At **Isdefe**, innovation pursues objectives inherent to its nature as the in-house provider of General State Administration (AGE), such as the generation of knowledge, anticipation of needs and the improvement of engineering and consulting services in strategic areas of the Administration. That is why we are committed to RD&I activities as a tool for identifying and knowing what technologies await us in the future, which allows us to anticipate the impact that these technologies could have, especially in the field of Defence. and Security.





## RD&I Management Model

Isdefe, as in-house technical service provider for the General State Administration (AGE), promotes different RD&I activities with the aim of generating knowledge, anticipating the needs of the administration and improving engineering and consulting services in strategic areas of the AGE.

We are committed to RD&I activities as a tool to identify and learn what technologies await us in the future, especially in the field of Defence and Security.

In terms of sustainability, investment in RD&I allows Isdefe to be more innovative through the development of proofs of concept, prototypes and methodologies, among others. This investment returns in improving the quality of the consulting and engineering service that Isdefe provides to the public administration, as well as to society in general.

The use of the results of RD&I activities provides first-hand knowledge that allows us to anticipate future challenges and needs of the Administration.

The Business Development Department and, within it, the **Innovation, Processes and Transformation Department**, is in charge of preparing, supervising and coordinating the execution of RD&I activities.

The management model is structured around two axes:

- Innovation activities.
- Research and development activities.



## Innovation activities

### Horizons Network

The Horizons Network is the vehicle around which innovation is articulated in Isdefe and acquires the capacity to anticipate the opportunities and challenges that the Public Administration will have to face, developing ideas and proposing innovative solutions.

#### The Horizons Network:

- It identifies and takes advantage of the existing sources of knowledge in the innovation ecosystem, establishes a range of lines of activity focused on both the staff and General State Administration (AGE) bodies, and makes tools available to the organisation to promote an innovative corporate culture.
- It carries out technological and methodological surveillance and prospective activities in Isdefe's areas of strategic interest, mainly using the University-Isdefe collaboration framework articulated in technological observatories.





The Network is nourished by the academic knowledge of its employees, of the organisations for which it works and of national and international partners and collaborators. The Network also exploits information from open sources.

It also supports the internal knowledge management system through its **knowledge communities**, heterogeneous groups made up of Isdefe personnel who share their experiences and knowledge in a collaborative framework.

In 2020, two new communities were created: **Artificial Intelligence and Blockchain and Big Data**.

In order to make the objectives and results of the Red Horizons public, multiple activities have been carried out in 2020 that disseminate and make use of the results:

- Virtual participation as speakers in national and international technological and professional conferences.
- Publications in scientific journals.
- Knowledge transfer sessions, among others.





### Network Nodes

The Isdefe Horizons Network has developed a University – Company collaboration model and configures a network of experts at the national and international level that allows for the dynamisation of the existing knowledge in the organisation, the University and the Administration.

In 2020 the Horizons Network is made up of a set of observatories:

#### Defence and Security Observatory

##### **POLYTECHNIC UNIVERSITY OF MADRID (UPM)**

This observatory is the result of the work carried out under the Isdefe-UPM Chair in Defence and Security with the Higher Technical School of Telecommunications Engineers (ETSIS). The observatory carries out prospective exercises in detection and neutralisation of drones, in embedded sensors and in collaborative autonomous platforms.

The Defence and Security Observatory's main lines of research in 2020 were the characterisation of cameras embedded in UAVs with movement modelling and the evaluation of digital algorithms for blurring images captured by UAVs.

#### Air Traffic Management Observatory

##### **POLYTECHNIC UNIVERSITY OF MADRID (UPM)**

This observatory is the result of the work carried out under the Isdefe-UPM Chair in Air Traffic Management with the Higher Technical School of Aeronautical Engineers (ETSIA). The observatory carries out prospective exercises in influence parameters on 4D routes, in the minimum separation between manned and unmanned aircraft, in the integration of drones in airspaces and in aircraft approaches to airports under the time-spaced concept.

The main lines of research of the Air Traffic Management Observatory in 2020 were the generation of scenarios of interest with the ATC SkySim simulation platform (validation tests of concepts, means, techniques and procedures related to the operation) and the integration of RPAS in airport air control.

#### Cybersecurity Observatory

##### **UNIVERSITY OF ALCALÁ DE HENARES (UAH)**

This observatory is the result of the work carried out under the Isdefe-UAH Chair in Cybersecurity, ICT and Digital Advancement with the Department of Computer Science of the University of Alcalá de Henares' Higher Technical School of Computer Engineering. The observatory conducts foresight exercises in legal cybersecurity, cloud cybersecurity and data science, in the dark web and in cybersecurity on mobile devices.

The Cybersecurity Observatory's main lines of research in 2020 were blockchain and underlying technologies, continuous authentication for both military users and military devices, homomorphic cryptography and IoT security.



## ICT and Digital Advancement Observatory

### UNIVERSITY OF ALCALÁ DE HENARES (UAH)

This observatory is also part of the Isdefe-UAH Chair in Cybersecurity, ICT and Digital Advancement with the Department of Computer Science of the Technical School of Computer Engineering at the University of Alcalá de Henares. The observatory carries out foresight exercises in 5G Technologies and Artificial Intelligence.

The ICT and Digital Advancement Observatory's main lines of research in 2020 were Artificial Intelligence applied to Natural Language Processing (NLP), 5G propagation models and the impact of Massive MIMO 5G on the influence of EMF on health and in the certification protocols for new sites.

## Space Observatory

### CARLOS III UNIVERSITY OF MADRID (UC3M)

This observatory is the result of the work carried out under the Isdefe-UC3M Chair in Space with the Aerospace Bioengineering Department of the Escuela Politécnica Superior. The observatory carries out foresight exercises on various aspects (technologies, industry, policies...) in terms of space surveillance and earth observation.

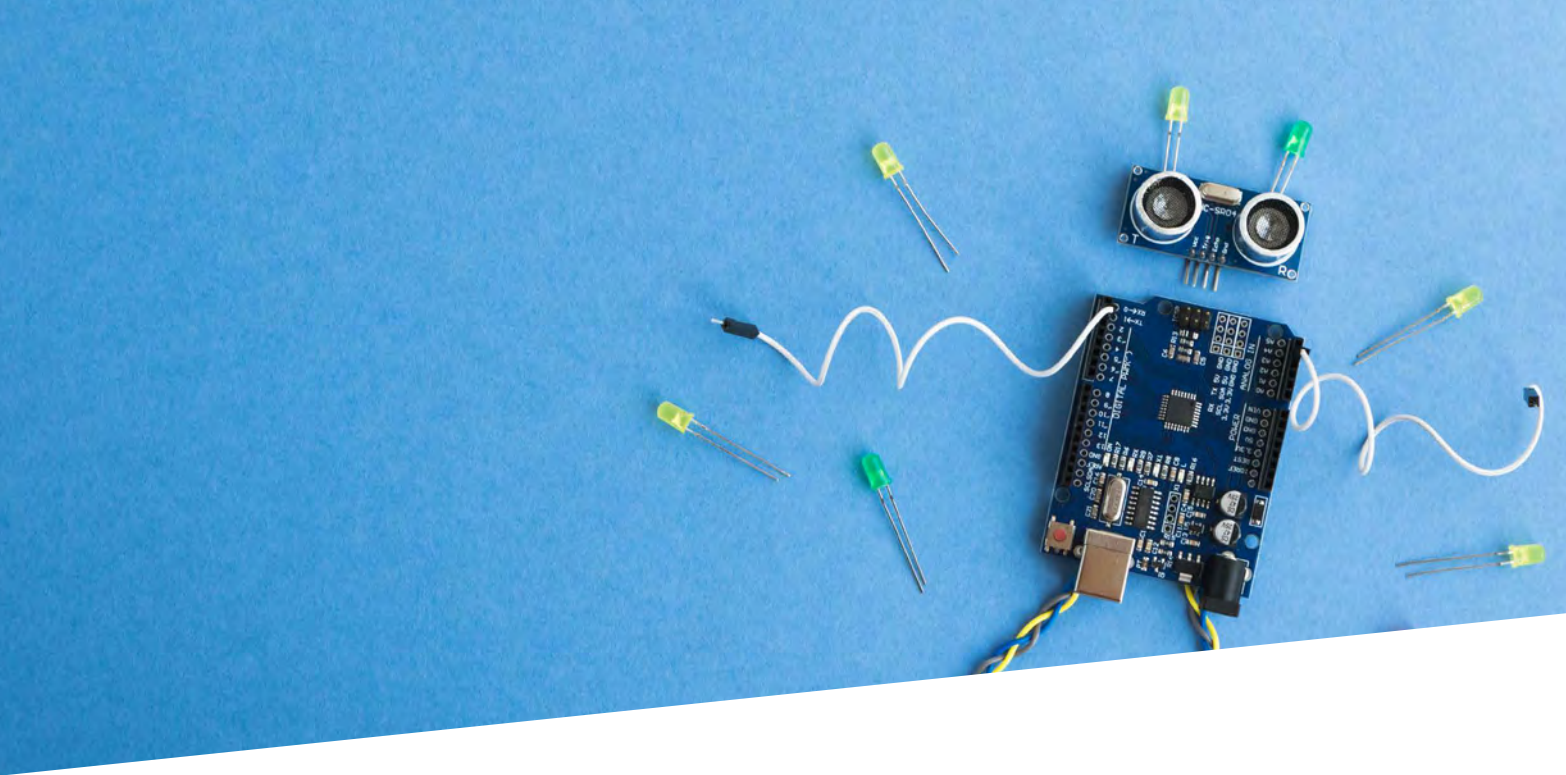
The Space Observatory's main lines of research in 2020 were optical communications and quantum cryptography.

## Observatory of Systems Engineering, Logistics and Programme Management

This observatory has a cross-sectional and methodological nature, which is why it carries out its activity with permanent or occasional collaborations with various universities and international organisations.

In the Systems Engineering field, the observatory is part of the INCOSE Advisory Board, the International Council on Systems Engineering, and its Spanish chapter AEIS.





# Research and development activities

## RD&I recruitment and management programme

During 2020, the **sixth edition of the RD&I Ideas Capture and Management Programme** was held, allowing the participation of all Isdefe employees in the process of generating ideas to be transformed into research, development and innovation projects with internal applications and for our customers.

The programme **fosters the corporate culture of RD&I** and is developed with the aim of engaging and raising awareness throughout the organisation about the importance of innovation and its leading role in the process when generating value for the company.

In the 2020 call, despite the situation caused by the pandemic, the number of proposals submitted has increased notably, reaching a total of **27 ideas in the fields of defence, security, public administration and energy.**





## Winning projects in the 2020 call:

### SIGUEN - National Energy Efficiency GIS Tool to define strategies in a just transition

- **Objective:** development of a Geographic Information System (GIS) capable of representing the current state of energy efficiency of certified buildings or their estimated efficiency based on their characteristics and energy consumption.
- **General State Administration (AGE) Interest:** Institute for Diversification and Energy Saving (IDAE), Ministry for Ecological Transition and the Demographic Challenge.

### SEMODI - Money movement tracking

- **Objective:** the investigation of new technologies for the monitoring of money in the prevention of tax fraud, money laundering and other crimes related to the economic sphere.
- **General State Administration (AGE) Interest:** State Security Bodies and Forces, Prosecutor's Office, Ministry of Finance.

## Special recognitions in the 2020 call:

### GECO - Knowledge Management applied to Isdefe's Digital Transformation

- **Objective:** manage the knowledge related to the General State Administration's (AGE) Digital Transformation and apply the lessons learned to establish the foundations of good knowledge management.
- **General State Administration (AGE) Interest:** Isdefe.

### OFINPRO - Observatory of International Project Financing

- **Objective:** analyse the viability of developing a tool for the Identification of International Projects financed by multilateral organisations, development banks and other agents in the field of international financing.
- **General State Administration (AGE) Interest:** Ministry of Industry, Commerce and Tourism (MINCOTUR).

## European projects

Isdefe continues to consolidate its participation in European project programmes such as Horizon 2020, SESAR and GSA. During 2020, Isdefe has participated in the RD&I projects shown below:



### Projects financed by **SESAR JOINT UNDERTAKING (SESA-JU)**

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#### INVIRCAT - IFR RPAS Control in Airports and TMA

- **Start Date:** 2020.
- **Phase:** project in progress.
- **RD&I Scheme:** Transport - Traffic Management.
- **Financing Programme:** SESAR PJ.

The use of remotely piloted aircraft is on the rise worldwide, raising safety issues related to their operation within airport manoeuvring areas. **Efficient and safe integration** of remotely piloted aircraft systems (RPAS) into existing air traffic control procedures and infrastructures is needed within terminal control areas under instrument flight rules (IFR).

The EU-funded project will develop an operations concept for RPAS in airport terminal control areas, based on simulation evaluations and recommendations, intended for legislators and standardisation bodies.

It will develop standardisation concepts for the full adaptation of RPAS in terminal control area environments, including automatic take-off and landing operations to establish a cooperative, heterogeneous and distributed simulation infrastructure that enables full RPAS IFR flight.

#### IMHOTEP - Integrated Multimodal Airport Operations for Efficient Passenger Flow Management

- **Start Date:** 2020.
- **Phase:** project in progress.
- **RD&I Scheme:** Transport - Traffic Management.
- **Financing Programme:** SESAR PJ.

One of the most important priorities of the European Union is to establish an integrated transport system that is sustainable, safer and smarter.

The EU-funded IMHOTEP project will go beyond collaborative decision-making to disseminate information on air transport systems over the public transport network for the benefit of passengers.

**The objective is to develop a conceptual operations framework and a set of data analysis methods and tools** that allow information sharing, common situational awareness, and real-time collaborative decision-making between airports and ground transport stakeholders.

Case studies will be carried out at Palma de Mallorca and London City airports to test these newly developed methods and tools.



### PJ04 W2 TAM - PJ04 W2 Total Airport Management

- **Start Date:** 2020.
- **Phase:** project in progress.
- **RD&I Scheme:** Transport - Transport Centres.
- **Financing Programme:** SESAR - Very Large Demonstrators (Wave 2).

The TAM project **aims to improve the integration of airports and networks of large and medium or regional airports**, improve the integration of airports in the area of operations and on the ground and carry out new research on how environmental aspects could be supervised and managed in the day-to-day operations of airports.

This project is a continuation of the SESAR PJ04 – Total Airport Management project that was developed within “wave 1” of the programme.

### PJ13 W2 ERICA - Enable RPAS, Insertion In Controlled Airspace

- **Start Date:** 2019.
- **Phase:** project in progress.
- **RD&I Scheme:** Transport - Advanced Concepts.
- **Financing Programme:** SESAR - Very Large Demonstrators (Wave 2).

Remotely Piloted Aircraft Systems (RPAS) provide important services to civil and military aviation. If RPAS could access non-segregated airspaces, it would generate great economic benefits and opportunities in the market. However, for operational and safety reasons, this is not yet possible.

The EU-funded project PJ13 - W2 ERICA **looks at operational and technical opportunities that would allow RPAS to operate safely in controlled airspaces, both under nominal conditions and during emergencies**. You will also create test solutions without a negative impact on air traffic. The objective is to develop European operations to develop RPAS-accredited European operations in non-segregated airspaces, in order to enable civil and military RPAS to operate air traffic management systems within and outside of Europe.





## 2. OUR SECTORS

### DOMUS - Demonstration of Multiple U-Space Suppliers

- **Start Date:** 2018.
- **Phase:** project in progress.
- **RD&I Scheme:** Transport - Advanced Concepts.
- **Financing Programme:** SESAR - Connecting Europe Facility.

The DOMUS project is the result of the offer submitted to the CEF-SESAR-2018-1 U-SPACE call, the objective of which is to prepare a rapid deployment of U-Space services for phase U2, including those deployed for phase U1, which will allow the operation of RPAS at low altitude in:

- Flights beyond line of sight (BVLOS).
- Flights in rural environments.
- Flights in urban environments.
- Flights in suburban environments.

**The deployment of these services will facilitate the processes and authorisations for certain RPAS operations.** To do this, DOMUS will carry out a series of real RPAS flights using a U-Space architecture developed by the Spanish industry and operated by several U-Space service providers and the Spanish air navigation service provider – ENAIRE.

### Projects funded by the European Commission through the Horizon 2020 Programme

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#### COPKIT - Technology, training and knowledge for Early-Warning / Early-Action led policing in fighting Organised Crime and Terrorism

- **Start Date:** 2018.
- **Phase:** project in progress.
- **RD&I Scheme:** Defence and Security - Intelligence and electronic warfare.
- **Financing Programme:** H2020 - Secure Societies.

The COPKIT project **addresses the challenge of analysing, preventing, investigating and mitigating the use of new information and communication technologies by organised crime and terrorist groups.** This is a key challenge for policy makers and for Spain's Law Enforcement, due to the complexity of the phenomenon and the number of factors and actors involved through the development of an early warning system, based on intelligence at both strategic as well as operational levels.

EUROPOL participates in COPKIT as head of its Advisory Board, and in the SOCTA 2017 report "Crime in the era of technology" states that "This is now, perhaps, the greatest challenge facing Spain's Law Enforcement in the entire world".



### MEDEA - Mediterranean practitioners' network capacity building for effective response to emerging security challenges

- **Start Date:** 2018.
- **Phase:** project in progress.
- **RD&I Scheme:** Defence and Security - Crisis and Emergency Management Systems.
- **Financing Programme:** H2020 - Secure Societies.

The Mediterranean and Black Sea region is characterised by a highly volatile and dynamic security environment that presents severe threats and challenges to societies and prosperity. The MEDEA project, during its 60 months of implementation, provides funds for four interrelated actions:

1. Establish and operate the MEDEA network, a multidisciplinary network of security professionals.
2. Engaging participants in early governance on new security challenges.
3. Promote the “co-creation” of security technology innovations and capabilities between innovation professionals and providers.
4. Establish and update annually the Mediterranean Security Research and Innovation Agenda (MSRIA).

### Projects funded by the European GNSS Agency (GSA)

#### PETRUS-PRS JTA-MS: PRS JOINT TEST ACTION

- **Start Date:** 2018.
- **Phase:** project in progress.
- **RD&I Scheme:** Space - Systems and Earth Observation.
- **Financing Programme:** *European GNSS Agency.*

The PETRUS project responds to the needs of the European Galileo Agency (GSA), in the areas of:

1. Provision of test data and results to the programme in support of the validation of the PRS service.
2. Provision of test and demonstration results, to assess the suitability of the ERP to meet the needs of potential users.
3. Provision of lessons learned about different characteristics of the PRS service: PRS service quality and safety, performance, operational concept and definition of use cases.
4. Carrying out awareness-raising activities on the actions and use of PRS.





### A success story

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#### Tele-iNNOVATION

Isdefe with open and collective innovation



The lockdown due to the COVID-19 pandemic in Spain that came into force on March 14, 2020 forced the vast majority of Isdefe employees to work remotely from one day to the next. The company made a great effort of coordination and cooperation to make this possible.

