

Client satisfaction

Isdefe continuously conducts surveys to determine the importance and satisfaction of various aspects of its service: understand needs, technical capacity, compliance with technical objectives, compliance with project timelines, ability to innovate, documentation, integration and communication, team management, procurement/subcontracting management and flexibility and speed.

In 2021, a survey was sent to every client that received Isdefe services (374), with 73% of the clients surveyed responding.

This thus satisfies and exceeds the company's control threshold in terms of participation, set at 55% for the year 2021.

Surveys	2019	2020	2021
Sent	317	324	374
Replies received	236	242	274
Response rate	74.4%	74.7%	73.3%

■ Commitment to our employees

Our staff by the numbers

On 31 December 2021, Isdefe had a staff of 1,748 employees, 91.1% (1,592) in Operating Units and 8.9% (156) in Corporate Services.

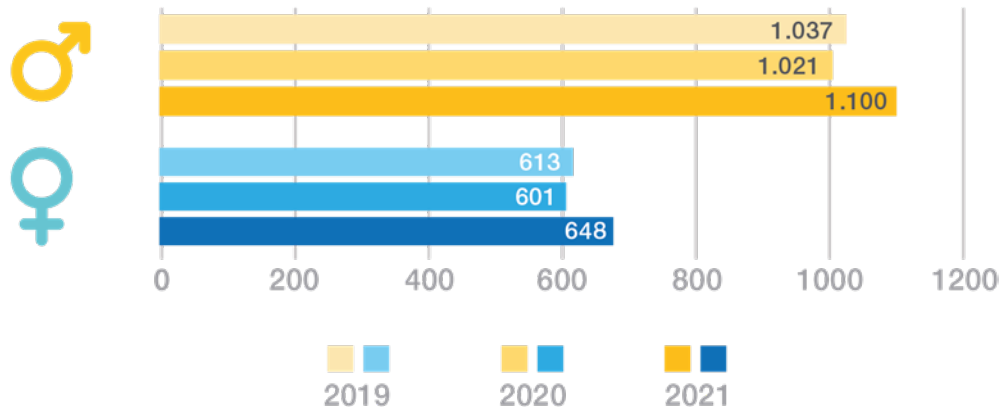
88.2% of the workforce have secondary or higher degrees and of the latter, 91.6% are in engineering and other technical fields.

Total number and distribution of employees by age in 2019, 2020 and 2021:

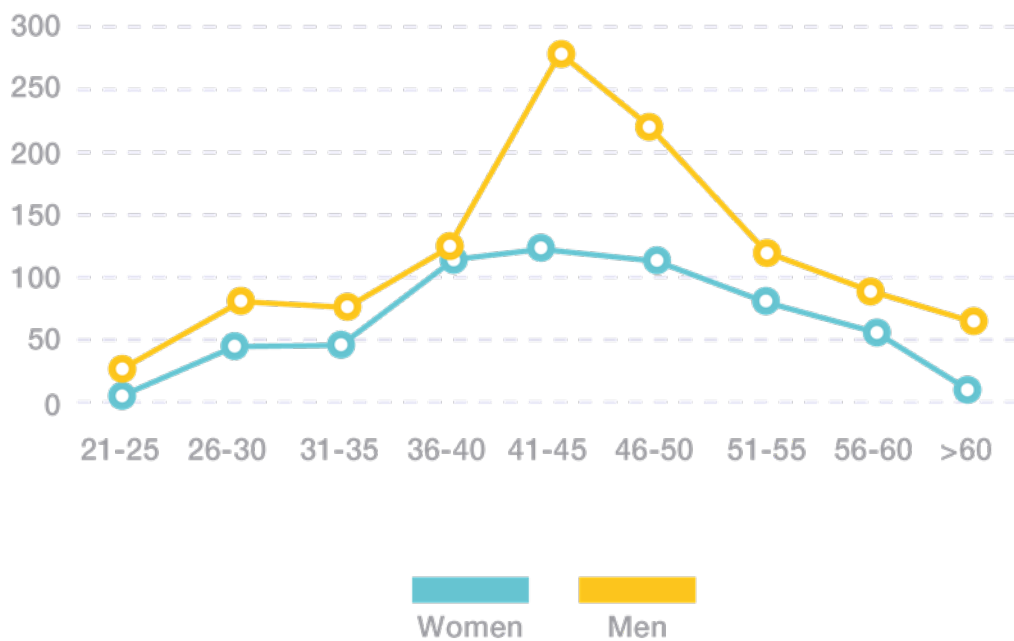
Age	2019	2020	2021
21-25	26	23	36
26-30	90	92	128
31-35	138	114	128
36-40	306	280	247
41-45	445	406	417
46-50	266	323	367
51-55	177	185	202
56-60	124	130	141
> 61	78	69	82
Total	1,650	1,622	1,748



