



Annual Report 2017

Executive Summary



Isdefe
Your Best Ally



Isdefe



Annual Report 2017 Executive Summary

At the end of fiscal year 2017, as always, Isdefe presents the Executive Summary and Sustainability Report 2017, including the Company's activities and the financial results for this period, to all those organisations and entities receiving our services. The document also reports and verifies the organisation's performance with regard to the three aspects of sustainability: economic, social and environmental.

Being fully aware of the importance of transparency, integrity and business ethics, Isdefe has once again decided to endorse this Report by means of the 10 Principles of the United Nations Global Compact and the GRI Standards reporting guidelines.

In so doing, the company aims to demonstrate both the ability to generate shared value in the areas where it conducts its activities and its commitment to the surrounding environment.

The 2017 Isdefe Annual Report can be downloaded in digital format from the corporate website, www.informeanualisdefe.es, as for ecological reasons, the paper edition has been intentionally limited.



Ingeniería de Sistemas para la Defensa de España, S.A., S.M.E., M.P.

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Letter from the President

It is a pleasure for me to introduce the Annual Report and Sustainability Report of the Company for the year 2017. Both the printed and online version provide a summary of the activities conducted by the organisation during the fiscal year, in parallel to its management of economic, social, environmental and governance aspects.

Isdefe was founded more than 30 years ago with the aim of supporting the Ministry of Defence and the Armed Forces in defining technologically their programmes. The company has always remained faithful to its mission over the years, making the most of its experience and knowledge in order to expand its activities into other fields and, thus, to fulfil its role today as the Spanish Administration's in-house technical service provider.

With the new Common Security and Defence Policy, Europe has opened a door to promote research initiatives and develop new defence capabilities. The European Defence Action Plan (EDAP) and the Permanent Structured Cooperation (PESCO) will decisively influence the Ministry of Defence's strategy to address the needs of our Armed Forces, thereby providing new opportunities for domestic industry. In this sense, I am convinced that the capabilities, services and innovative spirit of Isdefe will provide strong support to face the challenges and opportunities that the future will bring.

Furthermore, the organisation has been able to make its activities compatible with recent regulatory reforms in the public sector. Its commitment to cutting-edge technology, excellence in management and governance, transparency and sustainability have made it the leader in in-house defence and security services for the Ministry of Defence, the Spanish Administration and other international public bodies to which it provides services.

Isdefe's positioning at present is the result of the talent, hard work and dedication to public service of the team of professionals that make up the organisation. I am deeply grateful to all of them for their effort and commitment, and I invite them to continue their work with the same enthusiasm so that the Isdefe of the future will continue to provide the same solid support as always.



Ángel Olivares Ramírez
Secretary of State for Defence
President of Isdefe

Letter from the Chief Executive Officer

It is my pleasure to present the Isdefe Annual Report for 2017, which summarises the most relevant financial information and includes both initiatives and achievements deriving from its activities during this period.

Looking back on this year, I would like to highlight that we have continued to make progress in strengthening our position as in-house technical service provider for the General State Administration, especially in the field of defence and security. The total revenue was €141.2 million, of which the part corresponding to the activity as in-house technical service provider was 87.45%.

At the same time, during this period, the foundations have been laid for adapting the organisation to future needs. Actions are being taken in several areas, one of which is the transformation and development of human resources, by incorporating a new training plan. In parallel, digital transformation for the modernisation of Isdefe corporate services has also begun, in line with the guidelines outlined by the Administration. Finally, an exercise in strategic foresight has been undertaken to identify challenges ahead, setting a time horizon in the year 2030.

In the course of the year, a series of milestones have also been reached, such as the promotion of areas related to the National Security Strategy and the strengthening of R&D projects in strategic areas, in collaboration with several Universities within the framework of Red Horizontes Isdefe. At an international level, another noteworthy aspect has been the promotion of our activities through our involvement within the framework of new initiatives for European defence and security.

In the area of Corporate Social Responsibility, Isdefe has confirmed its adherence to the United Nations Global Compact in this publication's report on advances in applying its Ten Fundamental Principles. In 2017, the company has acted with a firm and determined commitment to ethics, transparency and the best practices of good corporate governance.

In closing, I would like to express my gratitude to the Board of Directors for the constant support for all the initiatives undertaken during the year, and especially to all our personnel who, as our main value, have made it possible to fulfil all the plans, challenges and programmed actions.



