



ANNUAL REPORT 2021



Isdefe
su mejor aliado

■ Introduction

For yet another year, Isdefe submits its 2021 Annual Report, showcasing the activity carried out and the results obtained by the company during this period and presenting it to all the organisations and entities it works for. The document also reports and verifies the organisation's performance in the three scopes of sustainability: economic, social and environmental.

Isdefe, very aware of the importance of transparency, integrity and business ethics, has once again decided to endorse this report through the 10 Principles of the United Nations Global Compact and the GRI Standard reporting methodology. With all this, the company aims to show its capacity to generate shared value in the areas where it operates and its commitment to the environment around it.

The digital version of the Annual Report can be consulted at:
www.informesanualisdefe.com.

Likewise, in 2021 Isdefe published its Statement of Non-Financial Information and Diversity in accordance with Law 11/2018. Some of its data have been incorporated into this Report. The Statement of Non-Financial Information and Diversity is available at:

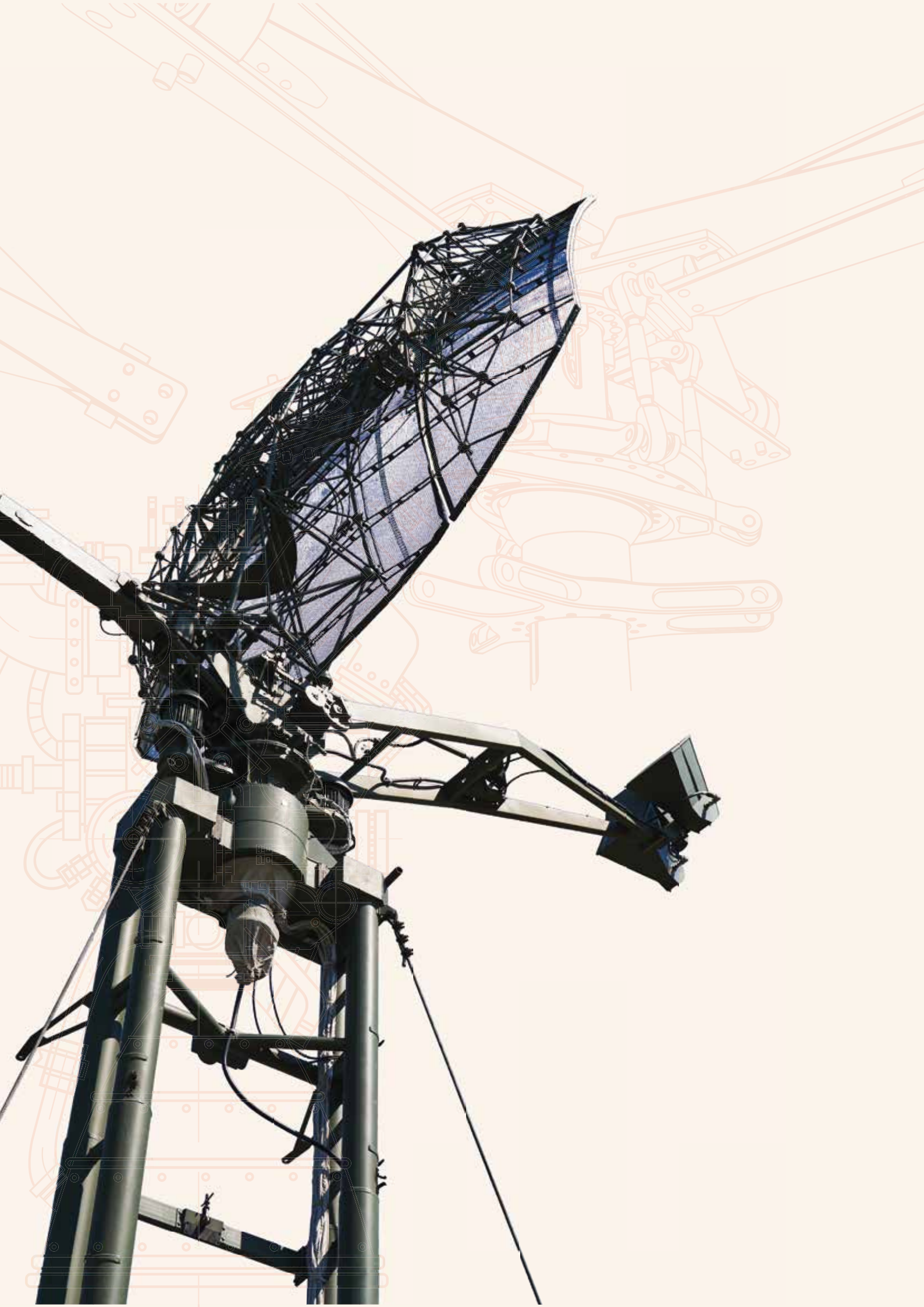
<https://www.isdefe.es/informaci-n-no-financiera>.



Esta es nuestra Comunicación sobre el Progreso en la aplicación de los principios del Pacto Mundial de las Naciones Unidas.

Agradecemos cualquier comentario sobre su contenido.





Index

LETTER FROM THE SECRETARY OF STATE FOR DEFENCE	4
LETTER FROM THE CEO	5
1. OUR COMPANY	6
About Us	7
Mission, vision and values	8
Our corporate purpose	9
Sectors of activity and services	10
Corporate strategy	12
Our business by the numbers.....	15
Isdefe Activity	16
Where we are	17
International scope	19
Entities and organisations to which we provide services	22
Large numbers	25
Values and commitments	26
2. AREAS OF ACTIVITY	27
2.1. Defence and Security Sector	28
2.2. Space Sector	59
2.3. Transport Sector	66
2.4. Public Administrations Sector	75
2.5. Information and Communications Technology (ICT) Sector	95
2.6. Energy Sector	102
3. DIGITAL INNOVATION AND TRANSFORMATION	105
4. OUR STAKEHOLDERS	121
Dialogues with our stakeholders.....	122
Commitment to clients.....	124
Commitment to our employees.....	125
Commitments to society.....	140
Commitments to our vendors.....	144
5. OUR ENVIRONMENTAL PERFORMANCE	148
6. GOVERNANCE.....	161
7. ECONOMIC PERFORMANCE.....	177
8. ANNEXES	186
I. Methodology	187
II. Table of contents GRI Standards.....	189
III. Participation in trade fairs, events and conferences	194
IV. Social action and participation in associations and foundations.....	210

■ Letter from the Secretary of State for Defence



The current international context requires a catalyst to transform and modernise the capabilities of our Armed Forces. Isdefe plays a vital role in this task, which is entrusted to the Ministry of Defence.

The development of national capabilities within the EU strengthens the Defence Industrial and Technological foundations and enhances innovation, contributing to one of the great policies of the State: Security and Defence.

Isdefe contributes to this policy by providing a public service of the highest quality in engineering and consulting, which it does by constantly providing knowledge, technological capabilities and innovation, not only to the Ministry of Defence, but also to Public Administrations and International Bodies as a whole.

A team of highly qualified professionals, together with more than 35 years of experience working in close coordination with the Armed Forces, the Ministry itself and the General State Administration, allow the company to offer them the solutions they need.

In addition, Isdefe is a responsible organisation that is committed to economic, social and environmental sustainability, guided by the principles of integrity and good corporate governance.

And this is reflected in this 2021 annual report, which describes every management aspect of the company, as well as the services it provides as a technological tool to address the needs of Public Administrations.

I am thankful for the commitment and professionalism of Isdefe's personnel; it is their effort and dedication that make our results possible.

Ms. María Amparo Valcarce García
Secretary of State for Defence
President of Isdefe

■ Letter from the CEO



This 2021 annual report reflects the efforts made and the good results obtained, which rely on the essential premises of excellence in the services provided, efficiency in management, promotion of innovation and good governance practices.

Isdefe continues to solidify its position as the leading state-owned company in the Defence and Security sector, especially in the areas that encompass the National Security Strategy.

In the wide-ranging context of the Public Administration, the company has focused its efforts on responding to initiatives related to the Recovery, Transformation and Resilience Plan; especially in its support of the digital transformation and the development of the ecological and energy transition.

Its international activity has involved European institutions and international organisations, and within the framework of the Ministry of Defence's bilateral relations, in initiatives related to our field of activity and experience.

The year 2021 concluded the previous strategic cycle, the results of which will ensure our economic and financial sustainability in the short and medium term, as well as a positive outlook for the company in the other two aspects of sustainability: social and environmental.

The new strategic plan focuses on the years 2022 to 2025 and, together with this annual report and other reports, shows the company's clear commitment to transparency in management and good corporate governance.

I have no doubt that Isdefe's main asset is our professionals, whom I thank for their dedication and whose professionalism allows us to continue to be worthy of the trust that is placed in us, as we face the challenges of today and tomorrow.

Mr. Francisco Quereda Rubio
CEO



**OUR
COMPANY**

■ About Us

Isdefe (Ingeniería de Sistemas para la Defensa de España, S.A., S.M.E., M.P.) is a company of the National Public Institutional Sector that was created by a Council of Ministers agreement in 1985. It reports to the Ministry of Defence through the Secretary of State for Defence, and its capital stock is wholly owned by the National Institute of Aerospace Technology (INTA).

Isdefe was created to be an agency that can provide technical support on complex projects, especially in the aeronautical sector and in information and communication technologies, and to the Ministry of Defence in systems engineering work, especially with the modernisation programmes of the Armed Forces. Isdefe is the in-house technical services provider of the General State Administration (GSA), and provides consulting services to agencies of the Administration. It is the technological provider of reference in the field of Defence and Security and, as such, provides services to the Ministries of Defence, Interior and the rest of the GSA, making its knowledge and experience available to the administrations of other allied countries and international public bodies.



Isdefe is involved in initiatives of interest to Defence and Security, and works for, among others, the European Commission, the European Defence Agency (EDA), the European Border and Coast Guard Agency (Frontex), the European Space and Satellite Navigation Agencies (ESA and GSA), and the North Atlantic Treaty Organization (NATO).

■ Mission, vision and values



Mission

To support the Ministry of Defence, Public Administrations and international institutions in areas of technological and strategic interest by providing the highest quality consulting and engineering services, as well as by managing, operating and maintaining space complexes.



Vision

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



Values

Independence

What sets us apart is our relentless determination to defend the interests of the Spanish Administration against any type of industrial, commercial or economic constraints.

Proactivity

We anticipate needs, providing innovative solutions.

Global vision

We are a multidisciplinary organisation with a wide range of job profiles that, when combined, allow us to provide comprehensive services.

Commitment

We are committed to both the public bodies to which we provide services, as well as to our organisation and the rest of society, through a work methodology based on ethics and professionalism.

Experience and know-how

Our activity is based on offering knowledge developed over our 35+ years of lending services and providing efficient solutions.

■ Our corporate purpose

The corporate purpose of Isdefe is set out in Article 2 of its **Articles of Association**:

To provide engineering, consulting and technical assistance services, especially those involving Defence and Security.

To prepare, develop and carry out projects and programmes related to works, supplies and service contracts related to the areas specified in the previous section.

To provide advisory and assistance services in matters of Industrial Cooperation Agreements associated with material procurement programmes and defence contracts, as well as to support the negotiation, execution and monitoring of international defence programmes to which Spain is a party, and of defence projects abroad, including humanitarian aid and peacekeeping programmes.

To support, assist and advise the national industry at the request of the Ministry of Defence.

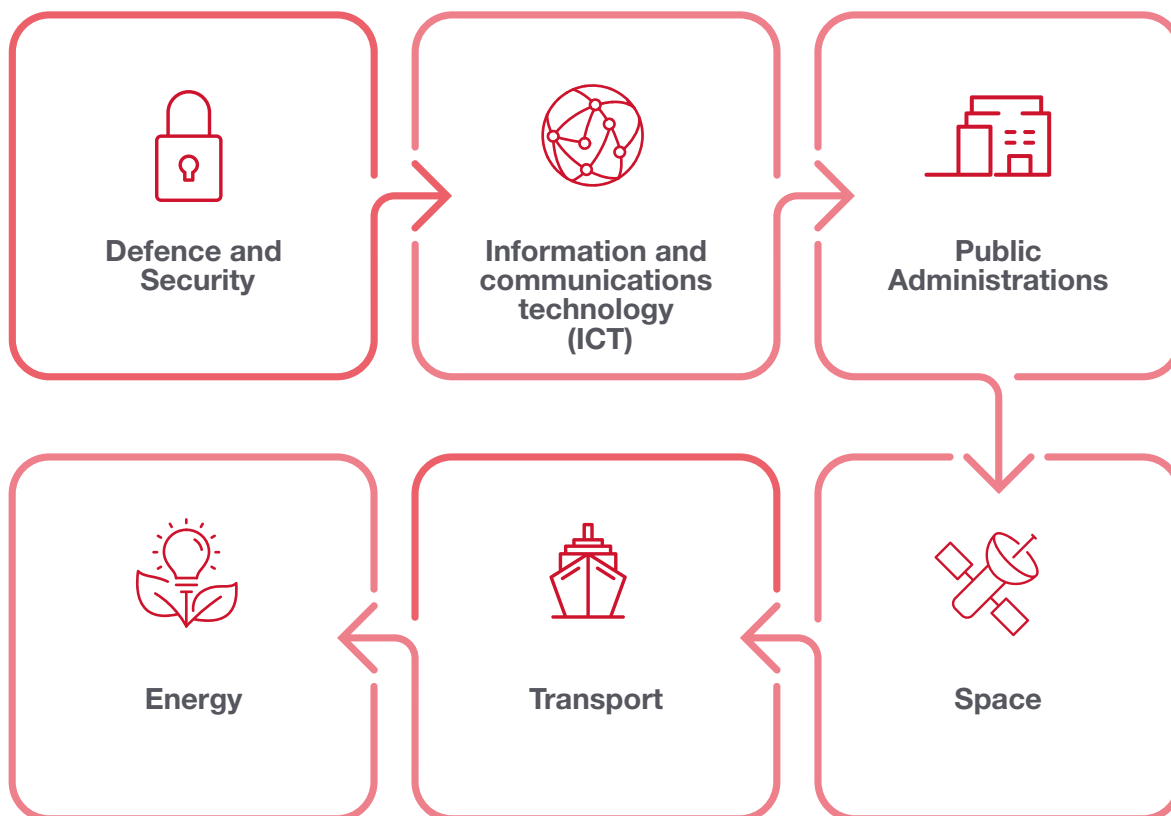


To provide technical support specialising in cutting-edge fields of technology such as:

- » Space vehicle data acquisition and monitoring stations.
- » Launch and landing fields.
- » Facilities to calibrate, test and certify equipment for aerospace projects.
- » Facilities to conduct experiments on new aerospace projects.
- » Aeronautical and space information and documentation centres, as well as others dedicated to the processing, analysis and distribution of information from satellites. Other activities related to aeronautical and space engineering.

