



Isdefe
su mejor aliado



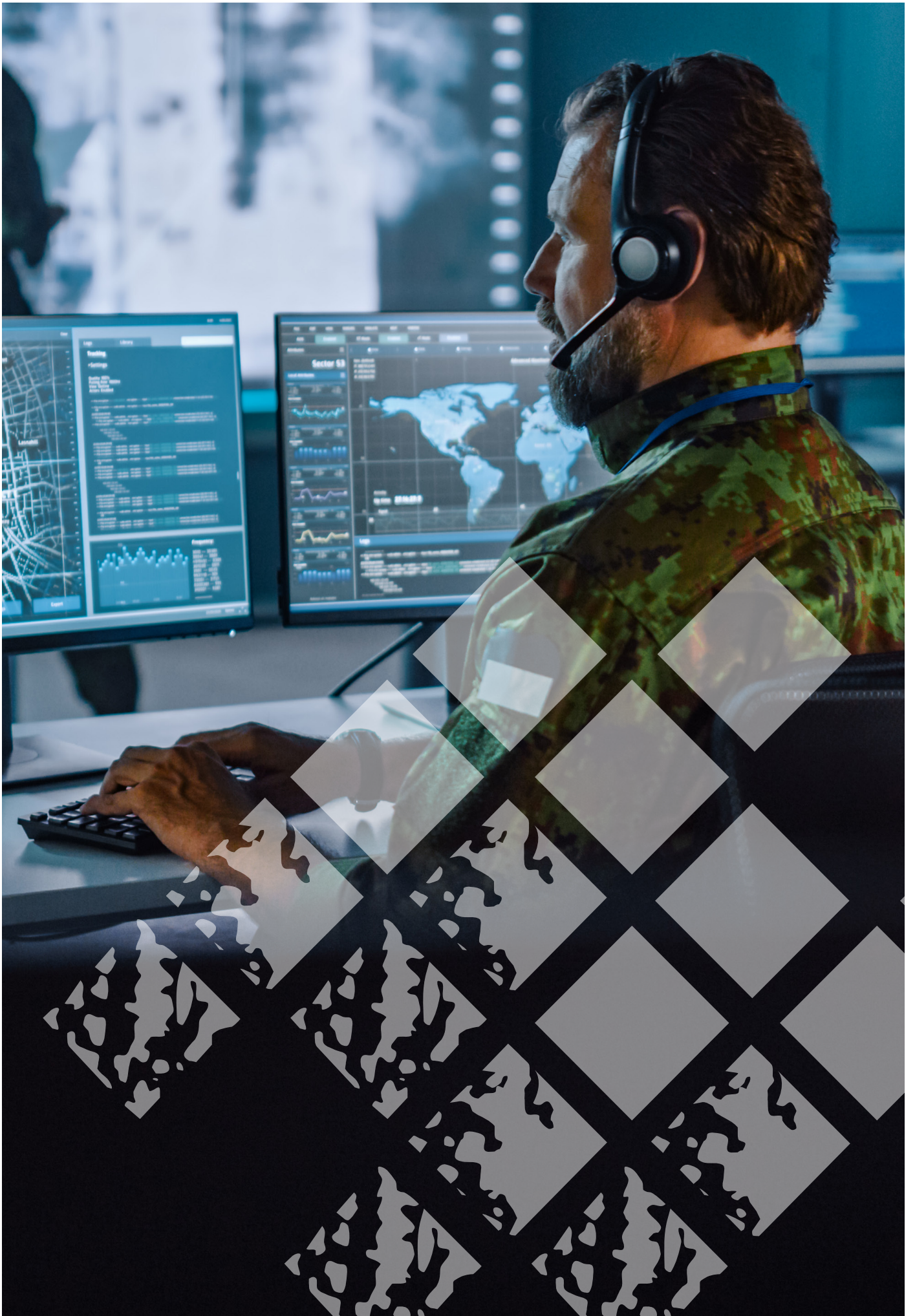
2020

2020

EXECUTIVE SUMMARY

2020





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.

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.





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 Defense 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 defense 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



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.

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.



Strategies, objectives and lines of action

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.

Isdefe's policies, objectives and lines of action, as a technological instrument of the Ministry of Defense and Public Administrations, are determined by its status as a Public Company and by compliance with Public Sector regulations.