The Business Development Management, through its RD&I Area, launched the **Tele-iNNOVATION Express Contest** on March 23 with the purpose of collecting innovative ideas that mitigate the impact of the COVID-19 crisis in Isdefe.

The contest had the following **objectives**:

- To take advantage of the exceptional situation of massive teleworking.
- To help staff stay active and creative.
- To test an innovation management tool.

The Tele-iNNOVATION contest was developed over 4 weeks, collecting the innovative ideas of Isdefe employees through an innovation management tool, answering the question, **How do you see the Isdefe of the future?**

**65 ideas were collected**, which received a total of 437 comments and 850 likes from the 228 participants.

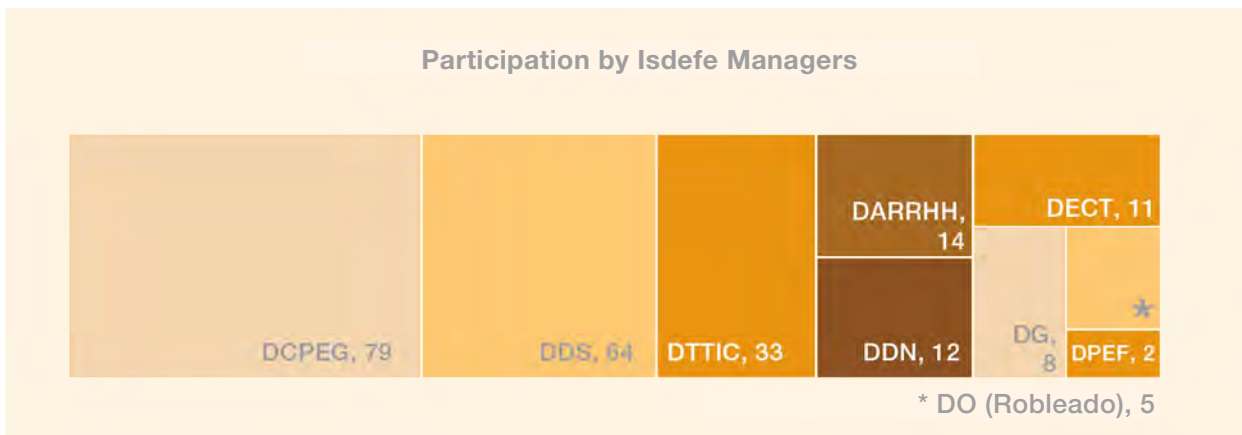
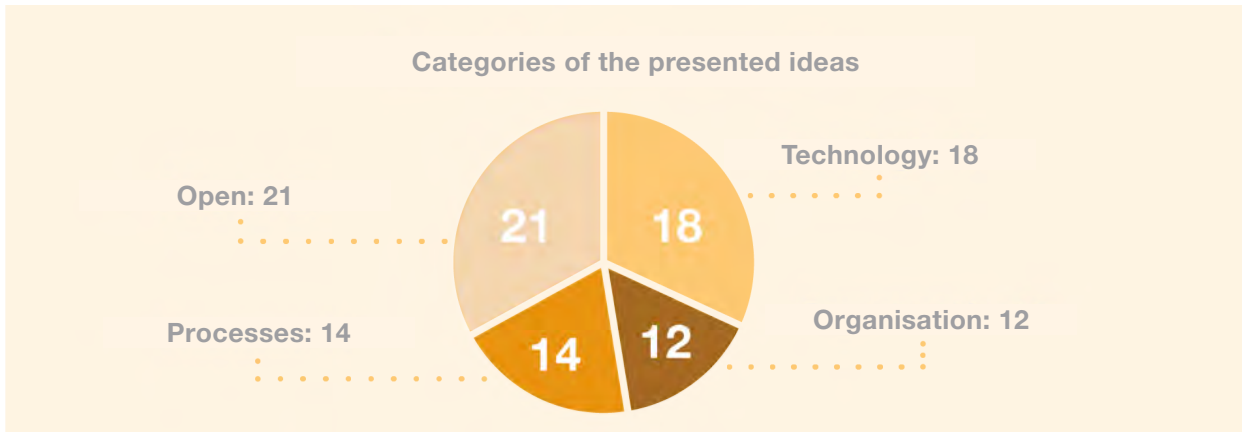
A classification of **4 categories** was proposed:

- **Technology**
- **Organisation**
- **Processes and Others**, being the finalist and winning ideas in each of these categories which are shown in the following table.



Technology	Processes
<ul style="list-style-type: none"> <li>Innovative Company 5.0</li> <li>Digital workplace</li> </ul>	<ul style="list-style-type: none"> <li>Work by objectives</li> <li>Forming relationships between different parts of the company. Knowledge management.</li> </ul>
Organisation	Others
<ul style="list-style-type: none"> <li>Partial or temporary telework to reconcile, motivate and take care of health</li> <li>Talent retention and motivation</li> </ul>	<ul style="list-style-type: none"> <li>Carsharing of Isdefe Electric Vehicles</li> <li>The Headquarters of the Future. Nursery and gym at the Isdefe headquarters.</li> </ul>

Winning idea   
 Finalist idea

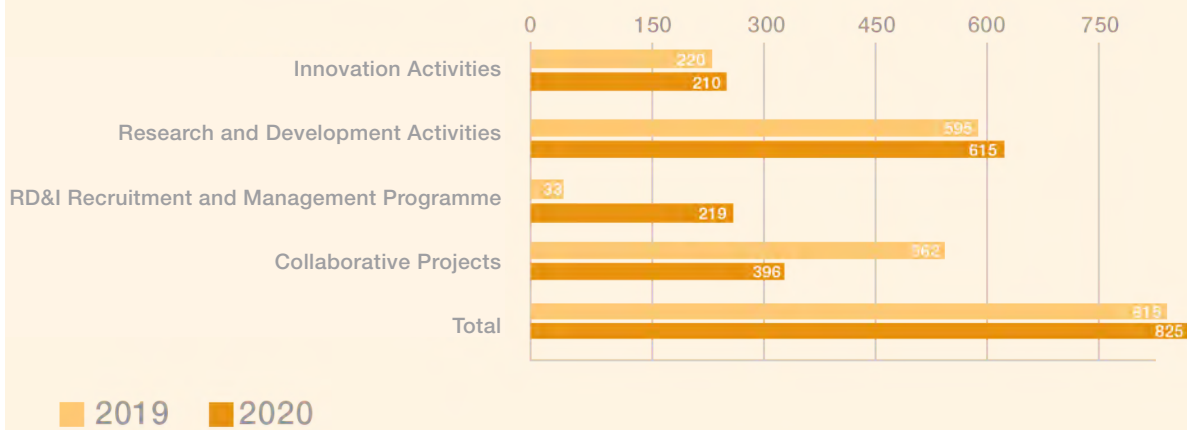


**DDN (Dirección de Desarrollo de Negocio):** Business Development Management; **DARRHH (Dirección de Recursos Humanos):** Human Resource Management; **DO (Dirección de Operaciones):** Operations Management; **DCPEG (Dirección de Consultoría y Procesos Estratégicos de Gestión):** Management of Consulting and Strategic Management Processes; **DDS (Dirección de Defensa y Seguridad):** Defence and Security Management; **DECT (Dirección de Espacio y Centros Tecnológicos):** Space and Technology Centres Management; **DPEF (Dirección de Planificación y Económico Financiera):** Planning and Financial Economics Management.



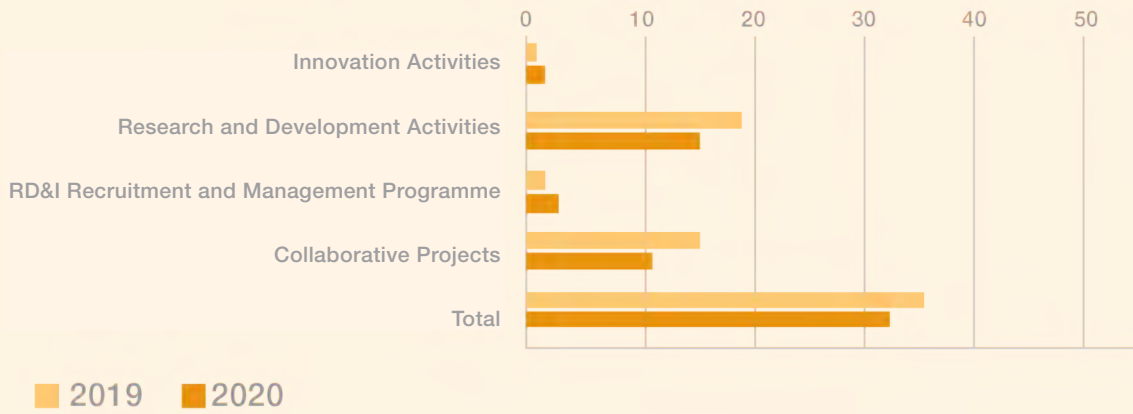
## RD&I indicators

Cost distribution of RD&I projects by activity axis

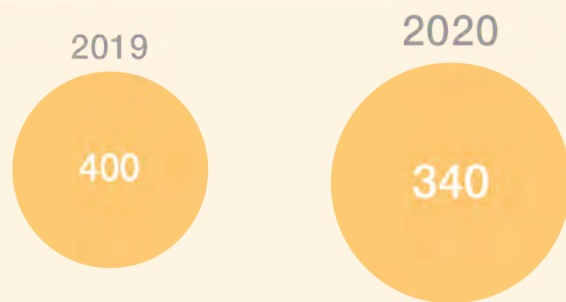




Distribution of RD&I projects by activity axis



Financing obtained for R&D activities



Financing received (thousands of €)



# COMMITMENTS TO STAKEHOLDERS



# Dialogue with our stakeholders

A fundamental part of our business strategy is the active listening of all our stakeholders, with which we keep different communication channels open.

STAKEHOLDERS COMMUNICATION MECHANISMS	Society	Shareholder / Board of Directors	Employees	Auditors
Corporate website and social media (YouTube, LinkedIn, Flickr)				
Transparency portal				
Non-financial information statement (NFIS)				
Isdefe annual report				
Marketing website: Catalogue of products and services				
Generic email accounts of the corporate website				
Media				
Good practice platforms of reference entities in CSR				
Social projects				
Collaboration agreements and chairs with the university				
Alliances with associations / forums				
Monthly report to the board of directors				
Regular meetings of the board of directors				
Shareholder meetings				
Corporate network				
Generic email accounts				
Argos classroom and newsletter				
Internal announcements				
Regular internal meetings				
Workers representation				
Tele innovation initiative				
RD&I recruitment programme				
Committees				
Calendar of events of interest				
Web / mobile applications				
TV screens at BdB3				
Social projects				
Employee portal				
Audit programmes				
Audit reports				



### 3. COMMITMENTS TO STAKEHOLDERS

STAKEHOLDERS COMMUNICATION MECHANISMS	Clients / Receiving Agenc	Providers	Partners	Regulatory Bodies
Corporate website and social media (YouTube, LinkedIn, Flickr)				
Transparency portal				
Non-financial information statement (NFIS)				
Isdefe annual report				
Marketing website: Catalogue of products and services				
Collaboration agreements and chairs with the university				
Regular meetings of the board of directors				
Generic email accounts				
Annual satisfaction survey				
Personal meetings of directors of Isdefe with agencies receiving services				
Regular meetings of Isdefe staff with agencies receiving services				
Monitoring reports				
Technical seminars				
Contractor profile on the State platform				
Tender opening				
Tactics Programme (Fundae)				





# Commitments to clients

## Quality, excellence and innovation

Isdefe is committed to excellence through continuous improvement of the quality of its products and services to respond to customer expectations and needs, and to be a benchmark in innovation.

All Management, Departments and Areas are responsible for achieving the quality of services and products through all phases of their execution, in accordance with the established schedule. The quality of the services and products generated by Isdefe is, therefore, the responsibility of all the company's personnel.

Isdefe has a Quality Management System (QMS) with the following certificates:

- AENOR Certification of the Quality Management System, according to the UNE-EN ISO 9001: 2015 (ER-0929/1998) standard for the activities of providing consulting and technical assistance services in the Defence and Security, Aerospace, Transport, Public Administrations, Information and Communication Technologies (ICT), and Energy sectors.
- Certification of the Ministry of Defence of the Quality Management System, according to the PECAL/ AQAP 2110 (EXP. N°-0077/03/01/01) standard for consulting services and technical assistance in systems engineering for the Ministry of Defence. Certified since 08/11/2002.

Isdefe continuously conducts surveys to determine the importance and satisfaction of different aspects of the service: understanding of needs, technical ability, fulfillment of technical objectives, fulfillment of the project calendar, ability for innovation, documentation, integration and communication, human team management, purchasing / subcontracting management, and flexibility and speed.

One of the general objectives of the company is the General Satisfaction Index (GSI), establishing a value equal to or greater than 8.5 for the year 2020.







### 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
<b>% Answer</b>	<b>73.2%</b>	<b>74.4%</b>	<b>74.7%</b>

## 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.

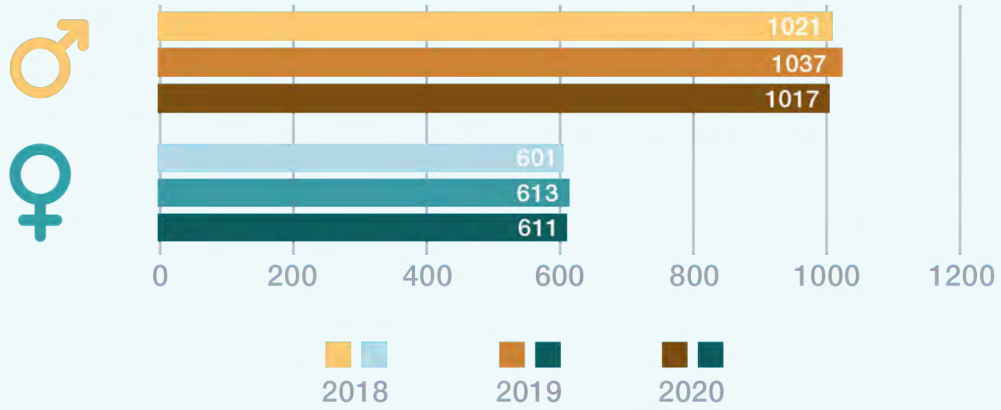
Total number and distribution of employees by age, years 2018, 2019 and 2020:

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
<b>Total</b>	<b>1,628</b>	<b>1,650</b>	<b>1,622</b>

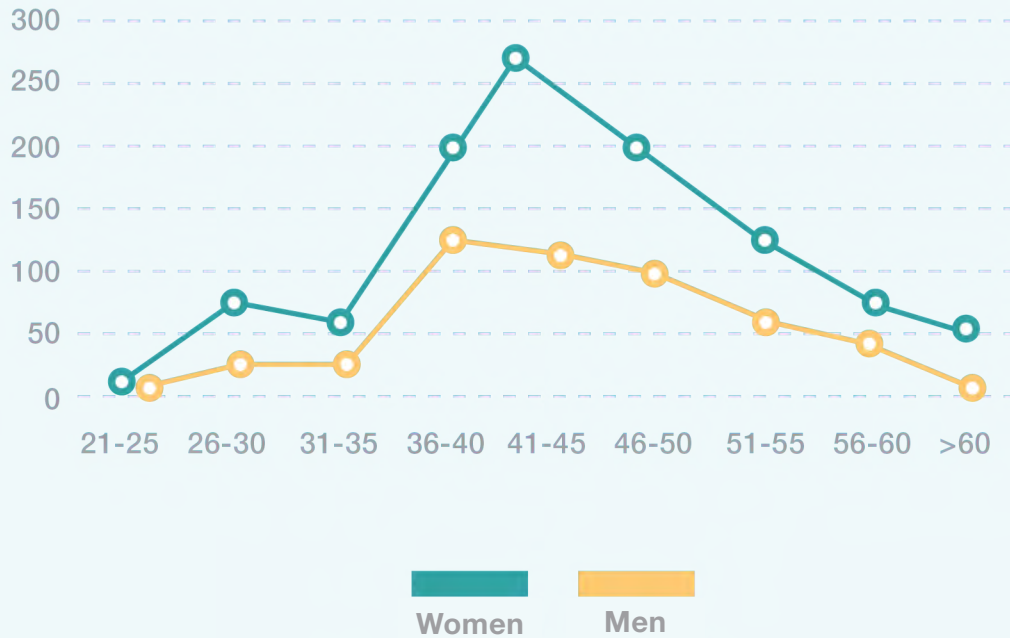




Evolution of the workforce by gender M / F (2018, 2019, 2020)



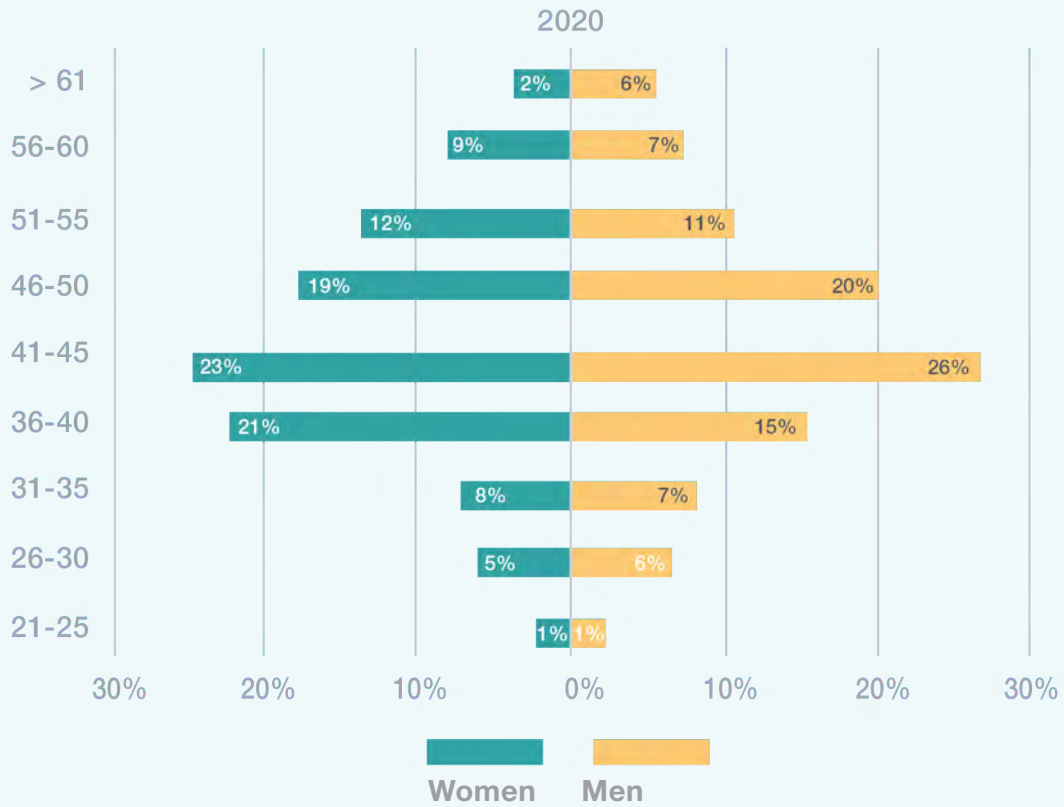
Comparison by sex and age of Isdefe employees in 2020\*