Francisco Quereda Rubio
Chief Executive Officer of Isdefe



The Organisation

■ IN-HOUSE TECHNICAL DEFENCE AND SECURITY PROVIDER

Ingeniería de Sistemas para la Defensa de España (Isdefe), is a State Owned Company created in 1985 and owned by the Ministry of Defence.

Isdefe is the Spanish Administration's in-house technical defence and security services provider and, as such, serves the Ministry of Defence, the Ministry of the Interior and General State Administration (GSA). At the same time, it makes its experience available to Administrations of other allied countries and international public entities, which furthers its presence in initiatives of interest for Defence and Security, in addition to strengthening its activity as in-house technical service provider.

Isdefe business operations are in the areas of Defence and Security, Space, Transport, ICT, Public Administration and Energy.

■ STRATEGY AND OBJECTIVES

The most relevant aspects of Isdefe management in 2017 were centred on adapting its strategy through the Action Plan 2017-2021, with the aim of continuing with its consolidation as the Administration's in-house technical services provider in technology areas, fundamentally those related to Defence and Security, which provide high added value and guarantee the economic and financial sustainability of the Company.

With this Action Plan, the Company places special emphasis on providing support for the Administration in areas included in the National Security Strategy and the Administration's technological modernisation; promoting the transformation and development of human resources; modernising corporate services, with the incorporation of new technologies into processes, following the guidelines set out in the Digital Transformation Plan of the GSA and public bodies.

The Action Plan also reaffirms our commitment to innovation through participation in programmes of international organisations, especially within the new framework of the European Defence Action Plan, and through the principal corporate initiative, Red Horizontes, a future-oriented tool for innovation, devised to identify, analyse and provide innovative solutions and ideas for future challenges of the Administration.

MISSION AND VISION

Mission: To support the Ministry of Defence, Public Administrations and International Institutions in areas of technological and strategic interest by providing the highest quality services in consultancy and engineering, as well as management, technical operation and maintenance of space complexes.

Vision: To progress as a leading company in consulting and multidisciplinary engineering spheres by developing high-quality innovative projects that are economically and socially profitable.

VALUES

- Independence.
- Global vision.
- Proactivity.
- Commitments.
- Experience and Knowledge.

Responsible Approach

Isdefe's Corporate Social Responsibility rests on four basic pillars:

- Ethics.
- Transparency.
- Society.
- Stakeholders.

Besides, Isdefe has a complaints channel available both for employees and for third parties (suppliers, customers, etc.) via email: prevencionriesgospenales@isdefe.es and Isdefe's website:

<https://www.isdefe.es/comunicacionirregularidades>.

The Committee has established a "Regulation" with the basic rules for organisation and operation concerning the prevention of criminal risks intrinsic to the Company's operations.



ISDEFE in Figures

Revenue (M€)

141.17

Activities as an in-house technical service provider (%)

2015: 82.17

2016: 86.77

2017: 87.45

Net Profit (M€)

5.98

Operation Expenses (M€)

133.53

R+D+i Projects (M€)

