

2015 ANNUAL REPORT

EXECUTIVE SUMMARY



Isdefe

ANNUAL REPORT 2015

This document is a summary of the 2015 Isdefe Annual Report on the corporate governance of the company and its performance over the course of the year in three main areas: financial, social and environmental.

Isdefe publishes a corporate social responsibility (CSR) report annually based on the directives and principles of the Global Reporting Initiative (GRI), which specifies the methods for determining the content, scope and coverage of the report and ensures the quality of the information presented.

In keeping with its environmental commitment, the paper versions of the 2015 Annual Report and the Executive Summary are issued in very limited quantities.

The digital formats of both documents are available on our website, www.isdefe.es. The information contained in this document complies with the G4 "Comprehensive" requirements specified by the GRI.

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LETTER FROM THE PRESIDENT



I am pleased to present the 2015 Isdefe Annual Corporate Social Responsibility Report, which reflects Management's efforts to achieve its sustainability objectives.

Isdefe, which in 2015 marked the 30th anniversary of its founding in 1985, has evolved positively to become the benchmark in-house public sector provider of outstanding technology and strategic consulting services in every area where it conducts its business, but particularly in the Defence and Security industries, from which Isdefe has been able to expand its know-how, synergies and experience to other areas of government.

Of note is Isdefe's merit in having managed to consolidate its position as a public consultancy both in Spain and abroad in sectors of technological and strategic interest in the Latin American, European and Middle Eastern markets and in the multilateral organizations of which Spain is a member.

This achievement would not have been possible without key values like independence, a global vision, know-how, commitment and experience,

which have advanced the company to a leading position in multidisciplinary consulting and engineering through projects that are innovative, viable, high in quality, financially profitable and socially necessary.

Finally, I would be remiss not to acknowledge the trust that our clients place in our services year after year. I also want to recognise the talent and effort of Isdefe's employees, who represent the greatest asset available to the organization, and to whom I am most sincerely thankful. I encourage them to continue with their mission.

Pedro Argüelles Salaverría
*Secretary of State for Defence
President of Isdefe*

LETTER FROM THE CHIEF EXECUTIVE OFFICER



It is once again my pleasure this year to introduce the Isdefe Annual Report, this time for 2015, which describes the organization's main activities, both operational and corporate, with a special emphasis on its financial, social and environmental facets.

The year's finances reflect a revenue of 143.19 million euros, a 2.75% increase over the previous year. This consolidation of our revenue reflects the positive trend in the economic recovery and the effects of the transformation that the Company, and its operations, is undergoing as we implement the main areas of activity of the 2014-16 Strategic Plan.

In 2015, Isdefe continued to provide the engineering and consulting services requested of the company, enhancing its position as the leading in-house provider for defence and security services, as well as for activities involving transport, telecommunications, aerospace, energy and the modernization of government agencies. Internationally, Isdefe carried out new projects for the European Defence Agency (EDA), the Organization for Security and Cooperation in Europe (OSCE), the European Satellite Navigation Agency (GSA) and the Inter-American Development Bank (IDB).

In the area of R&D, we drafted proposals for the European Commission's H2020 programme, having participated in projects in the areas of

security and transport. The organization also launched the first internal call for project proposals intended to improve the quality of Isdefe's services. The overwhelming response is a testament to the entrepreneurial spirit of our employees.

Following the enactment in 2014 of the Law on Transparency, Isdefe continued to publish all of the information required by this Law on its Transparency Portal every month, reinforcing the company's strong commitment to ethics, corporate responsibility, transparency and best practices in good corporate governance.

Finally, I want to thank the Board of Directors for their support, and express our firmest commitment to maintaining the quality of Isdefe's services so that we can continue to earn the trust of those institutions and clients that rely on us. Staying this course is only possible if we combine the individual commitments of each and every employee. I want to thank them for their effort and dedication to Isdefe's project.

Francisco Quereda Rubio
Chief Executive Officer

THE ORGANIZATION

IN-HOUSE PROVIDER OF DEFENCE AND SECURITY SERVICES

Ingeniería de Sistemas para la Defensa de España, S.A. (Isdefe) is a stock corporation owned by the Ministry of Defence that serves as the in-house technical services provider for the Spanish government.

Created in 1985, Isdefe, the in-house defence and security services provider, offers engineering, consulting and technical assistance services to government agencies and national institutions in areas of technological and strategic interest.