### 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
<b>Total</b>	<b>1,650</b>	<b>1,622</b>



### 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	-
<b>Total</b>	<b>1,369</b>	<b>275</b>	<b>6</b>	<b>1,355</b>	<b>261</b>	<b>6</b>

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
<b>Total</b>	<b>1,369</b>	<b>275</b>	<b>6</b>	<b>1,355</b>	<b>261</b>	<b>6</b>

### 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.

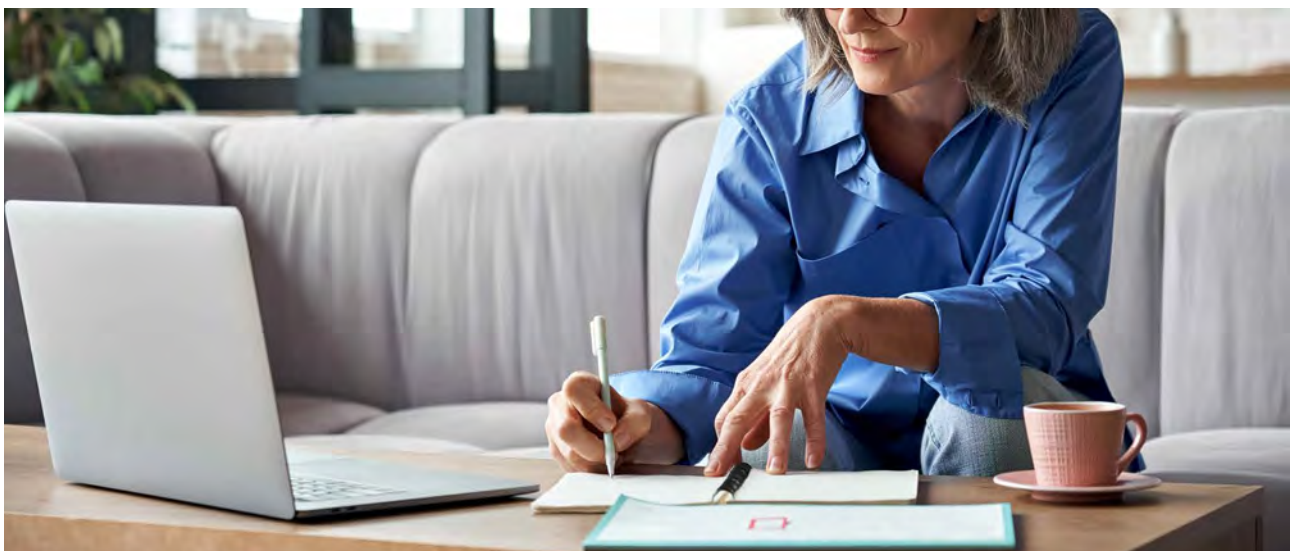
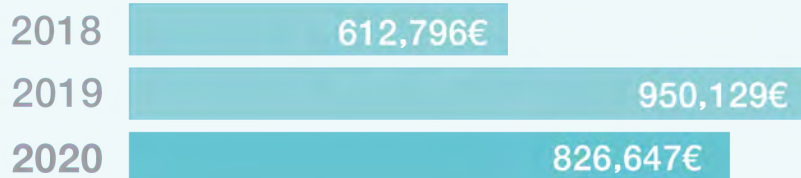
The most notable phenomenon in 2020 is the sudden and effective adaptation of the entire training catalog planned for 2020 to an online modality (e-learning, virtual classrooms, videoconferences, virtual reality, etc.), due to the global COVID-19 pandemic.

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

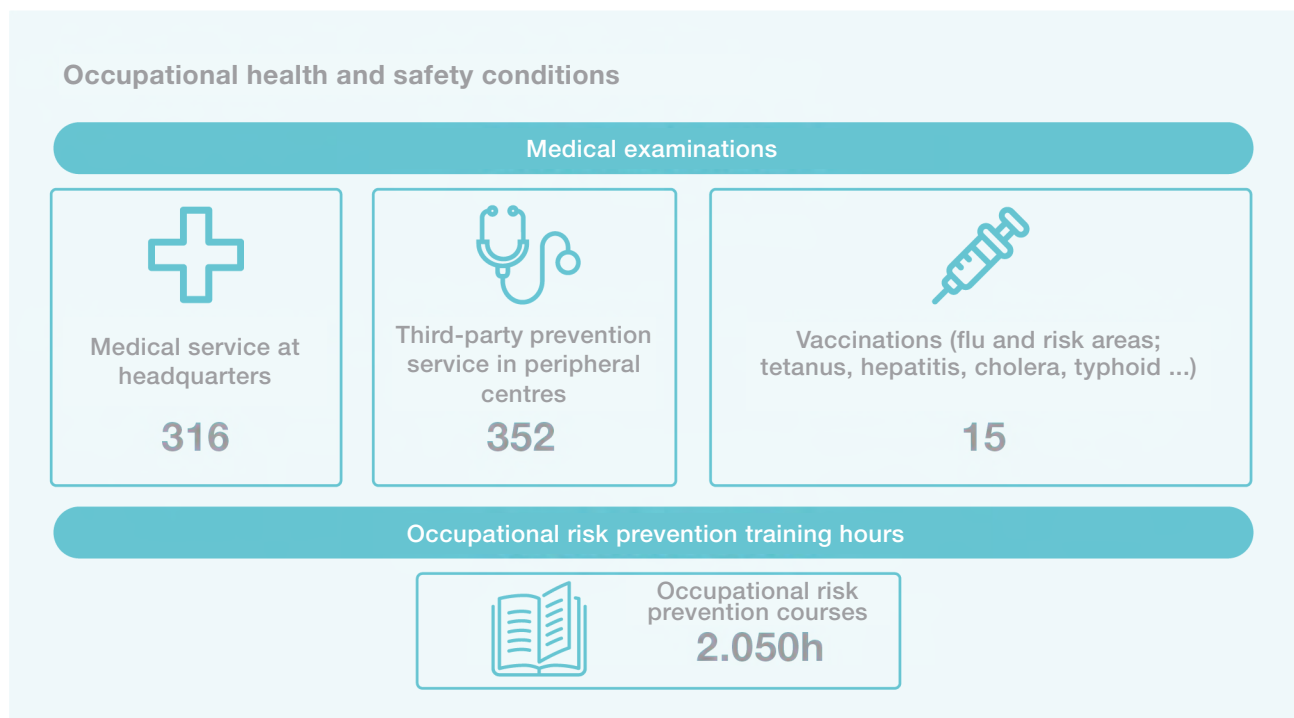




## Safety, Health and Well-being (mindfulness workshops, health committee ...)

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
<b>Total</b>	<b>29</b>	<b>12</b>	<b>16</b>	<b>10</b>	<b>5</b>	<b>5</b>

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

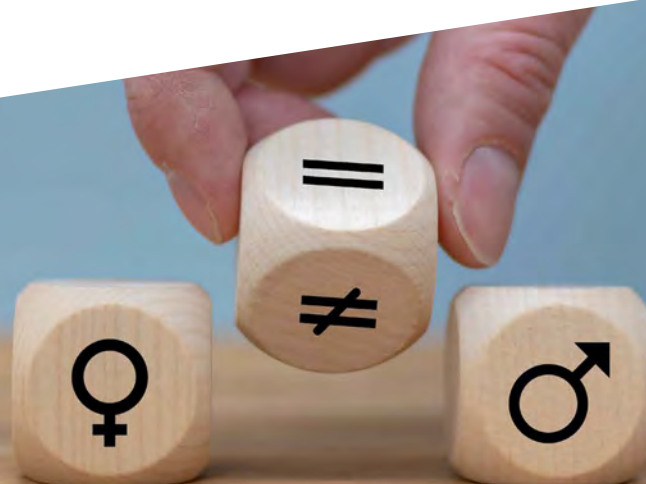
Isdefe's Equal Opportunities Plan, approved by the Management in 2018, was drawn up within the Equality Commission then in force, made up equally of the Management and Workers' Representatives.

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
<b>Total</b>		<b>45</b>

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

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.



### 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





# Commitments to society

## Featured participation in 2020

- Virtual day on the European Defence Action Plan: EDIDP-EDF.
- Virtual Day of the Civil Guard “In the Prevention and Fight Against New Criminal Modalities Related to COVID-19: National and International Perspective.”
- VIII National Congress of R&D in Defence and Security (DESEi+d 2020).
- Isdefe's support for the establishment of the national military airworthiness authority in the United Arab Emirates (UAE) and Spain.
- Virtual sessions: "The Present and Future of In-House Technical Service Providers”.
- Virtual annual course: The Antonio Remón y Zarco del Valle General Engineer Chair of the Higher Centre for National Defence Studies (CESEDEN) and the Polytechnic University of Madrid (UPM).
- Recognition Act 5th call for the Isdefe RD&I ideas acquisition and management programme.



Virtual annual course



DESEi+d 2020



Virtual day of the Civil Guard



EDIDP-EDF Conference



United Arab Emirates and Spain



Virtual sessions: "The Present and Future of In-House Technical Service Providers”.



Virtual sessions: "The Present and Future of In-House Technical Service Providers”.





## Dissemination of knowledge of Isdefe

### Express Internal Tele-iNOVATION Contest



<https://www.youtube.com/watch?v=NJ2rN0XGdC4>

### Christmas campaign

Isdefe employees extend Christmas greetings with all their affection, in a very special and difficult year for everyone due to COVID-19, in which we have brought out all our best values, our generosity, effort, collaboration, understanding, understanding, and everyone joining together to keep moving forward.





## Social action programme

Isdefe has a **social action programme** whose objective is to contribute to the achievement of the 2030 Agenda for Sustainable Development, through the **participation** and undertaking of social initiatives carried out with the collaboration of foundations and NGOs.

### Initiative February 11: International Day of Women and Girls in Science

In 2020, Isdefe participated once more in the “Feb 11 Initiative”, a platform that makes the role of women in science visible and encourages a scientific calling among younger women.

The objective of this initiative is to break down the barriers faced by women and girls in the technological and scientific field and to inspire and promote scientific and technological careers in this genre, encouraging from an early age the access of women to the field of science, technology, engineering and mathematics (STEM), through the experience of our professionals.

**Sixteen Isdefe volunteers** gave talks in 30 Educational Centres and their voice reached more than 2,000 boys and girls, from early childhood education and young people from primary and secondary school, who, thanks to their generosity and drive, will have a benchmark in this area.

SDG 4 “Quality Education”, SDG 5 “Gender Equality”, and SDG 9 “Industry, Innovation and Infrastructure”.

One of the general objectives of the company is the General Satisfaction Index (GSI), establishing a value equal to or greater than 8.5 for the year 2020.

### #STEMPILLS campaign for confinement

Campaign launched during home confinement, caused by COVID-19, to promote interest in science and technology among the younger members of Isdefe families, by conducting live webinars taught by professional Isdefe volunteers.

The purpose of the STEMPills or STEM Pills had a double objective: take advantage of Isdefe's human capital in order to educate and arouse curiosity about science, and, in turn, contribute to the reconciliation of the employees' families during the months of confinement.

For this, we had the collaboration of six volunteers and a schedule of webinars was drawn up, which gathered the interest of 310 families, under the following titles: “There is SPACE for everyone”, “The Universe at your fingertips”, “What does an Isdefe engineer do?” “Do you dare to find out?”, “Shall we fly?”, “When I grow up I want to be an engineer”, and “A trip back in time ... every day!”.



SDG 4 “Quality Education” and SDG 9 “Industry, Innovation and Infrastructures”.



### 3. COMMITMENTS TO STAKEHOLDERS

#### Campaign #IsdefeDona

Aware of the food emergency caused by the COVID-19 crisis, Isdefe launched the #IsdefeDona campaign, from which several initiatives were launched aimed at alleviating the vulnerable situation of many families. Among these initiatives, the project **“Sodexo against COVID-19”** stands out, the purpose of which was to obtain donations through the Sodexo Restaurant card to support 1,400 families in need, in collaboration with the NGO Ayuda en Acción. The project was very well received by the employees, raising an amount of €6,475.

Another solidarity initiative was the delivery by Isdefe, in May, of **300 liters of milk to the Madrina Foundation** for later distribution to the population of different neighborhoods of Madrid, responding to the SOS call made by the president of the Foundation to cater for the growing number of families who are being supplied food on a daily basis.

Likewise, Isdefe also participated in the solidarity action **“Healthy cure, Healthy food”**, undertaken by the B&O restaurant near the company's headquarters, whose purpose was to support healthcare workers and security forces in their daily work, providing them with food, during the declaration of the state of alarm. The distribution of meals was carried out at the Central Hospital of the San José and Santa Adela Red Cross, at the San Carlos Clinical Hospital, and at the Madrid Police Headquarters. Thanks to the donations, a total of 800 meals were delivered. Many Isdefe employees participated with donations in the initiative and Isdefe doubled the amount of the contributions made by its workers.

SDG 4 “End of poverty” and SDG 2 “Zero hunger”.

#### Donation of computer equipment with the EMAD Operations Command

During the months of March, April, and May, the delivery of computer and health equipment, donated by Isdefe, through the Operations Command (MOPS), took place in the international missions of the Spanish Armed Forces, located in Gabon, Lebanon, Mali, and Senegal.

For more than 10 years, Isdefe has had a solidarity programme for the reuse of computer equipment, which is no longer useful for its employees due to obsolescence, for educational and humanitarian purposes. This has allowed for a solidarity-based collaboration with the MOPS that has materialized in recent years through different donations.

On this occasion, Isdefe has donated a total of **174 laptops, 80 screens and computer equipment** (docks, mice and wiring), along with medical supplies, with the aim of contributing to the development, progress and technological training of the local communities wherever Spanish forces are deployed.

The MOPS manages donations in the Operations Zone through its Civil-Military Cooperation units in order to achieve local support for the mission through cooperation and coordination between the military command and the civilian environment.

SDG 4 “Quality Education” and SDG 9 “Industry, Innovation and Infrastructures”.



## Isdefe against the digital divide

With the aim of reducing the digital divide derived from the COVID-19 crisis and avoiding the digital disconnection of young people with few resources, Isdefe **promoted the donation of computer equipment in two schools in the Community of Madrid.**

The COVID-19 crisis evidenced the difficulty many students have to continue distance schooling and to make the most of the school year with good results.

Isdefe received, through several employees, a call for digital solidarity and, in response to this demand, laptops were prepared and refurbished for reuse in order to alleviate the digital divide and help the most disadvantaged students.

SDG 4 “Quality Education” and SDG 9 “Industry, Innovation and Infrastructures”.

## Abilities Race with the Adecco Foundation

On Sunday, September 27, 37 Isdefe volunteers and family members participated in the eleventh edition of the Abilities Race, which was held telematically due to the pandemic and in which our company collaborated.

**The initiative organised** by the Adecco Foundation is a social event that is held to unite people with disabilities, the associative fabric, and employees representing different companies around a common goal: labor inclusion of people with disabilities in ordinary companies.



SDG 10 “Reduction of inequalities”.

## Collaboration with the Civil Guard Solidarity Association

Isdefe has continued to collaborate in 2020 with the “Civil Guards Solidarity Association”, made up of active civil guards -experts in rescues, civil protection, and rescue operations-, aimed at collaborating with people and entities in need of humanitarian aid.

SDG 4 “End of poverty” and SDG 2 “Zero hunger”.



### 3. COMMITMENTS TO STAKEHOLDERS

#### Great Food Drive

Within the framework of corporate volunteering, Isdefe joined the “Great Food Drive 2020” of the Madrid Food Bank Foundation, during the third week of November.

The solidarity of Isdefe employees, plus the company's contribution, resulted in a final collection of €8,402 contributed to “Operation Kilo”, equivalent to 4,861 kg. The money raised is destined to the purchase of basic foodstuffs to avoid lack of stock in the Food Bank warehouses.

The food crisis caused by COVID-19 continues and this operation supports the work of the Foundation, which serves 190,000 people, including 33,000 children and 10,000 infants.



SDG 4 “End of poverty” and SDG 2 “Zero hunger”.

#### Christmas Solidarity Campaign

In December, the thirteenth Isdefe Christmas Solidarity Campaign was held, in which various initiatives were launched with the aim of bringing Christmas to the most vulnerable groups. Through the “Fundación Madrina” and the “Asociación Reyes Magos de Verdad”, the staff had the opportunity to collaborate with the goal of not leaving any child without a toy on such special holidays.

SDG 4 “End of poverty” and SDG 2 “Zero hunger”.

#### Collecting Solidarity Caps

Isdefe continues to collaborate with the “Fundación SEUR” in the project “Caps for a new life”, started in 2012.

Through the collection of plastic bottle caps, which employees deposit at the company headquarters, funding is obtained for medical and orthopedic treatment of girls and boys, not covered by the public health system. In addition, the project has an environmental sustainability aspect through the recycling of caps.



SDG 3 "Health and Well-being", SDG 10 "Reduction of inequalities", and SDG 13 "Climate action".



## Commitments to our suppliers

Isdefe is considered to be an Adjudicator in accordance with the provisions of Law 9/2017, of November 8, on public sector contracts, which transposes the directives of the European Parliament and the Council 2014/23/EU and 2014/24/EU into the Spanish legal system, therefore submitting all its contracting processes to the principles of **freedom of access to tenders, publicity, transparency, non-discrimination and equal treatment among bidders, implementing the principle of integrity in all its procedures.**

### Outsourcing and suppliers

The general principles of public contracting are included in the specifications of each of the procedures that are published in the profile of the Isdefe contractor, hosted on the **Public Sector Procurement Platform (<https://contrataciondelestado.es>)**, where all the information regarding the contracting of suppliers by Isdefe is published.

Isdefe requires the economic operators with whom it is going to contract the same capacity and solvency requirements that the Administration requires and the accreditation of not incurring a cause of prohibition and incompatibilities in the terms established in Law 9/2017.

With the entry into force of Law 9/2017, Isdefe has reinforced its commitments in social and environmental matters, establishing the following measures in a transversal way for all its procedures:

- Extension and compliance of its environmental policy to suppliers by including an environmental clause in all its specifications. <https://www.isdefe.es/gesti-n-medioambiental>.
- Obligation for all its suppliers to respect the current regulations on labor, social security, social integration of persons with disabilities, and prevention of occupational risks, as well as respect for the Collective Agreements of application, through the inclusion in all their specifications of a clause of labor and social obligations.
- Cause of resolution in all its specifications, associated with the breach of the obligations in environmental, social, or labor matters.
- Tie-breaking clause that benefits companies that have the highest percentage of permanent workers with disabilities in their workforce, with a lower percentage of temporary contracts in their workforce, or with a higher percentage of women employed in their workforce in the case of offers which obtained the same score.

