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ANNEXES

■ ANNEX I. Methodology

This 2021 Annual Report uses as a frame of reference the Global Reporting Initiative (GRI) standards, which represent the best practices globally for publicly reporting on the economic, environmental and social impacts generated by an organisation and how they are managed. Sustainability reports developed under these Standards provide information about the positive and negative contributions of organisations to sustainable development.

Additionally, the Annual Report reflects the organisation's commitment to the principles of the United Nations Global Compact, as reflected in the GRI content index at the end of this Annex. This report also constitutes the progress report required by the United Nations Global Compact, which is published annually on the United Nations Global Compact website (<https://www.unglobalcompact.org>).

This report refers to the activities carried out by Isdefe in 2021. Isdefe does not have parent companies or subsidiaries. Although the 2021 Annual Report has not been subject to a specific external review, it should be noted that Isdefe audits its annual accounts every year, and that its 2021 Non-Financial Information Statement has been verified by an independent expert, as per the provisions of Law 11/2018 on non-financial information and diversity.

Materiality analysis

In preparing the 2020 Annual Report, ISDEFE determined the material aspects to include in the annual report, the results of which were again used as a reference in this 2021 Annual Report, and in accordance with GRI guidelines.

Identification of the relevant issues, by analysing and evaluating:

Internal sources: Isdefe Strategic Plan 2022-2025 and the resulting corporate plans; the Annual Accounts; the Criminal Risk Prevention Plan; the Marketing and CSR Plan; the Coordination and Management Advisory Committees, as well as the Workers' Representation Committees and the conclusions drawn from the constant dialogue with stakeholders through the various communication channels in place.

External sources: current legislation, public policies that apply to the company, media and different external studies published at the national level on CSR.

Prioritisation:

Those aspects that directly influence the management of the organisation, both due to their external and internal repercussions, have been prioritised and evaluated by taking into account the assessments and decisions of the stakeholders and the importance of the economic, social and environmental impacts created by the company:

Relevant Topic	Impact
Economic performance	Internal
Market presence	Internal
Indirect economic impacts	Internal+External
Anticorruption	Internal
Materials	Internal+External
Energy	Internal+External
Water	Internal+External
Emissions	Internal+External
Effluents and waste	Internal+External
Supplier environmental assessment	Internal+External
Employment	Internal
Labour/Management Relations	Internal
Public health and safety at work	Internal
Training and education	Internal
Diversity and equal opportunity	Internal
Non-discrimination	Internal
Human rights assessment	Internal+External
Supplier social assessment	Internal+External

Principles applied in this report

The information included in the report and its reflection in it was compiled as per the principles for preparing GRI reports:

Balance

The Annual Report sets out positive and negative aspects of Isdefe's performance and reflects the level of compliance with the previous year's commitments, which allows for a reasonable assessment of the organisation's social responsibility management.

Accuracy

All the information described is accurate and presented in sufficient detail to enable stakeholders to properly assess the company's performance.

Clarity

The information provided is presented in a way that is understandable, accessible and useful.

Comparability

The information contained in this Annual Report includes, to the extent possible, information from previous years.

Timeliness

Isdefe publishes its annual Report 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 departments responsible for the data. These systems are managed rigorously and transparently.

■ ANNEX II. Table of contents

GRI Standards

GRI standard	Description	Page Direct Response
GRI 102: General Content 2021		
1. Organisational profile		
102-1	Name of the organisation	Portada
102-2	Activities, brands, products, and services	Pg. 10 and 11
102-3	Location of headquarters	Pg. 17
102-4	Location of operations	Pgs. 17 and 18
102-5	Ownership and legal form	Pgs. 7 and 9
102-6	Markets served	Pgs. 10, 18, 22-24
102-7	Scale of the organisation	Pgs. 15, 18, 126
102-8	Information on employees and other workers	Pgs. 126-129
102-9	Supply chain	Pgs. 145 and 146
102-10	Significant changes to the organisation and its supply chain	Pgs. 147 and 148
102-11	Precautionary principle or approach	Pg. 152 and 153
102-12	External initiatives	Pgs. 175 and 176
102-13	Membership of associations	Pg. 211-213
2. Strategy		
102-14	Statement from senior decision-makers	Pg. 167
102-15	Key impacts, risks, and opportunities	Pgs. 172 and 174
3. Ethics and integrity		
102-16	Values, principles, standards, and norms of behaviour	Pgs. 8, 9, 163
102-17	Mechanisms for advice and concerns about ethics	Pgs. 172, 173
4. Governance		
102-18	Governance structure	Pg. 172
102-19	Delegation of authority	Pgs. 132, 138
102-20	Executive-level responsibility for economic, environmental, and social topics	Pg. 164
102-21	Consulting stakeholders on economic, environmental, and social topics	Pg. 123 and 124
102-22	Composition of the highest governance body and its committees	Pgs. 165 and 166

GRI standard	Description	Page Direct Response
102-23	Chair of the highest governance body	Pgs. 4, 164
102-24	Nomination and selection of the highest governance body	Pgs. 165, 168
102-25	Conflicts of interest	Pg. 173
102-26	Role of highest governance body in setting purpose, values and strategy	Pgs. 12-14 and 165, 166
102-30	Effectiveness of risk management processes	Pg. 174
102-31	Review of economic, environmental, and social topics	Pgs. 125, 174
102-32	Highest governance body's role in sustainability reporting	Pgs. 183-186
102-35	Remuneration policies	Pgs. 134-135
5. Stakeholder engagement		
102-40	List of stakeholder groups	Pg. 123 and 124
102-41	Collective bargaining agreements	Pg. 138
102-42	Identifying and selecting stakeholders	Pgs. 125-148
102-43	Approach to stakeholder engagement	Pgs. 126, 138
102-44	Key topics and concerns raised	Pgs. 141, 142
6. Reporting practice		
102-45	Entities included in the consolidated financial statements	Pgs. 178-181
102-46	Defining report content and topic Boundaries	Pg. 1
102-47	List of material topics	Pgs. 125 and 126
102-48	Restatements of information	No relevant changes
102-49	Changes in reporting	No relevant changes
102-50	Reporting period	Pg. 188
102-51	Date of most recent report	September 2021
102-52	Reporting cycle	Pg. 1
102-53	Contact point for questions regarding the report	See www.isdefe.es
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option
102-55	GRI Content Index	This report has been prepared in accordance with the GRI Standards: Core option
102-56	External assurance	Pgs. 190-194