As a part of Spain's Ministry of Defence, the president of the company is the Secretary of State for Defence.

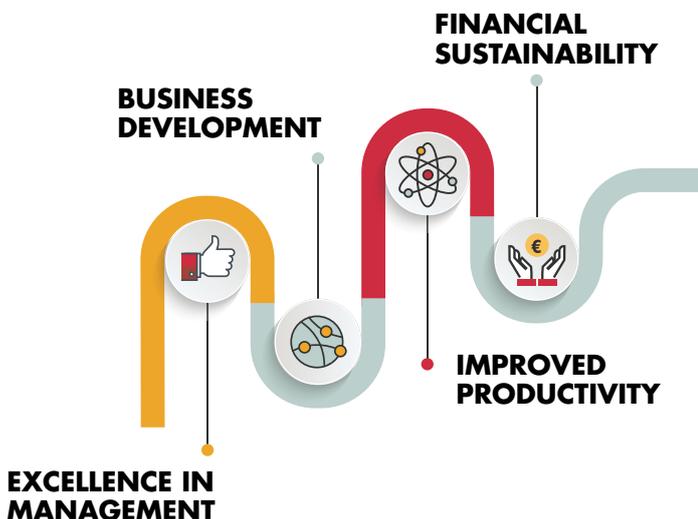
The main areas in which it carries out its activity are Defence and Security, Space, Transport, Government Agencies, Information and Communications Technologies (ICT) and Energy. It also operates and maintains NASA, ESA and INTA space facilities in Spain.

STRATEGY & OBJECTIVES

In 2015 Isdefe strengthened its consulting and technical assistance activity as an in-house resource, focusing its efforts in the defence and security industry while at the same time projecting its know-how, synergies and experience in government, air transport, ICT, energy and space.

The 2014-2016 Strategic Plan is consolidating the company's transformation along four strategic lines, around which specific plans have been developed that have resulted in the company's national and international commercial planning, and in guidance for production in the sectors and strategic areas.

STRATEGIC LINES



143.19 M€
in turnover



4.68 M€
on R&D&i projects



4.52 M€
net profit



965 men
583 women

MISSION, VISION, VALUES

Mission

To support the Ministry of Defence, state and local governments and international institutions in the areas of technological and strategic interest by providing top-quality consulting and engineering services, as well as by managing, operating and maintaining aerospace complexes.

Vision

To advance as a leader in multidisciplinary consulting and engineering by developing innovative, high quality projects that are financially and socially profitable.

Values

- INDEPENDENCE** We set ourselves apart by always defending our clients' interests in the face of any industrial, commercial or financial factors.
- INTEGRATE VISION** We are a multidisciplinary organization with a broad diversity of professionals who, combined, provide integrated coverage in the provision of their services.
- PROACTIVENESS** We anticipate the needs of our clients and of their projects, providing innovative solutions.
- COMMITMENT** We have a three-fold commitment: to our clients, to our organization and also to the rest of society, working ethically and professionally.
- EXPERIENCE AND KNOW-HOW** Isdefe's activity is based on supplying the know-how built up over its 25+ years of providing services, offering efficient solutions that are adapted to the needs of its clients.