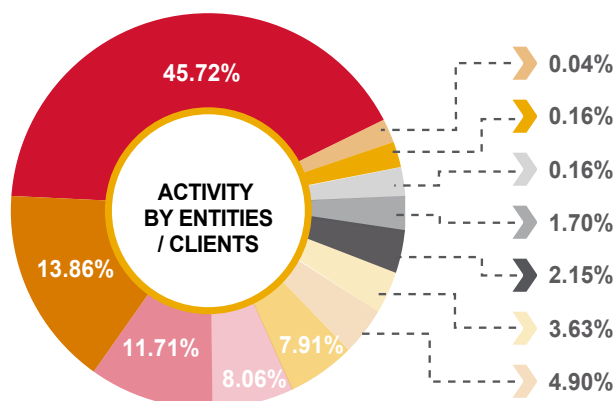
0.57



VOLUME OF ACTIVITY

Ministry of Defence 45.72%

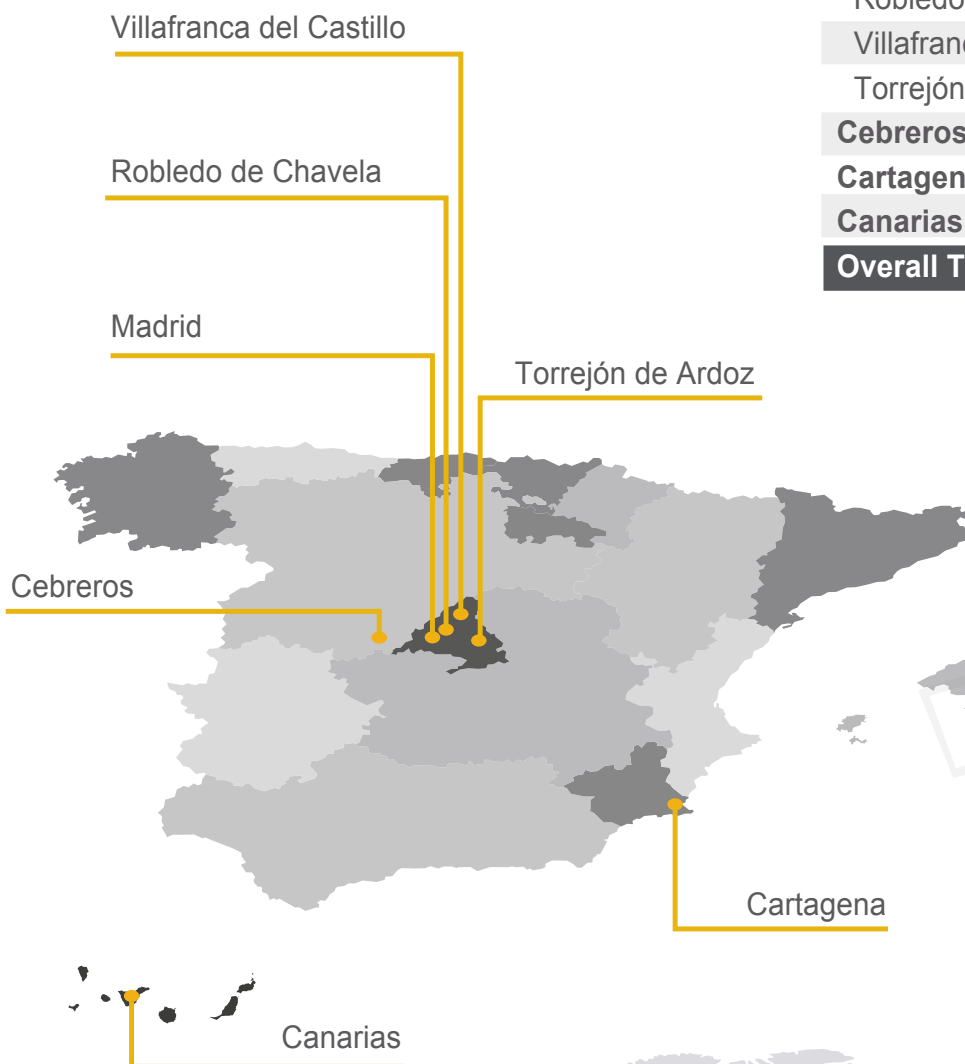
- Ministry of Defence
- Ministry of Public Works
- Ministry of Justice
- Other Ministries
- Other National Public Administrations
- Trading companies and similar
- Other National Entities
- NASA
- ESA
- International Public Administration
- Other International Clients
- R+D+i



ISDEFE IN SPAIN



WORK CENTRE	TOTAL
Madrid (total)	1,500
Beatriz de Bobadilla	1,196
Robledo de Chavela	93
Villafranca del Castillo	19
Torrejón de Ardoz	192
Cebreros	7
Cartagena	10
Canarias	45
Overall Total	1,562



INTERNATIONAL PROJECTION

In the course of 2017, Isdefe's main operations were in initiatives and organisations of interest for Defence and Security, and to support the Ministry of Defence in collaborating with the European Commission's initiative to create a European Defence Fund, whose objectives include: achieving greater efficiency in Member States' spending on joint defence capabilities, reinforcing the security of European citizens and promoting a competitive and innovative industrial base.

2 Operations Report



DEFENCE AND SECURITY SECTOR

Isdefe's objective is to meet technological needs for advanced defence programmes by providing engineering and consultancy services to the Ministry of Defence and the Armed Forces, law enforcement and civil defence agencies, as well as to international and multilateral organisations, including the European Defence Agency (EDA) and the North Atlantic Treaty Organisation (NATO).