Depending on the contract, we establish criteria for **reducing the level of greenhouse gas emissions; the use of energy saving and efficiency measures and the use of energy from renewable sources during the execution of the contract.**



### 3. COMMITMENTS TO STAKEHOLDERS

For the electrical energy contracts that we have put out to tender, the bidders who offer energy from renewable sources or from high-efficiency cogeneration sources have been rated with the highest score.

#### Relations with suppliers and subcontractors

**Isdefe ensures that the design of the award criteria makes it possible to obtain high-quality works, supplies and services, by including qualitative, environmental, social and innovative aspects linked to the object of the contract. The most significant being the following:**

- The expense automation service has been hired to optimise their management automatically and reduce paper consumption.
- The food voucher contract has been modified to replace the paper vouchers with an electronic card for the payment of the service by the employees.
- Environmental requirements have been established in the tendering of computer equipment, specifically: low halogen content and the requirement to provide the device's carbon footprint.
- The lowest CO<sub>2</sub> emission from vehicles has been established as an evaluation criterion in the safety tender at the Cebreros and Robledo stations, valuing the blue DGT label “zero emissions” with the highest number of points for the vehicles used in the service.
- Social measures for the personnel who will perform the service have been established as an evaluation criterion in the security tender in BdB3, such as: proven salary equality between men and women of the same category and functions, female recruitment, measures for family and work conciliation of staff, and improvement of working conditions and salaries of staff.
- Different environmental and social criteria such as measuring the carbon footprint, the lowest CO<sub>2</sub> emissions, a commitment to assign the same workers for the entire duration of the contract except for just cause, and compliance with the STAGE V emission regulations for machinery used in earthmoving have been established in work tenders within the Deep Space Control Centre of Robledo de Chavela.
- The paper circulation of the company's annual report has been reduced, promoting the digital format and dynamic consultation through the link on the Isdefe website.

Finally, it should be noted that during 2020 the electronic contracting of all open procedures in Isdefe has become widespread, including the electronic processing of all minutes and contracts and receipt of offers via the Public Sector Procurement Platform (PLCSP). This has meant the elimination of the use of paper by 100% both for Isdefe and for the bidders, resulting in considerable savings in toner, electricity, paper, USB storage devices, CDs, and DVDs, among others, which involved the physical reception of offers and internal processing thereof.



### Supervision and audits, and their results

Isdefe is subject to the controls that the Administration itself wishes to exercise over it, through its control bodies. In this sense, Isdefe complies with all the principles of transparency and diligently complies with the obligation to Submit all its contracts to the Court of Auditors.

In this sense, third-party contracting with Isdefe is generally regulated in the Orders received and in any case the partial benefits that Isdefe may contract with third parties will not exceed 50% of the amount of the Order.

It should be noted that Isdefe was valued with 77.6 points in the Contracting Area in the International Transparency Index of public companies in 2018, resulting in the second best valued entity in this field. During 2020, the good practices that led to this result have been continued and reinforced.



Isdefe has implemented a system of supervision and internal control of the work carried out by its suppliers, by assessing the quality of the services, supplies, and works executed in the year. This control is part of the quality indicators, with the satisfaction index in 2020 being 99.3%, exceeding the established target of 95%.

Isdefe's policy is that all personnel acting within the framework of its hiring procedures are obliged to take appropriate measures to fight against fraud, favoritism, and corruption, in addition to preventing, detecting, and effectively solving the conflicts of interest that may arise in tender procedures in order to avoid any distortion of competition and guarantee transparency in the procedure and equal treatment of all candidates and bidders.





### 3. COMMITMENTS TO STAKEHOLDERS

In particular, Isdefe points out to its staff that the concept of conflict of interest will cover, at least, any situation in which the staff at the service of the Contracting Authority who also participate in the development of the tender procedure or who may influence its result, directly or indirectly have a financial, economic, or personal interest that could appear to compromise their impartiality and independence in the context of the tender procedure.

Any person participating in the Contracting Process who identifies any fact in any of the bidding companies, which may be affected by the Code of Ethics or be capable of being classified as one of the practices listed above, must state so in a letter addressed to the Area of Recruitment.

The contractual obligation to know and respect Isdefe's code of ethics during all phases of the procedure is included in all the specifications.

Isdefe makes communication channels available to entities interested in contracting procedures where interested parties can direct any questions or communication, through the public sector contracting platform and by direct email ([unidadcontratacion@isdefe.es](mailto:unidadcontratacion@isdefe.es)).



During this fiscal year, 100% of the doubts raised through the Public Sector Procurement Platform were answered by Isdefe's Contracting Department.

Isdefe, being a state-owned public company and being considered an in-house technical service provider, is subject in all its contracting to the controls that the Administration exercises over its own units through its control bodies (IGAE and Court of Auditors).

Among them, there is the obligation to send all their contracts and the Annual Accounts to the Court of Auditors, and the publication of all the awards in the Transparency Portal.

A large, semi-transparent teal number '4' is centered in the upper half of the image. The background is a photograph of a forest with tall, thin trees and a mossy forest floor. Sunlight filters through the trees, creating a warm, golden glow. The overall composition is clean and modern, with a strong focus on the number '4'.

**OUR  
ENVIRONMENTAL  
PERFORMANCE**



# Tools for environmental management

Isdefe has an Environmental Policy and a certified Environmental Management System (EMS) in place, which promotes the efficient use of natural resources, the active prevention of pollution and the management of waste generated through our activity which is respectful of the environment.

### Our Environmental Policy is focused on achieving the following objectives:

- Comply with the environmental legislation applicable to our activities, as well as with those environmental commitments undertaken with our customers.
- Identify and evaluate the environmental factors affected by our activities in order to prevent negative impacts on the environment.
- Manage the waste generated through the appropriate reuse, separation and recycling.
- Promote energy efficiency, making rational use of available resources.
- Raise environmental awareness among all employees by promoting good environmental practices in the workplace.
- Establish a process of continuous improvement for our environmental behaviour through the periodic review of our EMS and the established environmental objectives and goals.
- Promote and disseminate this policy among Isdefe employees, collaborators, subcontractors and suppliers and make it available to interested parties.

### Compliance with standards

Isdefe complies with environmental laws and regulations and has not received any fine nor been investigated in this matter during this last year.





# Waste management

At Isdefe we follow a waste separation at source policy, using specific containers for each type of waste.

In our headquarters we have a general waste collection point which offers data on the correct separation of waste, the quantity generated, its correct labelling, as well as its adequate transport for subsequent treatment by an authorised manager.



Hazardous waste	2020*	2019*
Fluorescent tubes	42	80
Contaminated packaging	11	40
Sharp and cutting objects	19	24
Oil filters	9	18
Thermal oil	42	3
Contaminated absorb.	0	0
Aerosol sprays	7	0
Accumulators**	2,332	0

\*\*The increase in accumulator waste in 2020 was due to the replacement of lead batteries from the Uninterruptible power supply (UPS); and the increase in waste electrical and electronic equipment (WEEE) was thanks to a campaign of replacing staff computers and the removal of outdated and/or discontinued equipment.

Non-hazardous waste	2020*	2019*
Organic	4,863	11,080
Paper	4,037	7,206
Cardboard	2,198	2,548
WEEE	2,365	1,515
Plastic	737	882
Glass	220	405
Scrap	68	353
Plastic cups	0	294
Biodegradable cups	331	281
Wood	167	83
Batteries	0	80
Hygiene products	71	55
CD/DVD/Hard drives	39	30
Toner	68	29
Air filters	170	18

\*. Data in kg



# Sustainable use of resources: water, raw materials, energy

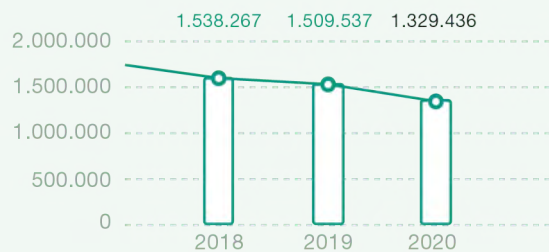
In line with our Environmental Policy and the objectives set for the year in our EMS, we aim to make responsible use and minimise the consumption of natural resources (electricity, gas, water, paper). We evaluate this by controlling and analysing the performance and functionality of the equipment and facilities that require these resources, optimizing them and prioritizing those that come from renewable sources.

**In 2020 we managed to reduce both our energy bill and our water and paper consumption, due to various factors:**

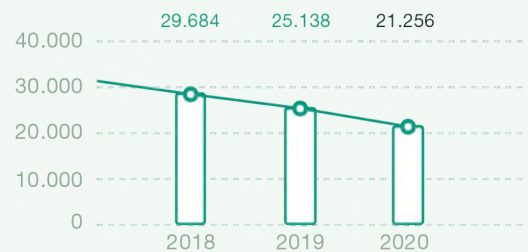
- **COVID-19.**
- **The Declaration of the State of Alarm.**
- **Remote working for employees who usually work at the Beatriz de Bobadilla 3 (BdB3) headquarters.**
- **Continuous energy performance analysis and control policies.**

The evolution in Isdefe's consumption of resources during the last three years shows a downward trend, as a result of our policies of analysing and controlling performance, as well as the functionality of equipment and facilities that require electricity, gas, water and paper resources, and the optimisation of consumption, prioritising those that come from renewable sources.

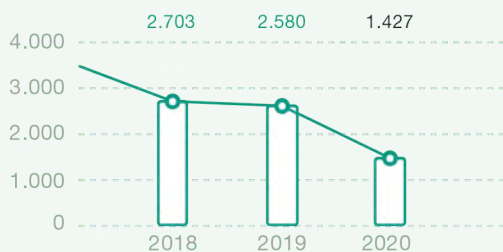
Electric consumption (kWh)



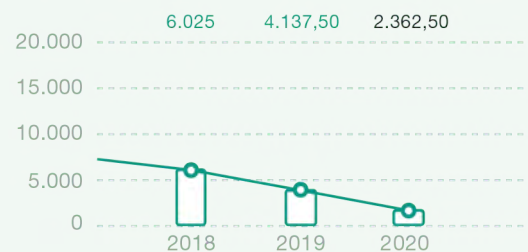
Natural gas consumption (m<sup>3</sup>)



Domestic water consumption (m<sup>3</sup>)



Paper (kg)





In 2020, Isdefe carried out the study of the energy rating index of the BdB3 building based on real energy consumption and demand data obtained during the year.

The purpose of this audit was to understand the current operation of the building to promote actions aimed at improving the energy efficiency of the organisation and energy savings that allow it to contribute to the objectives of the European Union.

In this regard, a review of the procedures, stocks and equipment, as well as the energy consumption recorded in 2018 and 2019, was carried out so the established baselines, ratios and KPIs could be compared, in order to analyse their evolution and compliance with the overall and specific energy saving and CO<sub>2</sub> emissions targets.



## Environmental objectives and performance in 2020

On 11 March 2020, the World Health Organisation raised the public health emergency caused by COVID-19 to the level of global pandemic.

From March onwards, the building and its facilities were severely impacted by the lockdown measures applied during the first stage of the pandemic (at the national level) and, subsequently, by the work restrictions and recommendations implemented by Isdefe's management in order to prevent the possible spread of the virus within the organisation (promoting teleworking). Factors which influenced to a greater or lesser extent each of the aspects analysed in the organisation's environmental performance.

Taking these conditions into account, Isdefe has continued with its measures to continuously improve its environmental performance, making better use of raw materials, improving energy efficiency and increasing the use of renewable energies.



### Environmental objectives

**Objective 1:** Installation, certification and launch of the charging stations for light vehicles and motorcycles at the headquarters on Beatriz de Bobadilla 3 (BdB3). (Objective already set in 2019 which continued in 2020).



### Results obtained

The following actions were carried out to achieve the proposed objective:

1. Tender for the refurbishment work and maintenance service for electric vehicle charging infrastructures in the BdB3 garage (Dossier no. 2019-01519). Proposing a minimum of 6 charging stations for light vehicles and 2 stations for motorcycles.
2. Presentation of the tender dossier in the Community of Madrid so that Isdefe could receive State aid (MOVES Programme) to promote the installation of recharging of electric vehicles.
3. Awarding of the tender for the refurbishment work. The successful bidder's proposal increased by 4 stations the minimum requirements proposed (10 charging stations for light vehicles and 2 stations for motorcycles).
4. Implementation and commissioning of the charging stations, following the requirements identified in the bidding documents. On 31-07-2020 the planned works, tasks and procedures were completed.

**In November 2020, the authorisation to use the facility and the publication of the rules of use for employees were officially communicated.**



## Environmental objectives

**Objective 2:** Optimisation of the performance of the cooling and air conditioning systems of the BdB3 head quarters to reduce their electricity consumption. Objective to be achieved over two years (2020 and 2021):

- **2020:** study and evaluation of the different proposals made by specialised companies.
- **2021:** implementation of the selected measures that are viable both technically and financially.



## Results obtained

Start of the evaluation studies and analysis of proposals by conducting an external energy audit following the criteria of RD 56/2016.

Main implementation measures:

- Replacement of the steam humidification systems of the precision machines in the Data Centre (sub merged electrodes with joule effect), with more efficient technologies.
- Provision of an indirect free-cooling system in the server and UPS area of the Data Centre by installing a supply and return air network independent of the Data Centre's interior air conditioning.
- Installation of speed regulation systems (variable-frequency drives) for the management of the hydraulic pumping groups that serve the secondary plant circuits of the cooled VRF system and independent cooling systems of the Data Centre.

In terms of the multiannual objective, the targets set for 2020 have been met, with the presentation of the energy audit carried out by a third party with an analysis of the measures.

Based on these results and the analysis of proposals, in 2021 the implementation of the selected measures that are viable both technically and financially will be assessed.





# Carbon footprint

We calculate our carbon footprint each year so we can quantify our impact on climate change and identify corrective actions to mitigate it. To do this we use the Carbon Footprint Calculator developed by the Ministry for the Ecological Transition and the Demographic Challenge (MITECO). This tool calculates the greenhouse gas (GHG) emissions associated with the organisation's activities considering both direct (Scope 1) and indirect emissions from electricity consumption (Scope 2).



Thanks to the use of 100% renewable energy sources and self-consumption, the emissions that Isdefe ceased to emit into the atmosphere in 2020 accounted for 342,774 kg CO<sub>2</sub>/kWh.

The data obtained shows the evident reduction (from 713 tCO<sub>2</sub>eq in 2017, 89 tCO<sub>2</sub>eq in 2018, 52 tCO<sub>2</sub>eq in 2019 to 46.76 tCO<sub>2</sub>eq in 2020) achieved by the acquisition of 100% renewable electrical energy since 2018.

In addition to the electricity and natural gas supplies, the building has energy production systems for self-consumption that reduce the need for external energy. All of these factors significantly influence the continuous reduction of the organisation's carbon footprint.

	2017	2018	2019
Permanent facilities	55.0001	64.6816	41.5586
Travel using vehicles	5.0048	3.9149	3.1173
Refrigeration/air conditioning	62.6250	20.8750	2.0880
Scope 1	122.6299	89.4715	46.7639
Scope 2	590.5247	0.0000	0.0000
<b>Total Scope 1 + 2</b>	<b>765.0062</b>	<b>713.1546</b>	<b>46.7639</b>



# Isdefe's contribution to the Circular Economy

Isdefe applies measures for the prevention, recycling, reuse and other forms of recovery and disposal of waste as well as actions to combat food waste.

This contribution is based on the following:

Additional assessment criteria in bidding processes for the acquisition of supplies that value those offers that incorporate the environmental advantages of using 100% renewable energy sources.



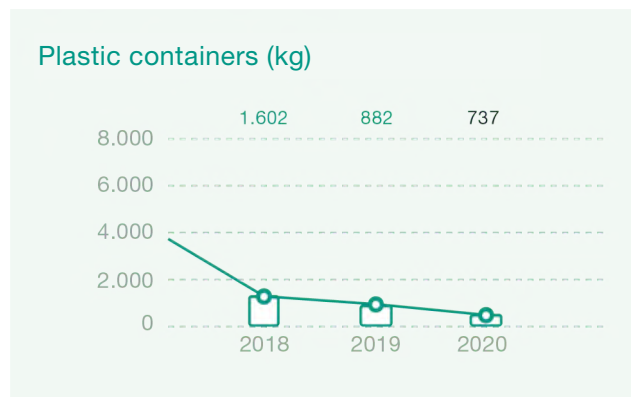
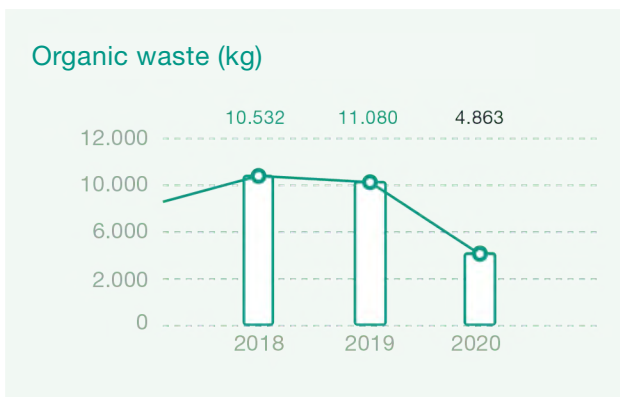
Reduction of paper consumption.

Own energy production using solar panels.

Use of rainwater.

100% of total paper consumption based on hybrid recycled paper.