Sectors of activity and services

We provide **engineering, consulting and technical assistance services** in the following sectors of activity:



Isdefe's activity is focused on the field of Defence and Security.

We are knowledge



Defence and security

- › Defence Planning
- › Platform acquisition and sustainability programme
- › Technology centres
- › Logistics and supply chain systems
- › Intelligence and electronic warfare systems
- › Security in information systems and critical infrastructure
- › Strategic infrastructure
- › Border surveillance and control systems
- › Technological and industrial management
- › Crisis and emergency management systems



Space

- › Space stations and infrastructure
- › Satellite applications



Transport

- › Traffic management
- › Transport hubs
- › Advanced concepts



Public administrations

- › Consulting for the Transformation of the Functioning of the Administration
- › Technological Modernisation and Digital Transformation
- › Support for the Economic Management of the Civil Service



Energy

- › Energy diversification and efficiency



Information and communication technologies

- › Radio spectrum
- › Communications networks and systems



■ Corporate strategy

Isdefe renewed its corporate strategy in late 2021; **the new strategy corresponds to the period 2022-2025.**

Principles of the new strategy:

- » **To respond efficiently and sustainably** to the increased demand for our services, taking into account our public nature and status as an In-House Provider of the Public Administration.
- » **To provide high value-added services** in technological and strategic areas, while maintaining our status as a In-House Provider of the Administration.
- » **To enhance Isdefe's position as a leading company in the Defence and Security sector** and in the areas encompassed in the National Security Strategy.
- » **To guide the GSA** through the challenges facing it:
 - European Funds.
 - Digital Transformation.
 - Energy.
- » **To ensure our economic and financial sustainability** in the short and medium term.
- » **To strengthen Isdefe's staff** as the company's main asset and improve our equality policies.
- » **To put the customer at the centre** of Isdefe's management model.
- » **To enhance Isdefe's presence** in European institutions and international bodies in initiatives involving our areas of activity that are of interest and generate a return for the GSA in general, and the Defence Ministry in particular.
- » **To innovate** to anticipate needs and gain the knowledge needed to incorporate emerging technologies in order to achieve the challenges of the Administration.
- » **To promote transparency and contribute to the achievement of the 2030 Agenda** and strengthen environmental, social and governance sustainability aspects.



Pillars of Transformation

The principles of action defined, needed to respond to the needs of the State Administration during the next cycle, have been grouped into four pillars of transformation:



Company



People



Services



Clients

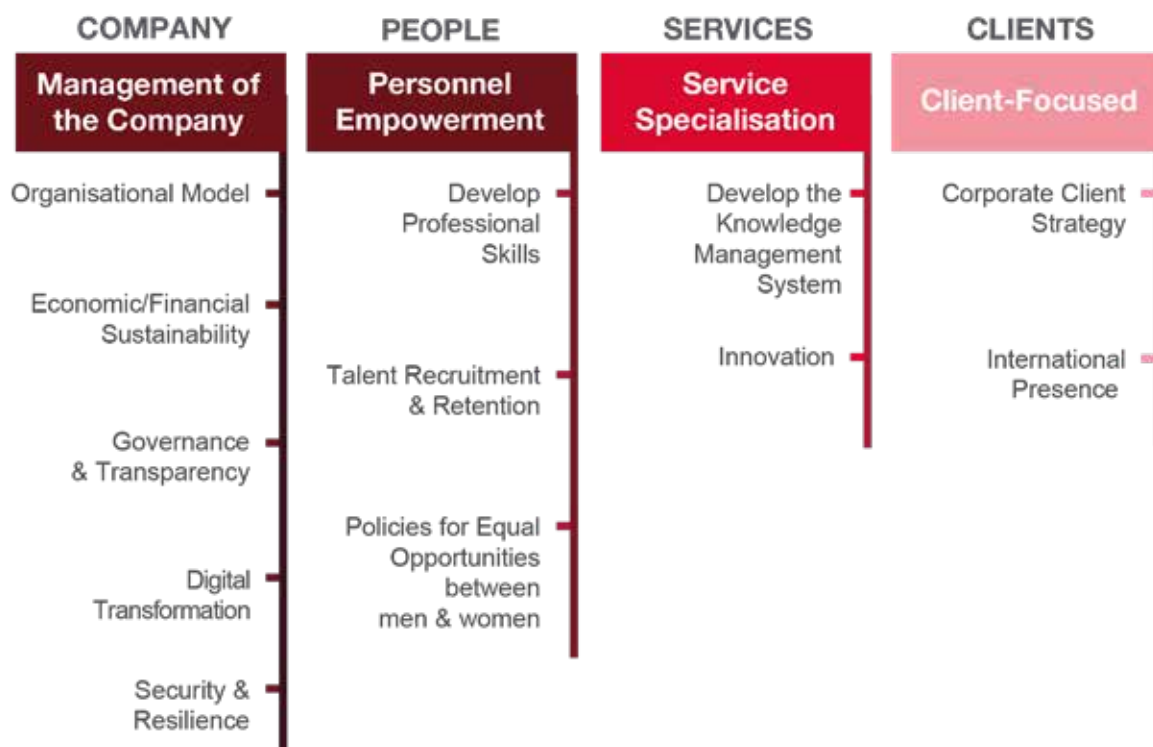
Strategic Objectives:

- » Four Strategic Objectives are defined that set the company's priorities and guide Isdefe's course in the short and medium term, so that it can address the new challenges, both internal and external.



Strategic Lines:

» To achieve the Strategic Objectives, a set of Lines has been defined in which to focus the efforts and actions to be implemented during the period 2022-2025.

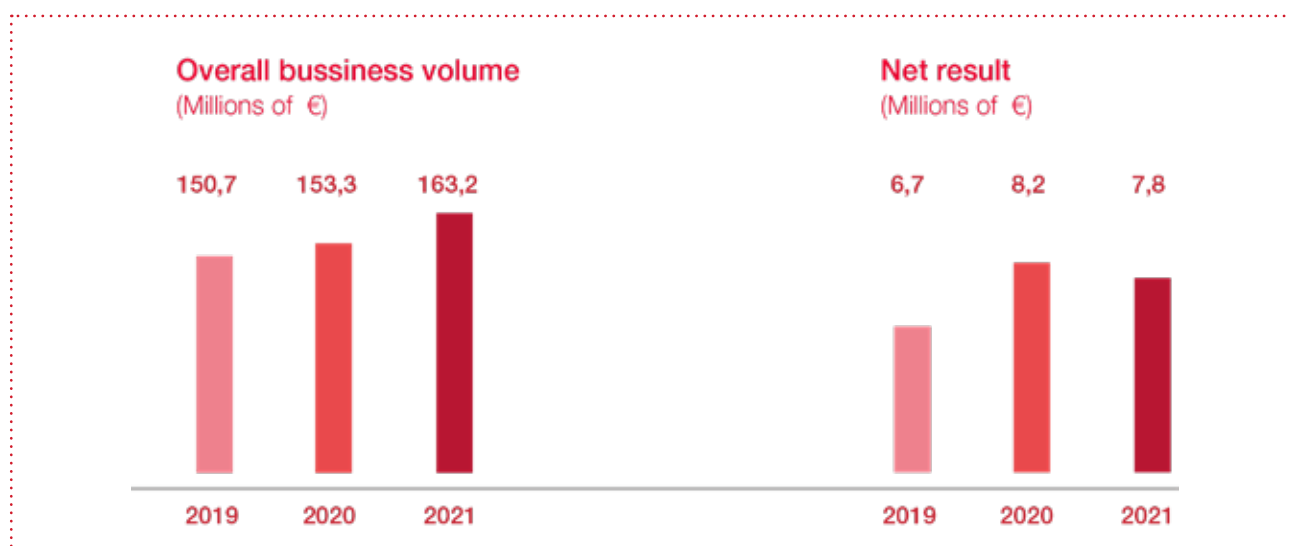


■ Our business by the numbers

Isdefe, as the In-House Technical Service Provider of the General State Administration and its associated or dependent bodies, entities and organisations, and, by virtue of Article 32 of the Public Sector Contracts Law 9/2017, is required to provide over 80% of its services to the public sector.

This figure must be reflected in the report of the annual accounts for the corresponding year, verified by the external auditors and recorded in the Audit Opinion Report. The rest of its activity, outside its function as an in-house provider, was carried out for both national and international institutions.

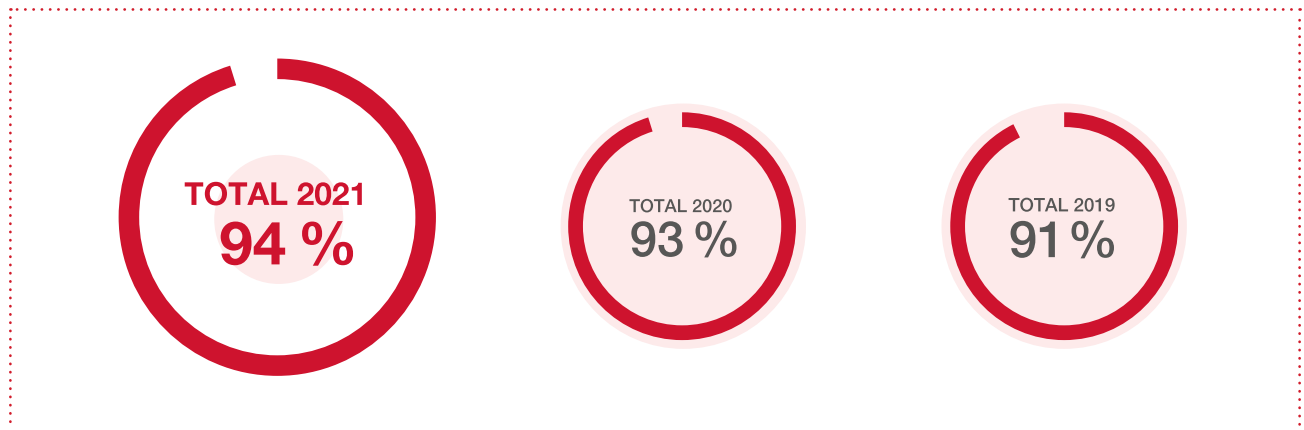
Isdefe, in its condition as an instrumental provider, determines that its results are a consequence of the actual costs incurred plus a sustainability margin (4%), which is set out in the resolution on the currently approved rates¹.