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

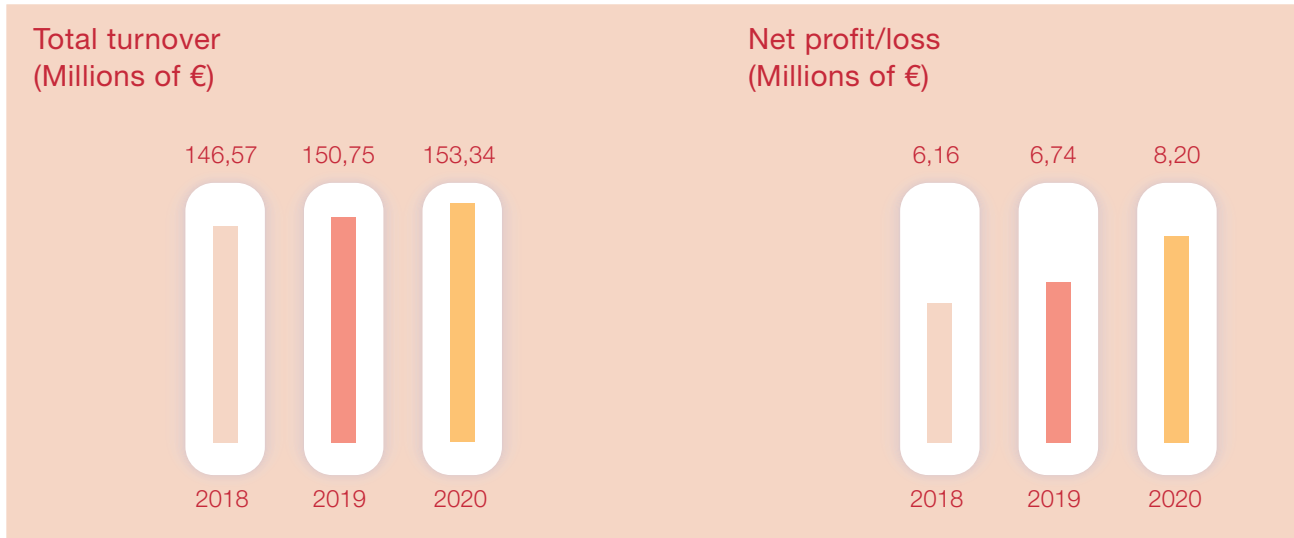
- Ensure compliance with all its requirements as an **in-house technical services provider for the Administration.**
- Provide **financial sustainability** and balance.
- Drive the **modernisation of management and digital transformation.**
- Promote **professional development.**
- Mantain an **international 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, etc.) and, especially, within the new framework of the European Defence Action Plan.
- **Maintaining our commitment** to Social Responsibility and our dedication to Public Service.



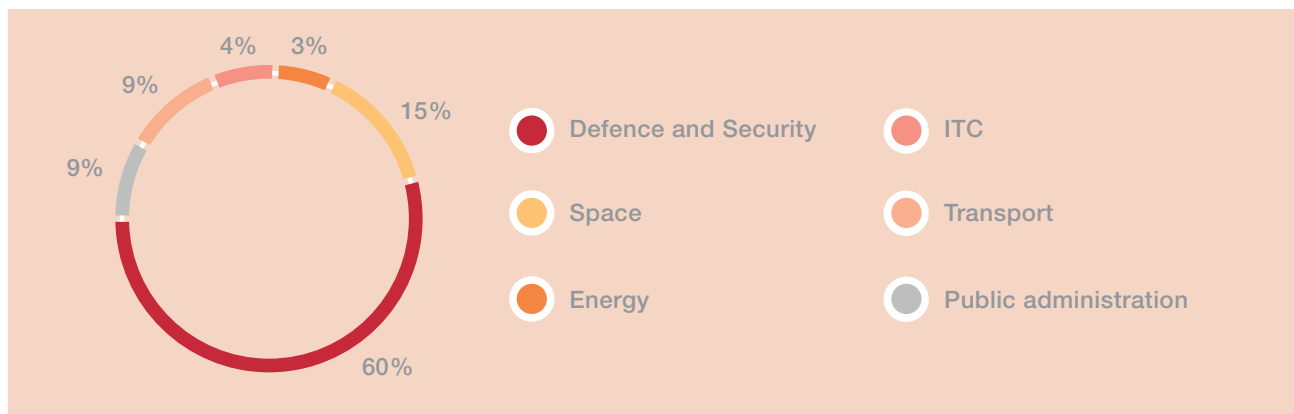
Our business in figures



In-house service provider



Engineering and consulting activities





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.

The General State Administration, in general, and the Ministry of Defense in particular, have multiple interests in the international arena and a constant global presence.

Isdefe is one of the Administration's tools in its Foreign Action Strategy. Isdefe's activity strategy focuses on European multilateral organizations and the administrations of Spain's allied countries.

Where we are

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:



OUR SECTORS

Defence and Security Sector

Isdefe was created with the objective of satisfying the demand for technological definition of the needs of the Ministry of Defence's advanced programs, making us the Spanish Defence and Security Administration's in-house technical service provider of reference.

Isdefe 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 Programme (GSA) and Satellite Navigation (ESA), and the North Atlantic Treaty Organisation (NATO).

HIGHLIGHTED PROJECTS

Ministry of Defence / State Office for Defence

General Directorate of Armament and Material

Isdefe provides consulting and engineering services in Resource Planning for the implementation of the National Defence Planning cycle.

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

It provides services to the DGAM in each of its General Sub-Directorates.

SDG for Planning, Technology and Research (SDGPLATIN)

Technical assistance to the program office: European Strategic Command and Control, to provide the EU Military Staff with its own means for the strategic conduct of operations and missions of the European Union. The project is led by Spain within the framework of PESCO (Permanent Structured Cooperation) of the European Union.

Support services in the Joint Intelligence, Surveillance and Reconnaissance (JISR) capacity of the Armed Forces.



SDG for Programs

Isdefe provides technical support to the DGAM's Procurement Program Offices.

In the Land Systems program area: Pizarro, Munitions and VCR 8x8; in the Fixed Wing air programs area: EF2000, A400M, UAS, and future Air Programs; in the Rotary Wing air programs area: Collaboration with the Rotary Wing Systems Program Offices: NH-90, TIGRE and Chinook.