GRI standard	Description	Page Direct Response
GRI 103: Management focus 2021		
103-1	Explanation of the material topic and its Boundary	Economic topics: 178 Environmental topics: 153 Social topics: 141
103-2	The management approach and its components	Economic topics: 182-185 Environmental topics: 150-153 Social topics: 145
103-3	Evaluation of the management approach	Economic topics: 178-181 Environmental topics: 153-155 Social topics: 141-144
GRI 201: Economic performance 2021		
201-1	Direct economic value generated and distributed	Pgs. 180 and 181
201-2	Financial implications and other risks and opportunities due to climate change	Pg. 156 and 158
201-3	Defined benefit plan obligations and other retirement plans	Pgs. 138-140
GRI 202: Market Presence 2021		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	See Non-Financial Information Report (NFIR)
GRI 203: Indirect economic impacts 2021		
203-1	Investments in infrastructure and supported services	Pgs. 141-144 (see also NFIR)
GRI 205: Anti-Corruption 2021		
105-2	Communication and training on anti-corruption policies and procedures	Pgs. 173 and 174
GRI 301: Materials 2021		
301-1	Materials used by weight or volume	Pg. 152
301-2	Recycled input materials used	Pg. 158 and 159
GRI 302: Energy 2021		
302-1	Energy consumption within the organisation	Pg. 152
302-3	Energy intensity*	Pg. 152
302-4	Reduction of energy consumption	Pg. 152

*Energy consumption per employee is provided.

GRI standard	Description	Page Direct Response
GRI 303: Water 2021		
303-1	Water consumption	Pg. 152
GRI 305: Emissions 2021		
305-1	Direct GHG emissions (scope 1)	Pg. 156
305-2	Indirect GHG emissions when generating energy (scope 2)	Pg. 156
305-5	Reduction of GHG emissions	Pg. 156
GRI 306: Effluents and Waste 2021		
306-2	Waste by type and disposal method	Pg. 151
306-4	Transportation of hazardous waste	See NFIR 2021
GRI 306: Effluents and Waste 2021		
308-1	New suppliers that were screened using environmental criteria	Pg. 145
GRI 401: Employment 2021		
401-1	New employee hires and staff turnover	Pg. 130
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Pgs. 138 and 139
401-3	Parental leave	Pg. 136
GRI 402: Labour/Management Relations 2021		
402-1	Minimum notice periods regarding operational changes	Pg. 139
GRI 403: Occupational Health And Safety 2021		
403-1	Workers representation in formal joint management–worker health and safety committees	Pg. 138
403-2	Types of injury and rates of injury, occupational diseases, lost ays, and absenteeism, and number of work-related fatalities	Pg. 134
403-3	Workers with high incidence or high risk of diseases related to their occupation	Pg. 134
403-4	Health and safety topics covered in formal agreements with trade unions	Pgs. 130-139
403-5	Worker training on occupational health and safety	Pg. 131
403-6	Promotion of worker health	Pgs. 132-136
403-7	Occupational risk prevention and mitigation systems directly related to the activity	Pgs. 132-134
403-8	Workers covered by an occupational health and safety management system	Pg. 132 and 133

GRI standard	Description	Page Direct Response
GRI 404: Training and education 2021		
404-1	Average hours of training per year per employee	Pgs. 130 and 131
404-2	Programs for upgrading employee skills and transition assistance programs	Pg. 131
GRI 405: Diversity and equal opportunity 2021		
405-1	Diversity in governing bodies and employees	Pgs. 127, 168
405-2	Ratio of basic salary and remuneration of women to men	Pg. 139 (See NFIR)
GRI 406: Non-Discrimination 2021		
406-1	Cases of discrimination and corrective actions taken	Pg. 135
GRI 412: Human Rights Assessment 2021		
412-2	Employee training in human rights policies or procedures	Pgs. 173 and 174 (see NFIR also)
GRI 414: Supplier social assessment		
414-1	New suppliers that were screened using social criteria	Pg. 145

■ ANNEX III. Participation in trade fairs, events and conferences

Presentation of FEINDEF360 “On-line meeting with international businesses”

The Webinar, organised by the FEINDEF Foundation and supported by the Ministries of Defence, Industry, Trade and Tourism and Foreign Affairs, the European Union and Cooperation of Spain, also featured Isdefe as a partner. It was aimed at different continents in different time slots - Europe, Middle East and Africa; North America, Asia Pacific and Ibero-America - to explain the importance of the FEINDEF Fair that will be held in 2023 in our country, which seeks to be an international catalyst for defence, security and dual technologies, a benchmark in the field of current and future technological programs in Spain, with a special focus on the supply chain of the European Union Single Market.

The people who took part in the event were Major General José Luis Murga Martínez, Deputy Director General of Planning, Technology and Innovation of the Directorate General of Weapons and Matériel of the Ministry of Defence; Colonel Ramón M^a Pérez Alonso, Managing Director of the FEINDEF Foundation; Captain José Luis Nieto Fernández, Head of the Planning and Control Department of the Directorate General of Weapons and Matériel; Jaime Lucas de Pedro, Dept. Head of the Ministry of Industry, Commerce and Tourism; and Jesús Alonso Martín, Director of Business Development at Isdefe.



<https://www.youtube.com/watch?v=XG3K9reIAGk>

SATELEC 2021

Job fair organised by the Advanced Technical School of Telecommunications Engineers of the Polytechnic University of Madrid (ETSIT – UPM). In this 47th edition, Isdefe was present with representatives from the Selection, Development and Training Area of the Administration and Human Resources Department. As an engineering company, Isdefe can take full advantage of this extensive fair to recruit talent to potentially join Isdefe.

FOREMPLEO 2021

Again in 2021, Isdefe took part in the Virtual Employment Fair organised by the Carlos III University, where a team from the Selection, Development and Training area, of the Administration and Human Resources Department at Isdefe, had the opportunity to talk with students to recruit talent and explain their potential future careers should they join our company.