MARKET



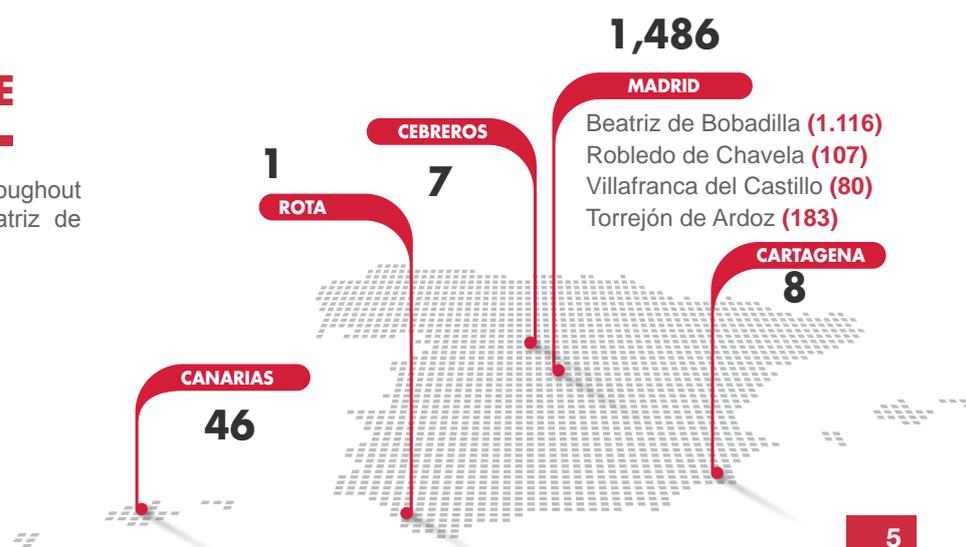
INTERNATIONAL PRESENCE

Isdefe managed to consolidate its international standing as a public consulting company in the areas of technological and strategic interest defined by the company in its 2014-2016 Strategic Plan, focusing its activity in the Latin American, European and Middle Eastern markets and in the multilateral bodies that work in these territories.

Similarly, in 2015 Isdefe managed to increase its activity and involvement within specialized groups in Europe and in multilateral organizations. In security and defence, the company enhanced its position by carrying out various projects and activities for the European Defence Agency (EDA), NATO's Communication and Information Agency (NCIA), the European Border Agency (FRONTEX) and the Organization for Security and Cooperation in Europe (OSCE). In the field of aerospace, Isdefe continued its cooperation with the Supervisory Authority of Europe's Global Navigation Satellite System (GNSS) and with the European Space Agency (ESA); and in the field of transport, with the European Aviation Safety Agency (EASA) and Eurocontrol.

GEOGRAPHIC PRESENCE

Isdefe has several offices and work centres throughout Spain. Our headquarters are at no. 3 Beatriz de Bobadilla St. in Madrid.

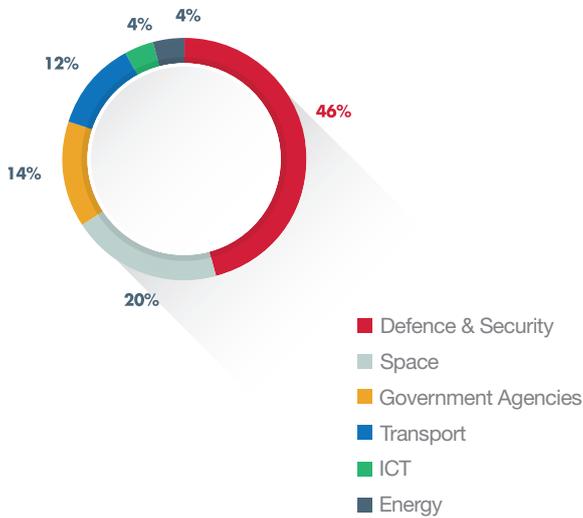


BUSINESS VOLUME

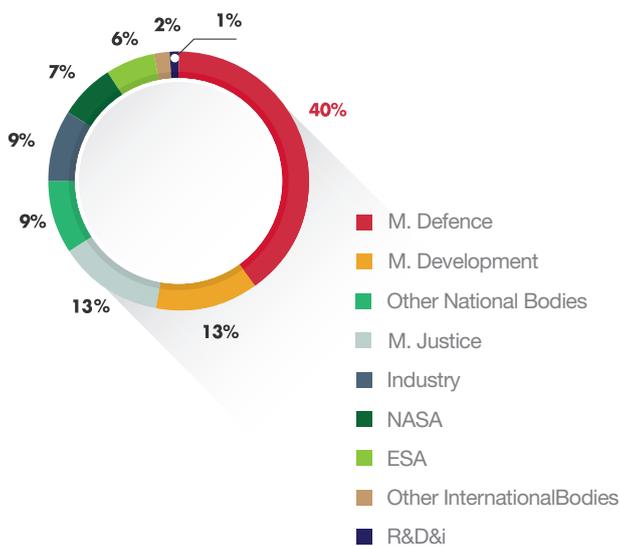
As the government's in-house provider of consulting, technical assistance and engineering Defence and Security services, this sector is key to Isdefe and provided the bulk of the company's turnover, at 46%, followed by Space, at 20%, and Government Agencies, at 14%.

The company's main clients continue to be the Ministry of Defence, Ministry of Development, Ministry of Justice and Ministry of the Interior.