SDG for Inspection, Regulation and Defence Industrial Strategy (SDG INREID)

Isdefe provides specialized engineering and consulting services to the different units of quality engineering, weapons and explosives, industrial safety, industrial inspections in official quality assurance, and to the REACH laboratory and exemption unit.

Collaboration in the industrial plans and studies of various programs.

SDG for Armament and Material Acquisitions

Support for the procurement of products and services within the scope of **Special Modernization Programs (SMPs)**, both national and international. **Support to the Budget Office (OPRE)** in the financial management of Special Modernization Programs.

Center for Systems and ICT (CESTIC)

Support in technical and economic planning and in the development of technological architectures.

Support services in the development of digital defence infrastructures (I3D), as well as in I3D information security operations. Support in the modernization of the development of corporate information systems under the responsibility of CESTIC and in the management and control of the ICT services provided by CESTIC to the Armed Forces and to the structure of the Ministry of Defence.

DG for Economic Affairs (DIGENECO)

Technical support to the Procurement SDG in different areas: Annual Defence Procurement Plan, procurement strategies, annual procurement report, among others.

Technical support to the Accounting SDG in the analytical accounting model of the budget services of the Ministry of Defence.

Engineering and consulting services to the Cost Evaluation Group (GEC), in the procurement process: estimation of the full life cycle cost, acquisition, operation and decommissioning of systems and infrastructure. Cost analysis to set the price for those specific systems whose price is not regulated by the market.



Ministry of Defence / Defence Staff (EMAD) / Joint Defence Staff (EMACOM)

Technical support for the elaboration of the Military Capabilities Objective, which integrates the material and human resources required by the Armed Forces, including the main weapon systems. Support in the analysis and definition of processes and in the definition and development of the concepts of Networked Cooperative Engagement and Joint Electromagnetic Operations.

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

Engineering and technical assistance in the areas of cyber defence, supporting the plans of the MCCE to obtain defence, exploitation and response capabilities for the development of military operations in cyberspace.

Support services in the definition and technical management of information systems and telecommunications needs, and in the participation in NATO and EU forums and collaboration with the NATO Cooperative Cyber Defence Centre of Excellence (CCDCoE).

Technical support in operations derived from COVID, Operation Balmis and Baluarte, supporting the protection of the networks of the military hospitals of Gomez Ulla and Zaragoza.

Ministry of Defence (EMAD) / Operations Command (MOPS)

Support to the J4A section (Operational Logistics) 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 capability related to SAPIEM systems.

Ministry of Defence (EMAD) / Armed Forces Intelligence Office (CIFAS)

Technical support through the management of intelligence information systems projects.

In the cartography unit, in the operation, maintenance and evolution of the National Geospatial Warehouse, participation in multinational programs for the joint development of digital cartography.

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

Technical support to the Balmis operation providing support to the Logistics section, J4 of the UME Headquarters.

Engineering and consultancy services for the CIS Systems in operation and in the implementation of predictive maintenance in light vehicles based on IoT solutions. Definition of the Integrated Logistic Support (ILS) of the new acquisitions within the UME Vital Plan.



National Intelligence Office (CNI) / National Cryptologic Office (CCN)

Support to the CCN for the activities carried out within the scope of the National ICT Security Evaluation and Certification Scheme.

Support to the Projects and Technologies Department of the CCN for the elaboration of the ICT Security Products Catalog qualified for use in the scope of the National Security Strategy.

Army / Support to the Force / Army Logistics Support Command (MALE)

Collaboration with MALE in the modernization processes of tactical ground systems, including communications networks and command and control systems.

Provision of services for predictive maintenance based on IoT technologies for armored vehicles and in the development of predictive life cycle models applying Business Intelligence and Artificial Intelligence solutions; support in predictive maintenance of Oil Analysis.

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

Navy / Chief of Logistics Support (JAL)

Support to the platforms branch of the Engineering Sub-Directorate in Logistic Support and its coordination with naval programs.

Support services in the follow-up of the execution of Arsenals.

Technical support to the Cost Evaluation Section of the Engineering and Naval Constructions Directorate and in the Special Armament Programs: S-80 and F-110.

Support in the inspection and testing tasks of the Saudi Arabian Corvettes Program.





Air Force / Logistics Support Command (MALOG)

Support to the management of the C3 contract for the sustainment of the Eurofighter.

Support in the procurement and material management of new weapon systems (NH90, A400M).

Strategic support in the program and in the management of the NATO Security Investment Program (NSIP) funds for the implementation of the “Air Command and Control System” (ACCS), in the Torrejon Combined Air Operations Center at Torrejón Air Base.

National Institute of Aerospace Technology (INTA)

Technical support to the Metrology and Calibration Center and the Information and Communications Technology Department and to the different sub-directorates in the certification, calibration, testing and trials of combat, transport and helicopter aircraft.

Consulting and engineering services to the Cybersecurity Laboratory of the Instituto Tecnológico La Marañosa (ITM).

Participation in the “Attila” pilot project, which aimed to test the effectiveness of UV light in the fight against the coronavirus. He was part of Operation Balmis of the Ministry of Defence.