Standout projects:

■ MINISTRY OF DEFENCE

Secretary of State for Defence

● General Directorate of Armament and Material (DGAM)

- Isdefe collaborates with the DGAM and its Sub-Directorates General SDG for Planning, Technology and Innovation; SDG for Defence Inspection, Regulation and Industrial Strategy; SDG for Programme Management; SDG for International Relations and SDG for Purchase of Weapons and Material, working on various purchasing programmes and platform sustainability.
- Isdefe provides technical support to the DGAM Offices for Purchasing Programmes in the field of Terrestrial operations (Pizarro); Fixed Wing Programmes area (Eurofighter EF2000 and accepting delivery of the second A400M); Rotary wing Programmes (Tiger combat helicopter); Naval Programmes (Multi-purpose Escort Frigate F110).

● National Institute of Aerospace Technology (INTA)

- Technical support services in homologation, certification, calibration and testing, and in special programmes for the European Space Agency.

● Centre for Information and Communication Technologies and Systems (CESTIC)

- Strategic and technical consulting services for the CIS strategic plan and integrated defence information infrastructure (I3D).

Defence Staff (EMAD)

- Technical assistance to the Joint Cyber-Defence Command (MCCD) in risk management, vulnerability analysis, response to cyber-incidents and in the organisation of cyber exercises.

● Joint Chiefs of Staff (EMACON)

- Support for the preparation of long-term objectives of the Armed Forces, which incorporates the material and human resources required, including the main weapon systems.

● **Armed Forces Logistical Support Commands**

- Army: Technical assistance for the project “Strategic Analysis of the Life Cycle of the Army’s Weapons Systems”; Implementation of the Readiness Based Sparing (RBS) analytical model planning for the optimisation of the purchase of spare parts and services for both National Territory and Area of Operations.
- Air Force: Technical assistance to the Logistics Support Command (MALOG) in fleet support activities: Eurofighter material management contract, management of purchasing material for A400M and monitoring operational capacity of helicopter fleet through analysis of key components.
- Navy: Technical assistance to the Naval Logistics Support Headquarters (JAL), in the Engineering Sub-Directorate’s Platform activities.

National Cryptologic Centre (CCN)

- Support to the Accreditation Body and for the tasks carried out when developing the Catalogue of Security Products of Information and Communication Technologies (CPSTIC)

■ **EUROPEAN DEFENCE AGENCY (EDA)**

● **Technical support in the European Defence Industrial Development Programme**

- Development of a database with documentation on security strategies and defence policies of EU countries and study of European needs for evaluation and testing of unmanned aerial systems.
- Support for the development of the European Capability Development Plan (CDP), with the aim of launching a new version of it in 2018.

■ **NATO-Communications and Information Agency (NCIA)**

- Implementation of the Alliance’s information and communications systems at its locations in The Hague, Brussels and Mons, with a view to consolidating an innovative programme management model that NCIA intends to extend to all its equivalent activities of project management, programmes and portfolios within its organisation.

■ **MINISTRY OF THE INTERIOR**

● **Secretary of State for Security**

- Consulting and engineering for the modernisation and maintenance of the System of External Surveillance.
- Collaboration in the improvement of technological systems, at different border control checkpoints and expansion of the Border Control Centres of Madrid and Algeciras.
- Technical Assistance to the State Digital Radio Communication Emergency System (SIRDEE) and the legal interception system for telecommunications.
- Support for the development of innovation programmes financed by the European Commission, such as European Test Bed for the Maritime Common Information Sharing Environment (EUCISE), Early Warning for Increased Situational Awareness (EWISA) and Exchange Situational Pictures And detect and Track small vessels (ESPIAS), among others.
- Technical assistance to the National Centre for Critical Infrastructure Protection (CNPIC) in the preparation of strategic sectorial plans, operator security plans and specific protection plans.

MINISTRY OF JUSTICE

- Technical support to the Centres for Judicial Organ Solutions and Interoperability with the purpose of making breakthroughs in electronic communications, digital justice and balanced scorecard approach.
- Consultancy services for the General Directorate of Registries and Notaries and for the implementation of the New Civil Registry Model.

MINISTRY OF PUBLIC WORKS

● ENAIRE

- Control and monitoring of the specification, design and commissioning activities of all Aena's ICT security tools.