Dubai International Air Show, 2021

The Dubai Air Show is a biennial event held in Dubai, United Arab Emirates. It has been organised by "Fairs & Exhibitions Ltd" since 1989, in cooperation with the Government of Dubai, the Department of International Civil Aviation and Dubai International Airport, together with the Defence Forces of the United Arab Emirates. Isdefe was present with an institutional stand.

The Director of Business Development, Jesús Alonso, together with the Director of Operations, Daniel Acuña and the Deputy to the CEO, LGEN(ret.) Juan Manuel García Montaña, from Isdefe, welcomed the international institutions and organisations that visited the company's stand at this international air show.



The officials who visited us included the Director General of Armament and Matériel (DGAM) of the Ministry of Defence, Admiral Santiago Ramón González Gómez, together with the Deputy Director General of International Relations of the DGAM, Rear Admiral Nicolás Monereo Alonso, who were escorting Major General Staff Mr Ishaq Saleh Mohammed Al-Balushi, Executive Director of Defence Industry & Capability Development of the UAE.

World ATM Congress 2021

This is the largest international event on air traffic management.

The three-day event was opened by His Majesty King Felipe VI, who was accompanied by the Secretary of State for Transport, Mobility and Urban Agenda and President of ENAIRE, Isabel Pardo de Vera; the Director General of CANSO, Simon Hocquard; and the President and Director of ATCA, Brian R. Bruckbauer.

Isdefe took part in the event with a stand, where it welcomed relevant officials and organisations in the sector.

The "World ATM Congress" is organised by the Civil Air Navigation Services Organization (CANSO), in collaboration with the Air Traffic Control Association (ATCA), and is the largest air navigation event in the world.

International Defence and Security Fair “FEINDEF 21”

Isdefe, as the in-house provider of the Ministry of Defence, was present at the Ministry's institutional stand. The Fair was opened by the Secretary of State for Defence, Ms Esperanza Casteleiro.

Isdefe participated with different conferences in various round tables:

- » **Gonzalo Santamaría Freire**, head of the Army Maintenance Office in Isdefe's Management Consulting and Strategic Processes Department, took part in the round table on "New Technologies Applied to Logistics: Baseline Logistics Technology Project for the Army", which was moderated by Major General José Manuel Vivas Urieta, Director of Integration of Logistics Functions at the Army's Logistics Support Command.
- » **Silvia Palacios Sánchez**, specialist engineer in C4ISR at Isdefe, in the Innovation in Tactical Systems Department of the Defence and Security Directorate, took part in the round table on "Defence capacities and needs in artificial intelligence", moderated by the head of the Technology Project Planning unit of the Technology Management and Innovation Department of SDG PLATIN, Mr Catalá Lloret.
- » **Fernández Álvaro**, from Isdefe's Operations Department and director of the Madrid Deep Space Communications Complex, and Belinda Misiego Tejeda, head of the Innovation Department of Isdefe's Business Development Directorate, were part of the jury of the Defence and Security Innovation Brokerage (DSiB) "FEINDEF Foundation Awards for Innovation".



Round table on "The importance of the Spanish aeronautical industry as an engine of the economy and for the distribution of European funds in the sector."

Conference organised by the Official Association of Aeronautical Engineering of Spain (COIAE) and inaugurated by the president of Airbus Operations in Spain, Manuel Huertas.

The round table was moderated by the Dean of the Official Association of Aeronautical Engineers of Spain, Estefanía Matesanz; representing Isdefe was María Jesús Llordén, Head of the Tactical Platforms Department; Clara Tébar, Director of Operations at TEDAE; Jesús Caballero, Director of the Seville Airport, Aena; Gonzalo Alonso Pacheco, Head of Enaire's Commercial and International Business Development Division; Jorge Caro, General Secretary in Spain of Airbus Defence & Space; and Ignacio Rodríguez, Director of Business Development at Globalia Handling.

European Defence Fund Workshop: Priorities of the Ministry

Conference organised by the Joint Chiefs of Staff (EMACON) and the Directorate-General for Armaments and Matériel (DGAM), in collaboration with Isdefe, on national priorities for the European Defence Fund (EDF). The event is part of a series of initiatives launched by the Ministry of Defence for the dissemination of the first EDF call in 2021.

Participants to the event were welcomed by Jesús Alonso Martín, Director of Business Development at Isdefe. The opening remarks were provided by MG José Luis Murga Martínez, Deputy Director General of Planning, Technology and Innovation of the DGAM, and the closing remarks by BG Pedro Méndez de Vigo y

Montejo, Deputy Director General of International Relations at the DGAM.

The event was attended by expert speakers on the subject:

- » MG Iñigo Pareja Rodríguez, head of the Planning Division, EMACON.
- » Col IM. Enrique Montero Ruiz, Planning and Control Dept., Sub-Directorate General of Planning, Technology and Innovation, DGAM.
- » José Ramón Sala Trigueros, Head of the Innovation Planning Dept., Sub-Directorate General of Planning, Technology and Innovation, DGAM.
- » Col Javier Boixareu Torres, Multilateral Relations Dept., Sub-Directorate General of International Relations, DGAM.

CIBERSEG21. 8th Cyber Security and Defence Workshop

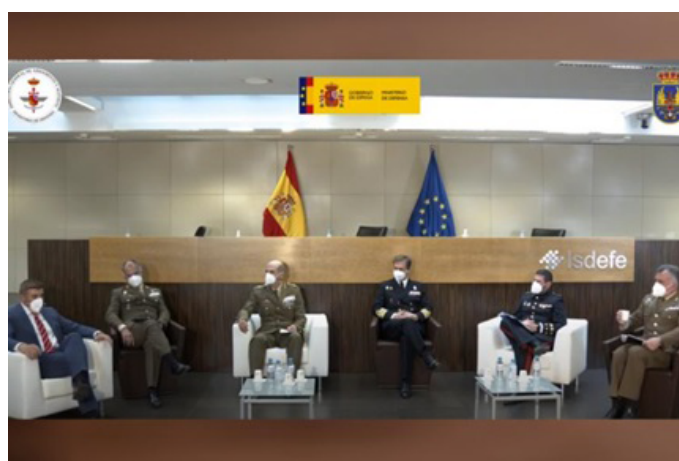
Seminars, organised online by the University of Alcalá de Henares, where Isdefe participated through the Cybersecurity Observatory of the Isdefe-UAH Research Chair, led by professors from the Computer Science Department, the Networks and Intelligent Systems research group of the Automation Department, and the Master's Degree in Cybersecurity.