Evolution of the workforce by gender M/W

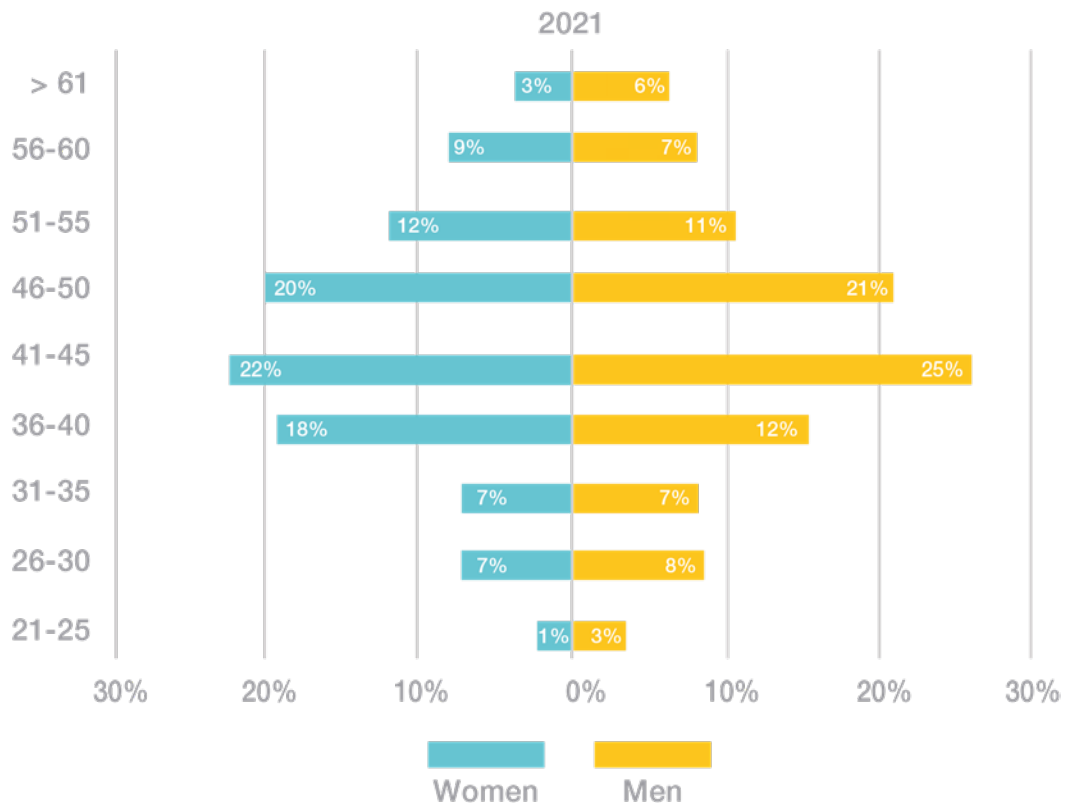


Comparison of Isdefe staff by sex and age in 2021*



4. OUR STAKEHOLDERS

Population pyramid of Isdefe staff in 2021 by sex and age



Total number and distribution of staff by professional classification:

Classification	2020	2021
Engineers and graduates	1,155	1,271
Technical engineers, experts and qualified assistants	225	242
Administrative and workshop chiefs	33	33
Non-titled assistants	89	83
Administrative officers	94	93
Entry-Level technicians	8	8
Administrative assistants	12	12
First and second officers	6	6
Total	1,622	1,748

Seniority of the Isdefe workforce by gender and age group (2020, 2021).