1. For more information, see paragraph "Rates" in the Non-Financial Information Statement: <https://www.isdefe.es/informaci-n-no-financiera>

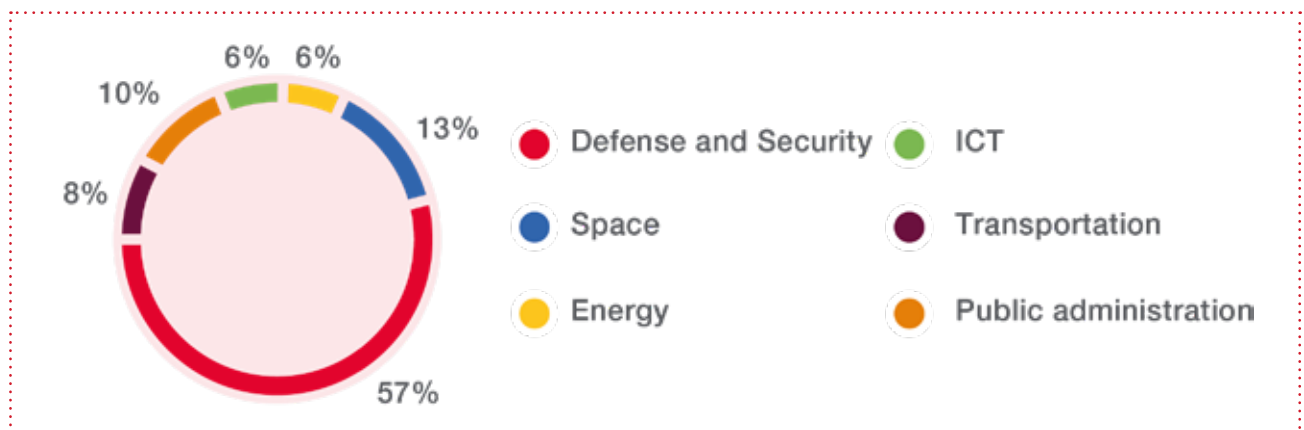
■ Isdefe Activity

The trend in the turnover from Isdefe's activities as an **In-House Service Provider** has been as follows:



Engineering and consulting activities

Isdefe's activity focuses mainly on the field of Defence and Security, although important work is undertaken in various sectors of activity:

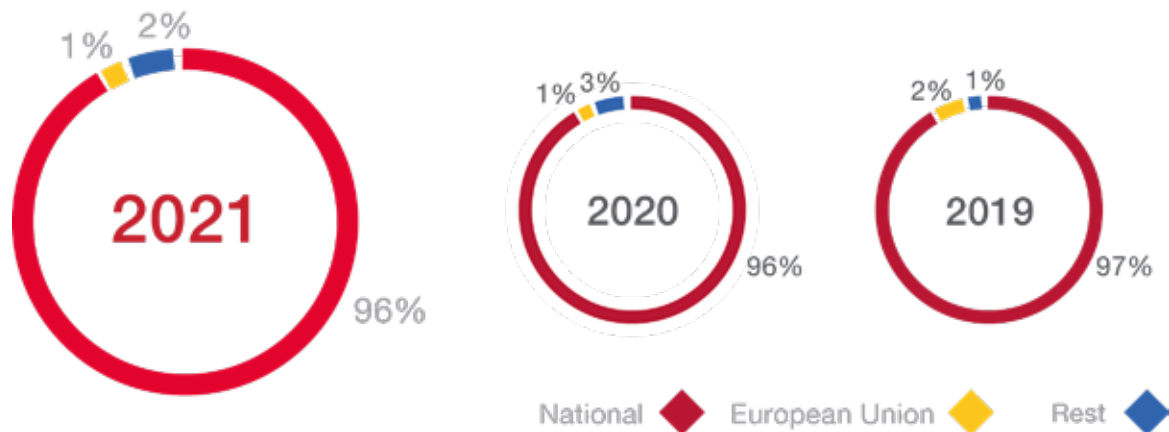


The three sectors with the highest volume of activity in the past year were:

- » **Defence and Security** (57%).
- » **Space** (13%).
- » **Public Administration** (10%).

Activity of Isdefe by geographical location

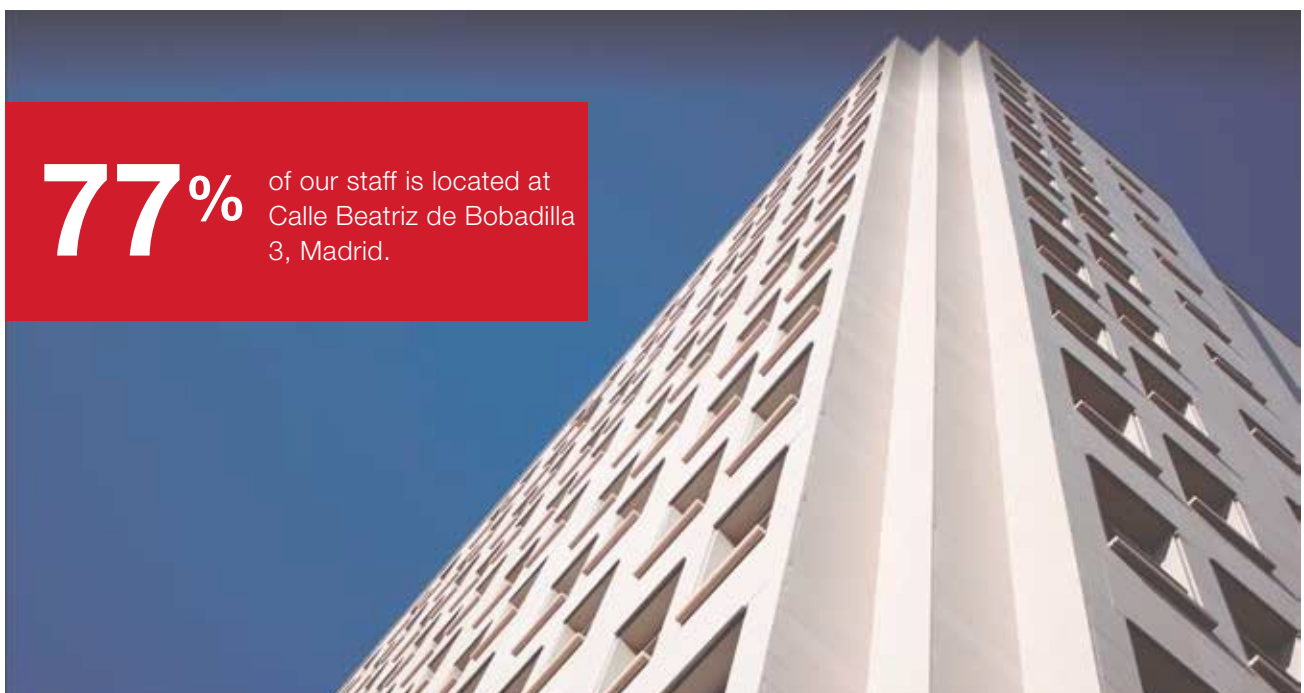
The evolution of Isdefe's activity based on its geographical location is as follows:



■ Where we are

Our headquarters are located at Calle Beatriz de Bobadilla, 3, Madrid, where 77 % of our staff is located. Other work centres where we carry out part of our operations are located in: Torrejón de Ardoz, Robledo de Chavela, Villafranca del Castillo, Cebreros, the Canary Islands and Cartagena.

Most of the operational activities, however, are carried out in the workplaces of the institutions and clients to whom we provide services.



Isdefe's staff as at 31 December 2021

Isdefe has a staff of **1,748** employees, 91% of whom work in Operating Units and 9% in Corporate Services, with the following distribution by work centre:



■ International scope

In addition to the activity that Isdefe carries out nationally on behalf of the Administration in areas of technological and strategic interest, it also engages in activities in international organisations and other countries, especially within Europe.

The Spanish Administration in general, and the Ministry of Defence in particular, have multiple interests in the international arena and a persistent global presence.

Isdefe is a tool for the Administration's Foreign Action Strategy. For this reason, Isdefe's international activity strategy focuses on European multilateral organisations and the administrations of Spain's allies.

Objectives

The following targets have been established:

- » Be present in initiatives and organisations of interest to defence and security.
- » Align international activity with the interests of the GSA in general and of the Ministry of Defence in particular, in keeping with the Foreign Action Strategy of the State.
- » Focus its activity on the areas of excellence of the company.
- » Acquire knowledge to enhance Isdefe's activity as an In-House Provider.

Evolution of International Activity (Millions of €)



In 2021, the bulk of our international activity took place in Europe, focused on increasing participation in programmes of European Union bodies as part of the new European security and defence framework, and on supporting the administrations of allied countries, mainly derived from bilateral relations and inter-ministerial agreements.

In 2021, Isdefe was the first organisation to formalise its **entry into NATO's new Non-for-Profit (NfP) framework**, for the provision of consultancy and project management services, research studies and development of future capacity requirements.

In this period, we provided an additional tool to the Ministry of Defense and the General State Administration to better project Spain's standing internationally.

Areas of action by sector of activity

Defence and Security

- » European Commission.
- » European Defence Agency (EDA).
- » European Border and Coast Guard Agency (FRONTEX).
- » Organisation for Joint Armament Cooperation (OCCAR).
- » NATO: Communications and Information Agency (NCIA), Airborne Early Warning Programme Management Agency (NAPMA), Support and Procurement Agency (NSPA), Cooperative Cyber Defence Centre of Excellence (CCDCOE).
- » National Cataloguing Office and Purchasing Agency of the Armed Forces of Peru (ACFFAA), Ministry of Defence of Peru.
- » Directorate of State Procurement of the National Defence Ministry of Colombia.
- » Military Airworthiness Authority of the Ministry of Defence of the United Arab Emirates.

Transport

- » European Aviation Safety Agency (EASA).
- » Single European Sky Joint Undertaking (SESARJU).

Space

- » European Space Agency (ESA).
- » European Union Agency for the Space Programme (EUSPA).
- » European Centre for Satellite Navigation Services (GSC).
- » Galileo Security Monitoring Centre (GSMC).
- » European Union Satellite Centre (Satcen).
- » National Aeronautics and Space Administration (NASA).

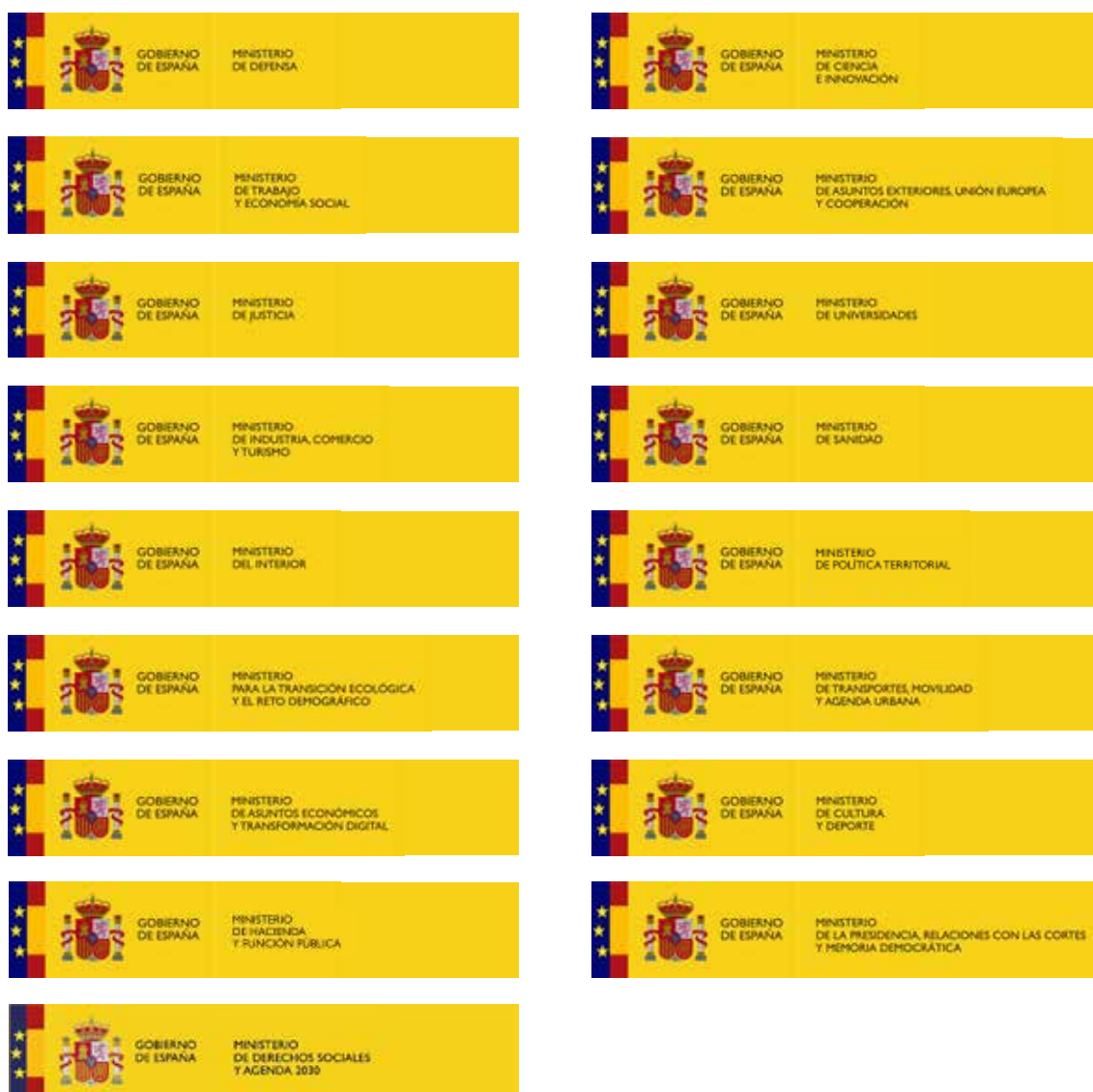


Other Public Administrations

- » Technical assistance in international projects co-financed by the Government of Spain, to supervise their correct planning and execution by Spanish companies (Egypt, Jordan, Kenya, Senegal, Madagascar, Bolivia, Uganda, Honduras and Ivory Coast).