European Union / European Defence Agency (EDA)

Specialized services in activities related to defence planning and technology (OSRA project, Foresight).



Picture: M.Moira / Shutterstock

NATO / Communications and Information Agency (NCIA)

Support services for the implementation of the Alliance’s information and communications systems at its facilities in The Hague. Contribution to the definition of a framework agreement with non-profit governmental organizations (Not-For-Profit Framework), which will allow Isdefe to receive assignments for program management that require independence from any commercial or industrial interest.



Home Office / State Security Office

Isdefe provides technical consultancy services for the State Secretariat for Security in border perimeter surveillance, crisis and emergency management and in the field of intelligence.

SDG for Security Information and Communications Systems (SGSICS)

Support services for the implementation of technological systems for border control (ABC systems, Automated Border Control), and integrated video surveillance, license plate recognition or facial biometrics systems.

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

Engineering services in the field of the State Emergency Digital Radio Communications System (SIRDEE).

Technical support in the management and supervision of the current National Police and Civil Guard telecommunications services through the Unified Communications Service Program Office (OPSUC).

Technical assistance in the Legal Interception of Telecommunications and Data Retention System.

SDG for Planning and Management of Security Infrastructures and Means (SDGPGIMS)

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

Security Technology Center (CETSE)

Technical support services in the promotion of national and European R+D+i initiatives, the coordination of the Community of Security Users (CoU Spain), and support for ongoing innovative projects, such as the GLOBAL-CD system for the detection and neutralization of drones or innovative Artificial Intelligence tools.



Space Area Sector

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).

HIGHLIGHTED PROJECTS

MINISTRY OF DEFENCE / STATE OFFICE FOR DEFENCE

National Institute for Aerospace Technology (INTA)

Integral support to INTA's space infrastructures:

- INTA Torrejón Space Center (CEIT): specialists in Ground Segment, Control Center, Mission Analysis and contribution to the search for new business opportunities hand in hand with INTA. success of the CHEOPS mission.
- Centro Espacial de Canarias (CEC): operation and maintenance of the CEC, in close collaboration with CEIT, to provide full support to INTA in its Ground Station Network.

National Institute for Aerospace Technology (INTA) / NASA

Operation and maintenance of the Robledo de Chavela communications complex (Madrid Deep Space Communications Complex, MDSCC), dedicated to communications with NASA spacecraft and other space agencies in deep space, providing daily support to more than 30 space missions, 365 days a year.

To maintain the service, an action plan was implemented **to manage the COVID-19 pandemic on the Station, with the recognition of NASA.**



European Union / ESA

Technical support in the Cebreros Space Infrastructures (deep space network station).
Specialized technical services in the SMOS (Soil Moisture and Ocean Salinity) project.



European Union / GALILEO

Support in the implementation and improvement activities of the instrument landing system (ILS) processes, complying with the operational objectives established by GSA.

European Union Agency for the Space Programme (EUSPA)

Engineering services for the accreditation of satellite navigation systems.

European Union Satellite Center (SatCen)

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



Transport Sector

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.

HIGHLIGHTED PROJECTS

MINISTRY OF TRANSPORT, MOBILITY AND THE URBAN AGENDA / State Department of Transport, Mobility and the Urban Agenda

ENAIRE

Engineering services related to **Air Traffic Management**:

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

General Office of Civil Aviation (DGAC)

Collaboration in the **establishment of sector policy** through airport, air navigation and air transport strategies.

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

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

Support to the USOAP (Universal Safety Oversight Audit Programme) office, whose objective is to promote global aviation safety.

State Aviation Safety Agency (AESA)

Collaboration in inspection tasks for the supervision of compliance with operational safety regulations by air navigation service providers, air transport operators and aeronautical personnel.

Technical consultancy for the implementation of new concepts of operation and for the study of continuous improvement of air safety.



Directorate General of Civil Aviation (DGAC) and State Aviation Safety Agency (AESA)

Collaboration in the implementation of the **National Aviation Safety Program (NSP)** in all airports of the national network.

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

AENA

Technical support in the management of the life cycle of airport operations and security applications and ICT infrastructures, both in the specification and testing phases and in the control and supervision of their implementation and deployment in the network's airports:

- Support during the pandemic to the Operational Recovery Group in the search for solutions to implement portable biometric technology in passenger boarding and homologation tests of the equipment of the new Biometrics Framework Agreement.
- Specification and testing of Collaborative Decision Making (CDM) procedures in the Airport Environment Cooperative System (SCENA) and its integration with Enaire's Automatic Air Traffic Control System (SACTA).
- Support in the management of the Strategic Information Systems Plan.
- Support in the transfer of equipment and commissioning of the redundant Data Processing Center in T4 of Madrid / Barajas Airport.
- Support in the management of framework agreements for the acquisition and installation of equipment associated with the systems.
- Support for the Information Systems Plan for Grupo Aeroportuario del Nordeste in Brazil.

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

Participation as ENAIRE's Linked Third Party in the SESAR 2020 Wave 2 projects.

European Satellite Navigation Agency (GSA)

Various activities for GSA in support of program management (Galileo and EGNOS) and strategic consulting:

- GNSS and space-based applications for transportation.
- Remote activation service of emergency radio beacons for transport.
- GNSS for unmanned aerial vehicles (UAVs).