They were inaugurated by Colonel Manuel Sasot Oliván, Deputy Director of Activities in Cyberspace and Electromagnetics (SUBCEMA), who was joined by the Rector of the University of Alcalá, José Vicente Saz, president of the session, and the director of the Advanced Polytechnic School of the University of Alcalá, José Antonio Portilla.

Oscar Pastor Acosta, manager of Systems Security and Critical Infrastructures at Isdefe, and Dr José Javier Martínez Herráiz, professor of the Computer Science Department at the University of Alcalá de Henares, in charge of the Cybersecurity Observatory of the Isdefe Horizons Network, participated in the event.

Industry Dissemination Day "European Defence Fund: Priorities of the Ministry"

Conference organised by the Joint Chiefs of Staff (EMACON) and the Directorate-General for Armaments and Matériel (DGAM), in collaboration with Isdefe, on national priorities for the European Defence Fund (EDF). The objective was to ensure that the participation of national companies had a positive impact, both on the development of the Defence Technological and Industrial Base (BTID), and on the development of the long-term military capabilities required by the Armed Forces.



The event is part of the activities launched by the Ministry of Defence to disseminate the first EDF call in 2021, with the aim of guiding the defence industry in the priorities of the Ministry, both in the field of Research and Capacity Development.

Conference on In-House Providers

The Tragsa Group organised this online conference on in-house providers, which featured numerous experts from the academic field and the Public Administration.

The conference was structured into two round tables on the topics of "Legal Regime and Framework of Action of In-House Providers" and the "Challenges of the In-House Providers".

Other participants included Juan Antonio Carrillo, Professor of Administrative Law at the University of Seville, Director of the Advisory Council of the Government of Andalusia; María Bueyo, State Lawyer, Head of the Ministry of Finance; Alejandro Huergo, Professor of Administrative Law at the University of Oviedo; and Luis Aguado, Deputy Director General of Special Sectors of the Spanish Agricultural Guarantee Fund (FEGA).

Justo A. Huerta, National Auditor of the Comptroller General's Office, was the moderator, and representing Isdefe was Jesús Alonso, Director of Business Development.

The event was closed out by Jorge Castejón, Director of the National Audit Office (ONA) of the Ministry of Finance, along with Francisco Quereda, CEO of Isdefe, and Jesús Casas, President of the Tragsa Group.

<https://www.youtube.com/watch?v=XblvX6UtQZE>

Webinar on Geospatial Intelligence to support the European Union decision-making process

The webinar is part of the "Strategic Compass" initiative of the European Union, which will provide guidance to meet the objectives resulting from the European Union's Global Strategy in the field of security and defence. It was organised by the Directorate General of Armaments and Matériel (DGAM) of the Ministry of Defence, with support from the European Union Satellite Centre (SatCen) and the Romanian Ministry of Defence.

Engineer Jorge Gutiérrez del Olmo y Miguel, from the Joint Defence Command and Control Systems Office, of the Critical Command and Control Networks and Information Systems Department at Isdefe, participated in the webinar with a presentation on the new challenges that the world of geo-intelligence will face in the coming years, as part of the panel on "Geo-intelligence and new technologies".

Spain is contributing, together with other member countries, in areas such as Partnerships, Resilience, Crisis Management and Capacity Building.

<https://www.defensa.gob.es/comun/slider/2021/05/210507-inteligencia-geoespacial.html>

NATO Task Group "5G Technologies Application to NATO Operations"

During this year, an IST-187 "5G Technologies Application to NATO Operations" working group was created through which NATO, through its STO (Science & Technology Organization), analyses the technological and security aspects of 5G for application in military operations. This new generation of mobile communications has aroused great interest in the military field thanks to the useful capabilities it promises in these types of scenarios.

As a member of the national representatives, together with Army personnel, Isdefe participates in this group by way of Ricardo Alvariño de la Serna, from the Platforms and Tactical Systems Office of the Defence and Security Directorate.

19th Conference of the Círculo Foundation

Held at the facilities of the National Institute of Aerospace Technology (INTA), whose motto "Towards a new digitised, hyperconnected, autonomous and intelligent framework". Presented by José María Salom Piqueres, Lieutenant General of the Air Force and Director General of INTA, and Félix Pérez Martínez, president of the Defence and Security Technologies Foundation. The opening remarks were given by Esperanza Casteleiro Llamazares, Secretary of State for Defence.



The opening lecture, delivered by the Chief of Staff of the Navy, Admiral General Antonio Martorell, was entitled "Future conflicts, adaptation of capacities".

Representing Isdefe, María Jesús Llordén, Head of Tactical Platforms, took part in the third round table, "Platforms: complexity, autonomy and intelligence", chaired by the head of the Army Logistics Support Command, Lieutenant General Fernando García de las Hijas, and Vice Admiral Manuel Martínez, Director of Naval Construction.

ETSIAE iDEA Challenge Day

iDEA Challenge is an educational innovation project that, in keeping with the "Design Thinking" methodology, invites Master's and final year students of the Advanced Technical School of Aeronautical and Space Engineering (ETSIAE) to solve an actual technological challenge.

José Pablo Haro, of Transport and ICT at Isdefe, mentored the team that accepted the challenge "the organisation of urban air mobility by leveraging the existing ground infrastructure in order to guarantee operational safety and minimise noise".



Conference on "Emerging Capacities of Systems of Systems"

Organised by the European University, Isdefe participated in the round table on "Emerging Capacities of Systems of Systems", which was moderated by Belinda Misiego, head of the Innovation Dept. of the Isdefe Business Development Directorate, and which featured Alberto Sols, Dean of the School of Architecture and Engineering of the European University of Madrid, César Martínez, NGWS SoS Programme Director at Indra, Sergio Tiraplegui, systems engineering coordinator for ESA's Proba-3 mission at SENER, and José Molins, CTO and founding partner of Eris Engineering.

https://www.youtube.com/watch?v=_xtWZMXodOM

Conference on 5G for Tactical CIS: "The Application of 5G Technologies and Services in Defence"

The foundation for Military Sciences and Arts organised this event with the theme "The Application of 5G Technologies and Services in Defence", which was moderated by Isdefe engineers Guillermo González Muñoz, head of the Technology Foresight Dept., and Álvaro Cañas Arranz, of the Industrial Technology Management Office.