■ Entities and organisations to which we provide services

Public Administration



National Public Agencies



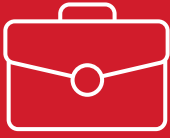
International Public Bodies



Multilateral Organisations



■ Large numbers



€163M
Total Turnover



93.8 %
In-house Service Provider



1,748
Staff



47 h.
Training employee/year



77%
Permanent contracts



92%
Engineers and graduates



€824,506
Investment in innovation

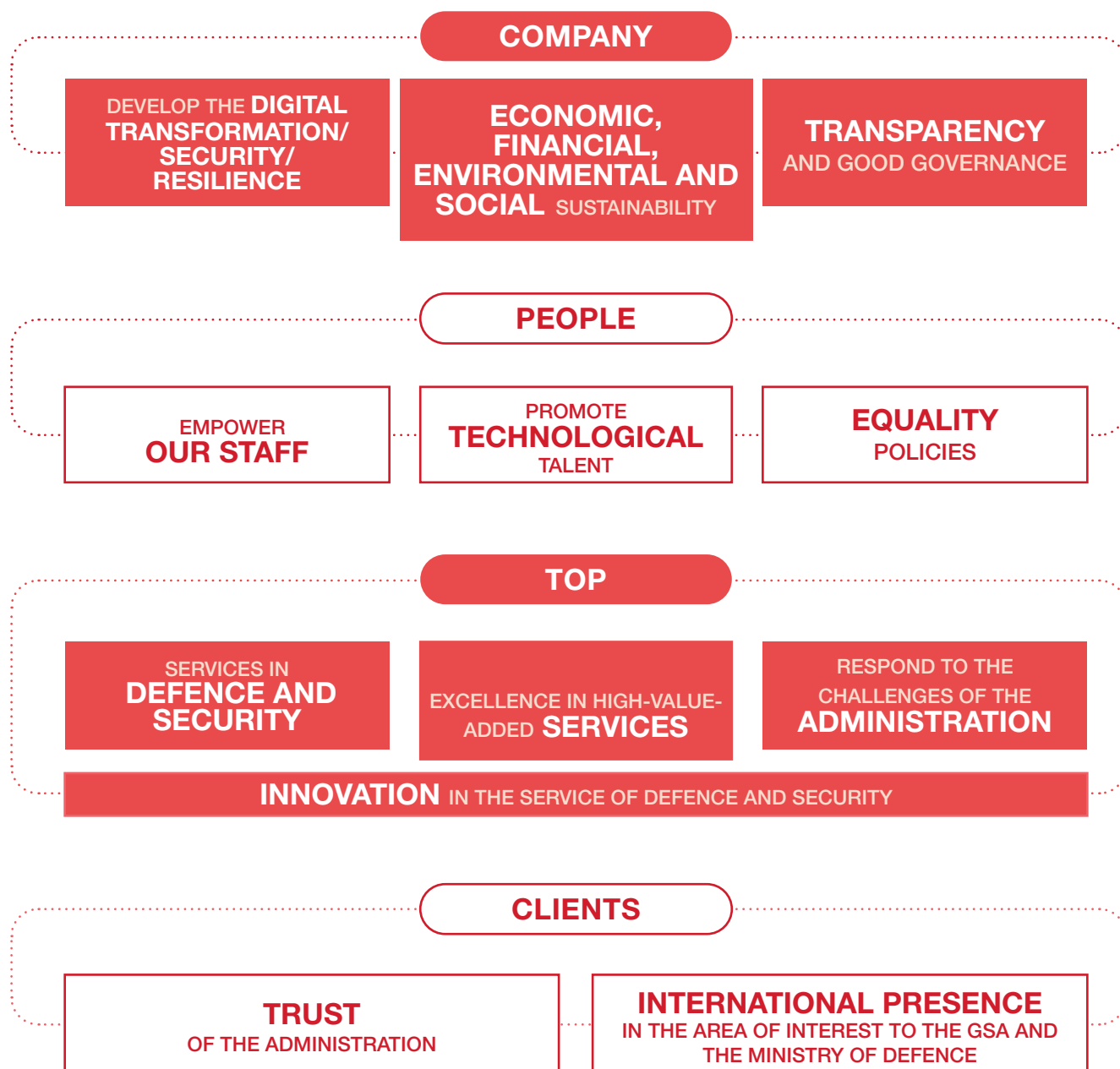


17
Innovation projects



12,000 h
Digital skills training

■ Values and commitments





2

OUR SECTORS OF ACTIVITY

2.1

Defence and Security Sector

Isdefe is the Spanish Administration's in-house technical service provider in the field of Defence and Security and, as such, provides services to the ministries of Defence, Interior and the rest of the General State Administration. Likewise, it makes its knowledge and experience available to the administrations of other allied countries and international public bodies, and it is involved in initiatives of interest to Defence and Security, working, among others, for the European Commission, the European Defence Agency (EDA), the European Border and Coast Guard Agency (Frontex), the European Space and Satellite Navigation Agencies (ESA and GSA) and the North Atlantic Treaty Organization (NATO).





■ Defence Planning

The strategic consultancy services and capacity planning methodology developed by Isdefe support the strategic military planning process of both the Spanish Ministry of Defence and the European Defence Agency (EDA).

Ministry of Defence / Secretariat of State for Defence / DGAM / SDG for Planning, Technology and Research (SDGPLATIN)

Isdefe has provided support with resource planning corresponding to the implementation of the National Defence Planning cycle, including the identification and oversight of the needs associated with the Military Capabilities Objective (OCM) in support of the Joint Chiefs of Staff, the planning of weapons and matériel resources, the research and development needed to obtain capabilities, and the programming of the matériel means necessary for the armed forces in coming years.

Within the activities related to the European Defence Fund (EDF), Isdefe has provided support to the European Commission in defining the topics of interest for the development of work programmes. It also participated in the analysis and reviews of the drafts of the work programme for the year 2021, as well as of the proposals presented by the national companies, in order to determine Spain's contribution to these proposals.



2. OUR AREAS OF ACTIVITY

Ministry of Defence / Defence General Staff (EMAD) / Joint Defence General Staff (EMACON)

Isdefe participated in the Military Planning corresponding to the implementation of the National Defence Planning cycle, supporting the identification of the capacities needed by the Armed Forces that are detailed in the Military Capabilities Objective (OCM). Isdefe supported the Joint Defence Staff in identifying and developing national contributions to NATO and EU plans.

The activities carried out by Isdefe include support to the Division of Force Development (DIVDEF) in the definition and development of operational concepts, in particular those related to joint electromagnetic operations, the role of the armed forces in the grey zone, joint force actions in the cognitive field, and multi-domain operations of the joint force.

Isdefe also provided support in the management of resources associated with infrastructure, as part of the national activity in the NSIP (NATO Security Investment Program) for the development and improvement of operational infrastructures, through pooled funds contributed by NATO member countries.

Ministry of Defence / Air Force (AF) / Headquarters/General Staff of the AF (EMA)

Support in the planning, control and monitoring of the resource needs of the Air Force (AF) at the economic, personnel and infrastructure level, as well as in the planning of their availability and subsequent control of the actual execution. This support is provided in the Military Staff, as well as in the MAPER and the DAE.

Likewise, support is provided to plan the means available to respond to NATO and EU needs and commitments, as well as in the implementation of digital transformation projects of the AF.

Collaboration in the management and implementation of the BACSI project (Intelligent Sustainable Connected Air Base), with support from the managers of the Functional Areas that comprise it, to identify and secure the funding needed to develop sub-projects.

Participation in the planning and monitoring of the pillars that constitute the FCAS programme with the other member countries in the programme, as well as in the prioritisation of procurement programmes of the various weapons systems (RPAS, Falcon programme, etc.) based on the assigned budget, in coordination with the other agencies involved.

Collaboration with the Working Groups to implement the SC2N-EA system and its evolution for integration into the SC2N joint operational responsibility of the EMAD.

European Union / European Defence Agency (EDA)

Support services to the EDA in various activities related to defence planning. These include support in defining the long-term military capabilities needed in the EU as part of the Capability Development Plan (CDP).

The service also includes the identification of existing capabilities in European countries, in support of the priorities derived from the Strategic Context Cases (SCC), as well as the identification of challenges and possible action measures to promote cooperation between countries in the field of defence.

Isdefe collaborates with the Agency in other activities related to defence planning such as: Analysis and integration of the documentation associated with the CDP, analysis of the security strategies and defence policies of Member Countries (DPOL database of the EDA), and Test & Evaluation Gap Analysis.

Isdefe also supports various activities related to defence planning, including: Analysis of the energy demand of systems and facilities for the provision of the "Defence Energy Suite".





■ Command and control networks and systems

We provide engineering and consultancy services, at the strategic, operational and tactical levels, to the Ministry of Defence and the NATO Communications and Information Agency (NCIA), for the development of large information and communications (ICS) and command and control systems, both for the military and for law enforcement agencies.

Ministry of Defence / Secretary of State for Defence / DG of Armament and Matériel (DGAM) / SDG of Programmes

The **European Strategic Command and Control** programme office, which Isdefe supports, has been transferred to the European Defence Agency to procure the system. Isdefe has continued to provide its services through the Technical Committee and the Management Group.

DGAM is participating in the phases of the process to obtain material resources, in support of the following programmes/projects:

- » MC3 Plan (Modernization of deployable CIS Systems of the Army and Marine Corps).
- » Joint Tactical Radio System (SCRT).
- » TETRAPOL Communications Systems.

Isdefe also provided wide-ranging support to platform programmes that rely on communications equipment, and technical support to the FMN (Federated Mission Networks) Procurement Group of the DGAM.

Ministry of Defence / Secretariat of State for Defence / Centre for Systems and ICT (CESTIC)

CESTIC provides corporate information and communications services to the Ministry of Defence, through the I3D (Comprehensive Defence Information Infrastructure). Isdefe participates in the planning, management and monitoring of the necessary projects. And also in technical aspects to define and evaluate NATO architectures and software tools, implementation of ICT infrastructure, management of the operation of systems and services, and information security.

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

Isdefe participates in the management of information and knowledge, and collaborates with the General Staff in the Operations Command.

Ministry of Defence/Defence General Staff (EMAD)/Armed Forces Intelligence Centre (CIFAS)

Support services to manage knowledge and information, managing intelligence information systems projects.

In the cartography unit, we worked on the operation, maintenance and evolution of the National Geospatial Warehouse of the Ministry of Defence, and on Spain's participation in various multinational digital mapping joint development programmes.

Work continues on advancing the CIFAS operating environments (SICONDEF and BICES), as well as on providing top-level support and incident resolution to facilitate CIFAS' participation in national and NATO exercises.

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

In the Joint Cyberspace Command, we work on defining needs in information and telecommunications services, and on governing their management, in collaboration with CESTIC. Likewise, we support Spain's participation in NATO and EU forums on Command, Control and Communication (C3) issues.

Services to support frequency management and orbit-spectrum integration. At the Tactical Data Link Management Centre, we participate in issues involving technology and the evolution of NATO standards, and equipping data links. Isdefe also works on managing tactical data link networks for operations and exercises, and on the preparation and execution of joint interoperability exercises.



2. OUR AREAS OF ACTIVITY

Ministry of Defence / Army (ET) / Headquarters / JCISAT

Work to define the target architecture of the Army Logistics Base (AO BLET) with the NAF v4 methodology: View of Concepts and View of Architecture Metadata with Modeling through a standard tool, as per CESTIC guidelines and the operational concept of the base.

Participation in system tests using 5G technology in collaboration with other agencies and the Navy.

Assistance to Working Groups involving the interoperability of data for the start-up of the ET GIC centres, in close collaboration with the EME, and providing technical support to define data standards. Participation in the strategy and implementation of the Data Management Centre and the Emerging Technologies Centre.

Support in the configuration and deployment of the SC2NET Command and Control System for integration into SC2N, and in certifying that it meets the requirements of the Federation according to Spiral 2 of the FMN standard.

Support services to define national data interoperability standards, participating in the international forum of the MIP Programme and in the exercise of CWIX demonstrations, enhancing the use of data exchange mechanisms through the Tactical Data Interface (TDI), applicable to vehicle platforms and weapon systems.

Ministry of Defence / Navy / Headquarters/Navy General Staff (EMA) / JCIS

Collaboration with the Navy in the configuration and deployment of the node for the SC2-FN Command and Control System, validating compliance with the Federation requirements according to Spiral 2 of the FMN standard.

Ministry of Defence / Army (ET) /Force Support/Army Logistics Support Command (MALE) / Engineering Office of the ET Logistics Support Command (JIMALE)

We collaborate with the Army Logistics Support Command (MALE) in the processes of modernizing ground tactical systems, including communications networks and command and control systems, such as the GESCOMET v4S system, to adapt it to the 8*8 vehicle (Dragon). Organization of tests and demonstrations of micro and mini RPAS systems, adapting the new proposal to incorporate the use of counter-RPAS already in service in Army units.

Ministry of Defence /Air Force (EA) / Force Support / Air Force Logistics Support Command (MALOG)

Isdefe has developed a process analysis project for MALOG using the Business Process Model methodology, and has presented a document with proposals for organisational improvements.

In the area of air support, Isdefe has assisted in every area of matériel management: initial procurement (IP); maintenance and supply management; matériel cataloguing; transport; requirements calculation; procurement management; electronic data interchange (EDI) for different Air Force fleets and also for their onboard armament; definition and monitoring of the deployment kits necessary for different missions; and it has provided advice to prepare, monitor and control budgets.