2015 Turnover by sector of activity



2015 Turnover by clients



SERVICES

CONSULTING AND TECHNICAL ASSISTANCE

“Supporting decision making”

Isdefe works alongside the client to:

- Plan and support system life cycles.
- Develop the organization of their projects.
- Assist with the regulatory, verification and certification processes.

ENGINEERING

“Designing solutions”

Isdefe is capable of transforming a client's requirements into detailed projects that provides a complete solution so its needs.

TURNKEY PROJECTS

“Implementing solutions”

When so requested, Isdefe is able to provide with the comprehensive solutions they need.

LEADERS IN OUR SECTORS

Isdefe's position is determined by its condition as an in-house provider for Spain's government, which allows it to engage in activities that satisfy the needs demanded of it by the national government, with those relating to the Ministry of Defence and the defence and security sectors comprising the bulk of the company's activity.

Isdefe offers its clients capabilities in sectors of strategic and technological interest in the following areas of knowledge:



DEFENCE & SECURITY



SPACE



TRANSPORT



ICT



GOVERNMENT AGENCIES



ENERGY

CLIENTS

NATIONAL ORGANIZATIONS

PUBLIC ADMINISTRATION



INTERNATIONAL ORGANIZATIONS

PUBLIC ORGANIZATIONS



KEY NATIONAL ORGANIZATIONS AND OTHER CLIENTS



MULTILATERAL ORGANIZATIONS



ACTIVITIES REPORT

DEFENCE & SECURITY SECTOR

Isdefe is a leading company in the sector, offering 30 years of experience and specialized know-how thanks to engaging in activities in key areas, offering consulting and engineering services to the Ministry of Defence and the Armed Forces, the Ministry of Interior, national police and security forces and civil protection agencies.

The strategic areas are:

- Defence planning.
- Command and Control Networks and Systems.
- Platform Acquisition and Maintenance Programmes.
- Technology Centres.
- Logistics and Supply Chain Systems.
- Intelligence and Electronic Warfare Systems.
- Security for Information Systems and Critical Infrastructure.
- Strategic Infrastructure.
- Border Surveillance and Control Systems.
- Technology and Industrial Management.
- Crisis and Emergency Management Systems.

OF NOTE WERE THE FOLLOWING ACTIVITIES

Supporting the **General Directorate for Armaments and Materiel (DGAM)** with its process to centralise the Special Weapons Programmes within the various sub-directorates of the DGAM.

Supporting the **Ministry of Defence's** Industrial and Technology Policy by identifying the Critical Industrial Capabilities for Defence (CICD) and by preparing the Industrial Defence Strategy (EID 2015) and the Technology and Innovation Strategy (ETID 2015).

At the **Joint Defence Staff (EMACON)**, Isdefe was involved with military planning activities, especially to support the preparation of the document for the next planning cycle and for the future "Military Capability Objective".

Assisting the **Army, Air Force and Navy Logistical Support Commands (MALE, MALOG and JAL)** in managing and improving the processes at their maintenance offices.



Assisting the **Armed Forces Joint Cyberdefence Command (MCCD)** in various areas of cybersecurity (risk management, certification inspections and audits, etc.), with their operational plans and in obtaining the defence capabilities needed to protect Spain's interests in cyberspace.

Supporting the **National Institute for Aerospace Technology (INTA)** in the tasks of certifying manned military aircraft (EF2000, NH-90, Tigre-HADE, A400-M, C-295M).

Aiding the **Civil Guard** in developing new interoperability, integration and centralisation capabilities for its border protection systems and in analysing new technologies and platforms as part of the EUROSUR-NCC programme.

For the **NATO Communications and Information Agency (NCIA)**, as part of its PMIC (Programme Management and Integration Capability) Project, helping to define, oversee and conduct testing at DARS (Deployment ARS), and to define specifications for the integration of NATO communications systems at NCIA facilities in Brussels and The Hague.

Supporting the **European Defence Agency (EDA)** with activities involving planning for member states, primarily in two projects.

Providing certification support services to the **European Satellite Navigation Agency (GSA)**, reviewing aspects involving document security and conducting independent cybersecurity tests of GNSS programmes, including Egnos and Galileo.

Developing a consulting project for the **Organization for Security and Cooperation in Europe's** (OSCE) Special Monitoring Mission to Ukraine (SMMU).

SPACE SECTOR

Isdefe's experience in this area goes back to 1992 when it started to provide operational and maintenance services for space complexes. Isdefe engages in engineering and service activities involving the definition, design, development, management, operation and maintenance of space centres.