● Aena

- Technical assistance for the specification, design and commissioning of ICT security tools.

● Puertos del Estado

- Support services in the standardisation and homogenisation of port regulations with a comprehensive security vision, optimising collaboration with other AGE bodies and companies in the sector.

MINISTRY OF HEALTH

● EUROPEAN UNION / GNSS Agency

- Carrying out security tests on classified systems at the headquarters of the European Satellite Navigation Agency (GSA) in Prague.





SPACE SECTOR

Isdefe develops support activities in the space area and in areas such as communications, satellite navigation, Earth observation and Space Situational Awareness (SSA) for the Spanish Administration, the European Commission and several international aerospace agencies.

Moreover, it carries out management, operational and maintenance activities for the space communications centres and sites in Spain both for the Aerospace Technical National Institute (INTA) and the European Space Agency (ESA), and the American National Aeronautics and Space Administration (NASA).

Standout projects:

■ MINISTRY OF DEFENCE

● National Institute of Aerospace Technology (INTA)

- Engineering and consultancy services for the operation and maintenance of the Canary Islands Space Centre (CEC), also providing services to international space agencies.

● Astrobiology Centre (INTA-CSIC)

- Technical assistance for the operation of the Laboratory of Space Astrophysics and Fundamental Physics (LAEFF) at the Torrejón and Villanueva de la Cañada centres.

● European Space Agency (ESA)

- Isdefe operates the deep space tracking station at Villanueva de la Cañada ESAC centre and the Centre for Data Processing of the Soil Moisture and Ocean Salinity Mission (SMOS).

● National Aeronautics and Space Administration (NASA)

- Isdefe is in charge of the operation of the Madrid Deep Space Communications Complex (MDSCC), located in Robledo de Chavela. This is the node of NASA's Deep Space Network (DSN), from where the U. S. agency's space missions are tracked in their solar system exploration programmes.

● European GNSS Agency

- Isdefe is participating in the first phase of operations of the Service Centre and in the operations team at this centre.



TRANSPORT SECTOR

Isdefe operations in this sector focus on support for acquiring new technological capabilities, improved security and optimising operational procedures for organisations in charge of regulating, supervising and providing transport-related services.

Standout projects:

■ MINISTRY OF PUBLIC WORKS

● ENAIRE

- Technical consulting for creating the SESAR programme validation platform for the European Convergence Division and maintaining and upgrading features of the internal management tool for SESAR projects; technical consultancy for drawing up ENAIRE's innovation management plan and the Drones Services Programme (2020 Flight Plan); technical assistance for the new “eCOS” architecture of the Automatic Air Traffic Control System (SACTA); and consultancy for the future European air traffic management system (iTEC), in the areas of Controller Working Position (CWP) and Flight Data Processing (FDP); support for users' migration from the central mesh of the Air Navigation Voice and Data Network (REDAN) and integration in the network of nodes and airport users, communication centres and radar stations.

● Aena

- Support services for the Advanced Control Tower project at various airports of the network.
- Testing and commissioning of the operations system for the advanced management of abandoned aircraft and its incorporation with new ICT security tools.
- Migration from the current integrated access control system to the airport security management system.

● Directorate General for Civil Aviation (DGAC)

- Technical support for establishing the sector's policy through airport, air navigation and air transport strategies. Advisory services for the regulatory development of the Single European Sky (SES) and its implementation in national legislation.

● National Aviation Safety Agency (AESA)

- Consultancy services aimed at the constant improvement in aviation security in areas such as Airspace Management (ASM), implementation of Performance-Based Navigation (PBN), flight procedures, operational safety and analysis of aviation incidents and accidents.

● Algeciras Bay Port Authority

- Drafting of the implementation project for the Process Coordination Centre at the Port of Algeciras and development and deployment of interoperability mechanisms between port systems in the final production environment.



PUBLIC ADMINISTRATION SECTOR

Isdefe has developed technical support and specialised advisory services aimed at improving and modernising Public Administrations so as to increase their capability, efficiency and sustainability to be able to respond to citizens' demands.

Standout projects:

■ MINISTRY OF DEFENCE

● Directorate General for Armaments and Material (DGAM)

- Definition of DGAM management processes and updating of Balanced Scorecard.