5G technology is the new wireless communications technology for transmitting data between devices and it represents a qualitative leap compared to its predecessor, 4G or LTE-4G, providing greater speed and performance and opening up interesting opportunities in the military.

Presentation of the Horizons Network "Defence and Security Chair" Awards

This virtual event was attended by Félix Pérez, Director of the Advanced Technical School of Telecommunications Engineers of the Polytechnic University of Madrid (ETSIT-UPM), and Mateo Burgos, Director of the Isdefe-UPM Chair in Defence and Security, together with Isdefe representatives: Jesús Alonso, Director of Business Development; Jesús Alcázar, Manager of Intelligence and Public Security of the Defence and Security Directorate, and responsible on behalf of Isdefe for the Defence and Security Observatory of the Horizons Network; and Belinda Misiego, coordinator of the Horizons Network and moderator of the event.

The awards were presented virtually to the winners, Elena Fernández and Ángel Cerada, for their Master's and Final Degree theses, respectively, on "Design and implementation of a system for detecting false profiles in social media through machine learning" and "Analysis and modelling of stabilisation systems for electro-optical sensors on board unmanned aerial vehicles".

<https://www.youtube.com/watch?v=U82Ejtz5nUE>

Space Science Experience Awards (2020-2021)

In 2015, CesaR (Cooperation through Education in Science and Astronomy Research) launched the "Space Science Experience" programme for primary and secondary school students, which involves a science experiment to solve an astrophysics problem guided by space experts.

CesaR is an educational programme developed by ESA, the National Institute of Aerospace Technology (INTA) and Isdefe, which introduces primary, secondary and university students to the world of science and technology through interactive activities focused on topics of astrophysics and space.

Beatriz González García, of the European Space Astronomy Centre of the Isdefe Directorate of Space and Technology Centres, is the coordinator of the "Space Science Experiences" of CesaR and moderator of this event, in which Isdefe took part in the presentation of the Space Science Experience Awards, led by Isaac Domínguez, Director of the Isdefe Directorate of Space and Technology Centres, and Ildelfonso Vera Gómez, Manager of Innovation, Processes and Transformation at the Isdefe Business Development Directorate.

The event began with the welcome to Madrid Planetarium by its director, Telmo Fernández Castro, followed by a few words from Michel G. Breiffellner, Coordinator of the CesaR educational initiative, Pedro Francisco Duque Duque, Minister of Science, Innovation and Universities, who spoke in a video message, María Mercedes Marín García, Director General of Bilingualism and Quality of Education, Educational Policy of the Ministry of Education and Youth of the Community of Madrid, and Günther Hasinger, Science Director at ESA.

<https://cesar.esa.int/index.php?Section=Events&Id=224>

Acknowledgment ceremony of the 6th edition of the Isdefe programme to Gather and Manage Innovation Ideas

Isdefe held an event to acknowledge the 6th edition of the "Isdefe programme to Gather and Manage Innovation Ideas". The master of ceremonies was Isdefe engineer Belinda Misiego, of the Innovation, Processes and Transformation Office, and the Head of Internal Communications Francisca Sánchez, from Isdefe's Administration and Human Resources Directorate.



The event was opened by the CEO of Isdefe, Francisco Quereda, Major General José Luis Murga Martínez, Deputy Director General of Planning, Technology and Innovation of the Ministry of Defence's DGAM, the Chief Inspector of the Sub-Directorate General of Logistics and Innovation of the National Police, José Francisco López Sánchez, and the professor of the University of Zaragoza, José M^a Yusta Loyo, together with Isdefe's Director of Business Development, Jesús Alonso Martín.

The winners were as follows:

- » The award for the best idea in the methodological field in this sixth edition was for the SEMODI project: "New methodologies to track money flows in order to prevent and prosecute criminal acts". It was proposed by Raquel Pastor and Juan Carlos Iravedra.
- » The award for the best idea in the field of technology was presented to the project "SIGEEN: National energy efficiency GIS tool to define strategies in a just transition". It was proposed by Carlos Rodríguez, Cristina Gómez, Javier Cordobés, Carlos Pedrazuela, Antonio Díez and Miguel Alonso-Majagranzas.
- » Honourable mentions were presented for the projects "GECO - Knowledge management applied to the digital transformation of Isdefe", and "OFINPRO", by Daniel Díez and Gerardo Minguela (GECO) and José Félix Porras (OFINPRO).

See the event: <https://www.youtube.com/watch?v=wSql9NUp1sQ>

IT Pioneers Award 2021

The Women Pioneers_IT Award was created in 2019 by the IT Women Working Group of the Official Association of Telecommunications Engineers (COIT) in an effort to showcase the contributions and achievements that have been made in society thanks to the presence of female talent in the technological field and, in particular, in telecommunications.

Representing Isdefe was María Jesús Olmedo, Head of the Institutional Relations Office of the Business Development Department.



The award ceremony was led by María José Monferrer, member of the Women's IT Working Group of the COIT, and featured the dean-president of the COIT and president of the Spanish Association of Telecommunication Engineers (AEIT), Marta Balenciaga.

The Pioneras_IT 2021 Award was presented to Inmaculada Sánchez Ramos for her technical, social and communication career, and for being a benchmark in the profession.

<https://www.coit.es/grupos-de-trabajo/gt-mujer-it/premio-pioneras-it>

2019 and 2020 Awards for Telecommunication Engineers

Ceremony to recognise the best doctoral theses, the best master's theses and the best academic records, organised by the Official Association of Telecommunications Engineers and the Spanish Association of Telecommunications Engineers.

The director of Isdefe's Business Strategy Department, Lluís Vinagre, presented these two awards:

- » Award for the Best Doctoral Thesis in Security and Defence to Federico Antonio García Rial, from the Polytechnic University of Madrid, for his thesis "Technological Contributions to Imaging Radars in the Millimeter-wave Band", supervised by Jesús Grajal de la Fuente.



- » ISDEFE Award in 2020 for the Best Doctoral Thesis in Security and Defence to Óscar Araque Iborra, of the Polytechnic University of Madrid, for his thesis "A Distributional Semantics Perspective of Lexical Resources for Affect Analysis: An application to Extremist Narratives".