Aerospace activity is characterised by the need to constantly adopt new and increasingly complex technologies, and to have the requisite knowledge of science and technology. This requires making a permanent effort in development and innovation, and in personnel training.

Isdefe offers these high-quality services to important clients like NASA (National Aeronautics and Space Administration), ESA (European Space Agency), INTA, (National Institute for Aerospace Technology's), the European Commission, satellite operators, and the Ministries of Defence, Development and Foreign Affairs.

The two main areas included in this sector span the entire life cycle of space programmes:

- Space Stations and Infrastructure.
- Satellite Applications.

OF NOTE WERE THE FOLLOWING ACTIVITIES

Operation, maintenance and technical support of space complexes in Spain: **NASA's** Madrid Deep Space Communications Complex (MDSCC) in Robledo de Chavela (Madrid), the **European Space Agency's (ESA)** Deep Space Station DSA-2 in Cebreros (Ávila) and the **European Space Astronomy Centre (ESAC)** in Villafranca (Madrid), and the **National Institute for Aerospace Technology's (INTA)** Canaries Space Centre (CEC) in Maspalomas (Canary Islands).

Planning and operation services, data processing and archiving system management, and support to the **ESA's science missions**, including Rosetta, Herschel, XMM and Gaia. As part of the Space Situational Awareness Programme, Isdefe is leading a European consortium to develop a robotic telescope to detect threats from objects close to the Earth.

The activities carried out for the **European Satellite Navigation Agency (GSA)** include operation of the GNSS Service Centre (GSC), the system's primary interface with users of the Galileo open and commercial services. In this same area of satellite navigation, Isdefe worked with INTA to start up the Public Regulated Service (PRS) in Spain of the Galileo system.



TRANSPORT SECTOR

Thirty years of experience in the Transport sector certify Isdefe as a leader in consulting, technical assistance, and providing management and engineering services in an effort to facilitate the attainment of new capabilities, to improve safety and to optimise the operating procedures of organizations involved in providing and overseeing transport-related services.

Isdefe also provides services in fields directly related to the sectors, such as developing R&D solutions.

The activities fall under the following three areas:

- Traffic Management.
- Transport Centres.
- Advanced Concepts.

OF NOTE WERE THE FOLLOWING ACTIVITIES

Working with Spain's air navigation services provider, **ENAIRES**, by engaging in systems engineering and consulting activities involving air navigation. Particularly important were the efforts to place the new control tower at the Sabadell Airport into service and to bring the SACTA "CF2 Mode" online in the East and Balearic regions.

The company serves as the binding element for ICT policies, information systems standards and the infrastructure plans developed by **Aena** for its entire airport network.

For the **Civil Aviation General Directorate (DGAC)**, support in defining policy in the sector through airport, air navigation and air transport strategies and to the USOAP Programme Office to monitor the implementation in Spain of International Civil Aviation Organization (ICAO) regulations.

For the **National Aviation Safety Agency (AESA)**, supporting the implementation of the National Aviation Safety Plan at every airport in the national network. Inspection and oversight of operational safety in the airport system and of the activities performed by handling services providers at airports.

Isdefe assisted the Service Provision Unit of the **ESSP (European Satellite Services Provider)**, the operator and provider of Egnos services, with the operational implementation of Egnos in aviation, in particular as it applies to helicopter operations, advanced applications and military users.



Isdefe helped the **Port Authority of the Bay of Algeciras (APBA)** with systems integration activities so as to have the systems involved in port activities work in a way that is coordinated and efficient, thus maximising the operability of port facilities.

GOVERNMENT AGENCIES SECTOR

Over its long history, Isdefe has developed knowledge and instruments that allow it to offer solutions to constantly improve the results of government agencies and national and international public service providers by increasing their capacities, efficiency and sustainability.

Isdefe provides an integrated vision of the entire process: Planning, Organization, Implementation and Monitoring.

Isdefe's specialised services set the standard for consulting in the Government Agencies sector, with the following areas of activity:

- Improving and Modernising Government Agencies.
- Market Regulation and Oversight.

OF NOTE WERE THE FOLLOWING ACTIVITIES

In 2015, Isdefe assisted the Ministry of Defence's **General Directorate for Armaments and Materiel (DGAM)** with the launch of its Balanced Scorecard, which provides high-level information on management indicators, such as tracking of procurement programmes, R&D activity and human resources management.