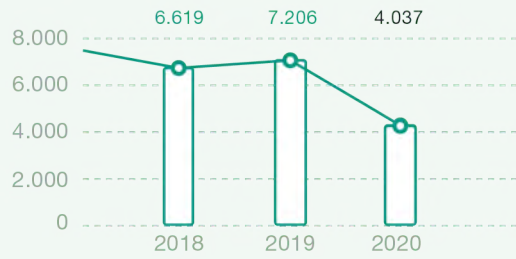
## Quantities of waste managed for recovery or recycling



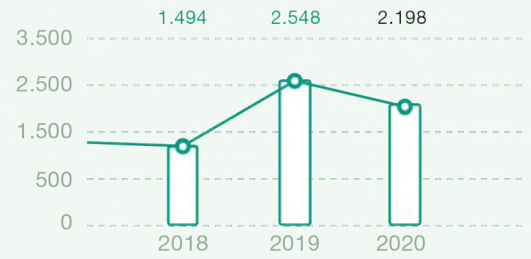


## 4. OUR ENVIRONMENTAL PERFORMANCE

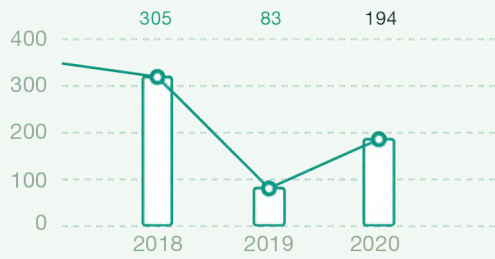
### Paper (kg)



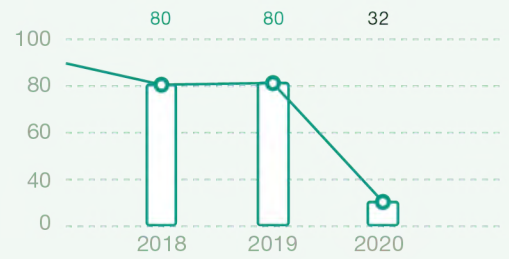
### Cardboard (kg)



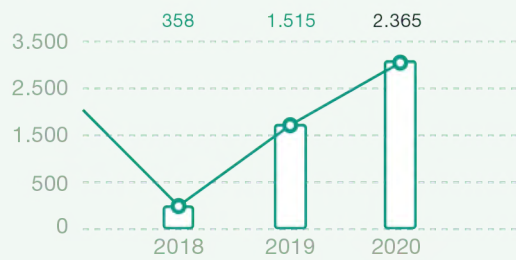
### Toner cartridges (units)



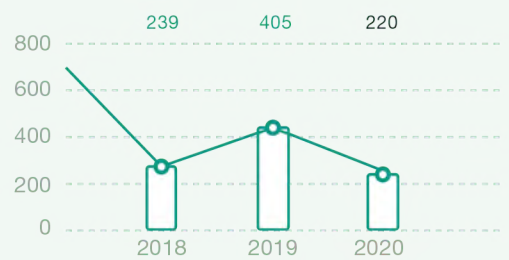
### Used batteries (kg)



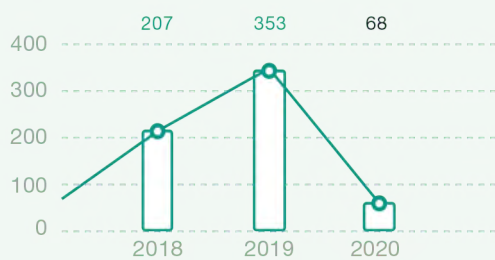
### Electrical and electronic equipment (kg)



### Glass containers (kg)



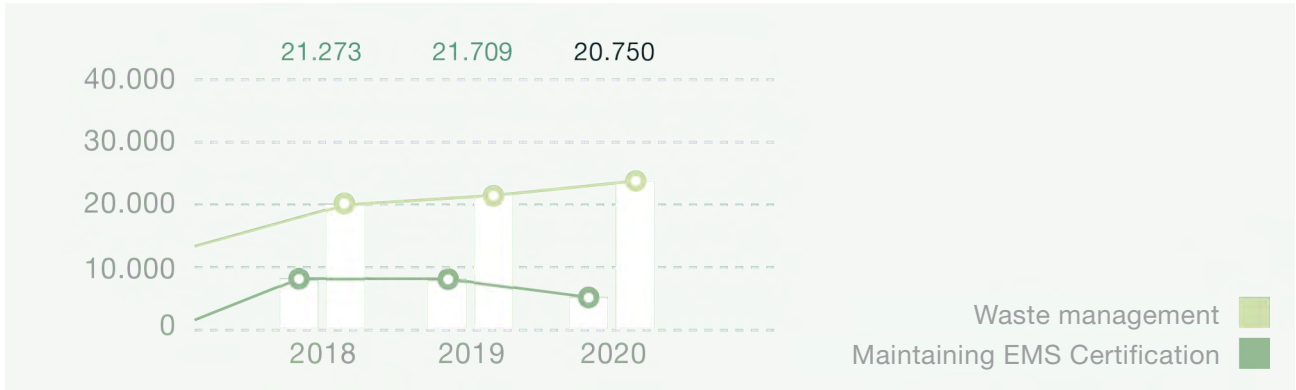
### Metals and scrap (kg)



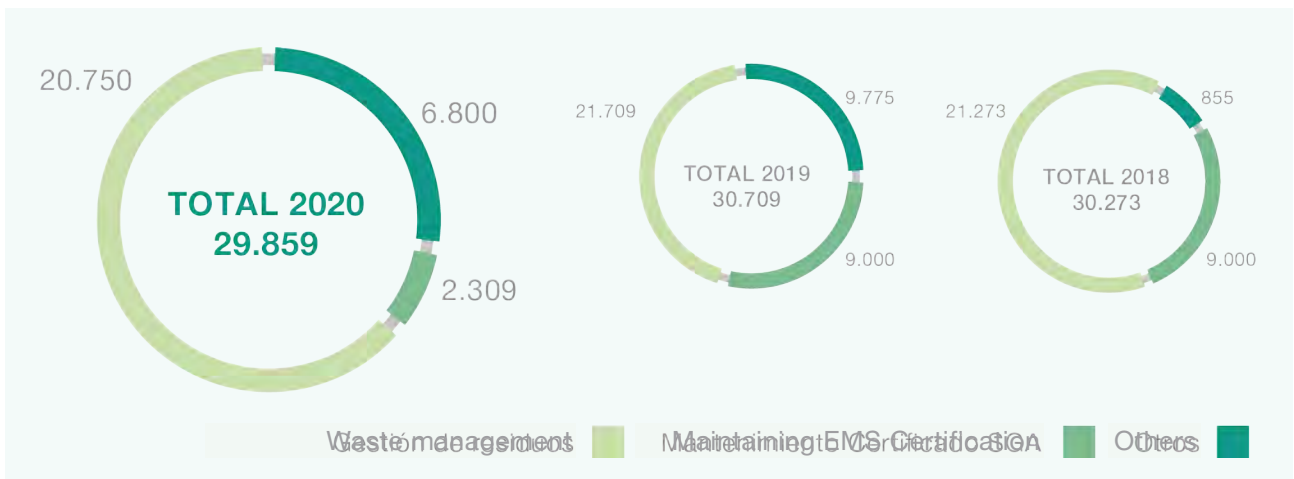


# Investment in the environment

In 2020, €20,750 was charged to environmental expenses, with a decrease in the amount spent on waste management.



## Resources allocated (€) to managing waste and maintaining EMS Certification





# Challenges for 2020

With a view to the coming financial year and in order to continue working actively on the continuous improvement of our environmental performance, we have set the following **Objectives**:

- **Acquisition of tools for calculating Scope 3 of our Carbon Footprint:**

Start recording data and facts during 2021 on the mobility of employees when coming to work and on business trips.

Final objective of complete data for 2022.

- **Replacing the current company's delivery vehicle (combustion engine) with a 100% electric vehicle, plug-in hybrid or non-plug-in hybrid, with the aim of promoting more sustainable mobility, reducing emissions into the atmosphere and mitigating air pollution**

- **Optimising the performance of the cooling and air conditioning systems of the BdB3 headquarters to reduce electricity consumption.** This objective achieved is to be achieved over two years (2020 and 2021):

2021: start of the study on the implementation of viable measures, both technically and financially, to improve the steam humidification system of the precision machines in the Data Centre





5

**GOVERNANCE**



## Legal nature and regulatory framework

Ingeniería de Sistemas para la Defensa de España, SA, SME, MP <sup>1</sup> (Isdefe, SA, SME, MP), is a state-owned mercantile company that is part of the state institutional public sector in accordance with articles 2 and 84 of Law 40/2015 of October 1 of the Public Sector Legal Regime and which was established in Madrid on 17 October 1985 by agreement of the Council of Ministers of 18 September of the same year.

Isdefe belongs to the Ministry of Defence, being the National Institute of Aerospace Technology (INTA), and is the holder of all the shares that make up its capital stock.

**The company is governed by its articles of association, by the rules of commercial, civil, labour and criminal law, and in the matters that apply to it, by:**

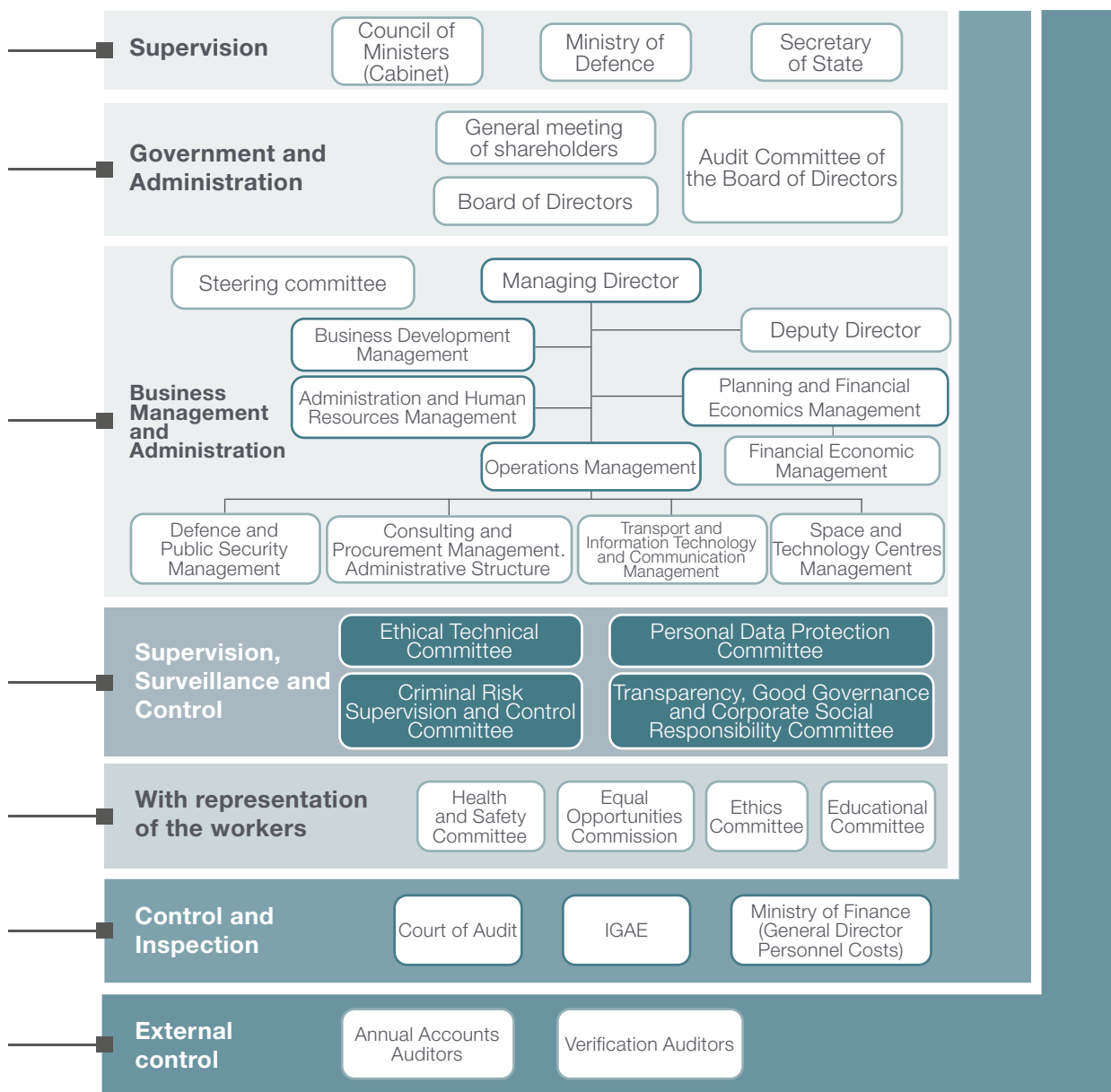
- Law 33/2003, of November 3, on the Assets of Public Administrations.
- Law 47/2003, of 26 November, General Budgetary.
- Law 4/2007, of April 3, on transparency of financial relations between Public Administrations and public companies, and on financial transparency of certain companies.
- Organic Law 2/2012, of 27 April, on Budgetary Stability and Financial Sustainability.
- Royal Legislative Decree 1/2013, of 29 November, approving the Consolidated Text of the General Law on the rights of people with disabilities and their social inclusion.
- Law 19/2013, of December 9, on transparency, access to public information, and good governance.
- Law 3/2015, of 30 March, regulating the exercise of the senior position of the General State Administration.
- Law 40/2015, of October 1, on the Legal Regime of the Public Sector.
- Law 9/2017, of November 8, on Public Sector Contracts.
- Law 11/2018, of 28 December, on non-financial information and diversity.
- Organic Law 3/2018, of December 5, on the Protection of Personal Data and guarantee of digital rights and Regulation (EU), of 27 April, 2016, regarding the protection of natural persons with regard to treatment of personal data.
- Royal Decree-Law 2/2020, of 21 January 2020, approving urgent measures regarding remuneration in the public sector.
- European Directive 2019/1937 of the European Parliament and of the Council, of 23 October, 2019, on the protection of persons who report infringements of Union law.

1. S.A.: State-owned public Company; S.M.E.: State-owned Mercantile Company; M.P.: In-house Technical Service Provider



# Government, administration, management, supervision and control structure

Isdefe, as a state-owned mercantile company, is under the Ministry of Defence. Its supervision is carried out through the Secretary of State for Defence, who in turn exercises the Presidency of Isdefe, the Shareholders' Meeting and the Board of Directors.







### Governing and Administrative Bodies

#### General meeting of shareholders

The **General Meeting of Shareholders** is formed in accordance with the provisions of Law 33/2003, of November 3, on the Assets of Public Administrations, which includes the provisions for the representation and protection of the business assets of the General State Administration and the special provisions for state-owned mercantile companies, in the form of a public limited company whose capital is wholly owned, directly or indirectly, by the General State Administration (AGE) or its public bodies. In the case of Isdefe, ownership is 100% by the Autonomous Organisation National Institute of Aerospace Technology Esteban Terradas, INTA.

#### Functions of the General Meeting of Shareholders

- Matters under its competence.
- Appointment of account auditors.
- Approval of corporate management, the accounts of the previous year and resolutions on the appropriation of results.
- Definitive appointment of Directors and renewal of mandate, as well as revocation.
- Modification of the articles of association.

#### Mechanism for adoption of agreements

On first convocation, shareholders present or represented must hold at least 50% of the subscribed capital with voting rights.

On second convocation, the attendance of 25% of said capital represents a quorum: and in any case, the provisions of article 194 of the Capital Companies Law will be applicable. Resolutions will always be by majority of votes cast and in the event of a tie, the vote of the President will be decisive.

#### Functioning

It will be convoked and constituted to deal with any matter, provided that all the capital stock is present and the attendees unanimously accept the holding of the Meeting.

#### Type of meeting

**Ordinary general meeting of shareholders:** Convoked by the Board of Directors. Meeting necessary within the first six months of each fiscal year.

**Extraordinary general meeting of shareholders:** Convoked by the Board of Directors. Any meeting not provided for in Article 18 of the articles of association is extraordinary.





## Composition

The Chairman and Secretary of the meeting is whoever is the Chairman of the Board of Directors, as provided in art. 181 of the Law on Public Administration Assets and in the Isdefe articles of association. Therefore, the president of the general meeting of shareholders is the Secretary of State of the Ministry of Defence.

## Meetings during 2020

- Ordinary general meeting: 1
- Extraordinary general meeting: 6

## Board Of Directors

Isdefe is administered and governed by the Board of Directors, which assumes its social representation and therefore has full powers<sup>5</sup>. The Board of Directors elects its Chairman, the Chief Executive Officer (who presides over the Board if the former is unable to attend) and the Secretary of the Board, who is not a Director.

### Functions of the Board of Directors

- Social representation with full powers.
- To define the company's strategy.
- It exercises the control activity of the company.

### Mechanism for adoption of agreements

Resolutions are adopted by an absolute majority of votes of the directors attending the session. In the event of a tie, the President decides.



<sup>5</sup> Art. 28 of Isdefe's articles of association

**Members with voting rights**

Chairman	Other responsibilities	Appointment
Esperanza Casteleiro Llamazares	Secretary of State for Defence	30/07/2020

Managing Director	Other responsibilities	Appointment
Francisco Quereda Rubio	Managing Director	13/03/2012 Re-election. 29/05/2017

Board Members	Other responsibilities	Appointment
Rosa Maria Alonso Diaz	Deputy Director General Centralised Technology Contracting. General Director of Rationalisation and Centralisation of Procurement. MINISTRY OF FINANCE	13/03/2019
Carlos Martínez-Merello Díaz de Miranda	Second Admiral Chief of Staff of the Navy (2nd AJEMA)	31/10/2019
Camino Arce Blanco	Deputy Director General Construction, General Director of Highways MINISTRY OF TRANSPORT MOBILITY AND URBAN PLANNING	27/09/2018
Santiago Ramón González Gómez	Admiral, General Director of Armament and Material (DIGAM). MINISTRY OF DEFENCE	27/04/2018
Carmen Blanco Gaztañaga	General Deputy Director of Resources, Claims and Relations with the Administration of Justice, Undersecretary of Economic Affairs and Digital Transformation. MINISTRY OF ECONOMIC AFFAIRS AND DIGITAL TRANSFORMATION	27/09/2018
Miguel Martin Bernardi	Lieutenant General Second Chief of Staff of the Army, (SEJEME)	27/09/2018
Ignacio Bengoechea Martí	Lieutenant General Chief of the Air Force Logistics Support Command (MALOG)	27/02/2020
Francisco Javier Fernández Sánchez	Lieutenant General Second Chief of the General Staff of the Air Force, (SEJEMA)	27/09/2018
Fernando Miguel García and García de las Hijas	Lieutenant General Chief of the Army Logistics Support Command (MALE)	21/12/2020
Jose Luis Ruiz Sumalla	Major General, Director General for Economic Affairs (DIGENECO)	27/02/2017
Julio Ayuso Miguel	General Division, Deputy Director General Coordination and Plans. NATIONAL INSTITUTE OF AEROSPACE TECHNOLOGY "ESTEBAN TERRADAS" (INTA)	05/05/2020
Fernando Garcia González-Valerio	Lieutenant General Chief of the Joint Defence Staff, (JEMACON)	28/09/2020

**Members without voting rights**

Secretary and legal counsel	Other responsibilities	Appointment
Ruth Doval Inclán	State Attorney	29/10/2020



### Composition of the Board of Directors as of 31 December 2020.

	Women	Men	Total
Directors (includes the President and managing director)	4	10	14
Council Secretariat (non-Board member)	1	0	1
<b>Total</b>	<b>5</b>	<b>10</b>	<b>15</b>

The members of the Board of Directors, with the exception of the Managing Director, do not receive any remuneration, except for assisting the Board <sup>6</sup>.

#### Isdefe appointments during 2020

- Ignacio Bengoechea Martí was appointed as Director of the Isdefe Board of Directors at the Extraordinary General Meeting on 27 February 2020.
- Julio Ayuso Miguel was appointed as Director of the Board of Directors of Isdefe at the Extraordinary General Meeting of May 5, 2020.
- Esperanza Casteleiro Llamazares was appointed Director and President of the Board of Directors of Isdefe at the General Shareholders' Meeting on 30 July 2020.
- Fernando García González Valerio was appointed as Director of the Board of Directors of Isdefe at the Extraordinary General meeting on 28 September 2020.
- Ruth Doval Inclán was appointed as Secretary of the Board of Directors and Counselor at the meeting of the Board of Directors on 29 October, 2020.
- Fernando Miguel García y García de las Hijas was appointed as Director of the Board of Directors of Isdefe at the Extraordinary General meeting on 21 December 2020.