2021 COIAE/AIAE Golden Wings Award to the Director of Development

The COIAE presented this award to Jesús Alonso, Director of Business Development at Isdefe, for his collaboration and contribution to the Advisory Board and for promoting the COIAE engineer of the year award.

2019 and 2020 Air Force Excellence in Maintenance Awards

Presided over by the Chief of the Logistics Support Command, Lieutenant General José Luis Pardo Jairo, the engineer Vicente Alonso García, of the Isdefe Sustainability and Logistics Management Office, received the individual award "Financial Management in Support of Maintenance 2019", which was presented by Major General Luis Miguel Muñoz Calvo.



Isdefe's Director of Consulting and Strategic Management Processes, Cristina Hernández, was tasked with presenting the individual Financial Management in Support of Maintenance 2020 award to Captain Juan Manuel Hernández Arribas.

Mobile Week in Alcalá de Henares

The director of the Isdefe Chair of Cybersecurity, ICT and Digital Progress of the Isdefe Horizons Network, José Antonio Portilla, Professor at the University of Alcalá de Henares, participated in the Mobile Week of Alcalá with a conference on "5G, Poorly and other great successes"

The Horizons Network is a group of technological and methodological observatories that gives Isdefe the ability to anticipate the opportunities and challenges that the GSA will have to face. The Isdefe Chair with the University of Alcalá de Henares houses two observatories, the Cybersecurity Observatory and the ICT and Digital Progress Observatory.

The Horizons Network applies the University-Business collaboration model to build a national and international network of experts to enhance and foster the exchange of existing know-how in Isdefe, academia and the Administration.

Forum on the Exchange of "Tools for Transforming Public Administrations"

The Directorate General of Public Governance (Ministry of Territorial Policy and Public Function) has prepared a practical guide that provides two tools to drive transformation through excellence in innovative and sustainable management: the new EFQM Model and the Framework for Institutional Transformation.

Isdefe's Strategic Management Processes and Consulting Department has developed the Framework for Institutional Transformation, whose purpose is to support the management of the transformation process in public institutions to systematise and standardise their approach.

This guide is available at the following link: <https://bit.ly/3foBw1W>

"Peru-Spain Joint Seminar: Strategic Activities in the Space Sector"

Seminar organised by Isdefe, INTA, Hisdesat and CONIDA (Peruvian Space Agency). The opening remarks were provided by the deputy director to the CEO of Isdefe, LGEN (r) Juan Manuel García Montaña, which gave way to the presentation by the Deputy Minister of Defence Resources of Peru, José Boggiano Romano, the Secretary of State of Spain's Ministry of Defence, Esperanza Casteleiro Llamazares, the Institutional Head of the Peruvian Space Agency (CONIDA), Major General José Antonio García Morgan, and the CEO of Isdefe, Mr Francisco Quereda Rubio.

The seminar addressed topics involving space telecommunications, earth observation, space surveillance and navigation, encompassing the government sectors of defence and national security, as well as land management, and economic sectors like agriculture, mining, industry, the media, air navigation, and others.

The experts included: Ángel Luis Moratilla, Deputy Director General of Space Systems at INTA; Isaac Domínguez and Rosa Pulido, Director and Manager of Space, respectively; José M. Cruz, Head of the GNSS and Earth Observation Department; Julio López, Head of Earth Observation at Hisdesat; and Sebastián Catolfi-Salvoni, Head of Business Development at Hisdesat.

The closing remarks were given by Isdefe's Director of Business Development, Mr Jesús M. Alonso, and the Institutional Head of CONIDA, Major General José Antonio García Morgan, who noted the global importance of the space sector and its capacity to provide specific services of interest to society.

13th Seminar "Satellites as a key element for security, defence and government applications"

Admiral Teodoro Esteban López Calderón, Chief of Defence Staff (JEMAD), opened the seminar, which was followed by conferences and round tables.

Francisco Quereda, CEO of Isdefe, participated in the round table "The Industrial and Space Defence Sectors in the Post-Covid Era", moderated by Pedro A. Fuster González, Deputy Director General of Inspection, Regulation and Industrial Defence Strategy at DGAM.

In the round table "Challenges facing the Spanish industry as a result of the new community MFF (2021-2027)", Jesús Alonso, Director of Business Development, intervened on behalf of Isdefe. This discussion was moderated by Antonio Planells Palau, Major General (IM), Deputy to the Director General of Armament and Matériel (DIGAM).

The seminar concluded with words from the Director General of Armament and Matériel, Admiral Santiago Ramón González Gómez.

2nd Workshop on the Technology Project of the Army Logistics Base

The event, held in Cordoba, was inaugurated by the rector of the University of Córdoba, Mr José Carlos Gómez Villamandos, and by the Chief of Staff of the Army, General Francisco Javier Varela Salas.

The Technology Project of the Army Logistics Base, which was presented at the workshop by the head of the Army Logistics Support Command, Lieutenant General Fernando García y García de las Hijas, involves unifying the current Central Logistics Bodies (OLC) of the Army with a new headquarters equipped with new technological capabilities that make it possible to make the most of resources and adapt to logistical needs and to present and future weapons systems.

Isdefe engineer Santiago Adán, from the Consulting and Strategic Management Processes Department, took part in the workshop to discuss the "Description of the project. Technological architecture of the logistics base: Description of the processes of the Base". He shared a panel with the speakers BGEN Manuel Hernández Frutos (CIS Headquarters), BGEN Jesús Gómez Pardo (Engineering Office of the Logistics Support Command) and Colonel Pedro Bueno Fernández (Directorate of Infrastructures), which was moderated by the Director of Integration of Logistics Functions, BGEN José Manuel Vivas Urieta.

Congress of Systems Engineering Applied to Defence

Congress organised by Isdefe and the Spanish Association of Systems Engineering (AEIS) in cooperation with the Advanced Centre for National Defence Studies (CESEDEN), aimed at Defence and Security professionals in the Public Administration, Academia and Industry, and whose objective is to contribute to the dissemination in Spain of the discipline of systems engineering and establish the debate on the application of systems engineering.

The opening remarks were given by the Director of the CESEDEN, Major General Miguel Ballenilla y García de Gamarra, together with the Director of Business Development of Isdefe, Jesús Alonso, and the President of AEIS, Cristina Rodríguez.