Technical support in different programmes: C3 contract for Eurofighter maintenance and in the negotiation of phase 2 of this contract, collaborating with OP-EF2000 to define the material needs for the new Halcon programme; A400M, in the management of engine material and ground support equipment; NH90, in the maintenance area as well as in the initial procurement and management of material as part of a new joint maintenance concept with other Armies; Pilatus PC-21 trainer, Isdefe is participating in the commissioning of the system in relation to the management of material; Euromale, Isdefe is takes part in meetings related to the future management of its maintenance programme.

Isdefe directed and participated in the COFFA (Certificate of Final Financial Acceptance) audit process, as per the NSIP programme procedures for the projects executed by the MALOG in EVAs 9 (Motril), and it prepared the JFAI (Joint Final Acceptance Inspection) to close the ACCS programme replicated in ARS-Torrejón, following Spain's decision to abandon it.

Preparation of the Product Specifications for the Modernisation Programme of the Air Command and Control Centers of GRUNOMAC and GRUALERCON, within the OP in DGAM.

Support services to the Technical Directorate of the Programme Offices for the acquisition of Lanza LRR radars, as well as in the programme to incorporate MODE 5 and S in the SIMCA (Air Command and Control System).

In coordination with the EMA, Isdefe participated in the review of feasibility documents for the Air and Space Surveillance, Command and Control systems, such as the one that will be installed in the COVE (Centre for Operations and Space Surveillance), as well as in 'Counter UAS' (SUCAUL) systems.



■ Platform Procurement and Maintenance Programmes

We provide technical consulting services in the field of planning, economy/finance, technology and maintenance throughout the life cycle of the aerial, land and naval platform programmes, including those piloted remotely, to ensure an effective and comprehensive solution.

Ministry of Defence / Secretariat of State for Defence (SEDEF) / DG of Armament and Matériel (DGAM) / SDG of Programmes

Technical support to the SDG of Programmes in obtaining the ISO 9001:2015 certification from AENOR for the Quality Management System of the Sub-Directorate General, which guarantees a quality service, in terms of the management of large programmes.

Area of Land Programmes

Isdefe continues to support the POs of the Land Systems Office: **Pizarro, Ammunition and VCR 8x8**. In the OP VCR 8x8, Isdefe monitors the tests for the major groups under the Technological Programmes and the 'Demonstrators' base product of the production. Participation in the preparation of production dossiers. In the Ammunition programmes, Isdefe participated in the Working Groups (WG) to draft the Feasibility Documents (FD) of the programs for the Modernisation of Anti-Aircraft and Anti-Missile Defence.

Rotary Wing Aerial Programmes Area

Collaboration with the Programme Offices of the Rotary Wing Systems Command: **Chinook, NH-90 and TIGRE**. For the NH90 Programme, Isdefe accepted some units for the Air Force at the Albacete Air Base (Los Llanos), in addition to monitoring the contract for the remaining configurations and for auxiliary equipment such as simulators, SAME banks and the Full Digital electronic warfare system that will be integrated into the STD3 and MSPT configurations.

In the Tigre Programme, Isdefe has taken part in all the activities stemming from Germany's decision not to continue in the programme and its impact on the management documentation and specifications for the contract to evolve the platform towards the MKIII model.



Fixed Wing Programmes Area

Support to the POs of the Fixed Wing Systems Command: **EF2000, A400M, UAS**, and future Air Programs, including the **MRTT (Multirole Tanker Transport)** and the **FCAS (Future Combat Air System)**.

For the EF2000 PO, Isdefe aided in the development of the FD for the Falcon programme, which will acquire at least 20 additional units that will replace the current F18A. It also took part in the review of the designs of the first common electronic scanning radar designed by HENDSOLT.

In the A400M Programme, Isdefe collaborated in the process of accepting the aircraft planned for this year, which was completed in December. Isdefe organised the Programme Board Meeting, held at its facilities on 16 November and focused on the Future Engine Support Contract.

In the UAS Programs, Isdefe took part in the Working Groups for the start of the Euromale programme, and in preparing and analysing the initial flights of the MQ-9 Predator B System.

In the MRTT (Multi-Role Tanker Transport) programme, Isdefe evaluated the technical documentation of the aircraft sourced from Iberia for the future certification process of the aircraft, and it collaborated in drafting the transfer and acceptance documents acknowledging ownership of the aircraft.



2. OUR AREAS OF ACTIVITY

Naval Programmes Area

Isdefe continued providing support to the Programme Offices of the Naval Systems Command: **F-110, S-80 and BAM IS.**

In the F-110 Programme, Isdefe provides monitoring and control of the ship's design phase for the future approval of the CDR (Critical Design Review), in addition to the monitoring the implementation of the Technology Programmes that will allow the development and integration of the systems in the ship, in particular those associated with the radar.

In the BAM-IS Programme, Isdefe is involved in the preparation of the Contract Specification and in the identification. Isdefe participated in the acceptance and closure of the programme to acquire the Logistics Transport Vessel (BTL).



For the S-80 Programme, Isdefe monitored the construction of the first unit of this model, the S-81 (Isaac Peral).

Technical assistance for the creation and development of a new programme specialised in cyber-defence through the definition of the new Cyberspace Combat Platform (SCOMCE).

Ministry of Defence / Secretariat of State for Defence (SEDEF) / DG for Armament and Matériel (DGAM) / SDG for Defence Inspection, Regulation and Industrial Strategy (SDGINREID)

In December 2021, the Isdefe team put into operation the new version of SICAD, adapted to the new information exchange protocol with the NATO Cataloguing System, both in Spain and in the other user countries (Arabia, Belgium, Colombia, Peru and Poland). As a result of the work done, a support request was received from the National Cataloguing Office of Canada due to the problems it was having migrating its system.

Signing of an agreement between DGAM and Isdefe which empowers the latter to sign an agreement with the Ministry of Defence of Peru to maintain the SICAD for the next 3 years.

Work has started on a new version of SICAD's second-step management module so they can all

exclusively use this NATO catalogue management tool, thus advancing in the process of streamlining their logistics tools. This required the development of a new interface between SIDAE (the economic management tool of the Ministry of Defence) and SICAD for the transfer of data from material procurement records.

Isdefe continued to support and participate in the NATO working groups on cataloguing: Strategy and Budget Group, AC/135 Steering Group and Technical Commission.

Quality Engineering Unit

Technical support and advice to certify new companies, as well as to maintain and renew the certification. Technical support and collaboration in teaching the Quality Assurance Manager course.

Weapons and Explosives Unit

Technical support and collaboration in the authorisation of facilities for the manufacture of weapons of war, risk classification of munitions of war, certifications of weapons, cataloguing of explosives, and others derived from the application of the Regulations on Arms and Explosives.

REACH Laboratories and Exemption Unit

Collaboration with the unit to minimise the impact of the application in defence of REACH, CLP, WFD and other European chemical regulations on the procurement of supplies for the Armed Forces (CLP - Regulation on classification, labelling and packaging of substances and mixtures, WFD: Waste Directive).

Industrial Safety Area

In 2021, Isdefe continued to provide support to maintain the processes that guarantee compliance with the Information Security Regulations held by companies (SEGINFOEMP) of the Ministry of Defence, as well as compliance with the Regulations of the National Authority for the Protection of Classified Information (ANPIC) relating to the HPS, HSEM, HSES processes, and in particular those linked to "Industrial Security" (NS06).



Airworthiness Support Division

Technical support to the Military Airworthiness Authority in the performance of its tasks (evaluations, audits, issuance of certificates, recognitions, procedures, etc.).



2. OUR AREAS OF ACTIVITY

Ministry of Defence / Secretariat of State for Defence (SEDEF) / DG of Armament and Matériel (DGAM) / SDG of Procurement of Armament and Matériel

Support for the procurement of products and services in the field **of Special Modernisation Programmes (SMPs)**, both national and international, International:

- » EF2000: start of the procedures for the future acquisition of 20 new aircraft as part of the FALCON project, and the negotiations of the next phases of the maintenance contracts.
- » A400M: contractual activities related to the establishment of future Global Support Step 3 (GSS3) and TP400 engine support contracts.

In addition, the spending ceilings have been raised in the EF2000 Programmes, both for their improvement and for the acquisition of the HALCON, FCAS and TIGRE MKIII project in order to undertake new commitments.

National contracts:

- » Contractual signature of the mission equipment for the NH90 Phase II,
- » Rescheduling of the annuities initially approved in the Council of Ministers for the supply of 348 VCR 8x8, in order to adapt the payment milestones to the actual programme timeline.
- » Contract No 1 of the Framework Agreement for the Life-Cycle Analysis (LCA) Start-up Phase for the S-80 submarines, which contemplates the provision of services included in the aforementioned framework agreement and the establishment of the LCA support technical office.

NH90 Joint Maintenance Office

ISDEFE started providing support to the NH90 Joint Maintenance Office, with the aim of enhancing the effectiveness and efficiency derived from joint maintenance management.

Ministry of Defence / Army (ET) / Logistics Support Command (MALE)

In the field of land maintenance, Isdefe participated in the design of the **Army Logistics Base (BLET)**: supporting in the design of the urbanisation and logistics and non-logistics buildings, in the development of the Objective Architecture of Systems in collaboration with JCISAT and CESTIC, the civilian and military personnel staffing was defined, and progress was made in the design of the different technological solutions to be implemented, based on the development of pilot innovation projects.

In addition, work on the transition plan has begun, which will allow transitioning from the current location to that of the future BLET, addressing, among others, aspects related to personnel, knowledge management, material means (equipment, tools, etc.), legal and contracting aspects, etc.

Isdefe also participated in the integration of a commercial transport optimiser in the Army's Logistics Management System and in the implementation of a new transport concept in the MALE that aims to optimise the balance between preparation shipments vs logistics and military vs civilian transports.

Progress has also been made in the application of Artificial Intelligence techniques in warehouse stocking to improve the reliability of the Army's inventory.

As part of the support provided to the MALE, the project to streamline the MALE logistics system was continued with various actions, including the launch within ATLANTE of a new module for managing the needs of the MALE six years out (ENS6) and testing with RPA (Robotic Process Automation) software that will allow automating repetitive tasks involved in logistics applications.

Ministry of Defence / Army (ET) / Army Logistics Support Command (MALE) / Engineering Office of the Army's Logistics Support Command (JIMALE)

Isdefe supports the MALE Engineering Command in consulting activities for the different systems to be acquired or upgraded: anti-aircraft artillery, field artillery, manned and unmanned land and air platforms, jammers, electronic warfare stations, etc. Likewise, Isdefe is continuing to collaborate in innovative projects and to provide technical support in the testing of autonomous systems for the Force35 project in order to obtain prototypes of future weapon systems.

Predictive lifecycle models have been developed using BI and AI (Business Intelligence and Artificial Intelligence) solutions.



In support of JIMALE, Isdefe began providing support for the SILPRE predictive logistics programme, as a continuation of the predictive maintenance projects carried out in previous years. In addition, Isdefe supported the optimisation of the life cycle support of the 8x8 vehicle, as a step prior to the creation of the Support and Life Cycle Office for said vehicle.



Ministry of Defence / Navy / Logistics Support Command (JAL)

Platforms Branch

Support with updating the Navy's doctrine related to Logistics Support and its coordination with Naval Programmes, providing engineering support with the life cycle of the S80 and the F110 frigate systems.

The architectures of the on-board CIS were determined for security accreditation by the National Cryptological Centre (CCN)

Directorate of Engineering and Construction (DIC). Cost Assessment Section

Some of the most prominent support provided in this area included:

- » The economic monitoring of the S-80 and Saudi Corvette Programmes, relying on the earned value methodology.
- » Market studies linked to the future acquisition of the Navy's ocean mapping vessels, as well as the replacement of its units and some of the transport units.
- » Activities to close out financially the ownership regime account of assets transferred from the Navy to Navantia, considering the last actions on the status of the works still pending closure and the work of updating the inventory of assets transferred.
- » Revision/updating of the Agreement signed between the MoD and Navantia, as well as its Supplementary Rules, to extend it in 2022.

Saudi Corvette Programme

Isdefe continued to provide support with the tasks of the Construction Inspection Support Team (ICO) in the La Carraca Arsenal, part of a job signed in 2019, including the sea trials during 2020 for delivery of the first unit in early 2022. With the remaining units, and depending on their progress, the inspections and tests of the different systems that compose them are ongoing.

Other engineering, monitoring and cost work is carried out in collaboration with the Directorate of Engineering and Shipbuilding (JAL). The programme will be completed in early 2024.

Submarine Technical Certification Office

Safety audits have continued for the S80 (under construction) and S70 (undergoing works to extend its operational life) programmes.

The support to this office includes the completion of the design certificate for the S80 series, in accordance with the requirements defined in the Submarine Technical Certification Manual.

Advancing with the Programme, and in view of the sea trials of the S-81P in 2022, Isdefe collaborated to define the criteria and points to be reviewed in preparation for the work to provisionally certify that unit.