Isdefe supported the **Office of the Under-Secretary of Defence** with the SAPROMIL project to transition former military to civilian life; with the Financial Services and Payments office to handle transfers; and with the Centro Universitario de Defensa on various management aspects.

At the **Ministry of Justice**, Isdefe provided specialised change management support to the ongoing activity of deploying the new Judicial Office organisational model, which is now in service in the cities of Murcia and Ponferrada, and the new Tax Office, already in operation in Ceuta, Melilla, Cáceres, Cuenca and Murcia. Internationally, Isdefe is supporting the European e-CODEX exchange initiative.

At the **Office for Industry and SMEs, Ministry of Industry, Energy and Tourism**, executive tracking of the information relative to the execution of industrial projects financed by grants awarded as part of the Reindustrialisation Programme.



Isdefe collaborated with Spain's public television broadcaster **RTVE** in analysing and defining its purchasing strategy and in its process for tendering its centralised electricity supply.

Isdefe provided specialised consulting services for the **National Market and Competition Commission (CNMC)**, especially in activities of a confidential nature that require assurances of objectivity and impartiality. In the area of postal services, Isdefe confirmed the analytical accounting results of Spain's postal services provider for the 2013 fiscal year, and reviewed the methodology used to determine the service's net cost and the unfair financial burden.

INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) SECTOR

Isdefe has 30 years of experience in the Information and Communications Technology (ICT) sector, which allows it to guarantee quality services to Government Agencies involving:

- Consulting for electronic administration and digital public services.
- Consulting and technical assistance in the area of information security and trust and promotion of the digital economy.
- Engineering and consulting services for planning and managing the radio spectrum and regulating networks and services.

The various activities carried out by Isdefe in the area of ICT are concentrated in two broad areas of action:

- Radio Spectrum.
- Communication Networks and Systems.

OF NOTE WERE THE FOLLOWING ACTIVITIES

For the Ministry of Industry, Energy and Tourism's **State Office for Telecommunications and for the Information Society (SETSI)**, Isdefe cooperated in developing the Digital Agenda for Spain through its two main areas of activity - developing telecommunications and promoting the Information Society. As part of the first activity, Isdefe cooperated with the SETSI in managing and executing the New Infrastructures programme to aid in the deployment of superfast networks and broadband infrastructure, and in sharing the infrastructures of telecommunications operators with the public domain. In the area of promoting the information society, of note was Isdefe's work in the activities involving the Cybersecurity Trust Plan, and in monitoring projects for the Strategic Action for the Economy and the Digital Society and the Call for Training programmes.

Isdefe provides strategic consulting services to **Corporación Radiotelevisión Española (RTVE)** so that it can streamline its technical broadcasting services and in support of its television and radio signals, as well as of its corporate electronic and production communications, which the company began in 2015.

ENERGY SECTOR

Isdefe provides technical support to the main plans and programmes to execute energy policies, both as these concern energy efficiency and renewable energies. Isdefe's activities in this area involve the application and development of the energy security concept, as defined in the National Energy Security Strategy (ESEN), released in 2015. Along these lines, Isdefe's activities are focused on the regulatory and legal objectives, on the safety of the supply and promoting domestic sources of energy, on financial and environmental sustainability and on expanding the safety culture.

In the Energy sector, Isdefe provides specialised services in the following area of activity:

- Energy diversity and efficiency.

OF NOTE WERE THE FOLLOWING ACTIVITIES

Isdefe's representation of the **Ministry of Defence** at EDA gatherings to develop common energy efficiency strategies, notably the CF SEDSS (Consultation Forum for Sustainable Energy in the Defence & Security Sector) and the EDA's CAP TECH network.

Isdefe worked closely with the **Institute for Energy Diversification and Savings (IDAE)**, offering technical support for the execution of the JESSICA-FIDAE portfolio fund, the National Energy Efficiency Fund in the industrial and SME sectors, the PAREER-CRECE programme to upgrade energy facilities in buildings, and the Plan to Incentivise Efficient Vehicles (PIVE).

Ports of the State: aid in promoting R&D in the area of integrating renewable energy and energy efficiency initiatives for the national ports system, and draft of a proposal for the Smart Green Energy Ports and Harbours (SEPORHA) project aimed at positioning Spain's ports as benchmarks in Europe in the development and demonstration of a new, sustainable and innovative energy model.