	2020			2021		
	Permanent	Temporary	Part-time	Permanent	Temporary	Part-time
Women	495	100	6	503	140	5
Men	860	161	-	848	221	31
Total	1,355	261	6	1,351	361	36

Age	2020			2021		
	Permanent	Temporary	Part-time	Permanent	Temporary	Part-time
21-25	2	21		1	14	21
26-30	29	63		28	86	14
31-35	64	50		54	73	1
36-40	226	53	1	191	56	
41-45	364	42	1	345	72	
46-50	301	21		325	42	
51-55	177	7	1	190	12	
56-60	127	1	2	138	3	
<60	65	3	1	79	3	
Total	1,355	261	6	1,351	361	36

COVID-19

Efforts continued in 2021 to manage the situation resulting from the coronavirus (COVID-19).

Isdefe continued to apply action protocols to address this contingency and undertake the necessary measures to mitigate its impact, most notably by:

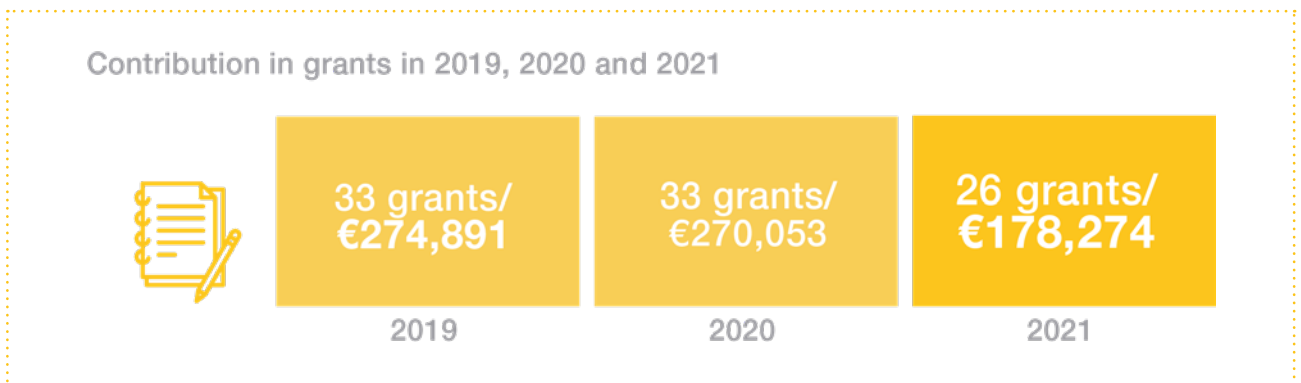
- » Adopting teleworking and promoting flexible working hours (work-life balance, etc.)
- » Adjusting measures in the Isdefe Return Plan involving travel, meetings and essential in-person work that could be delayed.
- » Adoption of measures (individual and collective) appropriate to the situation, and provision of PPE for in-person work deemed essential.

People

Talent Identification and Development

As part of the 2030 Agenda, Isdefe helps to generate talent through tools such as scholarships for recent graduates (CITIUS programme) and external extracurricular internships in undergraduate and master's programmes, in addition to awarding prizes to the best research works.

The CITIUS scholarship programme is aimed at specific internships in companies participating in the programme. It is supervised by professionals from the business and academic fields and aims to round out the training of university graduates and facilitate their initiation in the professional world.



Training

Isdefe promotes the professional and personal development of the entire workforce, ensuring equal opportunities and the promotion of a corporate culture based on merit.

The training reflects the objectives of the organisation and is channelled through training delegates. There is one training delegate in each directorate, with the rank of Department Manager or Director, who catalogues and analyses needs in order to subsequently prepare the training plans.

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

The 2021-2023 training plan resumes in-person training, consolidates virtual and online formats as powerful drivers for training, and relies on self-training by incorporating new resources available to the staff.