Ministry of Defence / Air Force / Logistics Support Command (MALOG)

Collaboration in the monitoring and implementation of the dossiers to procure the support equipment for the EF2000 and A400M fleets. Also in those related to the EF2000 engine for maintenance and management of serviceables.

Ministry of Defence / Air Force (AF) / Headquarters / General Staff of the Air Force (EMA)

Preparation of the logistical support strategy and to transfer technology to the AF in the Pilatus programme, related to the training aircraft.

Collaboration with the different Working Groups (WGs) to exploit information received from MQ-9 (Reaper) and strategy for its secure transmission, as well as participation in the WGs associated with Euromale following the Spanish government's approval to acquire 12 systems.

Safety and Feasibility Studies for aerial operations with RPAS Systems that take place in airspace under the responsibility of the AF.

Ministry of Defence / Defence General Staff (EMAD) / Military Emergencies Unit (EMU)

In support of the J4 Logistics Section, Isdefe continued to support the outsourcing of maintenance and spare parts purchases.

Support services to implement predictive maintenance in light vehicles based on on-board solutions that rely on IoT technology.

Technical support to define the Integrated Logistics Support (ILS) of the new acquisitions as part of the EMU Vital Plan, within the framework of the Annual Operations Plan.

Continued support with the maintenance of the EMU logistics information system (SIGLUME).

Navantia S-80

Collaboration with Navantia in the S-80 Submarine Programme, in the Cartagena shipyard, in various tasks related to the Verification of Operational Requirements, support with the "Safety Programme", preparation of technical documentation and training for the plankowners of the S81.





■ Technology centres

We provide multidisciplinary work teams in defence research, development and experimentation centres, which have the necessary knowledge and experience for scientific-technical and management settings, which is required to carry out activities in the aeronautical and space fields and in technologies related to nuclear, radiological, biological and chemical defence.

Ministry of Defence / Secretariat of State for Defence / National Institute of Aerospace Technology (INTA)

Isdefe continued to provide support to the National Institute of Aerospace Technology (INTA) in the Subdirectorates responsible for research and development projects, although it also engaged in activities in the Centre for Metrology and Calibration, and in the Department of Information and Communication Technologies.

Sub-Directorate General of Aeronautical Systems

Some of the most prominent support provided in this area included:

- » Certification and qualification of: RPAS, combat helicopters and aircraft, transport and in-flight refuelling. Of note is the approval of the MCRI F22 for the certification of systems with multicore processors, and the approval of the CM02 modifications to the Eurofighter and CM08 for the Air Force's F-18.
- » Development, operation and maintenance of Unmanned Aerial Platforms, RPAS Milano ALO (in collaboration with Boeing), and DIANA target aircraft.
- » Support in the flight characterisation activities of missiles and other projectiles at the "El Arenosillo" Experiment Centre (ECOWAS).

- » Support in various national and international projects to research protective aeronautical coatings, such as GENERA, HELADA, EMEP, RAISELIFE, PHOBIC2ICE, SENTINEL 6 and ATHENA.
- » Conduct of degassing tests and spectrometric and systematic analyses of oils, lubricants and fuels for the Air Force and the aeronautical industry.
- » Participation in the trial of the European project HYCARUS to power aircraft using fuel cells.

Sub-Directorate General for Land Systems

- » Participation in the 50th Proficiency Test to maintain the designation as a laboratory certified by the Organisation for the Prohibition of Chemical Weapons (OPCW), and participation in the External Quality Assurance Exercise, organised by the Robert Koch Institute.
- » Support carrying out testing and certification activities of land vehicles (cars, trucks, motorcycles, quadricycles and agricultural vehicles) in the areas of active safety, passive safety and certification of powertrains.
- » Support in the acquisition programme of the 8x8 vehicle (TESS VCR8X8 Dragon) for the Spanish army, support in the determination of the acceptance and rejection criteria chosen.
- » Support services to carry out tests and studies of different jamming systems.
- » Technical assistance for the development of Evalink 16 and 22 software tools for tactical link communications.
- » Support for the operation of the Torregorda Centre for the verification and approval of shells and mortars for the defence industry.



Sub-Directorate General of Naval Systems

- » Support to the Testing Department for the instrumentation of models, and their corresponding trials in the test channels and open waters for the industry.
- » Support to the Cybersecurity Laboratory, which reports to the Cybersecurity and Communications Department of the La Marañosa Technological Institute (ITM), in tasks to analyse the security of the source code and vulnerabilities of applications developed by the DGAM.



■ Supply Chain Logistics and Systems

We provide engineering, consulting and support services to improve the efficiency and oversight of the logistics systems of the Armed Forces, providing solutions for the supply chain and for managing logistics centers, and knowledge and support for processes of the NATO Cataloging System.

Ministry of Defence / Navy / Logistics Support Command (JAL)

Isdefe's support included various actions:

- » Preparation of the Guides that develop the doctrine of Logistic Support for the Navy.
- » Participation as representatives of the Navy in NATO Working Group AC/327 LCMG WG1 (NATO Programme Processes), which is updating the ALP-10 standard.
- » Support monitoring the execution in Arsenal, notably the actions and inspections to repair the "Turia" minesweeper.
- » Technical assistance with the 5th overhaul of the submarine Galerna, which will allow the life of the submarine to be extended past its theoretical design cycle.
- » Collaboration with the Navy and the design authority of the submarine, Naval Group, to achieve the objective of guaranteeing the safety of the submarine after the 5th overhaul of the S-71, which will allow extending the current operating cycle of S-74 by one year over its original design.
- » Advice on the preparation of specifications to meet the maintenance demand for all Navy units. Of note is the support provided to be able to sign the framework agreements for docks and motors, which are essential to maintaining the Navy fleet.

Continued support for the evolution of the Navy's logistics information system. The following milestones are particularly noteworthy:

- » Support in the monitoring and management of the project to migrate the supply module (SIGMA WEB) to the GALIA technological environment, so that it can be merged into a single logistics application (SIL).
- » Support to the Centre to Monitor and Analyse Navy Data (CESADAR) to develop a new Artificial Intelligence algorithm for its ATAVIA (rules-based) and SOPRENE (machine-learning-based) systems, as well as providing training courses.
- » Initiation of the GRIAL innovation programme in collaboration with the Cartagena Arsenal and the University of La Coruña, to apply predictive maintenance (Artificial Intelligence) to determine what spare parts a ship must carry on board during an operation.
- » Development of a prototype called CERT-Chain to Manage the Re-Entry Control Process of Boundary Elements of the S80 submarine through the application of Blockchain technology.
- » Collaboration in the specification and validation of the interfaces of the digital twin of the F110 with the Navy's logistics system.
- » Preparation of different scorecards to support decision-making in the JAL.

A project has been initiated to support the definition and modelling of JAL logistics processes, aimed at providing input information to the ARGO project led by CESTIC.

Ministry of the Interior / National Police

Isdefe has continued to collaborate with the National Police wardrobe service to provide logistics and textile consultancy services.



In the logistics consulting part, a new logistics model has been established, and warehouse processes have been defined, modernised and automated. The functional requirements for implementing a warehouse management system have also been defined.

In the textile part, improvements have been incorporated into new garments, and the technical specifications for current and future garments have been revised and updated.



■ Intelligence and electronic warfare systems

Collaboration with military and law enforcement agencies in engineering and electronic warfare systems, as well as in the conceptualisation and testing of systems to inhibit, disrupt or intercept unauthorised communications, in order to support strategic, operational and tactical commands in the performance of their missions.

Ministry of Defence / Secretariat of State for Defence (SEDEF) / DG of Armament and Matériel (DGAM)

Activities associated with the completion of the different subsystems of the SANTIAGO Programme and the design of the new SANTIAGO Phase II Programme, especially in ACINT to receive data from the S-80, and in innovation projects of COMINT, CESMO, AFPYD and MYC.

Actions were carried out in the plan to transition SANTIAGO from phase I to phase II, to resolve obsolete elements in the COMINT SCATER-ZL and SCAN subsystems, and support was given to contracting the renewal of the SCATER-ZS COMINT Subsystem and the Working Group to update the Transition Plan with new needs.

Ministry of Defence / Defence General Staff (EMAD) / Armed Forces Intelligence Centre (CIFAS)

Isdefe engaged in consulting and technical assistance activities for the SIGINT Section (Signal Intelligence) of CIFAS. Isdefe provided support with the acquisition and exploitation of electromagnetic signals, and with the maintenance and development of means for their acquisition.

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

Consultancy services and technical assistance to the "Telecommunications and Electronic Warfare Office" of the MCCE in the areas of support for the operation and maintenance of joint EW/SIGINT systems.

Ministry of the Interior / Secretary of State for Security / SDG of Information and Communications Systems (SGSICS)

In the civil field, in 2021 Isdefe continued to provide technical assistance services to the Ministry of the Interior in the field of the Legal Interception System of Telecommunications and Data Storage, both to support the oversight of the activities associated with the operation of the service, and to manage the transition of the new functionalities and platforms.

Ministry of the Interior / Technology Security Centre (CETSE)

Support was given to specify the requirements for deploying the global network of SIGLO-CD counter-drone systems, the first phase of which is aimed at protecting certain State institutions by detecting and neutralising threats related to the illegal use of drones.

Isdefe provides technical support services for innovation activities. These services range from providing support with the implementation of national and European innovation initiatives, coordinating the Community of Security Users (CoU Spain), technology foresight work, and monitoring innovation programmes and tenders (H2020, Horizon Europe, Digital Europe Programme, etc.).





■ Security in information systems and critical infrastructures

This section brings together the activities carried out in the field of information security and critical infrastructures, both for the Ministry of Defence and for other Ministries.

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

Engineering and technical assistance for the Joint Cyber Defence Command (MCCD) in the areas of cyber defence to obtain defence, operational and response capabilities in order to conduct military operations in cyberspace. The scope of technical assistance includes the Operations Zone, where Isdefe engineers participate with the military contingent sent by the MCCE to carry out cyber defence activities (audits and CIS security inspections).

One of the strategic lines of collaboration is Isdefe's technical support to the NATO Cooperative Cyber Defence Centre of Excellence (CCDCoE), participating in the organisation of high-impact international cyber exercises such as LockedShields and CrossedSwords, provision of international courses and development of reports and studies on Red Team.

Collaboration in implementing the NATO Federated Mission Network (FMN) concept in the Spanish Armed Forces. Participation in different national and international panels and working groups, and in the design and deployment of the Interoperability Laboratory. Assistance in the planning and execution of different national and NATO exercises, most notably the National Validation, Verification and Confirmation Exercise (V2CN), the Steadfast Cobalt series and Coalition Warrior Interoperability eXploration.

Ministry of Defence / National Intelligence Centre (CNI) / National Cryptological Centre (CCN)

Support to the CCN Certification Body for activities carried out within the scope of the National ICT Security Assessment and Certification Scheme (ENECSTIC):

- » Certification of ICT security products.
- » Accreditation of evaluation laboratories of the Scheme.

Support to the Department of Projects and Technologies of the CCN to prepare the catalogue of STIC products (CPSTIC) qualified for use in the scope of the ENS:

- » Product qualification and development of new ICT families.
- » Internal evaluation tests of ICT security products.
- » Preparation of procedures for the safe use of products and other CCN-STIC guides.
- » Review of LINCE evaluations.

Ministry of Defence / Army (ET) / CIS Headquarters (JCISAT)

Advice to the Subdirectorate of Cyberspace and Electromagnetic Activities (SUBCEMA) in the review of security documentation, preparation of Inspection Reports for national classified systems and preparation of security and technical configuration documentation for stand-alone computers that process NATIONAL and NATO/EU classified information.

Cabinet of the Presidency of the Government / Department of National Security (DSN)

Isdefe provided specialised consultancy services to the Department of National Security (DSN) of the Cabinet of the Presidency of the Government, in anticipation of the future development of the project to digitise the **National Security System (SSN)**.

The provision of these specialised technical services made it possible to assess the current status of the configuration of the Information and Communications Systems in use in the DSN; and to define the Global, Information and Telecommunications Architecture of the SSN for the future development of the process to digitise said system.



Ministry of the Presidency and Relations with the Courts and Democratic Heritage / National Heritage

Isdefe provided specialised consultancy and technical assistance services to the Department of National Security (DSN) of the Cabinet of the Presidency of the Government, in anticipation of the future development of the project to digitise the National Security System (SSN).

The provision of these specialised technical services made it possible to assess the current status of the configuration of the Information and Communications Systems in use in the DSN; and to define the Global, Information and Telecommunications Architecture of the SSN for the future development of the process to digitise said system.

Ministry of Transport, Mobility and Urban Agenda / State Ports

Support to optimise the national port security system: definition of safety regulatory criteria, implementation and dissemination actions, control of compliance with maritime security regulations, and support in the definition of systems that facilitate the control and supervision of port security regulations.

Support services to Port Authorities for the application of the regulations and to remedy any observations made by the European Commission in its inspections.

Support and maintenance activities for the tools needed to facilitate the control and supervision of State Ports.





■ Strategic Infrastructures

We provide support services for managing strategic infrastructures, such as naval bases, police stations and airports, which are essential for the normal functioning of a country. Technical support services in planning, design and project management for this type of special facility, applying the duality of engineering both to the military and the civilian field.