#### Terminations at Isdefe during 2020

- Miguel Ángel Martín Pérez was dismissed as a Director of the Isdefe Board of Directors at the Extraordinary General Meeting on 27 February 2020.
- José María Salom Piqueres resigned from his position as Director of the Board of Directors of Isdefe on 27 April 2020.
- Ángel Olivares Ramírez was dismissed as Chairman of the Isdefe Board of Directors at the Extraordinary General Meeting on 30 July 2020.
- Francisco Javier González-Huix Fernández was dismissed as Director of the Board of Directors of Isdefe at the Extraordinary General Meeting on 28 September 2020.
- Isabel Torres Fernández was dismissed as Secretary of the Board of Directors and Advisory Counsel at the meeting of the Board of Directors on 28 September 2020.
- Ramón Pardo de Santayana y Gómez Olea was dismissed as Director of the Board of Directors of Isdefe at the Extraordinary General Meeting on 21 December 2020.

6. The remuneration of the Governing Bodies can be consulted in Isdefe's Financial Information Statement, available on our corporate website.



### Audit and Control Committee

The Audit and Control Committee depends on the Board of Directors and is made up of a minimum of three and a maximum of five Directors, the majority of which must be made up of non-executive directors.

#### Functions of the Audit and Control Committee

- Supervision of the economic-financial information to be provided by the company.
- Supervision of the information to the General Meeting and the Board on their actions.
- Supervision on all relevant issues of which it considers you must be cognisant. Modification of the articles of association.

#### Mechanism of the Audit and Control Committee

The rules on convoking, constituting and adopting agreements established in the articles of association apply to the functioning of the Audit and Control Committee.



#### Composition of the Audit Committee as of 31 December 2020:

- Chairman: Mr José Luis Ruiz Sumalia.
- Members of the Committee: Mrs Rosa María Alonso Díaz and Mr Santiago González Gómez.
- Committee Secretariat: Mrs. Ruth Doval Inclán

#### Meetings during 2020: 1



## Direction and Management Bodies

### Steering committee

Its mission is to coordinate the implementation of the strategy and to monitor the evolution of the company in all its areas of action.

#### Functions of the Steering Committee

- To advise the managing director.
- To coordinate the implementation of the strategy.
- To monitor the evolution of the company.

#### Mechanism of the steering committee

The Management Committee meets at the convocation of the Managing Director, chief executive of the Company, or, where appropriate at the proposal of the Directors after consulting with the managing director. Resolutions are taken by consensus after deliberation of the matters stipulated in the agenda of the convocation.

#### Composition of the steering committee



Women: 3



Men: 8

TOTAL: 11 people





## Supervision, Oversight and Control Bodies

In addition to the bodies mentioned above, Isdefe has different supervisory, oversight, and control bodies. Likewise, as a public company, it is subject to the control and supervision of the Court of Audit, the General Comptroller of the State Administration, the Ministry of Finance and independent audits of its annual accounts, as well as independent verification of the State Report of Non-Financial Information. The most important ones are outlined below:



### Other internal management bodies

#### Ethical Technical Committee

To disseminate the internal Code of Ethics and ensure its compliance.

#### Personal Data Protection Committee

To guarantee the protection of personal data (rights and freedoms).

#### Criminal Risk Supervision and Control Committee

Periodic supervision of the criminal risk prevention and control systems established by the Company.

#### Transparency, Good Governance and Corporate Social Responsibility Committee

To promote the transparency of Isdefe's public activity, ensure compliance with publicity obligations, safeguard the exercise of the right of access to public information and guarantee compliance with the provisions of good governance and Corporate Social Responsibility.

### Other committees

There are other committees, including management coordination and advisory committees, various committees with worker representation and the Works Committee.



# Criminal Risk Prevention

## Criminal Risk Prevention Programme

Isdefe's Criminal Risk Prevention Programme (PPRP) is the instrument that facilitates preventing and detecting illicit conduct for the prevention of crimes.

The Programme is articulated in a series of control systems and mechanisms that strengthen the governance model, such as training and communication on the subject to the entire workforce, the establishment of a communication channel for possible irregularities in this area, and the existence of a Committee for the Supervision and Control of Criminal Risks.

The Criminal Risk Prevention Manual that is part of the PPRP is reviewed and updated annually, as appropriate, as a result of legislative and/or organisational reforms.

In 2020, the use of a computer application for the management of controls has been consolidated, thus following the doctrine of the State Attorney General's Office.

For a proper understanding of Criminal Risk Prevention, our employees receive training. The percentage of the workforce trained in 2020 was 98.6%.



## Responsible action commitments

The **Code of Ethics** is an integral part of the governance model and is based on the guiding principles of integrity, professionalism and respect, which establish the behavioral guidelines of its professionals.

Over the last few years, the establishment of an ethics system has been consolidated through the formation and dissemination of the values included in the Code, the management of the Ethics Mailbox and the existence of a Technical-Ethical Committee for management and monitoring.





The Isdefe Code of Ethics includes the voluntary principles of international reference guides such as the Universal Declaration of Human Rights, the United Nations Global Compact, the Principles of Corporate Governance of the OECD and the Sustainable Development Goals that mark the 2030 Agenda, and they determine international values related to human rights, labour relations, the environment, and the fight against corruption.

For a proper understanding and internalisation of all these principles, our employees receive the course “Awareness about the Code of Ethics”, on aspects of fundamental rights such as current legislation, public freedoms, respect and dignity in dealing with people, equal opportunities and non-discrimination, and protection of the environment. In 2020, 99% of the workforce completed this course.

Isdefe transfers its ethical principles to its supply chain by means of a clause in the Specification in which it asks tenderers to know and accept the Code of Ethics. It also includes a commitment clause.

### Commitments to transparency



Isdefe complies with the obligations established in Law 19/2013, of December 9, on transparency, access to public information and good governance, in relation to the publication of institutional, organisational and planning information, through the **Transparency Portal**, where continuous work is carried out on the modernisation and innovation project, developed under a reinforced model that follows the recommendations of the Council for Transparency and Good Governance and incorporates the degree of mandatory compliance and the quality of transparency through a series of indicators.



## Audit report on the degree of implementation of crime prevention models and unethical behaviour in state-owned mercantile companies in 2018

In 2020, the Audit Report on the degree of implementation of the crime prevention and unethical behaviour models in state-owned mercantile companies in 2018 was approved by the Board of the Court of Audit on 29 October.

The result of the audit, whose objective scope was to assess, based on six declared levels, the degree of maturity reached in the process of implementation of the compliance and ethics models, places the **Criminal Risk Prevention System in a 'evolved implementation level'** corresponding to level 5, and an 'initial phase implemented level' in terms of the Ethics System equivalent to level 4.

The recommendations of the Report to the PRP, Ethics and Transparency, represent an opportunity to improve our models for the prevention of offences and behaviour contrary to ethics, which is why Isdefe has drawn up an Action Plan to implement those measures that are applicable and to strengthen the current models.

## Commitment to sustainable development: 2030 Agenda

The 2020 financial year commences with the beginning of the "Decade of Action", a call from the Secretary General of the United Nations, Antonio Guterres, to all actors of the planet to accelerate the fulfilment of the 2030 Agenda and its 17 Sustainable Development Goals (ODS) in the next ten years.

The United Nations Global Compact and its local networks ask organisations for three areas of action: To mobilise resources by integrating the Sustainable Development Goals into their business strategy, raise the level of ambition for people, the planet and shared prosperity, and accelerate innovative and sustainable solutions that respond to the world's major challenges.



Isdefe joins this call to action by participating in the **SDG Ambition Programme**, an initiative launched by the Spanish Global Compact Network, launched at the end of 2020, which helps companies move from commitment to concrete action regarding Sustainable Development Goals.



## 5. GOVERNANCE

In addition, within the framework of the 5th anniversary of the approval of the Agenda, Isdefe echoes various communication campaigns launched by the Spanish Network, such as:

- **#IniciativasconPrincipios**, which comprises 300 cases of good practices to contribute to action against the pandemic. Through a good practice dossier, Isdefe makes visible three initiatives undertaken in order to curb the consequences of the COVID-19 outbreak and to support workers. It also participated in the campaign.
- **#apoyamoslosODS** to work on the dissemination of the 2030 Agenda and the Sustainable Development Goals to give visibility and achieve a multiplier effect.

Isdefe prioritises contribution to the achievement of the Sustainable Development Goals in the following areas of action: Economic, Environmental and Social.

### Economic scope

- To fight corruption.
- To generate quality employment.
- To promote technology and innovation.
- To promote a space for dialogue and multi-stakeholder collaboration.

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### Social scope

- To promote gender equality and conciliation policies.
- To promote progress in the health and well-being of employees.
- To increase support for the most vulnerable groups.
- To raise awareness and training in Sustainable Development Goals and sustainability.

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### Environmental scope

- To prioritise the fight against climate change.
- To influence more sustainable consumption models.
- To support sustainable mobility.
- To improve energy efficiency.

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# ECONOMIC PERFORMANCE



## Balance sheet as of 31 December 2020

ASSETS	2020	2019* (restated)
<b>A) NON-CURRENT ASSETS</b>	<b>120,138,752.86</b>	<b>121,430,821.79</b>
<b>I. Intangible Assets</b>	<b>64,264.29</b>	<b>234,614.70</b>
3. Patents, licenses, trademarks and similar	0.00	0.00
5. Computer applications	64,264.29	234,614.7
<b>II. Tangible assets</b>	<b>84,584,750.57</b>	<b>86,238,259.75</b>
1. Land and buildings	83,563,995.60	84,643,985.63
<b>III. Real estate investments</b>	<b>1,001,690.31</b>	<b>1,034,255.55</b>
1. Land	389,170.24	389,170.24
2. Buildings	612,520.07	645,085.31
<b>IV. - Long-term investments in group companies and associates</b>	<b>32,454,000.00</b>	<b>32,454,000.00</b>
1. Equity instruments	32,454,000.00	32,454,000.00
<b>V. Long-term financial investments</b>	<b>1,037,373.15</b>	<b>37,803.64</b>
2. Loans to third parties	0.00	25,392.62
5. Other financial assets	1,037,373.15	12,411.02
<b>VI. Deferred tax assets</b>	<b>996,674.54</b>	<b>1,431,888.15</b>
<b>B) CURRENT ASSETS</b>	<b>68,853,426.64</b>	<b>60,316,132.17</b>
<b>II. Stocks</b>	<b>0.00</b>	<b>0.00</b>
6. Advances to suppliers	0.00	0.00
<b>III. Trade debtors and other accounts receivable</b>	<b>19,689,407.01</b>	<b>26,658,041.91</b>
1. Sales and service provider clients	3,704,262.89	2,818,341.91
<b>V. Short-term financial investments</b>	<b>45,603.74</b>	<b>44,171.91</b>
2. Loans to companies	32,464.23	31,032.40
5. Other financial assets	13,139.51	13,139.51
<b>VI. Short-term accruals and deferrals</b>	<b>769,770.13</b>	<b>319,220.19</b>
<b>VII. Cash and other equivalent liquid assets</b>	<b>48,348,645.76</b>	<b>33,294,698.16</b>
1. Cash and banks	48,348,645.76	33,264,737.12
2. Other equivalent liquid assets	0.00	29,961.04
<b>TOTAL ASSETS (A+B)</b>	<b>188,992,179.50</b>	<b>181,746,953.96</b>

\* 2019 restated section III. Clients, group companies and associates



## Net equity and liabilities

NET EQUITY AND LIABILITIES	2020	2019* (restated)
<b>A) NET EQUITY</b>	<b>160,455,960.00</b>	<b>154,255,855.08</b>
<b>A-1) SHAREHOLDER EQUITY</b>	<b>160,455,960.00</b>	<b>154,255,855.08</b>
<b>I. Share capital</b>	<b>41,372,100.00</b>	<b>41,372,100.00</b>
1. Authorised capital	41,372,100.00	41,372,100.00
<b>III. Reserves</b>	<b>110,883,755.08</b>	<b>106,137,478.23</b>
1. Legal and statutory	5,460,895.57	4,786,267.88
2. Other reserves	105,422,859.51	101,351,210.35
<b>VII. Net profit or loss for the fiscal year</b>	<b>8,200,104.92</b>	<b>6,746,276.85</b>
<b>B) NON-CURRENT LIABILITIES</b>	<b>262,485.72</b>	<b>474,000.70</b>
<b>II. Long-term debts</b>	<b>262,485.72</b>	<b>474,000.70</b>
5. Other financial liabilities	262,485.72	474,000.70
<b>C) CURRENT LIABILITIES</b>	<b>28,273,733.78</b>	<b>27,017,098.18</b>
<b>I. Liabilities related to non-current assets held for sale</b>	<b>0.00</b>	<b>0.00</b>
<b>II. Short-term provisions</b>	<b>3,147,867.18</b>	<b>3,275,985.34</b>
<b>III. Short-term debts</b>	<b>899,247.32</b>	<b>1,158,544.89</b>
5. Other financial liabilities	899,247.32	1,158,544.89
<b>V. Trade accounts payable and other creditors</b>	<b>24,226,619.28</b>	<b>22,582,567.95</b>
1. Suppliers	6,215,585.00	5,990,634.92
3. Misc. creditors	286.96	286.96
4. Personnel (outstanding salary payments)	8,040,564.91	8,069,194.01
5. Current tax liabilities	0.00	0.00
6. Other debts with the Public Administration	4,635,326.39	4,968,164.72
7. Customer advances	5,334,856.02	3,554,287.34
<b>TOTAL ASSETS AND LIABILITIES (A+B+C)</b>	<b>188,992,179.50</b>	<b>181,746,953.96</b>

\* 2019 restated section III. Clients, group companies and associates



**Profit and loss account for the year ended 31 December 2020**

<b>PROFIT AND LOSS ACCOUNT</b>	<b>2020</b>	<b>2019</b>
<b>A) CONTINUED OPERATIONS</b>		
<b>1. Net turnover</b>	<b>153,339,743.83</b>	<b>150,756,900.16</b>
b) Provision of services	153,339,743.83	150,756,900.16
<b>4. Supplies</b>	<b>-28,038,382.81</b>	<b>-27,332,039.13</b>
a) Consumption of goods	-1,949,873.35	-1,630,003.58
b) Consumption of raw materials and other consumables	-89,971.60	0.00
c) Work carried out by other companies	-25,998,537.86	-25,702,035.55
<b>5. Other operating income</b>	<b>712,033.53</b>	<b>989,803.21</b>
a) Ancillary income and from ongoing operations	38,152.53	326,264.50
b) Operating grants included in profit or loss for the year	673,881.00	663,538.71
<b>6. Personnel costs</b>	<b>1,680,506.63</b>	<b>-105,354,934.98</b>
a) Wages, salaries and similar	-79,038,248.91	-77,827,967.70
b) Social Security contributions	-28,351,694.19	-27,526,967.28
<b>7. Other operating expenses</b>	<b>-5,465,550.79</b>	<b>-8,896,190.63</b>
a) Outsourced services	-6,449,198.48	-7,684,460.05
b) Taxes	-694,843.06	-439,012.99
c) Losses, impairment and variation of prov. commercial operations	1,680,506.63	-772,717.59
d) Other current management expenses	-2,015.88	0.00
<b>8. Depreciation of fixed assets</b>	<b>-2,226,430.88</b>	<b>-2,360,625.82</b>
<b>10. Excess provisions</b>	<b>7,740.00</b>	<b>1,174,205.39</b>
<b>11. Impairment and gains/(losses) on disposal of fixed assets</b>	<b>-256.65</b>	<b>-482.95</b>
a) Impairments and losses	0.00	31.56
b) Gains/(losses) from disposals and others	-256.65	-514.51



<b>A-1) OPERATING PROFIT/LOSS (1+2+3+4+5+6+7+8+9+10+11)</b>	<b>10,938,953.13</b>	<b>8,976,635.25</b>
<b>12. Financial income</b>	<b>2,966.50</b>	<b>2,660.50</b>
b) From marketable securities and other financial instruments	2,966.50	2,660.50
b2) From third parties	2,966.50	2,660.50
<b>13. Financial expenses</b>	<b>-1,268.74</b>	<b>-11,016.85</b>
b) Due to debts with third parties	-1,268.74	-11,016.85
<b>14. Change in fair value of financial instruments</b>	<b>0.00</b>	<b>0.00</b>
<b>15. Exchange differences</b>	<b>-20,112.48</b>	<b>-6,320.92</b>
<b>16. Impairment and gains/losses on disposal of financial instruments</b>	<b>0.00</b>	<b>0.00</b>
<b>A-2) FINANCIAL PROFIT/LOSS (12+13+14+15+16)</b>	<b>-18,414.72</b>	<b>-14,677.27</b>
<b>A-3) PROFIT/LOSS BEFORE TAXES (A-1+A-2)</b>	<b>10,920,538.41</b>	<b>8,961,957.98</b>
<b>17. Taxes on benefits</b>	<b>-2,720,433.49</b>	<b>-2,215,681.13</b>
<b>A-4) PROFIT/LOSS FOR THE FINANCIAL YEAR FROM ONGOING OPERATIONS (A-3+17)</b>	<b>8,200,104.92</b>	<b>6,746,276.85</b>
<b>A) DISCONTINUED OPERATIONS</b>		
18. Profit/loss for the year from discontinued operations net of taxes	0.00	0.00
<b>PROFIT/LOSS FOR THE YEAR (A-4+18)</b>	<b>8,200,104.92</b>	<b>6,746,276.85</b>





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## Informe de Auditoría de Cuentas Anuales emitido por un Auditor Independiente

**Al Accionista Único de INGENIERÍA DE SISTEMAS PARA LA DEFENSA DE ESPAÑA, S.A.,  
S.M.E., M.P.:**

### Opinión

Hemos auditado las cuentas anuales de INGENIERÍA DE SISTEMAS PARA LA DEFENSA DE ESPAÑA, S.A.U., S.M.E., M.P. (la Sociedad), que comprenden el balance a 31 de diciembre de 2020, la cuenta de pérdidas y ganancias, el estado de cambios en el patrimonio neto, el estado de flujos de efectivo y la memoria correspondientes al ejercicio terminado en dicha fecha.

En nuestra opinión, las cuentas anuales adjuntas expresan, en todos los aspectos significativos, la imagen fiel del patrimonio y de la situación financiera de la Sociedad a 31 de diciembre de 2020, así como de sus resultados y flujos de efectivo correspondientes al ejercicio terminado en dicha fecha, de conformidad con el marco normativo de información financiera que resulta de aplicación (que se identifica en la nota 2 de la memoria) y, en particular, con los principios y criterios contables contenidos en el mismo.