Public Administration Sector

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.

HIGHLIGHTED PROJECTS

MINISTRY OF DEFENCE / State Office for Defence

DG for Economic Affaires (DIGENECO)

Support to the Procurement Area through the preparation and processing of procurement regulations; Support to the annual procurement plan of the Ministry of Defence (PACDEF); Implementation of a model of excellence in procurement management in the Public Sector.

Support services in analytical accounting models based on the activities of the Ministry of Defence as a whole.

Support to the Cost Evaluation Group (GEC) during the whole procurement process, from the estimation of the full life cycle cost, acquisition, operation and decommissioning of systems and infrastructures.

DG for Infrastructures (DIGENIN)

Assistance in centralized procurement and support in the management, monitoring and control of energy supplies (electricity, fuels and natural gas).

Support in the preparation of technical documentation for internal and/or external audits/controls of management processes.

Consulting in international projects and forums related to energy efficiency.



Air Force

Cuartel General / Estado Mayor del Aire (EMA)

Support in the identification, survey and modeling of management processes of the Undersecretariat of Defence, as part of the Digital Transformation initiative of the Ministry.

Navy

Navy Logistics Support Headquarters (JAL)

Support services to the contracting body and the contracting board for advice on public procurement and support in the implementation of electronic bidding and in the processing of all types of contracting files.



MINISTRY OF HOME OFFICE

General Directorate of Traffic (DGT)

Support and specialized consultancy in strategic areas for the development of regulatory projects; Treatment of technical information; Monitoring and control of the documentation of the annual calls for aid for research in Road Safety and support programs for Victims of Traffic Accidents.

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



MINISTRY OF JUSTICE

State Secretariat of Justice

Technical support in the Justice Modernization program for the planning, design, execution and test automation of judicial information systems, in accordance with ISO 29119 (Software and Systems Engineering-Software Testing); including life cycle management and configuration of these applications.

Development and implementation of digital services of the State Secretariat of Justice.

SDG for Digital Planning and Transformation

Collaboration in the implementation of programs for the digital transformation of justice: Minerva, LexNET and scorecards for monitoring the Administration of Justice.



SDG Innovation and Quality of the Judicial and Prosecutor's Office

Collaboration in the deployment of Judicial Offices and Prosecutors' Offices, according to the new model with shared services.

Undersecretary of State for Justice / DG for Legal Security and Public Faith (DGSJFP)

Consulting on security, interoperability, efficiency and systems engineering, especially in all matters related to the implementation and deployment of the New Civil Registry Model.



MINISTRY OF FOREIGN AFFAIRS, EUROPEAN UNION AND COOPERATION

DG Sustainable Development Policies

Technical consultancy for the valuation of Official Development Assistance (ODA) with Big Data techniques; Support in meetings of multilateral development organizations and initiatives, such as the Development Assistance Committee of the OECD and the United Nations.

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 systems and information technologies.

MINISTRY OF TRANSPORT, MOBILITY AND THE URBAN AGENDA

State Agency for Air Safety (AESA)

Support in the planning and supervision of the Information Systems and Technologies function, in projects for the implementation and maintenance of information systems and ICT services.

Definition and implementation of new methodologies and management models for systems development using agile methodologies.

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, in order to:

- Centralize information, minimize unsuccessful projects, increase cost efficiency, promote TD and cultural change, increase quality and security in all areas, and improve information and knowledge.



MINISTRY OF FINANCE

DG for European Funds (DGFE)

Technical support to the DGFE, as the National Managing Authority for ERDF funds, in the Multiregional Program and in the regional programs, in the selection of Public Sector Electronic Administration operations, in Management Verification and in the designation of Intermediate Bodies.

The support to the ERDF axis related to the reinforcement of the response capacity to the health crisis caused by the COVID19 , has allowed the DGFE to achieve the compliance objectives for the period, and a significant return of ERDF funds to Spain has materialized.

MINISTRY OF ECONOMIC AFFAIRS AND DIGITAL TRANSFORMATION

State Secretariat for Energy and Business Support

Collaboration as Technical Engineering Unit in the Debt to Investment Conversion Programs in different African countries such as Senegal and Mauritania.

Support during the complete development cycle of renewable energy projects, especially in rural electrification projects.

MINISTRY OF INDUSTRY, COMMERCE AND TOURISM (MINCOTUR)

State Secretariat for Commerce

Technical support for the supervision and monitoring of the construction of a 120 MW wind farm in Egypt and in the Enterprise Internationalization Funds (FIEM), and project evaluation by performing expost verifications.

MINISTRY OF TERRITORIAL POLICY AND CIVIL SERVICE

DG for regional and local cooperation

Technical support in the management of various operational programs within the framework of 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 programs.



MINISTRY OF SCIENCE, INNOVATION AND UNIVERSITIES / State Secretariat for Universities and R+D+i

DG for R+D+i / SDG Innovation Promotion

Collaboration in the improvement of the processes and tools of the Motivated Reports system for tax deductions for business investment in R&D&I, with the result of substantially improving the response time for applications from the national industry.

MINISTRY OF UNIVERSITIES

Spanish Service for the Internationalization of Education (SEPIE)

Technical support in the definition and implementation of the electronic management system of public funds, destined to the EU program to support education, training, youth and sport in Europe (Erasmus+ 2014-2020).