Ministry of Defence (DIGENIN) / Navy / Force Support / Logistics Support Headquarters (JAL)

In 2021, Isdefe continued its activity involving the conceptualisation, feasibility studies, design and support for the execution of infrastructure projects related to Defence and Security.

During this period, Isdefe worked on the Infrastructure Programmes of the S-80 Submarine, as well as on the infrastructures required for the new NH-90 helicopters.

Ministry of the Interior / Secretary of State for Security (SES)

During the year, Isdefe continued to collaborate on improving the infrastructure of the border fences of the autonomous cities of Ceuta and Melilla.



■ Border Surveillance and Control Systems

Isdefe provides strategic and highly technical consultancy services in the field of border surveillance and control, where it integrates detection systems, command, control and communication resources, and systems to stop and identify potential threats in maritime and land border areas.

Ministry of the Interior / Secretariat of State for Security (SES) / SDG of Information and Communications Systems for Security (SGSICS)

Isdefe's activity within the Sub-Directorate General of Information and Communications Systems for Security (SGSICS) was related to the implementation of technological systems for border control.

Technical support with the definition of cases leading to the national implementation of the European EES (Entry-Exit System) and ETIAS (European Travel Information and Authorisation System) systems. Isdefe also continued to support the management of developments in the framework of the Passenger Name Records (PNR) system, as well as the development of the Schengen Information System (SIS).



■ Technological and industrial management

We collaborate in the development of Spain's industrial capacity through the support we provide to define technological-industrial plans and policies, manage industrial cooperation, analyse industrial capacities, implement technological surveillance and competitive intelligence systems and promote platforms for innovation.

Ministry of Defence / Secretariat of State for Defence / DG for Armament and Matériel (DGAM) / SDG for Defence Inspection, Regulation and Industrial Strategy (SDGINREID)

Isdefe supported SDGINREID in:

- » Analysis, definition and monitoring of industrial plans associated with weapons acquisition programmes, both national and cooperative.
- » Industrial analysis of European Defence Fund projects.
- » Analysis of the industrial aspects of the NGWS/FCAS (Next Generation Weapon System/ Future Combat Air System) Programme.

Collaboration in the preparation of the Annual Report on the National Defence Industry, as well as in the preparation of sector industrial reports. In-depth analysis and knowledge of the industrial capacities of the national Defence Industrial and Technological Base (BITD).

Support in the preparation of the new Defence Industrial Strategy, which is currently in the definition phase.

Isdefe also helped SDGINREID to carry out its tasks associated with the different working groups of European bodies related to industrial issues and aspects.

Ministry of Defence / Secretariat of State for Defence / DG of Armament and Matériel (DGAM) /
SDG of International Relations (SDGREINT)

Collaboration with SDGREINT in its three main areas of activity:

- » Internationalisation of Spain's defence industry (institutional support, bilateral meetings, reissue of the Catalogue of the Spanish Defence Industry).
- » International cooperation in armaments through multilateral forums (NATO, LoI, EDA, OCCAR, EU), with special support to the EDAP Permanent Secretariat.
- » Control of foreign trade in arms and foreign investment in defence.

Ministry of Defence / Secretariat of State for Defence / DGAM
/ SDG for Planning, Technology and Innovation (SDGPLATIN)

In 2021, Isdefe continued providing support to the **Defence Technology Observation and Foresight System (SOPT)**. In particular, the Defence Technology and Innovation Strategy (ETID 2021-2027) began to be implemented, supporting from the technological perspective the new defence planning cycle, promoting synergies with the European Defence Fund and the different instruments of the Spanish Strategy for Science, Technology and Innovation for the period 2021-2027.

In relation to international initiatives and programmes related to innovation, in addition to activities related to the **NATO Science and Technology Organization (STO)** and bilateral cooperation initiatives with other countries, those related to European cooperation in defence innovation were particularly relevant, given their increasing importance. The implementation of the European Defence Fund has involved an analysis of its work programmes and evaluation criteria, in order to facilitate the incorporation of national proposals into European funding in the field of research of said European Defence Fund.



European Union / European Defence Agency (EDA)

Provision of services to the European Defence Agency in different fields.

Technological area:

- » The ANDES project, to define a European collaborative framework to promote and apply dual-use technologies. Focused on the identification and definition of instruments to transfer technology between the civil, defence and space technology-industrial sectors.
- » Support in the definition, execution and analysis of the EDA Foresight 2021 exercise to explore and evaluate potential future scenarios from the European and defence point of view. The exercise, carried out over a period of two months, was attended by 150 experts with multidisciplinary profiles and served to contribute to the Agency's technological, industrial and military capacity planning processes.

Industrial scope:

- » Provision of services to analyse Key Strategic Activities (KSAs), defence industrial areas that are particularly relevant to safeguard and develop the strategic autonomy of the European Union. The analysis seeks to determine the existing industrial capacities in European industry, ascertain their dependencies and weaknesses, positioning at the international level, etc.
- » Support with the study and analysis of the implications of the ITAR and EAR export control regulations. In particular, how they affect both the European defence industry and its programmes.



Image: www.eda.europa.eu



■ Crisis and Emergency Management Systems

We offer technical support to national and international organisations in the management of special situations, through consultancy to military and civil protection organisations, for the development of crisis control and management centers, with special relevance to command and control and communications systems, as well as organisational and management aspects.

Ministry of the Interior / Secretariat of State for Security / SDG of Information and Communications Systems for Security (SGSICS)

In 2021, Isdefe's work in the field of the State Emergency Digital Radiocommunication System (SIRDEE) focused on preparing the new service contract, which goes into effect in 2022, as well as on the supervision of the works contained in the current contract, including the search for solutions to evolve the communications network towards LTE technology.

Ministry of Defence / Military Emergencies Unit (UME)

Isdefe continues to assist the Military Emergency Unit with the CIS systems it uses: Fixed and deployable CIS systems, SIMGE (Integrated Emergency Management System), RENEM (National Emergency Network), Collaborative Portal and collaborative tools on Sharepoint. Participation in the definition of the evolution of the UME's CIS systems.

2.2

Space Sector

Isdefe engages in engineering activities and provides specialised technical support in the space sector, in the field of navigation and satellite communications, Earth observation and Space Situational Awareness (SSA) for the Spanish administration, the European Commission and several international space agencies.

It also undertakes management, operation and maintenance tasks involving space communication centres and complexes in Spain for the National Institute of Aerospace Technology (INTA), as well as for the European Space Agency (ESA) and the National Aeronautics and Space Administration (NASA).





■ Space centres and facilities

We provide engineering services and technical support for satellite communications and tracking, and for space exploration missions from space centres in Spain. We also manage the operation and maintenance of space complexes.

**Ministry of Defence / Secretariat of State for Defence (SEDEF) /
National Institute of Aerospace Technology (INTA)**

INTA Space Facility Torrejón

End-to-end support for all the activity carried out at CEIT (INTA Torrejón Space Centre). Multidisciplinary team with specialists in the Ground Segment, Control Centre, Mission Analysis and contribution to the search for new opportunities hand in hand with INTA. Of note is the success of the CHEOPS mission.

Extensive collaboration with ESA and Swedish and Norwegian national agencies to operate INTA's network of stations. Increase in activity due to the high demand for PAZ products.

INTA Space Facility Maspalomas

Operation and Maintenance of the CEC (Canary Islands Space Centre). Close collaboration with CEIT to give INTA full support with its network of earth stations. The CEC has become the 24/7 operations centre for all INTA stations.

Ministry of Defence / Secretariat of State for Defence (SEDEF) / Institute of Aerospace Technology (INTA) / NASA

In 2021, the biggest challenge at the Robledo Centre was successfully maintaining round-the-clock operations 365 days a year, in parallel with the COVID-19 Recovery Plan. The successive waves of increasing numbers of positive cases forced intense and permanent monitoring to adapt work schedules and task planning to the phases described in said Recovery Plan. Likewise, despite the strong impact of FILOMENA, the largest snow and ice storm suffered in the history of the complex, it was possible to keep the service operational with the antennas in the rest of the network while the antennas and equipment in the complex, which were subjected to unusually low temperatures, were restored.

Isdefe continued to provide daily support to NASA missions, and in particular critical support to four L1 missions:

- » The launch of the James Webb Space Telescope.
- » The launch of the DART probe into a dual asteroid system.
- » The launch of the LUCY probe into the Trojan asteroids in Jupiter's orbit.
- » Arrival on Mars of the Mars 2020 probe and subsequent landing of the Perseverance rover with the Ingenuity helicopter.

The maintenance of the facilities and equipment required scheduling of daily corrective and preventive work, including 5 long outages scheduled over a total of 210 days to update and improve the systems in the DSN.

In relation to the DAEP project (DSN Antenna Enhancement Project) to build two new DSS53 and DSS56 antennas, the second of the two, DSS56, went into operation on 21 January 2021. For the first one, DSS53, the construction and integration activities of all the antenna systems were completed, with much of the acceptance, calibration and holographic tests being carried out.



Likewise, the maintenance of all the facilities of the Station required a considerable effort to update all the tasks that had been delayed in 2020 due to the strong COVID-19 restrictions. In addition, the project to update the electricity generation and distribution system of the entire station had a significant impact on the maintenance tasks of the rest of the complex, with numerous outages of the station being scheduled.

The upload of the Station's equipment into the MAXIMO logistics system continued, reaching 63% in the validation of the total equipment.



2. OUR AREAS OF ACTIVITY

Ministry of Defence / Secretariat of State for Defence / INTA / European Space Agency (ESA)

Astrophysics and Space Sciences

Isdefe supports INTA's Astrobiology Centre (CAB) and ESA in the XMM mission in ESAC. Possible partnerships with public scientific research organisations are underway.

Isdefe has joined a consortium with Telespazio and SERCO to service ESA in the different work packages of the science contract at ESAC.

Of note is Isdefe's work in the CESAR programme, an education initiative in astrophysics and space sciences developed by ESA, INTA and Isdefe, with a special focus on scientific outreach and in recruiting scientists from an early age.

European Union / European Space Agency (ESA)

Cebreros Space Facility

Technical support in Cebreros, which has become the main station in ESA's deep space network. Multiple station upgrades as a pilot test prior to deployment in the rest of the ESA deep space network. Work is under way to define the terms to renew the contract for another five years starting in 2023.

SMOS project

Technical services specialising in contract continuity. The mission has continued without incident, and large amounts of data have been reprocessed. Isdefe provides security control services for space launch operations at the French Guiana Space Base in KOUROU.



European Union / GALILEO

The activities to monitor, track and improve ILS processes were carried out in compliance with the operational objectives established by the GSA. In addition, Isdefe provided support with the integration, validation and verification tests of the new operational environments of the GSC.

European Union Agency for the Space Programme (EUSPA)

Support to the EU GNSS Security Accreditation Board (SAB) with the accreditation activities of the European Union's satellite navigation systems (EU GNSS Systems):

- » Independent audit of safety documentation.
- » Technical safety tests of the systems.
- » Analysis of open sources.
- » Risk analysis.
- » Development of safety standards.

Support to the GSC (European GNSS Service Centre) in the security activities of the centre related to the following services:

- » Security Officer.
- » CSM (Cybersecurity Manager).
- » Cybersecurity analyst. CIA (Cybersecurity Internal Auditor).





■ Satellite applications

We provide technical support in the field of developing and implementing new satellite navigation and communications applications. We offer technical support to scientific programmes in the field of space, earth observation, and space junk monitoring.

Ministry of Defence / Secretariat of State for Defence (SEDEF) / National Institute of Aerospace Technology (INTA)

Isdefe continues to support INTA in the different GNSS (Global Navigation Satellite System) activities in which it participates.

Services at the three Galileo facilities in Spain:

- » Competent PRS Authority (CPA),
- » GNSS Service Centre (GSC) and
- » Backup Galileo Security Monitoring Centre (GSMC).

The Isdefe provide technical management support to INTA for the development and deployment of the CPA infrastructure to manage the PRS service nationally.

Ministry of Transport, Mobility and the Urban Agenda / Railway Infrastructure Administrator (ADIF)

Isdefe continues to provide the service to manage and control satellite communications, in support of the localisation system of the metric gauge railways of ADIF-RAM (formerly FEVE).

In addition, in May 2021, Isdefe formalised an order with the CNIG (National Geographic Information Centre) to support the technical management, publication and dissemination of the Geographic Information of the **National Observation Plan of the Territory for the period 2021-2024**. This assignment enables the GNSS and Remote Sensing Department to resume activities in the field of Ground Observation and Remote Sensing.

Isdefe continued to support the improvement of the control processes for maintenance contracts within the Internal Audit Directorate, and the definition of a model to identify fraud early, based on a continuous monitoring system that relies on Artificial Intelligence algorithms.

With regard to the implementation of an Asset Management System, the strategic phases are complete (Strategic Plan, Communication and Change Management Plan, identification of critical assets, etc.) and work has begun to define the processes associated with maintenance and life cycle engineering (criticality, RCM; root cause, etc.). In addition, the detailed requirements and the management of corporate assets (EAM) that will soon be acquired, as well as the technologies associated with maintenance 4.0. that it should support, have been defined.