● Directorate General for Economic Affairs (DIGENECO)

- Review of analytical accounting models for budget services.
- Budget Office (OPRE): Technical consultancy in the financial management of Special Weapons Programmes and in the preparation of reprogramming files for approval by the Council of Ministers.

● Air Force

- Consultancy specialised in the area of Financial Resources for the Spanish Air Force Staff (EMA) and for the Directorate of Economic Affairs (DAE) in the annual planning of financial resources, their subsequent control, along with technical and financial advisory services in control and management of Air Force loans.

● Army

- Technical assistance to the Army Logistics Support Command (MALE) in the analysis of data on availability of materials (weapons systems), supply and maintenance.

■ MINISTRY FOR ECOLOGICAL TRANSITION

- Secretary of State for Energy-Institute for Diversification and Energy Saving (IDAE): design of the organisational transformation of IDAE into an Intermediate Organisation for the management of European Regional Development Funds (ERDF).

■ MINISTRY OF FINANCE

- Directorate General of Rationalisation and Centralisation of Procurement: technical support in the area of centralised purchase of electricity, helping to meet the goals of procurement rationalisation and optimisation set by this Directorate General in order to generate savings, thus making better use of public expenditure.

■ MINISTRY OF ECONOMY AND ENTERPRISE

● Secretary of State for Digital Advance

- Assistance for governance, communication and coordination of the Digital Agenda for Spain, technical support activities for the creation, start-up and operation of the Intermediate Body for the Operational Programme ERDF for Smart Growth in the programming period 2017-2020.

■ MINISTRY FOR SCIENCE, INNOVATION AND UNIVERSITIES

● Secretariat General for Universities

- Technical support for the Spanish Service for the Internationalisation of Education (SEPIE) in the automated and integrated management of Erasmus and Erasmus+ projects.

■ MINISTRY OF FOREIGN AFFAIRS, EUROPEAN UNION AND COOPERATION

● Secretary of State for International Cooperation for Ibero-America and the Caribbean (SECIPIC)

- Consultancy in processing information, analysis and assessment of the annual results in Official Development Assistance (ODA). Preparing information for the Spanish mission on the OCDE Development Assistance Committee and at other international forum.

■ MINISTRY OF PUBLIC WORKS

● Administrator of Railway Infrastructures (ADIF)

- Technical support for the implementation of the Electronic Administration Programme Office; improvement of the maintenance and management processes of the High-Speed railway network and support in the definition of its new Strategic and Transformation Plan (Plan Transforma 2020).





INFORMATION TECHNOLOGIES AND COMMUNICATIONS SECTOR “ICT”

In the field of Information and Communication Technologies (ICT), Isdefe has a long history of providing engineering and consulting services for the specification of public digital services and electronic administration, planning and management of the radio spectrum, management of the digital dividend and bridging the digital divide.

Standout projects:

■ MINISTRY OF ECONOMY AND ENTERPRISE

● Secretariat of State for Digital Advance (SEAD)

- Planning and management of the radio spectrum and other activities such as radio broadcasting and fixed wireless loop, point-to-point links of the fixed and fixed-satellite service, mobile services and space services.





ENERGY SECTOR

Isdefe provides technical support for the major plans and programmes of the Administration in the field of Energy Efficiency and Renewable Energy. Isdefe operations in this area focus on the application and development of the concept of Energy Security, as defined in the National Energy Security Strategy.

Standout projects:

■ MINISTRY FOR ECOLOGICAL TRANSITION

● Secretary of State for Energy

- Technical support for the modernisation of the national energy system by means of future-oriented energy tools for the development of the National Integrated Energy and Climate Plan (NIECP).

● Institute for Energy Diversification and Saving (IEDS)

- Technical support in the management, maintenance and implementation of new functions in the Energy Management IT System in Buildings of the General Administration of the State (SIGEE-AGE).



SUSTAINABLE INNOVATION

Isdefe's commitment to innovation, as in-house technical service provider, enables it to anticipate and adapt responses to needs that arise, as well as improving engineering and consulting services.

Isdefe has consolidated its innovative role thanks to the creation of a new R+D+i Technical Committee as an advisory body made up of representatives from all the business operating units and the corporate units of Innovation and Planning.

The R+D+i management model has been consolidated through innovation activities (HORIZONS NETWORK) and research and development activities (Recruitment and Management Programme for R+D+i and participation in European projects).