Ministry of Industry, Energy and Tourism: applied Ministry of Industry, Energy and Tourism Order IET/1045/2014 on compensation parameters, which lays out the new "compensation scheme specific to facilities that produce electricity from sources of renewable energy, cogeneration and waste".

SUSTAINABLE INNOVATION

In the area of R&D, Isdefe remains a leader in the area of defence and security (with the areas of Unmanned Aerial Vehicles, Border Surveillance and Control and the Protection of Critical Infrastructure being of particular interest), and boasts extensive experience in the Transport sector.

The project allocation figures for 2015 reflect 70% for Defence and Security and 30% in the area of Transport. This reflects the efforts made to adapt the scope of R&D to Isdefe's corporate mission as the in-house provider for the State.

Isdefe assisted the Ministries of Defence, Interior and Development with managing, coordinating, preparing and carrying out R&D activities. The most relevant examples include: support to ENAIRE and AENA in coordinating their involvement in the SESAR and SESAR 2020 programmes; support to the Civil Guard in coordinating and managing large R&D projects like CLOSEYE; and support to the Sub-Directorate for Planning, Technology and Innovation to coordinate the Ministry of Defence's participation in the H2020 programme.

R&D PROJECTS IN PROGRESS

With a view to Isdefe's involvement in the H2020 Programme, the company worked to prepare proposals for various calls for projects, in particular in the area of Security, where Isdefe is best known for its involvement and standing. Isdefe also demonstrated its commitment to internal R&D activities with its first ever Call for Internal R&D Projects.

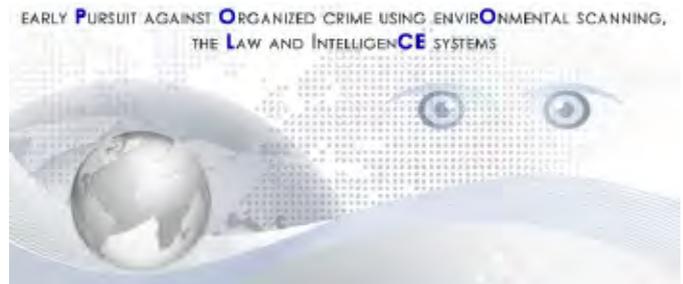
R&D&i INVESTMENT



4.68 M€
in R&D&i projects



3.49 M€
in partial operating & financing
subsidies for R&D&i projects



SUCCESS STORIES

ePOOLICE

The ePOOLICE project is financed by the European Commission under the 7th Framework Programme and is led by Isdefe. Its main goal is to develop an effective and efficient system to monitor the environment as part of an early-warning system to detect emerging organised crime activities.

Organised crime is becoming increasingly diverse in its activities and methods. An important means for law enforcement in combatting such crime is strategic early warning, which is heavily dependent on efficient and effective environmental scanning.

For this, the e-POOLICE project—in close collaboration with law enforcement partners (EUROPOL, UNICRI, Civil Guard, West Yorkshire Police and the Bavarian police academy), as well other police forces from various member States and criminological and legal experts—has developed a prototype of an environmental scanning system implementing solutions applying the most promising technological advances and breakthroughs as provided by the RTD partners.

The project is based on refining strategic analysis methods and on developing technical tools to support these methods. The solutions proposed were tested and evaluated through running realistic use case scenarios that were developed by our user partners, in particular the main scenarios selected for the proof of concept.

COMMITMENTS

TO EMPLOYEES

Isdefe has a very qualified team of professionals that is highly trained and committed to the organization and its clients.

Staff Indicator	
No. of employees on 31/12/2015	1,548
Personnel expenses	96,983,380
No. of employees with university degrees	1.281
Average age	42.15

HEALTH AND SAFETY

Since its founding Isdefe has been committed to creating a healthy working environment and to preserving the health and safety of its employees through proper work practices.

EQUAL OPPORTUNITY, WORK-LIFE BALANCE AND DIVERSITY

Isdefe encourages the professional and personal development of all its employees by ensuring equal opportunity.

 <p>“Workplace Equality” Award from the Ministry of Labor and Social Security.</p>	 <p>“Reconcile Network” Award from Madrid City Council.</p>
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TRAINING

Within the 2014-2016 Strategic Plan, training becomes a strategic element, given that its people are regarded as Isdefe’s greatest asset.