The round tables were moderated by the Deputy Director to the CEO of Isdefe, LGEN (ret.) Juan Manuel García Montaña, and the Director of the ESFAS, MGEN Miguel Ballenilla.

There was an inspiring talk by Dr Alejandro Salado from the University of Arizona, USA. The various round tables featured the Director General of Armament and Matériel, Admiral Santiago Ramón González, the Director of the ETSIAN CN. Jesús Ibarz Fernández, the Deputy Director of Engineering for Fighter Aircraft and Remotely Manned Systems, Brigadier General Rafael Gómez, the 2nd Chief of Engineering of the Logistics Support Command of the Army, Brigadier General Jesús Carlos Gómez, the Director General of Recruitment and Military Education, Major General Pedro García Cifo, and a professor at the Polytechnic University of Madrid, Félix Pérez Martínez.



The Secretary of State for Defence, Esperanza Casteleiro Llamazares, closed the Congress.

<https://www.youtube.com/watch?v=cEIUuSF5q-E>

Isdefe, first signatory to the NFP Framework Agreement of the NATO Communications and Information Agency – NCIA, 22 April



The Supervisory Council of the NATO Communications and Information Organisation approved the first Non-Profit Framework programme (NFP) with the aim of complementing the cooperation and contracting frameworks between the NATO Communications and Information Agency (NCIA) and industry by establishing a new model for cooperation between the NCIA and non-profit organisations.

Isdefe was the first entity to benefit from this new programme of the NCIA, which was signed by the Agency's Director of Procurement, Jennifer Upton, and the Director of Business Development at Isdefe, Jesus Alonso.

Through this enhanced cooperation with non-profit organisations, the Agency will gain greater access to specialised skills, experience and innovation within the Skills Framework for the Information Age (SFIA), while also benefiting from expedited project deliveries.

International Day of Women and Girls in Science

For the second consecutive year, Isdefe, with six female and one male volunteers, gave a total of 20 talks in different educational centres as part of the activities for the International Day of Women and Girls in Science.

This year marks the fifth edition of the "11 February" Initiative, which has organised more than 1,100 activities in Spain.



<https://11defebrero.org/>

Jesús Alonso appointed member of the Academy of Military Sciences and Arts (ACAMI)

The ACAMI aims to strengthen the knowledge of military culture in Spanish society, providing a fundamental pillar of the essential support of Spanish society to national defence. To this end, it seeks to promote literary, artistic and scientific activities that can contribute to raising the level of military culture, collaborating with other academies in order to develop, promote and strengthen military culture.

This year, the Director of Business Development at Isdefe, Jesús Alonso, was appointed "Corresponding Member".

New antenna at the NASA MDSCC in Robledo de Chavela

The new Deep Space Station 56 (DSS-56) antenna came into operation this past January at NASA's Deep Space Communications Complex (MDSCC), and has played a key role in communicating with the Mars Perseverance Rover mission.

The DSS-56 established a link with the Mars Odyssey-M010 orbiter, which acted as a communications relay in the crucial descent phase of the new Rover, along with two other orbiters, the Mars Reconnaissance Orbiter (MRO) and the Mars Atmosphere and Volatile Evolution (MAVEN), which were also connected to the DSS-65 and 54 antennas of the Robledo complex itself, thus providing the primary and backup connection to Mars during the critical landing phase.

As per the 1964 agreement between Spain and the United States, the National Institute of Aerospace Technology (INTA) is responsible for the MDSCC facilities, and Isdefe, under a contract from INTA, oversees the operation, maintenance and technical support of the Centre. Isdefe provides support daily to more than 30 missions, 365 days a year. The company has also provided technical and administrative support to manage the construction of the two new antennas at the Centre.

"Conecta Ingeniería: Siglo Project, A Network at the Service of Security"

Dalmau López Díaz, an engineer from the Electronic Warfare and Public Safety area of Isdefe's Defence and Security Directorate, participated in the radio programme "Conecta Ingeniería" broadcast by Capital Radio. Together with Manuel Izquierdo Colmenero, Director of the Siglo-CD Project, he explained the details of this project.

SIGLO-CD is the Global System Against Drones of the Secretariat of State of the Ministry of the Interior. In Spain, it is implemented by the Sub-Directorate General of Information and Communications Systems for Security (SGSICS) of the Secretariat of State of Security of the Ministry of the Interior.

The radio program broadcast is accessible at the following link: <https://bit.ly/3AwXHel>

MEDEA launches an open call for ideas and solutions

The MEDEA project, funded by the European Union, seeks to create a network of security professionals and stakeholders in the Mediterranean and the Black Sea.

Isdefe has been participating since 2018, leading the thematic group on "Border Management and Surveillance".

Farewell to Tony Carro, NASA Representative in Spain

Tony Carro (Ortigueira, A Coruña, 1946) had been NASA's Representative in Spain since 2018, and retired in December 2021.

Last farewell to Mr Alberto Llobet Batllori, one of the architects who promoted the creation of Isdefe in 1985

Isdefe wishes to pay tribute to our founder Alberto Llobet Batllorí, who was Director General of Armaments and Matériel at the Ministry of Defence and the creator and promoter, together with others from the Ministry, of Isdefe, a "Systems Engineering Firm for the Defence of Spain", which was created to support the Ministry of Defence and the General State Administration with programmes of high technological value.

Viladecans AeroHackathon2

Hackathon is an event related to the airport sector whose goal is to create innovative solutions to make airports more sustainable and more environmentally friendly and improve the passenger experience and safety through technological solutions. Benjamin Uceta Gomez, from the Navigation Systems and Traffic Control Dept. at Isdefe, was a mentor.

#AeroHackathon2Viladecans <https://lnkd.in/dqkrBtEY>

U-Space SEParation in Europe (USEPE Project)

EU project funded by SESAR Joint Undertaking to enable the safe operation of drones in urban environments and achieve more sustainable urban mobility, in which Isdefe acts as the coordinator of the multidisciplinary consortium of Nommon Solutions and Technologies, Universitetet i Sørøst-Norge, German Aerospace Center (DLR), Indra Navia AS and POLIS Network. These are all companies in the fields of engineering, academic research (experts in artificial intelligence and urban microclimate), air transport and urban mobility.