Training activities in 2021

The main training activities in 2021 focused on information and communication technologies, cybersecurity, strategic digital skills, obtaining and maintaining certifications, and training aimed at supporting public management and corporate policies. The highlights of our Training Plan are the actions related to new emerging technologies involving Artificial Intelligence, Machine Learning and Digital Twin.

In 2021, the Training Plan incorporated the development of digital skills as a key pillar to position Isdefe competitively, as well as the Action Plan for the digital transformation, in which people, knowledge and technology play a prominent role.

In 2021, a new training platform was added with a wide catalogue of technology courses, especially in advanced technologies, which enhances self-training and allows team leaders to manage their resources.

As part of adapting Isdefe to the National Security Scheme (ENS), the initial online course on information security was taught in 2021 and completed by 89% of the staff.

Starting in September, as the health situation improved, in-person training resumed at Isdefe facilities, with the training spaces being outfitted with the preventive measures needed to guarantee safety.



Training and investment

The training actions are applicable to the entire workforce and to managers. Training in the Code of Ethics and Criminal Risks is provided periodically to new employees and to those who have yet to take the course.

Investment in training



2019	€950,129
2020	€826,647
2021	€897,714

Safety, Health and Welfare

Isdefe has a **Medical Service at its headquarters that tracks employee health** with a programme of compulsory and voluntary medical exams in order to guarantee and protect the health of all workers, as well as vaccinations and campaigns to improve health.

Prevention plan 2021

Isdefe, through its Prevention Plan, informs the entire workforce the organisation and participation of different company agents, together with the Internal Safety Service, External Safety Service, Health and Safety Committees, Safety Delegates, designated workers and safety resources, to achieve the prevention objectives.

This Plan is updated periodically as changes occur in the Preventive Management System, and it is published through the Isdefe WEBSITE for the information of the entire workforce.

2021 Prevention Planning

The **Technical Area of ISDEFE's Internal Safety Service** promotes initiatives aimed at improving the safety and health of Isdefe workers:

- » Review of the procedures for managing the Isdefe Safety System.
- » Visits to workplaces to review the pertinent risk assessments.
- » Information and training on work-related risks.
- » Coordination with the External Safety Service to conduct specific risk assessments within the industrial hygiene specialty.
- » Monitoring and control of preventive measures derived from risk assessments in Isdefe centres.
- » Specific training and basic courses such as: training on forced postures and handling loads, specific training for personnel who work with VDU risks or ride motorcycles, among others.
- » Coordination and conduct of the Legal Audit of the system as per Royal Decree 39/1997 of 17 January, which approves the Regulations on Safety Services.
- » Processing and monitoring of non-conformities and observations derived from the legal audit.
- » Technical assistance to the company's Health and Safety Committees in BdB3, CSS INTA Torrejón, CSS Villafranca and Cebreros and CSS Robledo.
- » In the field of workplace psychosociology, specific studies on chrono ergonomics were conducted for satellite operators at the Space Centre of the Canary Islands, and a psychosocial study was coordinated for the entire workforce of the Deep Space Communications complex in Robledo

Likewise, with a focus on **prevention against the COVID pandemic**, the measures needed to help stop the spread of this diseases were maintained and updated:

- » Follow-up visits to client centres to review COVID conditions.
- » Update of the measures needed to stop the spread.
- » Coordination with clients on the measures in their facilities.
- » Case tracing at the company.

The Medical Service, in an effort to control the pandemic, adapted its activity and focused fundamentally on treating, reporting, tracing and monitoring cases, which continued in 2021, carrying out the following specific activities:

- » Update and application of the internal procedure in response to Covid-19 (234 cases monitored).
- » Adaptation of the procedure for handling cases of Covid-19 and tracing work contacts.
- » Administered back-to-work Covid-19 testing (28 tests performed)
- » Processing and administration of Active Infection Diagnostic Test (AIDT) as required by national and international procedures to coordinate business activities and air navigation (with 48 ATC tests and 144 PCR).
- » Conduct and internal adaptation of the procedure to assess personnel who are particularly sensitive/vulnerable to SARS-COV2 (with 50 cases evaluated by the medical service).