As a strategic tool for improving the company’s competitiveness, the investment in training was primarily devoted to technical training to contribute to the development of those sectors and areas that are key to the company’s activity.

77,011 hours of training
921,847 € invested in training
1,365 employees have received training

TO THE SOCIETY

GLOBAL COMPACT



Since 2009, Isdefe has shown its commitment to corporate social responsibility through its adoption of the United Nations Global Compact, an international initiative that encourages compliance with ten Basic Principles of conduct in the areas of human rights, labour, environment and anti-corruption.

CODE OF ETHICS

Since 2013, Isdefe has had a Code of Ethics that provides an operating guide for how Isdefe employees should behave in their jobs. This new Code reinforces the corporate culture under the umbrella of three fundamental ethics principles: integrity, professionalism and respect.

SOCIAL INVESTMENT

Isdefe has a Social Action Programme that lays out the social initiatives carried out every year in concert with foundations, charities and NGOs. These initiatives are channelled through charity campaigns, corporate volunteer days and donations that are consistent with the company’s business strategy and serve to channel its employees’ concern.



PROMOTING EXCELLENCE & KNOWLEDGE

Isdefe is party to various partnership agreements with renowned universities, professional colleges and associations.

In 2015, Isdefe promoted its Horizons Project by launching an academic network designed to provide

an “idea laboratory” supported by several university research groups, which brings together leading national and international experts and allows them to engage in technology foresight work or in other types of academic activity.



UCM



TO CLIENT

Isdefe has a quality policy designed to ensure the satisfaction of the clients and to contribute to cutting service and product costs. The goal is to have Isdefe recognized as a leader in quality.

ISDEFE CERTIFICATES



UNE-EN ISO 9001 Standard from AENOR. Consulting and engineering services in the areas of Defense and Security, Aerospace, Transport, Public Administration, Information and Communication Technologies (ICT) and Energy.



PECAL/AQAP 2110. PECAL/AQAP 2110. Quality Management System, by Ministry of Defence for consulting services and technical support in the area of systems engineering to Ministry of Defence. Certified since 8 November 2002.

CLIENT SATISFACTION

Isdefe, in keeping with the quality commitment it has with its clients, conducts an annual “Satisfaction Survey” of all its clients so as to determine both those aspects of its service that the clients consider most important and their degree of satisfaction with each aspect. These surveys are carried out at the conclusion of the contractual commitment and afford us a significant amount of information regarding the opinion that clients have of the services provided by Isdefe.

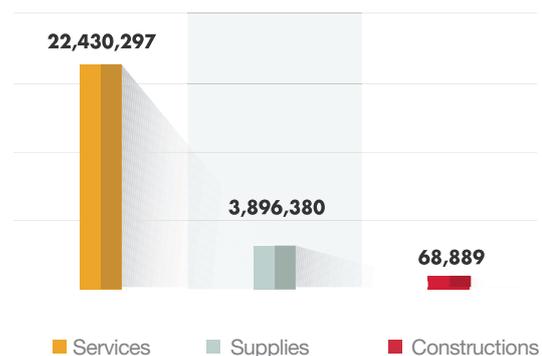
The level of satisfaction attained in 2015 was 8.5 out of 10.

TO SUPPLIERS

Isdefe's contracts are governed by the Law on Public Sector Contracts and are in strict compliance with the principles of disclosure, competition, transparency, equality, nondiscrimination and confidentiality. The Contracts Department enforces these principles. Isdefe, in compliance with Article 2 of Royal Legislative Decree 3/2011 of 14 November, and so as to ensure transparency and the public's access to all information on its contracting activities, has a “Contracting” section on its webpage where it publishes all tender announcements for contracts in excess of €50,000, as well as the applicable regulations and procedures.

Interested parties can send any queries or comments to: UnidadContratacion@isdefe.es.

Purchases, contracts and sub-contracts (€)



TO THE ENVIRONMENT

Isdefe has an environmental policy and an Environmental Management System (EMS) that has been UNE-EN ISO 14001:2004 certified by AENOR since 2007 and is renewed annually, which forces us to constantly improve our management.



SCOPE OF THE EMS

Consulting, engineering and technical assistance involving the conception, design, development, implementation and maintenance of communications systems, command and control, air navigation, airports, logistics, security, information technologies and infrastructure management, as well as overseeing industrial cooperation and technology transfer agreement.

2015



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