### Fundamento de la opinión

Hemos llevado a cabo nuestra auditoría de conformidad con la normativa reguladora de la actividad de auditoría de cuentas vigente en España. Nuestras responsabilidades de acuerdo con dichas normas se describen más adelante en la sección Responsabilidades del auditor en relación con la auditoría de las cuentas anuales de nuestro informe.

Somos independientes de la Sociedad de conformidad con los requerimientos de ética, incluidos los de independencia, que son aplicables a nuestra auditoría de las cuentas anuales en España según lo exigido por la normativa reguladora de la actividad de auditoría de cuentas. En este sentido, no hemos prestado servicios distintos a los de la auditoría de cuentas ni han concurrido situaciones o circunstancias que, de acuerdo con lo establecido en la citada normativa reguladora, hayan afectado a la necesaria independencia de modo que se haya visto comprometida.

Consideramos que la evidencia de auditoría que hemos obtenido proporciona una base suficiente y adecuada para nuestra opinión.

### Aspectos más relevantes de la auditoría

Los aspectos más relevantes de la auditoría son aquellos que, según nuestro juicio profesional, han sido considerados como los riesgos de incorrección material más significativos en nuestra auditoría de las cuentas anuales del periodo actual. Estos riesgos han sido tratados en el contexto de nuestra auditoría de las cuentas anuales en su conjunto, y en la formación de nuestra opinión sobre éstas, y no expresamos una opinión por separado sobre esos riesgos.

Oficinas en: Alicante, Barcelona, Bilbao, Madrid, Málaga, Valencia, Vigo

MAZARS Auditores, S.L.P. Domicilio Social: C/ Diputació, 200 - 08007 Barcelona  
Registro Mercantil de Barcelona, Tomo 30.734, Folio 212, Hoja B-180111, Inscripción 1ª, N.I.F. B-61622262  
Inscrita con el número 51189 en el Registro Oficial de Auditores de Cuentas (ROAC)



## mazars

### Reconocimiento de ingresos

La cuenta de pérdidas y ganancias adjunta del ejercicio 2020 incluye en el epígrafe "Importe neto de la cifra de negocios" los ingresos de encargos recibidos por la sociedad, por importe de 143 millones de euros, debido a su consideración como medio propio y servicio técnico de la Administración General del Estado y de los entes, Sociedades y organismos vinculados o dependientes de ella. Los encargos se ejecutan de acuerdo con las instrucciones fijadas por la Sociedad que lo efectúa y su retribución se fija en función de las tarifas debidamente aprobadas. Estos ingresos se reconocen cuando el resultado de la transacción puede ser estimado con fiabilidad y teniendo en cuenta el porcentaje de realización del servicio a la fecha de cierre del ejercicio, en función de las horas incurridas. No existen estimaciones o juicios de valor significativos en relación al reconocimiento de estos ingresos por parte de la Sociedad, sin embargo, debido al importe significativo de estos ingresos, hemos considerado este aspecto como relevante en nuestra auditoría.

Nuestros procedimientos de auditoría han incluido, entre otros, (i) entendimiento y revisión en detalle de una muestra de los encargos recibidos en el ejercicio 2020 para comprobar si las cantidades facturadas se corresponden con los importes acordados y cobrados, (ii) comprobación de la integridad de estos ingresos con la relación de los encargos, (iii) la confirmación externa y el análisis de la recuperabilidad de los saldos deudores a 31 de diciembre de 2020, (iv) análisis del registro contable y razonabilidad de estos ingresos, y (v) la revisión de que la memoria adjunta en las notas 1.c, 4.i y 22 incluye los desgloses de información que requiere el marco de información financiera aplicable.

### Otra información: Informe de gestión

La otra información comprende exclusivamente el informe de gestión del ejercicio 2020, cuya formulación es responsabilidad de los Administradores de la Sociedad y no forma parte integrante de las cuentas anuales.

Nuestra opinión de auditoría sobre las cuentas anuales no cubre el informe de gestión. Nuestra responsabilidad sobre la información contenida en el informe de gestión se encuentra definida en la normativa reguladora de la actividad de auditoría de cuentas, que establece dos niveles diferenciados sobre la misma:

- a) Un nivel específico que resulta de aplicación al estado de la información no financiera, que consiste en comprobar únicamente que la citada información se ha facilitado en el informe de gestión, o en su caso, que se ha incorporado en éste la referencia correspondiente al informe separado sobre la información no financiera en la forma prevista en la normativa, y en caso contrario, a informar sobre ello.
- b) Un nivel general aplicable al resto de la información incluida en el informe de gestión, que consiste en evaluar e informar sobre la concordancia de la citada información con las cuentas anuales, a partir del conocimiento de la Sociedad obtenido en la realización de la auditoría de las citadas cuentas y sin incluir información distinta de la obtenida como evidencia durante la misma, así como evaluar e informar de si el contenido y presentación de esta parte del informe de gestión son conformes a la normativa que resulta de aplicación. Si, basándonos en el trabajo que hemos realizado, concluimos que existen incorrecciones materiales, estamos obligados a informar de ello.

Sobre la base del trabajo realizado, según lo descrito anteriormente, hemos comprobado que la información no financiera mencionada en el apartado a) anterior se presenta en el informe separado, "Estado de la información no financiera" al cual se incluye referencia en el informe de gestión, y que el resto de la información que contiene el informe de gestión concuerda con la de las cuentas anuales del ejercicio 2020 y su contenido y presentación son conformes a la normativa que resulta de aplicación.



### mazars

#### **Responsabilidad de los Administradores y la Comisión de Auditoría en relación con las cuentas anuales**

Los Administradores son responsables de formular las cuentas anuales adjuntas, de forma que expresen la imagen fiel del patrimonio, de la situación financiera y de los resultados de la Sociedad, de conformidad con el marco normativo de información financiera aplicable a la Sociedad en España, y del control interno que consideren necesario para permitir la preparación de cuentas anuales libres de incorrección material, debida a fraude o error.

En la preparación de las cuentas anuales, los Administradores son responsables de la valoración de la capacidad de la Sociedad para continuar como empresa en funcionamiento, revelando, según corresponda, las cuestiones relacionadas con la empresa en funcionamiento y utilizando el principio contable de empresa en funcionamiento excepto si los Administradores tienen intención de liquidar la Sociedad o de cesar sus operaciones, o bien no exista otra alternativa realista.

La Comisión de Auditoría es responsable de la supervisión del proceso de elaboración y presentación de las cuentas anuales.

#### **Responsabilidades del auditor en relación con la auditoría de las cuentas anuales**

Nuestros objetivos son obtener una seguridad razonable de que las cuentas anuales en su conjunto están libres de incorrección material, debida a fraude o error, y emitir un informe de auditoría que contiene nuestra opinión. Seguridad razonable es un alto grado de seguridad pero no garantiza que una auditoría realizada de conformidad con la normativa reguladora de la actividad de auditoría de cuentas vigente en España siempre detecte una incorrección material cuando existe. Las incorrecciones pueden deberse a fraude o error y se consideran materiales si, individualmente o de forma agregada, puede preverse razonablemente que influyan en las decisiones económicas que los usuarios toman basándose en las cuentas anuales.

Como parte de una auditoría de conformidad con la normativa reguladora de la actividad de auditoría de cuentas vigente en España, aplicamos nuestro juicio profesional y mantenemos una actitud de escepticismo profesional durante toda la auditoría. También:

- Identificamos y valoramos los riesgos de incorrección material en las cuentas anuales, debida a fraude o error, diseñamos y aplicamos procedimientos de auditoría para responder a dichos riesgos y obtenemos evidencia de auditoría suficiente y adecuada para proporcionar una base para nuestra opinión. El riesgo de no detectar una incorrección material debida a fraude es más elevado que en el caso de una incorrección material debida a error, ya que el fraude puede implicar colusión, falsificación, omisiones deliberadas, manifestaciones intencionadamente erróneas, o la elusión del control interno.
- Obtenemos conocimiento del control interno relevante para la auditoría con el fin de diseñar procedimientos de auditoría que sean adecuados en función de las circunstancias, y no con la finalidad de expresar una opinión sobre la eficacia del control interno de la Sociedad.
- Evaluamos si las políticas contables aplicadas son adecuadas y la razonabilidad de las estimaciones contables y la correspondiente información revelada por los administradores.



## mazars

- Concluimos sobre si es adecuada la utilización, por los administradores, del principio contable de Sociedad en funcionamiento y, basándonos en la evidencia de auditoría obtenida, concluimos sobre si existe o no una incertidumbre material relacionada con hechos o con condiciones que pueden generar dudas significativas sobre la capacidad de la Sociedad para continuar como Sociedad en funcionamiento. Si concluimos que existe una incertidumbre material, se requiere que llamemos la atención en nuestro informe de auditoría sobre la correspondiente información revelada en las cuentas anuales o, si dichas revelaciones no son adecuadas, que expresemos una opinión modificada. Nuestras conclusiones se basan en la evidencia de auditoría obtenida hasta la fecha de nuestro informe de auditoría. Sin embargo, los hechos o condiciones futuros pueden ser la causa de que la Sociedad deje de ser una Sociedad en funcionamiento.
- Evaluamos la presentación global, la estructura y el contenido de las cuentas anuales, incluida la información revelada, y si las cuentas anuales representan las transacciones y hechos subyacentes de un modo que logran expresar la imagen fiel.

Nos comunicamos con los administradores de la Sociedad en relación con, entre otras cuestiones, el alcance y el momento de realización de la auditoría planificados y los hallazgos significativos de la auditoría, así como cualquier deficiencia significativa del control interno que identificamos en el transcurso de la auditoría.

Entre los riesgos significativos que han sido objeto de comunicación a los administradores de la Sociedad, determinamos los que han sido de la mayor significatividad en la auditoría de las cuentas anuales del periodo actual y que son, en consecuencia, los riesgos considerados más significativos.

Describimos esos riesgos en nuestro informe de auditoría salvo que las disposiciones legales o reglamentarias prohíban revelar públicamente la cuestión.



Madrid, 9 de abril de 2021  
 MAZARS AUDITORES, S.L.P.  
 ROAC N° S1189

Juan Antonio Giménez Miró  
 ROAC N° 15.588



**ANNEXES**



# Annex I. Methodology

This 2019 Annual Report takes the Global Reporting Initiative (GRI) standards as a frame of reference, which represent the best practices at a global level to publicly report on the economic, environmental, and social impacts generated by an organisation and how they are managed. Sustainability reporting based on these Standards provides information about the positive and negative contributions of organisations to sustainable development.

Additionally, the Annual Report responds to the organisation's commitment to the principles of the United Nations Global Compact, as set out in the GRI table of contents at the end of this Annex. With this, this report also constitutes the progress report required by the United Nations Global Compact, which is published annually on this organisation's website (<https://www.unglobalcompact.org>).

This report refers to the activities carried out by Isdefe in 2019. Isdefe does not have parent companies or dependent companies. Although the 2019 Annual Report has not undergone a specific external review, it should be noted that Isdefe audits its annual accounts every year and that its 2019 Non-Financial Information Statement has been verified by an independent expert, in accordance with what is established in Law 11/2018 on non-financial information and diversity.

## Materiality assessment

To prepare the 2018 Annual Report, ISDEFE determined the material aspects to include in the annual report, the results of which have been taken again as a reference in this 2019 Annual Report, and in accordance with the GRI guidelines.

### Identification of relevant issues, through the analysis and evaluation of:

**Internal sources:** Isdefe Strategic Plan 2017-2021 and the corporate plans derived from it; the Annual Accounts; the Criminal Risk Prevention Plan; the Marketing and CSR Plan; the Management Coordination and Advisory Committees, as well as the Workers' Representation Committees and the conclusions drawn from the constant dialogue with stakeholders through the different established communication channels.

**External sources:** current legislation, public policies that apply to the company, the media, and different external studies published at the national level on CSR matters.

### Prioritisation:

Taking into account the assessments and decisions of the stakeholders and the importance of the economic, social, and environmental impacts generated by the company, the prioritisation and evaluation of those aspects that directly influence the management of the organisation has been carried out, both for its external and internal repercussions:



Relevant Topics	Impact
Economic performance	Internal
Market presence	Internal
Indirect economic impacts	Internal + External
Anti-corruption	Internal
Materials	Internal + External
Energy	Internal + External
Water	Internal + External
Emissions	Internal + External
Effluents and waste	Internal + External
Environmental assessment of suppliers	Internal + External
Employment	Internal
Worker-company relations	Internal
Health and safety at work	Internal
Training and teaching	Internal
Diversity and equal opportunities	Internal
Nondiscrimination	Internal
Human rights assessment	Internal + External
Social evaluation of suppliers	Internal + External

### Principles for preparing this report

The compilation of the information included in the report and its inclusion in it have been carried out in accordance with the GRI reporting principles:

#### Balance

The Annual Report sets out positive and negative aspects of Isdefe's performance and includes the level of compliance with respect to the previous year's commitments, which allows for a reasonable assessment of the organisation's social responsibility management.

#### Precision

All the information described is accurate and is presented in sufficient detail so that stakeholders can adequately assess the company's performance.

#### Clarity

The information provided is presented in an understandable, accessible, and useful

manner.

#### Comparability

The information contained in this Annual Report collects, as far as possible, information from previous years.

#### Timeliness

Isdefe publishes its Report annually as a tangible demonstration of its commitment to CSR.

#### Reliability

The data collected in this Report is supported by the management systems of the different areas responsible for the data. These systems are managed with rigor and transparency.



# Annex II. Table of contents

## GRI Standards

GRI Standard	Description	Direct answer page
<b>GRI 102: General Contents 2016</b>		
<b>1. Organisation profile</b>		
102-1	Organisation name	Cover page
102-2	Activities, brands, products and services	p. 9
102-3	Headquarters location	p. 16
102-4	Location of operations	pp. 17 and 18
102-5	Property and legal form	p. 150
102-6	Markets served	pp. 18 and 22
102-7	Organisation size	pp. 20 and 172 to 175
102-8	Information about employees and other workers	pp. 120 and 123
102-9	Supply chain	p. 130
102-10	Significant changes in the organisation and its supply chain	pp. 152 and 153
102-11	Precautionary principle or approach	p. 138
102-12	External initiatives	pp. 133 and 134
102-13	Membership to associations	p. 135
<b>2. Strategy</b>		
102-14	Statement from senior decision-makers	pp. 4 and 5
102-15	Main impacts, risks and opportunities	pp. 160 and 161
<b>3. Ethics and integrity</b>		
102-16	Values, principles, standards, and norms of conduct	p. 8
102-17	Advisory mechanisms and ethical concerns	pp. 160-163
<b>4. Governance</b>		
102-18	Governance structure	p. 152
102-19	Delegation of authority	p. 152
102-20	Executive level responsibility for economic, environmental, and social issues	pp. 154-155
102-21	Consultation with interest groups on economic, environmental, and social issues	p. 116
102-22	Composition of the highest governance body and its committees	pp. 154-155





GRI Standard	Description	Direct answer page
102-23	Chairman of the highest governance body	p. 155
102-24	Nomination and selection of the highest governance body	p. 154
102-25	Conflicts of interest	p. 163
102-26	Role of the highest governance body in the selection of objectives, values, and strategy	pp. 154-155
102-30	Effectiveness of risk management processes	p. 161
102-31	Evaluation of economic, environmental, and social issues	pp. 153-156
102-32	Role of the highest governance body in the preparation of sustainability reports	pp. 153-154
102-35	Remuneration policies	p. 156
<b>5. Stakeholder participation</b>		
102-40	List of stakeholders	p. 155
102-41	Collective bargaining agreements	p. 127
102-42	Stakeholder identification and selection	p. 116
102-43	Approach for stakeholder participation	p. 116
102-44	Key issues and concerns mentioned	p. 185
<b>6. Reporting practices</b>		
102-45	Entities included in the consolidated financial statements	p. 176
102-46	Definition of the contents of the reports and coverage of the topic	p. 185
102-47	List of material topics	p. 185
102-48	Information restatement	There have been no relevant changes
102-49	Changes in reporting	There have been no relevant changes
102-50	Period covered by the report	p. 184
102-51	Last report date	September 2019
102-52	Reporting cycle	p. 184
102-53	Contact point for questions about the report	See <a href="http://www.isdefe.es">www.isdefe.es</a>
102-54	Declaration of preparation of the report in accordance with the GRI Standards	p. 184
102-55	GRI table of contents	This report has been prepared in accordance with the essential option of the GRI Standards
102-56	External verification	pp. 186-190



GRI Standard	Description	Direct answer page
<b>GRI 103: Management Approach 2016</b>		
103-1	Explanation of the material topic and its coverage	p. 185
103-2	The management approach and its components	Economic issues: pp. 10, 123, 143, 133, 160 Environmental issues: p. 109 Social topics: p. 138
103-3	Evaluation of the management approach	Economic issues: pp. 123, 126, 129, 130, 133, 160, 172, 175 Environmental issues: pp. 143-147 Social topics: pp. 117, 123-129, 133.
<b>GRI 201: 2016 Economic Performance</b>		
201-1	Direct economic value generated and distributed	pp. 174, 175
201-2	Financial implications and other risks and opportunities derived from climate change	p. 144
201-3	Obligations of the defined benefit plan and other retirement plans	pp. 127, 128
<b>GRI 202: Market Presence 2016</b>		
202-1	Ratio of standard entry-level salary by sex to local minimum wage	p. 35
<b>GRI 203: Indirect Economic Impacts 2016</b>		
203-1	Investments in infrastructure and supported services	pp. 133, 134 (see also NFIS)
<b>GRI 205: Anti-corruption 2016</b>		
105-2	Communication and training on anti-corruption policies and procedures	p. 163
<b>GRI 301: Materials 2016</b>		
301-1	Materials used by weight or volume	p. 141
301-2	Recycled supplies	p. 145
<b>GRI 302: Energy 2016</b>		
302-1	Energy consumption within the organisation	p. 141
302-3	Energy intensity*	p. 141
302-4	Reduction of energy consumption	p. 141

\*Energy consumption per employee is provided.