National Commission for Markets and Competition (CNMC)

Specialized analysis activities that facilitate decision making and assessments of **potential price regulation** scenarios in the supervised sectors.

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

Support in the analysis of the systems containing economic information and their degree of automation.

National Agencies / AESA / AMEPS / AEMET

Provision, for more than 10 years, of consulting and technical assistance services, aimed at complying with the regulatory requirements established in the field of economic information (budgetary, analytical and management).

Development of proposals for improvement and development of systems that facilitate the analysis and supply of economic management information on the activity of Public Bodies, thus favoring efficiency in decision making.



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.

HIGHLIGHTED PROJECTS

MINISTRY OF ECONOMIC AFFAIRS AND DIGITAL TRANSFORMATION

State Secretariat for Digitalization and Artificial Intelligence (SEDIA)

Technical support in the 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 electronic administration.

Specialized technical support in the field of communications networks and systems, and in the management and execution of communications programs, such as the New Infrastructures Program to promote the deployment of ultrafast networks and broadband infrastructures.





MINISTRY OF HOME OFFICE

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 **TPFE's Strategic Plan for Electronic Administration and Digital Transformation**.

Spanish Radio and Television Corporation (RTVE)

Specialized services for the modernization of its network infrastructures towards state-of-the-art standards, participating in the evolution of RTVE's contribution network towards a high-capacity, agile and robust network, guaranteeing high reliability and quality in the provision of its services.

Strategic consultancy for the development and integration of artificial intelligence technologies in the processes of generation and distribution of audiovisual content.



Picture: Juan Ci / Shutterstock



Energy Sector

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.

HIGHLIGHTED PROJECTS

MINISTRY OF ECOLOGICAL TRANSITION AND THE DEMOGRAPHIC CHALLENGE / State Secretariat for Energy

Institute for Energy Diversification and Saving (IDAE)

Technical support in the Modeling of the national energy system for the development of the National Integrated Energy and Climate Plan 2020-2030 (PNIEC), in the following areas:

- 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 programs affecting the main energy consuming sectors.
- Programs coming from the National Energy Efficiency Fund, the General State Budget and ERDF Funds, dedicated to the low carbon economy.
- Participation in aid programs for the energy renovation of existing buildings and infrastructures of the General State Administration and for the program of local entities for low-carbon economy investment projects (DUS - Sustainable Urban Development).



R+D+i Activities

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.

The management model is based upon two main lines of action:

Innovation Activities:

Horizons Network

It is the vehicle around which innovation is articulated at Isdefe and acquires the capacity to anticipate the opportunities and challenges that the Public Administration will face, developing ideas and proposing innovative solutions.

It carries out technological and methodological surveillance and perspective activities through a University-Business collaboration model, articulated in 6 technology observatories.

Observatories of the Horizons Network



Research and Development Activities

- Projects financed with own funds: 6th Edition of the R&D+i Ideas Capture and Management Program.
- Projects financed with European funds: Horizon 2020, SESAR 2020.

COMMITMENTS TO STAKEHOLDERS

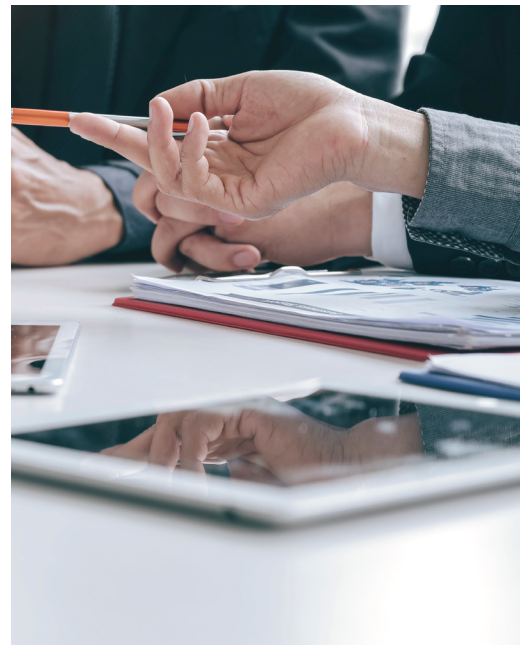
Commitments to clients

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.

Nuestro Sistema de Gestión de la Calidad cuenta con:

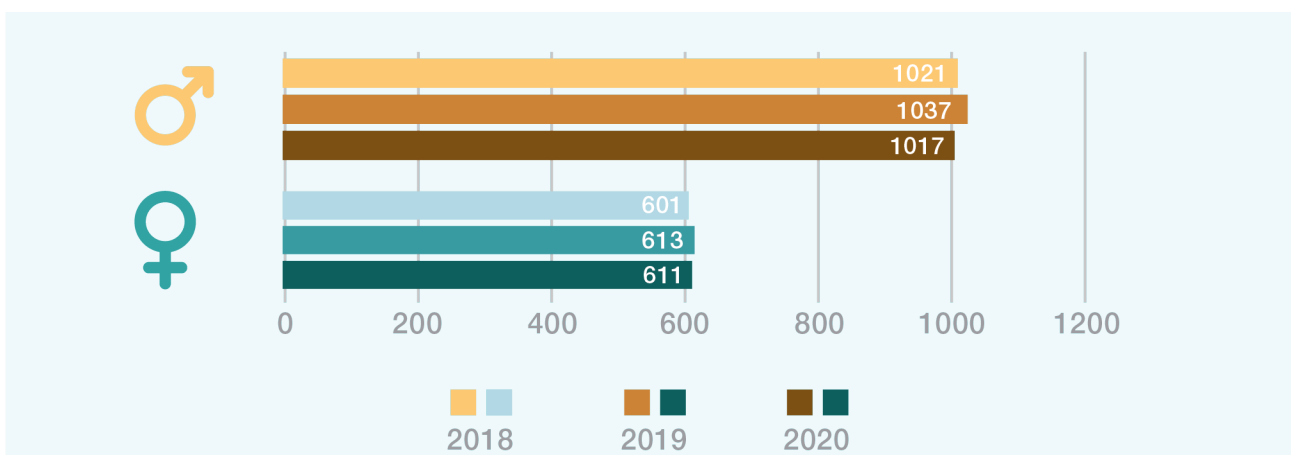
- AENOR Certification of the Quality Management System, according to the UNE-EN ISO 9001: 2015.
- Certification of the Ministry of Defence of the Quality Management System, according to the PECAL/AQAP 2110.



Commitment to our employees

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.

Evolution of the workforce by gender M / F:





Recruitment, selection and promotion policy

The selection and promotion of employees will be based on the competencies and performance of professional functions, and on the criteria of **merit, equality, publicity, competition and capacity** required for the vacancy.

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

Training expenses



2020

826.647€

COVID-19

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

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*.

Commitments to society

Featured participation

- 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.



Express Internal Tele-iNNOVATION Contest

The Business Development Department, through its R&D&I Area, launched the **Tele- iNNOVATION Express Contest** on March 23 with the aim of gathering innovative ideas to mitigate the impact of the COVID-19 crisis on Isdefe. A total of **65 ideas were collected**.

The contest had the following **objectives**:

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

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.
- #STEMPILLS campaign for confinement.
- Campaign #IsdefeDona.
- Donation of computer equipment with the EMAD Operations Command.
- Isdefe against the digital divide.
- Abilities Race with the Adecco Foundation.
- Collaboration with the Civil Guard Solidarity Association.
- Great Food Drive.
- Christmas Solidarity Campaign.
- Collecting Solidarity Caps.





Commitments to our suppliers

Isdefe submits 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.



OUR ENVIRONMENTAL PERFORMANCE

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.

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

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



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.

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.

GOVERNANCE

Legal nature and regulatory framework

Ingeniería de Sistemas para la Defensa de España, SA, SME, MP 1 (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.

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:

Provision of engineering, consulting and technical assistance services, especially those for defense and security.

Preparation, development and execution of projects and programs related to contracts for works, supplies and services related to the areas mentioned in the previous section.

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

Provision of advisory and assistance services in the field of Industrial Cooperation Agreements associated with material acquisition programs and defense contracts, as well as support for the negotiation, execution and monitoring of international defense programs in which Spain participates and defense projects abroad, including humanitarian aid or peacekeeping.

Support and specialized technical support in state-of-the-art technology fields such as:

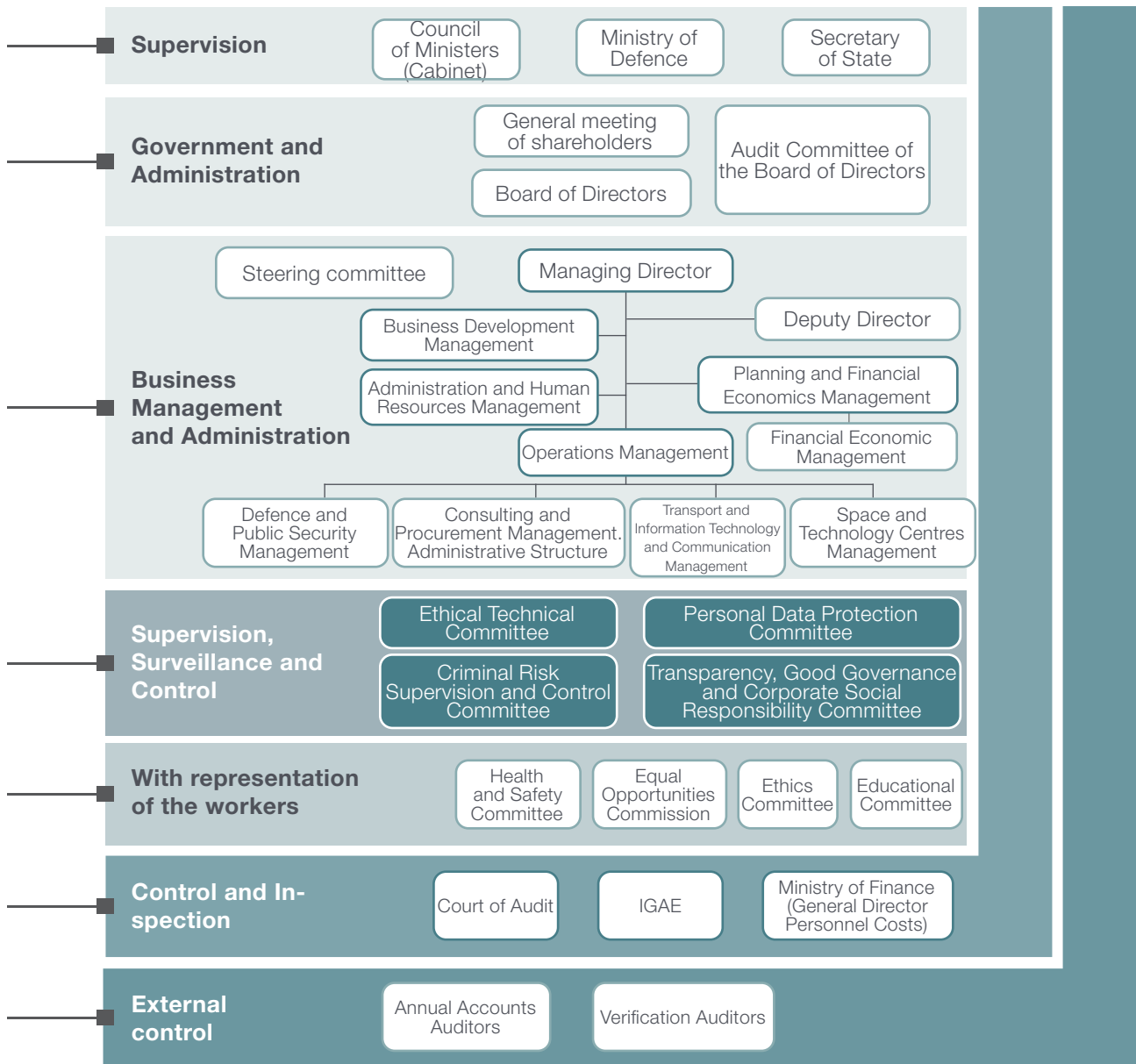
- Spacecraft tracking and data acquisition stations.
- Launching and landing fields.
- Calibration, testing and equipment certification facilities for aerospace projects.
- Experimentation facilities for new aerospace projects.
- Space aeronautical information and documentation centers, as well as others dedicated to the treatment of analysis, processing and distribution of information from satellites.
- Other activities related to aeronautical and space engineering.

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.





Criminal Risk Prevention

Our policies, objectives and lines of action are determined, on the one hand, by our nature as a public company and, on the other, by the development of our own activity. All of them represent commitments based on our values and principles of action, which contribute to making our mission and vision a reality.

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.

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.





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**.

Commitment to the highest quality

We have a Quality Management System based on the ISO 9001 standard, which guarantees the quality of our services, as well as an Environmental Management System based on the ISO 14001 standard.

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.





















Isdefe joins the call of the Global Compact by participating in the SDG Ambition Program, launched at the end of 2020 to help companies move from commitment to concrete action on the SDGs.





Entities and organisations to which we provide services

Public Administration

 GOBIERNO DE ESPAÑA	MINISTERIO DE DEFENSA	 GOBIERNO DE ESPAÑA	MINISTERIO DE CIENCIA E INNOVACIÓN	 GOBIERNO DE ESPAÑA	MINISTERIO PARA LA TRANSICIÓN ECOLÓGICA Y EL RETO DEMOGRÁFICO
 GOBIERNO DE ESPAÑA	MINISTERIO DE TRABAJO Y ECONOMÍA SOCIAL	 GOBIERNO DE ESPAÑA	MINISTERIO DE ASUNTOS EXTERIORES, UNIÓN EUROPEA Y COOPERACIÓN	 GOBIERNO DE ESPAÑA	MINISTERIO DE ASUNTOS ECONÓMICOS Y TRANSFORMACIÓN DIGITAL
 GOBIERNO DE ESPAÑA	MINISTERIO DE JUSTICIA	 GOBIERNO DE ESPAÑA	MINISTERIO DE UNIVERSIDADES	 GOBIERNO DE ESPAÑA	MINISTERIO DE HACIENDA Y FUNCIÓN PÚBLICA
 GOBIERNO DE ESPAÑA	MINISTERIO DE INDUSTRIA, COMERCIO Y TURISMO	 GOBIERNO DE ESPAÑA	MINISTERIO DE SANIDAD	 GOBIERNO DE ESPAÑA	MINISTERIO DE EDUCACIÓN Y FORMACIÓN PROFESIONAL
 GOBIERNO DE ESPAÑA	MINISTERIO DEL INTERIOR	 GOBIERNO DE ESPAÑA	MINISTERIO DE POLÍTICA TERRITORIAL	 GOBIERNO DE ESPAÑA	MINISTERIO DE AGRICULTURA, PESCA Y ALIMENTACIÓN
 GOBIERNO DE ESPAÑA	MINISTERIO DE TRANSPORTES, MOVILIDAD Y AGENDA URBANA	 GOBIERNO DE ESPAÑA	MINISTERIO DE CULTURA Y DEPORTE	 GOBIERNO DE ESPAÑA	MINISTERIO DE LA PRESIDENCIA, RELACIONES CON LAS CORTES Y MEMORIA DEMOCRÁTICA

National Public Organisations



International Public Organisations



Multilateral Organisations





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su mejor aliado

www.isdefe.es

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