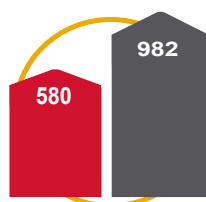
3 Commitments

EMPLOYEES

Isdefe has a team of highly qualified and skilled professionals, committed to the organisation and customers.

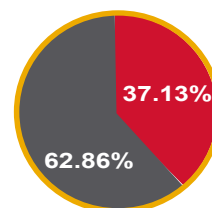
THE STAFF

Women
Men



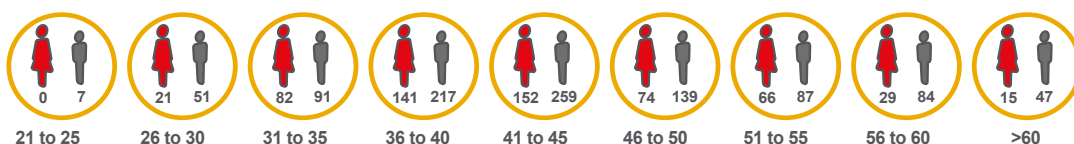
DISTRIBUTION BY GENDER

Women
Men



DISTRIBUTION BY AGE AND GENDER

Women
Men



SOCIAL BENEFITS

Isdefe ensures the following social benefits for its employees:

- Life insurance.
- Health insurance.
- Coverage for disability/incapacity (through life insurance).
- Salary allowance of 100% in cases of maternity or paternity leave.
- Food checks or meal allowance.
- Pension fund (contributions from the company are currently stopped).

EQUAL OPPORTUNITIES

Isdefe promotes the professional and personal development of all its employees, ensuring equal opportunities. The organisation has an explicit equality policy reinforced by an Equal Opportunities Plan that was signed by the Directorate and the worker representatives.

In addition, Isdefe supports and is committed to taking actions to promote greater equality of opportunities and foster a corporate culture based on merit.

TRAINING

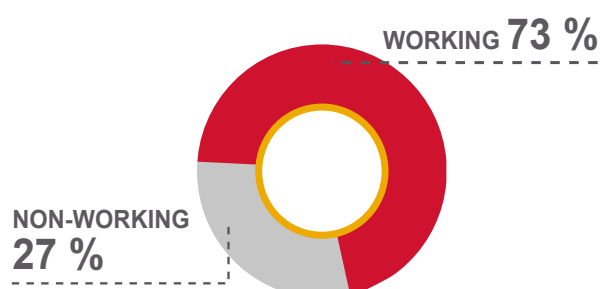
Training Investment 2017

954,258€

Hours of Training 2017

62,501

Type of Courses % Hours



AWARDS

Second extension of the Distinction for “Equality in the Company”.

“Bonus Awards”

Isdefe has obtained four bonus awards since 2010. This is the third consecutive year that it has received the “Honorable Mention” from FREMAP, having been awarded the Bonus in 2015.



PROVIDERS

In 2017, Isdefe was already preparing for adapting contracts to the new Law on Public Sector Contracts, published in the Official State Gazette on 9 November 2017, coming into force on 9 March 2018.

Among the principal changes affecting Isdefe, the new Contract Law clarifies the regime of Assignments, now renamed “in-house services”, which eliminates the Internal Procurement Rules for contracting authorities, other than Public Administration, whereby procurement procedures are now the same as for Public Administration.

Interested parties can send queries or communicate to the following email address:

UnidadContratacion@isdefe.es.

Purchases, Contracts and Subcontracts Processed in 2017

Services	19,99M€
Supplies	4,14M€
Works	0€
Total	24,13M€

Number of Tenders in 2017



No. of Procurement Boards	44
No. tenders declared void	11
Complaints processed	3

SOCIETY

Isdefe has a Social Action Programme that annually promotes social initiatives in collaboration with foundations and NGOs, always focusing on those charitable organisations associated with Defence and Security.



- Ninth Christmas Solidarity Campaign



- Solidarity run
"Run with all your Forces"



- Isdefe joins the first Charity Game of Rugby Against Cancer



- Solidarity in areas of operation:
"Defeating AIDS in Uganda"



- Civil Guards Association Solidarity Event (AGCS)

ISDEFE HORIZONS NETWORK

In 2016, Isdefe launched Horizons Network with the aim of developing a University-Enterprise collaboration model made up of a network of national and international experts that provides dynamic input to existing knowledge in organisations, universities and the administration.