The USEPE Project has just published its second newsletter.

It is available here: <https://lnkd.in/dV7ZbY5p>.

USEPE: <https://usepe.eu/>

The Minister of Defence, Ms Margarita Robles, visits Isdefe

Margarita Robles, Minister of Defence, visited the headquarters of our Company, where she was welcomed by the Secretary of State for Defence and President of Isdefe, Esperanza Casteleiro, the CEO, Francisco Quereda, the Director of Business Development, Jesús M. Alonso, the Director of Planning and Finances, Mercedes Recio, the Director of Administration and Human Resources, Carmen Canda, and the Director of Operations, Daniel Acuña, along with the remaining members of the company's management committee.

www.defensa.gob.es/gabinete/notasPrensa/2021/10/DGC-20211025-visita-isdefe.html

Summer course on "Outer space: technologies and systems for a new conflict scenario"

This seventh summer course of the Antonio Remón y Zarco de Valle Chair and titled "Outer space: technologies and systems for a new conflict scenario", was sponsored by Isdefe.

The Chair, formalised through an agreement with the Polytechnic University of Madrid (UPM) and the Advanced Centre for National Defence Studies (CESEDEN) of the Ministry of Defence, offered in this course an overview of the state of the art and future evolution of the technologies and applications involved in the space sector.

Jesús Alonso spoke during the course in the round table on "Strategic and industrial implications in Spain", moderated by Brigadier General Francisco José Dacoba Cerviño, and accompanied by Pedro Andrés Fuster González, Deputy Director General of Inspection, Regulation and Industrial Defence Strategy of the Directorate General of Armaments and Matériel (DGAM), Carlos Montesano Benito, head of Research and Development at AIRBUS, Ángel Álvaro Sánchez, R&D Manager at Thales-Alenia-Space, Gustavo Alonso, professor at the UPM and the "Ignacio Da Riva" University Institute of Microgravity.



Isaac Dominguez, Director of Space and Technological Centres at Isdefe, took part in the third round table on the "Precise and safe positioning and navigation by satellite: the Galileo System", which featured Angel Luis Moratilla, Deputy Director General of Space Systems at the National Institute of Aerospace Technology (INTA).

■ ANNEX IV. Social action and participation in associations and foundations

Social Investment

Isdefe has a Social Action Programme that every year promotes social initiatives in collaboration with entities, associations, foundations and NGOs that work toward sustainable social development. These entities include:

- **The Spanish Network of the United Nations' Global Compact.**
- **Working Group on "Sustainability and CSR in Public Enterprises".**
- **Partnership Agreement with the Secretariat of State of the 2030 Agenda**
- **Asociación Reyes Magos de Verdad.**
- **Fundación Banco de Alimentos de Madrid.**
- **Fundación Madrina.**
- **Fundación Seur.**
- **Iniciativa 11 de febrero.**

United Nations Global Compact

In 2021, we celebrated eleven years of our commitment to the United Nations Global Compact, an international initiative that promotes corporate social responsibility for sustainable development. Through its endorsement, Isdefe incorporates into its actions and business strategy the 10 Universal Principles proclaimed by the United Nations in the areas of Human Rights, Labour Standards, Environment and the Fight against Corruption.



Working Group on "Sustainability and CSR in Public Enterprises"

Isdefe participated in the Working Group "Sustainability and CSR in Public Enterprises", a collaborative leadership platform on sustainability and CSR for state-owned businesses whose aim is to advance in the field of corporate sustainability and contribute to the achievement of the 2030 Agenda for Sustainable Development.

Partnership Agreement with the Secretariat of State of the 2030 Agenda

In 2021, a Collaboration Agreement was signed between the Secretariat of State of the 2030 Agenda and Public Companies and Entities with the aim of establishing a stable channel of cooperation that facilitates the execution of projects and actions aimed at complying with the SDGs of the 2030 Agenda.

List of Associations and Foundations

Association / Foundation	Isdefe Relationship
Asociación Española de Ingeniería de Sistemas (AEIS) INCOSE Chapter in Spain	Member of the Corporate Advisory Board
Asociación Española de Mantenimiento (AEM) (Spanish Association for Maintenance). Non-profit association whose aim is to promote knowledge of industrial and building maintenance, make it mainstream and represent the group of maintenance companies and professionals.	Partner
Asociación Española para el Fomento de la Seguridad de la Información (Spanish Association for the Promotion of Information Security) (ISMS Fórum España). Forum that promotes the development, knowledge and culture of security in Spain to act for the benefit of the entire community involved in the sector	Partner
Asociación Española para la Calidad (AEC) (Spanish Association for Quality). Association that brings together professionals and companies in quality management as a strategic element, developing materials, organising congresses, sector committees, and providing training both to support companies and certify professionals.	Partner
Asociación para el Progreso y la Dirección (APD) (Association for Progress in Leadership) Non-profit association to promote and enhance the training of managers.	General Partner

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Association / Foundation	Isdefe Relationship
<p>Asociación Española de Mantenimiento (AEM) (Spanish Association for Maintenance)</p> <p>Non-profit association whose aim is to promote knowledge of industrial and building maintenance, make it mainstream and represent the group of maintenance companies and professionals.</p>	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 that focuses on electronic equipment for air transport. It works exclusively on the standardisation of both airborne and ground systems and equipment for aviation.</p>	Partner
<p>FAAE Fundación Aeronáutica y Astronáutica Española (Spanish Aeronautics and Astronautics Foundation)</p> <p>Entity that promotes the dissemination of aerospace science and technology by collaborating with agencies such as the Air Force.</p>	Trustee
<p>Fundación Circulo de Tecnologías para la Defensa y Seguridad (Foundation for Defence and Security Technologies)</p> <p>Meeting place and debate forum for people and entities related to the sector of defence and security technologies.</p>	Partner
<p>ISMS FORUM</p> <p>Asociación Española para el Fomento de la Seguridad de la Información (Spanish Association for Information Security).</p>	Partner
<p>Navy League of the United States Madrid Council.</p> <p>Forum for defence institutions and industrial contractors in Spain and the United States to interface.</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 field and encourages the achievement of the sustainable development goals (SDGs).</p> <p>The United Nations Global Compact operates in Spain through its Spanish Network.</p>	Partner