Alongside this, the main activity of monitoring the health of workers was continued by way of:

- » 738 medical check-ups at BdB3
- » 284 medical check-ups through the external health monitoring service in peripheral centres
- » 434 vaccinations (against influenza and those specific to areas of risk, such as tetanus, hepatitis, cholera and typhoid), 403 administered in the medical service at headquarters and 31 through the external safety service.

Completed goals

One the goals for 2021 was to conduct the Safety Legal Audit, which was done with a satisfactory result, with the management of the system described as effective by the certifying company, AENOR. The observations and improvements noted in the audit were worked on over the course of the year.

Another important goal in 2021 was to retrain people whose work entails specific risks, and to review the risk assessments of every workplace, as well as to carry out assessments involving industrial hygiene factors.

Health & Safety

There were no occupational diseases in the period between 2020 and 2021.

	2020			2021		
	Total	Lost time	No lost time	Total	Lost time	No lost time
Women	2	0	2	2	0	2
Men	8	5	3	5	4	1
Total	10	5	5	7	4	3

Accidents

Workers' representatives on the Health and Safety Committees

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

Equality plans

The Equality Plans are important tools that are intended to remove any obstacle that may hinder the achievement of real and effective equality between women and men. They are a priority commitment for Isdefe.

Following the publication in the last quarter of 2020 of Royal Decree 901/2020 of 13 October, which regulates equality plans and their registration, and Royal Decree 902/2020 of 13 October, on equal remuneration between women and men, Isdefe began in January 2021 the process of preparing its equality plan and created the Negotiating Commission of the Equality Plan (CNPI), composed equally of workers' representatives and company management. Its objective is to design, approve and register an Equal Opportunities Plan between women and men at Isdefe, with objectives and measures that are applicable to workers at the company and that result from identifying the real situation at the company.

To this end, it has two important tools: a situation diagnosis, which will be part of the Equality Plan and which consists of gathering and analysing quantitative and qualitative data in order to ascertain the degree of integration of equality between women and men at the company; and the remuneration audit, which will also be part of the Plan and shows any wage gaps that may exist between women and men in jobs of equal value, in order to focus the measures.

The year 2021 concluded with important progress being made in diagnosing and initiating the work related to the remuneration audit. Once it is approved, the fundamental part of analysing and negotiating the measures to be included in the Isdefe Equality Plan will begin.

DIE 2010 badge

Royal Decree 1615/2009 of 26 October regulates the granting and use of the "Equality in Business" (Distintivo Igualdad en la Empresa - DIE in Spanish) seal, described in Article 50 of the Law for the effective equality of women and men.

Isdefe received this recognition in 2010, which has since been revalidated, for the 3rd time in 2020.

Equality

Recruitment, Selection and Promotion

Based on skills and job performance, and on the criteria of equality, openness, competition and capacity required by the position.

In Recruitment Processes.



Recruitment Processes

In 2021, Isdefe carried out 340 selection processes for new hires. In the selection processes, there were more male candidates per position (men 6.33, women 2.45); however, in relative terms the number of women selected was higher (women 10.89%, men 8.01%).

Protocols against sexual and gender-based harassment

Isdefe has a protocol governed by the Rules of Action against Harassment and Discrimination, which includes moral harassment, sexual harassment and discriminatory treatment at work.

Based on this protocol, 1 complaint was received in 2021.

Non-discrimination

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

It does not accept - either among its employees or in its relations with clients, potential clients or vendors - any type of workplace or professional discrimination on the basis of birth, age, race, sex, religion, ideology, social origin or disability, or for any other reason, nor any manifestation of physical, psychological, moral harassment or abuse of authority, nor any other conduct that may create an environment that threatens or undermines the rights of people.

4. OUR STAKEHOLDERS

Work-life balance

We have established a series of measures aimed at striking a balance between the personal, family and work life of our workforce:

- Flexible working hours.
- Continuous workday:
 - Parents with children under 12.
 - Dependents with disabilities.
- Accrued Breastfeeding Time.