GRI Standard	Description	Direct answer page
<b>GRI 303: Water 2016</b>		
303-1	Water consumption	p. 141
<b>GRI 305: Emissions 2016</b>		
305-1	Direct GHG emissions (scope 1)	p. 144
305-2	Indirect GHG emissions when generating energy (scope 2)	p. 144
305-5	Reduction of GHG emissions	p. 144
<b>GRI 306: Effluents and Waste 2016</b>		
306-2	Waste by type and disposal method	p. 139
306-4	Hazardous waste transportation	See NFIS 2019
<b>GRI 306: Effluents and Waste 2016</b>		
308-1	New suppliers that have passed evaluation and selection filters in accordance with environmental criteria	p. 130
<b>GRI 401: Employment 2016</b>		
401-1	New employee hires and staff turnover	p. 123
401-2	Benefits for full-time employees that are not given to part-time or temporary employees	pp. 127-128
401-3	Parental leave	p. 126
<b>GRI 402: Worker-Company Relations 2016</b>		
402-1	Minimum notice periods for operational changes	p. 127
<b>GRI 403: Health and Safety at Work 2016</b>		
403-1	Representation of workers in formal worker-company committees on health and safety	p. 127
403-2	Types of accidents and accident frequency rates, occupational diseases, lost days, absenteeism, and number of deaths due to occupational accidents or occupational diseases	p. 126
403-3	Workers with a high incidence or high risk of diseases related to their activity	p. 126
403-4	Health and safety topics covered in formal agreements with unions	pp. 125-127
403-5	Training of workers on occupational health and safety	p. 125
403-6	Promotion of worker health	pp. 125-126
403-7	Systems for the prevention and mitigation of occupational risks directly related to the activity	pp. 126-127
403-8	Workers covered by an occupational risk prevention system	p. 126



## 7. ANNEXES

GRI Standard	Description	Direct answer page
<b>GRI 404: Training and Teaching 2016</b>		
404-1	Average hours of training per year per employee	p. 124
404-2	Programmes to improve employee skills and transition assistance programmes	p. 125
<b>GRI 405: Diversity and Equal Opportunities 2016</b>		
405-1	Diversity in governing bodies and employees	pp. 123, 153
405-2	Ratio of base salary and remuneration of women to men	p. 127 (see NFIS)
<b>GRI 406: Nondiscrimination 2016</b>		
406-1	Cases of discrimination and corrective actions taken	p. 129
<b>GRI 412: Human Rights Assessment 2016</b>		
412-2	Employee training in human rights policies or procedures	pp. 162, 163 (see also NFIS)
<b>GRI 414: Suppliers Social Assessment</b>		
414-1	New suppliers that have passed selection filters according to social criteria	p. 130



## ANNEX III. Participation in trade fairs, conferences and events

### Virtual conference “The Future of the Aeronautical Sector in the Post COVID-19 Era, a debate”

In this first of a series of virtual conferences organised by the Official College of Aeronautical Engineers of Spain (COIAE), different measures that should be carried out to overcome the crisis in the sector were analyzed by all the agents involved, as well as the expectations of recovery and the future role of air transport.

The dean of COIAE, Estefanía Matesanz, moderated the virtual round table in which the general director of ENAIRE, Ángel Luis Arias, the director of business development of ISDEFE, Jesús Alonso, the treasurer of COIAE and general director of CITD, Cristina de Bustos, and the director of operations of ISDEFE and member of the COIAE, José Manuel Hesse, all participated.

### Information Day on the European Defence Action Plan: EDIDP-EDF

The General Directorate of Armament and Material of the Ministry of Defence organised a virtual conference from the Isdefe headquarters in which it reported the result of the call for the European Defence Industrial Development Programme (EDIDP) 2019, and contributed its vision and key guidelines for the EDIDP 2020, as well as the Ministry's guidelines to support national initiatives in the future European Defence Fund.



It was opened by Jesús Alonso Martín, Isdefe's Director of Development, Division General José Luis Murga Martínez, Deputy Director General of Planning, Technology, and Innovation of the DGAM, and Brigadier General Pedro Méndez de Vigo Montojo, Deputy Director General of International Relations of the DGAM.

The final result of the 9 calls for proposals launched by the European Commission for 2019 has been the selection of 16 proposals worth € 200.5 M plus direct awards, of which Spain leads 4 proposals and participates in 9 proposals led by other countries, with 5 proposals remaining on the reserve list, of which Spain participates in 3 proposals led by other countries.



### **Conferences and signing of memorandum of understanding of the Defence Ministries of the United Arab Emirates (UAE) and Spain.**

The Defence Ministries of the United Arab Emirates (UAE) and Spain have signed a Memorandum of Understanding with the purpose of promoting industrial cooperation between institutions and companies in the defence sector. Subsequently, and within the framework of the MoU, the UAE Defence authorities and Isdefe signed an agreement for the establishment of their National Military Airworthiness Certification Authority.

The following authorities participated in the day: Mr. Jesús Alonso Martín, Director of Business Development and LTG (r) Juan Manuel García Montaña, Deputy Director to the CEO. His Excellency Emirati Ambassador Majid Al-Suwaidi, Ambassador José Eugenio Salarich, and the Military Attaché of the UAE Embassy, Colonel Yousef Al-Naqbi, as well as the Head of Plans and Bilateral Relations of the Office of Foreign Support (OFICAEX) of the Ministry of Defence, Colonel Jesús Sánchez Loureiro, also participated. Also present was BG Luis Manuel López González, Chief of the OFICAEX, on behalf of the Subdirector General of International Relations of the Secretary of State for Defence.

### **Cycle of virtual conferences “The Present and Future of In-House Technical Service Providers”, organised by the Gutiérrez Mellado University Institute (IUGM) of the UNED.**

This cycle of virtual conferences in which the technical service providers CORREOS, INECO, ISDEFE SENASA and TRAGSA have collaborated, has been focused on the analysis of the activity carried out by the In-House Technical Service Providers of the General State Administration, offering a vision of public policies that sustain their activity at the service of the public administration, the lessons learned in recent years, and the main challenges they face today.

### **Virtual Day of the Civil Guard “In the Prevention and Fight Against New Criminal Modalities Related to COVID-19: National and International Perspective.”**

Isdefe collaborated in this virtual conference where the key role played by the Civil Guard in the fight against organised crime was explained, understanding how COVID-19 has generated new criminal trends in Spain, the EU, and globally, giving great value and importance to international collaboration, Europol and Interpol.

The conference was opened by Isdefe's Director of Business Development, Jesús Alonso, together with the Lieutenant Colonel of the Civil Guard, head of the International Strategy Group of the Technical Unit of the Judicial Police, Vicente Corral, and the colonel of the Civil Guard, chief of the Criminal Analysis Department of the Luis Peláez Judicial Police Technical Unit. On behalf of EUROPOL, the team leader of the European Serious and Organised Crime Centre, José Antonio Alfaro, participated, and on behalf of INTERPOL, the head of the Coordination and Control Center of the Regional Office in Buenos Aires, Matías Romero Ale.



## **CIBERSEG 2020.**

The Polytechnic School of the University of Alcalá hosted these conferences, which focused on cyber intelligence, ransomware attacks, and other computer threats.

On the second day of the conferences, workshops were held, including the workshop called “Password cracking”, organised by the Isdefe Chair, in which different techniques were exposed to address how passwords that are protected with different types of security measures are cracked, from only encrypted passwords to protected ones, with modern secure hashing techniques.

## **C1b3rWall Academy**

Project sponsored by the National Police that took its first steps in 2018 when it organised the first Digital Security and Cyberintelligence Congress (C1b3rwall) at the National Police School in Ávila (Spain), an event that was organised by the National Police and the Institute of Forensic and Security Sciences of the Autonomous University of Madrid.

Raquel Pastor Pastor, engineer of the Surveillance Technologies for Public Security area of the Defence and Security Directorate, has been in charge of Isdefe's collaboration in the Cyberintelligence-OSINT module of the C1b3rWall Academy, a training action framed within the C1b3rWall project.

## **LIMEX 20: Innovation in Border Protection.**

The Higher Polytechnic School of the Army hosted the celebration of "LIMEX 20: Innovation in border protection", where the latest solutions in border protection were addressed.

The main people in charge of policing our borders were present: the Civil Guard, the National Police, along with representatives of the Armed Forces and supranational agencies. Isdefe has had triple representation, on the one hand, the Director of Business Development of Isdefe, Jesús M. Alonso Martín, moderated the session Information and Communication Systems in Border Protection; on the other hand, Jesús Alcázar de Federico, Isdefe's Manager of Intelligence and Public Security, presented “Influence of the evolution of threats in future anti-drone systems”, together with José Antonio Díaz Bermúdez, Head of the Protection Area of Borders of Isdefe, with the presentation “Efficiency in the control of irregular accesses through the External Borders of the EU: indispensable contribution of new technological means”.

## **Congress “Live the Aeronautical Engineering Profession”.**

Organised by the Official College of Aeronautical Engineers of Spain (COIAE), in which José Manuel Hesse, member of the COIAE, and Director of Operations of Isdefe, has participated by moderating the round table debate that addressed the expectations of the aeronautical engineering profession from the business and administration point of view. The opening was led by the CEO of ENAIRE, Ángel Luis Arias, and the event was held by Cristina de Bustos, COIAE treasurer and CEO of CITD Engineering and Technology.



### **VIII National Congress of R&D in Defence and Security (DESEi+d 2020).**

Isdefe supported the Subdirectorate General of Military Education of the General Directorate of Military Recruitment and Education, the General Directorate of Armament and Material, together with the Defence University Centres, at the opening of this Congress.

Forum and meeting point for all agents related to R&D in the field of Defence and Security, where they had the opportunity to present and disseminate the results of the latest research and work carried out in any of the subject areas related with Defence and Security.

<https://www.youtube.com/watch?v=JAN3dA9QPbk>

### **Virtual university employment fair organised by the University Carlos III of Madrid.**

Isdefe participated in the virtual university employment fair organised by the University Carlos III of Madrid.

During these three days, Isdefe set up its virtual stand, where the company's human resources team interacted with the students, producing feedback between the company's needs to attract talent and the projection of the students' professional future.

### **Express Tele-iINNOVATION Contest Seminar: “How do you imagine Isdefe in the Future”**

Isdefe held at its headquarters the Recognition Act of the 6th Call for the Isdefe RD&I Ideas Capture and Management Programme, the objective of which is to transform ideas and opportunities into R&D projects that allow Isdefe to stay at the technological vanguard of its activity sectors, promote an innovative culture, synergies between Isdefe's areas and departments, and the transfer of knowledge as a basis for continuous improvement of the company, as well as strengthen Isdefe's role as a technology-based public company capable of invigorating the national and European RD&I ecosystem

Inaugurated by the CEO of Isdefe, Francisco Quereda, the General of Division José Luis Murga Martínez, Deputy Director General of Planning, Technology and Innovation of the General Directorate of Armament and Material of the Ministry of Defence, José Francisco López Sánchez, Chief Inspector of the Subdirectorate General for Logistics and Innovation of the National Police, and José M<sup>a</sup> Yusta Loyo, professor at the University of Zaragoza, together with the director of Business Development at Isdefe, Jesús Alonso Martín. The winners were the following:





## “Big Things Data & AI Conference Home Edition”.

Isdefe engineers Pedro García and Alberto Uceda, both from the Transport and ICT Directorate, offered a virtual conference on the ARETA project, “Aviation Real-time Emissions Token Accreditation”, (framed within Isdefe's Internal Programme for Capturing and RD&I Ideas Management), whose objective is the creation of a technological demonstrator that serves as a basis for distributing knowledge and for future initiatives, this being an internal Isdefe project in the field of R+D for accreditation, in real time, of emissions produced by commercial aviation, converting these emissions into digital exchange assets (tokens), managed by a blockchain platform and applying Big Data technologies.

The solution has a transversal component of the Government of Data, in the Big Things Data & AI Conference Home Edition, the most important meeting in Europe on data analytics, artificial intelligence, digital transformation and cloud.

## Signing of an agreement for the Joint development of Projects within the EU Space Program and the EU Agency for the Space Programme

The European Union is developing a new regulation creating the European Union Space Programme and the European Union Agency for the Space Programme.

The three public entities: ISDEFE, INTA, and INECO signed an agreement for the joint development of projects within the framework expected under this new regulation. With this new agreement, the general director of INTA, Mr. José María Salom, Ms. Carmen Librero, president of Ineco, and Mr. Francisco Quereda, CEO of Isdefe, face this new scenario from which opportunities of great interest are expected to arise for the entire national industrial space sector.



## Recognition Act 5th call for the Isdefe RD&I ideas attraction and management programme

During the financial year 2020, the Recognition Act of the 5th call for the Isdefe programme for attracting and managing RD&I ideas took place. Along with the CEO of Isdefe Mr. Francisco Quereda, we had the participation of our guests Lieutenant General Mr. José María Salom Piqueres, Director General of INTA, the General of Division Mr. Juan Manuel de la Esperanza Martín-Pinillos, Head of the Plans Division of the General Staff of the Army, Ms. Francisca Rivero García, Secretary General of the Institute for the Diversification and Saving of Energy (IDAE) of the Secretary of State for Energy of the Ministry for the Ecological Transition and the Demographic Challenge, and Mr. Fernando de Pablo Martín, Secretary General of Digital Administration of the Ministry of Territorial Policy and Public Function.

This initiative highlights the entrepreneurial spirit of Isdefe employees, who each year present more ideas, with a very high level of technical maturity and always in a collaborative environment between proponents from different Isdefe departments and work centres.



### **Presentation of the new director of the Robledo de Chavela Space Station.**

The Blue Room of the Madrid Deep Space Communications Complex (MDSCC) has hosted the presentation ceremony of the recently appointed new Director, the MG (r) Mr. Moisés Manuel Fernández Álvaro.

The event was chaired by the Director General of INTA, Hon. LTG. Mr. José María Salom Piqueres. The Representative of NASA in Spain also spoke, Mr. Anthony Carro, and the CEO of Isdefe, Mr. Francisco Quereda Rubio. They highlighted the importance of the Robledo Station mission in the space exploration programmes of the North American Agency, its representation and relevance in relations between the United States and Spain in general, and between NASA and INTA in particular, as well as the distinguished work of the team in charge of its operation and maintenance.

At the end of the event, the former Director, Mr. Ángel Martín Álvarez, was recognised for his career at the head of the Station since 2016

### **Summer course of the CEDESEN-UPM chair.**

The General Engineer Chair D. Antonio Remón y Zarco del Valle of the Higher Centre for National Defence Studies (CESEDEN) and the Polytechnic University of Madrid (UPM), has held its annual summer course. The meeting, organised with the collaboration of Isdefe, has analysed the technologies related to COVID-19 and dependency and strategic capacities, paying special attention to R&D and innovation activities.

Isdefe's Director of Business Development, Jesús Alonso Martín, participated in the round table on Strategic Involvement of Spain in COVID-19, moderated by the Delegate of the Rector of the UPM for Innovation, Gonzalo León, together with the Chief of Command of Antiaircraft Artillery of the Army, BG Enrique Silvela, the president of the Forum of Innovative Companies, Luis Fernando Álvarez, and the Team Leader for Strategy in the General Directorate Research & Innovation of the European Commission, Marta Truco.

### **Express Internal Tele-iINNOVATION Contest.**

The CEO of Isdefe, Mr. Francisco Quereda, and the Director of Business Development, Mr. Jesús Alonso, have presented the prizes and diplomas of the Express Tele-iINNOVATION Contest to the authors of the winning ideas of the initiative. The Express Tele-iINNOVATION Contest is part of a series of initiatives that Isdefe launched during the lockdown, as an exercise of lessons learned that are applicable in the future.



# ANNEX IV. Social action and participation in associations and foundations

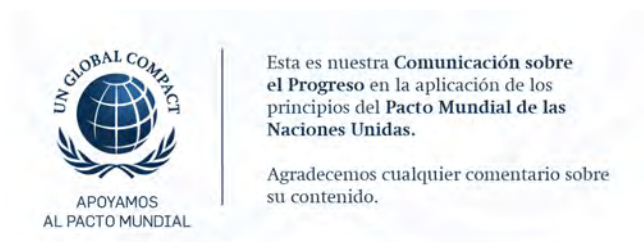
## Social investment

Isdefe has a Social Action Programme that every year fosters social initiatives in collaboration with entities, associations, foundations, and NGOs that work for sustainable social development. These entities include:

- **Spanish Chapter of the United Nations Global Compact.**
- **“Sustainability and CSR in public companies” Action Group .**
- **Civil Guard Solidarity Association.**
- **Reyes Magos de Verdad Association.**
- **Adecco Foundation.**
- **Madrid Food Bank Foundation.**
- **Madrina Foundation.**
- **SEUR Foundation.**
- **NGO Ayuda en Acción.**
- **EMAD Civic-Military Cooperation Units.**
- **Initiative February 11.**

## United Nations Global Compact

The year 2020 will mark eleven years of our commitment to the United Nations Global Compact, an international initiative that promotes corporate social responsibility for sustainable development. By joining, Isdefe incorporates into its business strategy actions the 10 Universal Principles proclaimed by the United Nations in the areas of Human Rights, Labor Standards, the Environment, and the Fight against Corruption.



## “Sustainability and CSR in public companies” Action Group

Isdefe has participated in the “Sustainability and CSR in public companies” Action Group, a collaborative platform for leadership in sustainability and CSR for the public business sector, in order to advance in the field of business sustainability and contribute to the achievement of the 2030 Agenda for Sustainable Development.



## List of Associations and Foundations

Association / Foundation	Isdefe's relationship
<p>Academy of Military Arts and Sciences and Foundation of the same name, (ACAMI and FUNDCAMI). Non-profit Association and Foundation whose objective is to promote military culture in Spanish society and literary, artistic, and scientific activities.</p>	<p>Collaborator</p>
<p>International Council on Systems Engineering. For-profit organisation focused on the development of systems engineering and dedicated to increasing the professional nature of systems engineers, being the world's largest professional network of Systems Engineers.</p>	<p>Member of the Corporate Advisory Board</p>
<p>Spanish Association of Systems Engineering INCOSE Chapter Spain (AEIS-INCOSE). Spanish Chapter of the International Council on Systems Engineering.</p>	<p>Member of the Corporate Advisory Board</p>
<p>Spanish Maintenance Association (AEM). Non-profit association with the aim of promoting the knowledge of industrial and building maintenance, giving it transversality, and representing Partner to the group of companies and maintenance professionals.</p>	<p>Partner</p>
<p>Association for the Scientific Development of ATM in Europe (ASDA). Independent research entity and universities with research and development partner activities in the area of air traffic management.</p>	<p>Partner</p>
<p>Spanish Association for the Promotion of Information Security (ISMS Forum Spain). Forum that promotes the development, knowledge and culture of Safety in Spain to act for the benefit of the entire community involved in the sector</p>	<p>Partner</p>



Association / Foundation	Isdefe's relationship
<p>Spanish Association for Quality (AEC).</p> <p>Association that brings together professionals and companies around quality management as a strategic element, preparing materials, organizing congresses, committees by sectors, and providing training both to support companies and for the certification of professionals.</p>	Partner
<p>Association for the Progress of Management (APD).</p> <p>Non-profit association to promote and stimulate the training of managers.</p>	Collective Partner
<p>European Organisation for Civil Aviation Equipment (EUROCAE).</p> <p>Non-profit organisation formed in Lucerne, Switzerland, in 1963, which is the European forum focused on electronic equipment for air transport. It works exclusively on the standardisation of airborne and terrestrial systems and equipment for aviation.</p>	Partner
<p>Navy League of the United States Madrid Council.</p> <p>Forum for interconnection between institutions and the defence industrial sector in Spain and the United States.</p>	Business Associate Sponsors
<p>Spanish Network of the United Nations Global Compact.</p> <p>International initiative that promotes corporate social responsibility under the principles of the UN in this matter and favors the achievement of sustainable development goals (SDG). The United Nations Global Compact operates in Spain through its Spanish Network.</p>	Partner



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