CAMPUS
DE EXCELENCIA
INTERNACIONAL



4

Corporate Governance

LEGAL NATURE

Ingeniería de Sistemas para la Defensa de España S.A., S.M.E., M.P. (Isdefe S.A., S.M.E., M.P.)* is a company that is part of the State Institutional Public Sector, in accordance with Article 84.1c. of Law 40/2015, of 1 October 2015, on the Legal Regime of the Public Sector. It belongs to the Ministry of Defence, with company's shares belonging to the National Institute of Aerospace Technology (INTA).

Isdefe was founded in Madrid on 17 October 1985 under Article 6.1 of the General Budget Act 11/1977.

GOVERNING AND ADMINISTRATIVE BODIES

● SHAREHOLDERS' GENERAL MEETING

Established under Law 33/2003, of 3 November, on the Patrimony of Public Administrations, it includes the special provisions for state owned mercantile companies, in the form of a public limited company.

General Meetings may be ordinary or extraordinary and must be convened by the Board of Directors. Among their areas of competences, the following should be highlighted: the appointment of account auditors; approval of social management, of the annual accounts for the previous financial year and decisions regarding the application of financial results; the appointment, renewal and revocation of directors and the modification of Articles of Association.

The Chairman of the Board is the Secretary of State for the Ministry of Defence.

● BOARD OF DIRECTORS

This organ administers and governs the Company, assumes the social representation, has full powers, defines the strategy and performs the activity of monitoring the company.

● STEERING COMMITTEE

Its mission is to coordinate the implementation of the strategies and monitor the company's evolution in its areas of action.

* S.M.E.: State Owned Company; M.P.: In-house technical service provider

■ RISK MANAGEMENT, QUALITY AND OTHER ISDEFE CERTIFICATES

Isdefe has a Quality Management System certified by AENOR, adapted to the requirements of the national and international market.

Isdefe also has an environmental policy and an Environmental Management System (EMS), certified by AENOR.

• Quality System



ENTITIES AND BODIES TO WHICH WE PROVIDE SERVICES

PUBLIC ADMINISTRATION

	GOBIERNO DE ESPAÑA	MINISTERIO DE DEFENSA
	GOBIERNO DE ESPAÑA	MINISTERIO DE INTERIOR
	GOBIERNO DE ESPAÑA	MINISTERIO DE FOMENTO
	GOBIERNO DE ESPAÑA	MINISTERIO DE ECONOMÍA Y EMPRESA
	GOBIERNO DE ESPAÑA	MINISTERIO DE HACIENDA
	GOBIERNO DE ESPAÑA	MINISTERIO DE CULTURA Y DEPORTE
	GOBIERNO DE ESPAÑA	MINISTERIO DE AGRICULTURA Y PESCA, ALIMENTACIÓN
	GOBIERNO DE ESPAÑA	MINISTERIO DE TRABAJO, MIGRACIONES Y SEGURIDAD SOCIAL
	GOBIERNO DE ESPAÑA	MINISTERIO DE ASUNTOS EXTERIORES UNIÓN EUROPEA Y COOPERACIÓN
	GOBIERNO DE ESPAÑA	MINISTERIO DE TRANSICIÓN ECOLÓGICA
	GOBIERNO DE ESPAÑA	MINISTERIO DE LA PRESIDENCIA Y PARA LAS ADMINISTRACIONES TERRITORIALES
	GOBIERNO DE ESPAÑA	MINISTERIO DE JUSTICIA
	GOBIERNO DE ESPAÑA	MINISTERIO DE INDUSTRIA, COMERCIO Y TURISMO
	GOBIERNO DE ESPAÑA	MINISTERIO DE CIENCIA, INNOVACIÓN Y UNIVERSIDADES
	GOBIERNO DE ESPAÑA	MINISTERIO DE SANIDAD, CONSUMO Y BIENESTAR SOCIAL
	GOBIERNO DE ESPAÑA	MINISTERIO DE EDUCACIÓN Y FORMACIÓN PROFESIONAL

OTHER PUBLIC INSTITUTIONS



OTHER INTERNATIONAL ORGANISATIONS



MULTILATERAL ORGANISATIONS