In 2021, the option was maintained to benefit from the measures contained in the Mecuida Plan (approved by Royal Decree-Law 8/2020 of 17 March) due to the exceptional circumstances related to the actions needed to avoid the community transmission of Covid-19.

- Workday reduction.
- Workday adjustment:
 - Shift change.
 - Schedule change.
 - Flexible schedule.
 - Split or continuous workday.
 - Change of work centre.
 - Reassignment.
- Change in work methods, including telework.
 - Dependents with disabilities.
- Accrued Breastfeeding Time.
- And any other change in conditions that was available in the company or that could be reasonably and proportionately implemented, taking into account the temporary and exceptional nature of the measures in question, which are limited to the duration of COVID-19.

CONCILIA PROJECT

Isdefe's work-life balance policy aims to help employees find a balance between personal or family life and professional life. With this in mind, the project to help employees and their families was created in 2020, and continued in 2021.

With this project, Isdefe wanted to aid and promote the integration into the working world of people with functional, sensory or intellectual diversity, which is why it has specified that only Special Employment Centres (CEE) can bid to provide support and assistance services to balance the family and work life of the Isdefe workforce.



Universal accessibility for people with disabilities

Isdefe is aware of the need to promote the integration of people with disabilities into the labour market, in accordance with the provisions of Royal Legislative Decree 1/2013 of 29 November, which approves the Consolidated Text of the General Law on the Rights of Persons with Disabilities and their Social Inclusion.

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

Isdefe establishes in its tender specifications a tiebreaker clause that benefits companies that have the highest percentage of permanent workers with disabilities in their workforce.

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



Social Relations

Social dialogue at Isdefe is conducted through its five works councils and personnel delegates, as well as the six union groups. Isdefe interacts with worker and union representatives through the information, consultation and negotiation processes provided for in the Workers' Statute and Collective Bargaining Agreement of the Engineering sector and technical offices.

Work centre	Legal representation of workers	Members of the Works Council
Headquarters Madrid	Works Council	23
Torrejón de Ardoz	Works Council	9
Robledo de Chavela	Works Council	5
Canary Islands	Employee representatives	3
Villafranca del Castillo	Employee representative	1
Cebreros	Employee representative	1 (*)
Total		42



Trade union sections		
UGT-FeSP	CSIF	USO
CCOO - COMFIA	CGT	SOMOS

Negotiations

- » Agreement on the remuneration increase contained in the General State Budget Law 2020, as well as on the additional 0.30% increase also considered in the same law for 2020.
- » Agreement on the general increase of 0.9% included in the General State Budget Law 2021.
- » Changes in the structure of operations shifts at MDSCC Robledo de Chavela Station.
- » Consultation and publication of work schedules.

*. At 31/12/2021, awaiting the election of the Delegate

Informational processes

Every quarter, Isdefe issues information of interest to workers' and trade union representatives, as specified by the Workers' Statute:



Other non-periodic information

- » Establishment and follow-up of general goals.
- » Basic copies of work contracts. Notification of extensions.
- » Overtime hours.
- » Application of the right to equal treatment and opportunities between women and men in the company: workday reductions and changes to care for children or relatives.
- » Subsidised training.
- » Penalties imposed for very serious misconduct.
- » Company decisions that could cause significant changes in how work is organised and in the employment contracts at the company.
- » Information and consultation on the adoption of possible preventive measures, especially in case of risk to employment.
- » Time registration.
- » Remuneration record.



Collective agreements

"Article 21 of the 19th Collective Agreement for the engineering companies sector on the Prevention of occupational risks refers to the Workplace Health and Safety Committee, and the Safety Delegates.

1.[...] the importance of preserving the life and the right to physical integrity of all those who work in a production process of this sector [...].

2.[...] focuses on the beneficiaries of this Agreement, to have them comply with and enforce the rules for preventing occupational risks laid out by the applicable law on the matter [...].

3.[...] Election of safety delegates when there are no legal representatives of the staff [...].

4.[...] Establishment of a Sector Commission on Workplace Health and Safety, which consists of four representatives from each of the two parties to this Convention [...]."