European Commission / European Union Agency for the Space Programme (EUSPA) / DEFIS

Isdefe continues to participate with the GSC (Galileo Official Service Centre) operations staff, which this year has launched a new operational infrastructure. The GSC interfaces with user communities and supports the Open Service, Commercial Service, and Search and Rescue (SAR) Service of the Galileo programme.

Isdefe is part of a consortium led by Roland Berger to undertake a contract to promote the European space sector worldwide (Space Diplomacy), whose client is DEFIS (Defence Industry and Space of the European Commission)

Likewise, Isdefe is part of a consortium to offer consulting services to EUSPA in various space-related aspects; and of another consortium within the framework of GovSatcom to define the future European communications hub, pending resolution after the submission of the proposals.

2.3

Transport Sector

Isdefe provides engineering and consulting services for the competent bodies involved in the regulation, supervision and provision of various transport services, promoting the acquisition of new technological capabilities, improved safety and optimised operating procedures.





■ Traffic management

We provide technical consulting services to manage the implementation and operation of traffic management support systems, providing technical assistance to national authorities in the areas of regulation and supervision, provision of technical services and safety audits.

Ministry of Transport, Mobility and Urban Agenda / Secretariat of State for Transport, Mobility and Urban Agenda / ENAIRE

Isdefe provides specialised air traffic management services to Enaire:

- » Specification and pre-commissioning testing of the new version of the Automated Air Traffic Control System, SACTA-iTEC 4.1.
- » Commissioning of new versions, updates, functionalities and formats of air navigation systems.
- » Implementation of operational safety activities, SW assurance, quality management, documentation and training, associated with the development of systems
- » Performance of activities to ensure compliance with the Single European Sky directive, for the new systems and changes thereto.
- » Support in the management, control and technical and financial monitoring of the projects subsidised by ENAIRE (CINEA, PRyR, SESAR, etc.)
- » Support to the plan to develop the ENAIRE Network Systems Management Centre (SYSRED)



2. OUR AREAS OF ACTIVITY

- » Commissioning and staffing of the iTEC V3 Programme Air Traffic Management for the specification and development of the SACTA 5 system.
- » Participation in the development of the EUROCAE ED-133 standard, "Flight Object Interoperability"
- » Updates and improvements to ENAIRE's Voice and Data Network (REDAN).
- » Commissioning of the Voice over IP Communications System (COMET) as a contingency system at the Madrid Control Centre.
- » Commissioning of version 4.0 of the SACTA system in the control centres and main control towers on the mainland and the Balearic Islands.



Ministry of Transport, Mobility and Urban Agenda / Secretariat of State for Transport, Mobility and Urban Agenda / Civil Aviation Directorate General (DGAC)

Isdefe collaborates with the DGAC to:

- » Define of the policy for the sector, set public prices, access for new operators and other public service obligations.
- » Prepare studies and proposals on policy and strategy in air navigation, coordinate Spain's position on civil aviation with national and international bodies, and monitor and implement the Single European Sky and its inclusion, as well as the European innovation programme SESAR 3, in national regulations.
- » Technical support to the Civil Secretariat of the Interministerial Commission for Defence and Transport, Mobility and the Urban Agenda (CIDETMA).
- » Support in the office of the Universal Safety Oversight Audit Programme (USOAP), whose ultimate goal is to promote global aviation safety through regular audits of safety oversight systems in all member states of the International Civil Aviation Organization (ICAO).

Ministry of Transport, Mobility and the Urban Agenda / Secretariat of State for Transport, Mobility and the Urban Agenda / National Aviation Safety Agency (AESA)

- » Collaboration in the inspection tasks to ensure compliance with operational safety regulations by air navigation service providers, air transport operators and aviation personnel.
- » Consultancy activities aimed at the continuous improvement of aviation safety (analysis of proposals to restructure airspace, reports of flight path diversions, operational safety assessments, revision of future European regulations, supervision of technical documentation, preventive planning, etc.)
- » Submission to the DGAC's USOAP Programme Office of the State responses to the Amendments to the ICAO (International Civil Aviation Organization) annexes, and submission of responses to the European Aviation Safety Agency (EASA) regarding the compliance checklists of ICAO Annex 4 (Aeronautical Charts).





■ Transport hubs

We support the authorities of transport management and control centers, both in the airport and port sectors, in their activities involving the specifications of information systems, verification, validation and certification of applications and equipment, systems to aid in decision-making, and we help them to develop and implement strategies to protect transport systems and facilities.

Ministry of Transport, Mobility and Urban Agenda / Secretariat of State for Transport, Mobility and Urban Agenda / AENA

Isdefe provided technical support for activities associated with the Strategic Plan and the Operational Plan for Information Systems.

Collaboration through support services for air navigation projects:

- » Approval tests for all the equipment of the new Biometrics Framework Agreement.
- » Specification and testing of Collaborative Decision Making (CDM) procedures in the Airport Environment Cooperative System (SCENA), as well as its integration with Enaire's Automated Air Traffic Control System (SACTA).
- » Support in the definition of the necessary functional requirements that will allow Aena to operate certain airports in its network such as AOP-NOP (Airport Operations Plan-Network Operations Plan) airports, and coordination with several airports and Eurocontrol to certify them as an advanced tower.

- » Assistance in preparing the technical documentation to procure systems and services (platform for Big Data, Governance and Operation of Cybersecurity, 24/7 Systems Management and ICT field equipment, etc.).
- » Support in managing the framework agreements that provide the basis for the acquisition and installation of ICT infrastructure equipment, Data Processing Centre and airport security equipment, for the entire airport network.
- » Support to the Information Systems Plan for the Northeast Airport Group of Brazil, including the functional analysis of the operational systems to adapt them to the specific conditions of the airports in the group.

Isdefe provided technical support with mechanisms to track technological trends and innovation initiatives in the airport sector, in order to improve the efficiency of facilities, the quality of services provided, and optimise revenue. Of note are:

- » The pilot boarding projects using facial recognition at the Josep Tarradellas Barcelona-El Prat Airport, drones at Ceuta Airport to track wildlife in the area, and the remote control of jet bridges at the Seville Airport.
- » Conceptualisation, design and launch of acceleration processes by Aena Ventures, the programme that will promote initiatives that develop disruptive technologies in an innovative, sustainable and efficient manner to provide solutions to the current and future challenges facing the air transport sector.

Isdefe participated in the analysis to improve the strategy for the operation and maintenance contract of the Automated Baggage Transport System (SATE) at the Adolfo Suarez Madrid Barajas Airport.





2. OUR AREAS OF ACTIVITY

Ministry of Transport, Mobility and Urban Agenda / Secretariat of State for Transport, Mobility and the Urban Agenda / Civil Aviation Directorate General (DGAC) and National Aviation Safety Agency (AESA)

Collaboration in the implementation of the **National Civil Aviation Security Programme (PNS)** in every airport in the national network, by:

- » Carrying out audits, inspections, tests and simulations at the different airports to ensure compliance by airport service providers with the physical security programme.
- » Development of the National Civil Aviation Training Plan (PNF).

Participation in updating the National Civil Aviation Security Plan and in organising the meetings of the National Security Committee.

Collaboration in inspection tasks to ensure compliance with the operational safety regulations by airport managers and aviation personnel:

- » Operational safety inspection of public-use airports.
- » Ongoing oversight of airport certification.
- » Preparation of the Post-COVID Airport Operational Safety Inspections Protocol.
- » Inspections of Ground Handling Agents.

Consultancy aimed at continuously improvement the security of airport environments:

- » Check of aviation easements and control of obstacles to air navigation in areas surrounding airport environments.
- » Study of authorisations for changes to the facility, operating procedures and/or organisation of airports.

Analysis of requests from companies or individuals who need authorisation to carry out activities (pyrotechnics, drone flight, captive balloons, etc.) within airport airspace.





■ Advanced concepts

We took part in the development of new concepts and technologies in the area of transport operations, supporting the development and introduction of regulations, promoting multimodal operations, the implementation of transport operations based on satellite navigation (GNSS), and providing technical support for the integration of unmanned aerial systems (RPAS) in unsegregated airspace.

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

Coordination of the "U-Space Separation in Europe" (USEPE) project funded by SESAR, whose objective is to propose and validate solutions for the safe separation of drones in urban environments. The Consortium consists of seven partners from four countries, and the project seeks to provide separation using Machine Learning techniques while taking into account the special climatic conditions present in cities (mainly turbulent wind shear).

Collaboration within the framework of the "IFR RPAS Control in Airports and TMA" (INVIRCAT) project, funded by SESAR, whose objective is to provide means for the safe and efficient integration of RPAS (remotely piloted aircraft systems) into existing air traffic control (ATC) procedures and facilities within terminal manoeuvring areas (TMA) under instrument flight rules (IFR).

Participation as a Linked Third Party of ENAIRE in the SESAR 2020 PJ13 ERICA project, "Enable RPAS Insertion in Controlled Airspace", to analyse the capabilities of the system, both of the RPAS, as well as of the ATM service and the currently established procedures, so that the RPAS can operate safely, in nominal and emergency situations, in controlled airspace (classes A-C). Also for the development and validation of solutions that do not have a negative impact on manned air traffic.

European Union Agency for the Space Programme (GSA)

In 2021, in line with the new EU Space Regulation and the increasing role of space in supporting EU priorities in terms of growth, competitiveness, sustainability and security, the EU decided to extend the scope of the former European GNSS Agency (GSA) to include new responsibilities. As a result, the European Union Agency for the Space Programme (EUSPA) was created on 12 May.

Isdefe has been supporting the GSA, now EUSPA, in the development of applications and the operational implementation of European navigation services (EGNOS, Galileo) and ground observation services (Copernicus) in civil aviation and drones. With regard to Galileo's Search and Rescue (SAR) service, it contributed to the development of the operational concept and standards for the remote activation capacity of emergency radio beacons (EUROCAE ED-277 MASPS for Aircraft ELT Remote Command via RLS).

In the field of drones, Isdefe participated in the development of guidance material for the use of GNSS in operations of the specific category (EUROCAE ED-301 Guidelines for the use of Multi-GNSS Solutions for UAS-Specific Category – Low Risk), as well as in the coordination and analysis of deliverables on in-flight tests of drones carried out in projects such as GAUSS and REALITY.

Various activities were conducted for EUSPA (formerly GSA) in support of the Galileo and EGNOS programmes, and strategic consulting was provided in the following areas of activity:

- » Environmental aspects supported by GNSS and Copernicus.
- » GNSS and Copernicus in aviation.
- » GNSS for drones.
- » GNSS in Search and Rescue (SAR).



2.4

Public Administrations Sector

Isdefe provides technical support and specialised consultancy services to the agencies of the General State Administration aimed at improving their capacity, efficiency and sustainability, and supports their digital transformation and technological modernisation processes in order to respond to society's demands.

In the field of economic management of the public service, Isdefe provides support in the management of public funds, technical support for the definition and implementation of contracting strategies, price estimation and analysis, and the development of analytical cost accounting models.





■ Consultancy for Improvement of the Administration

Isdefe provides engineering and consulting services to improve and modernise public administrations in areas such as strategic consulting, process reengineering and change management.

This section presents the activities carried out in this area, both for the Ministry of the Interior and for all other ministries.

Ministry of the Interior / Directorate General of Traffic (DGT)

Isdefe provides support in various strategic areas of the DGT, including the development of regulatory projects, the preparation of the new national road safety strategy, a study of the transformation of mobility, and the improvement of the management of the Body itself (budgets, analytical accounting, contracting).

Performance of technical support and advice activities to analyse and conform to the regulations on data protection.

Ministry of Finance / DG to Streamline and Centralise Contracting (DGRCC)

In 2021, Isdefe resumed providing services to the DGRCC, offering technical support in the contracting activities related to the following Framework Agreements (AM) related to Information and Communications Technologies: AM10 (Communications Systems, Equipment and Software), AM13 (Supply of servers, storage systems and infrastructure software), and AM08 (Security elements and system).

Ministry of Finance / DG of Public Governance (DGGP)

Isdefe participates in the design and implementation of a public innovation laboratory to design public plans and policies in which Public Administrations can collaborate with the most relevant social actors.

Ministry of Labour and Social Economy / State Public Employment Service (SEPE)

As part of the technological projects and services, within the 2030 Agenda, the implementation of the Portfolio of Services of Public Employment Services and the Recovery, Transformation and Resilience Plan (Strategic Plans 2019-2020 and 2021-2022), aimed at the technological modernisation of information systems to improve the electronic services provided by SEPE to citizens and other public bodies, Isdefe provides Engineering and Consulting services:

- » **Office of Programmes and Services**, support in the planning, management, control and monitoring of all of SEPE's ICT programmes, services and projects.
- » **Office of Safety and Quality**, which provides consultancy support in the field of Safety and Process Engineering, as well as quality assurance of information systems that serve citizens and management units (planning, design, execution of information systems tests, etc.) of the SEPE that are gradually being incorporated.

Through the collaboration of both offices, support is provided to ensure compliance with the interoperability and information exchange needs between the SEPE systems and those of other public administrations and external bodies, by coordinating actions in the field of the Public Employment Services Information System (SISPE).



**Ministry of Transport, Mobility and the Urban Agenda /
Railway Infrastructure Administrator (ADIF)**

Technical assistance, support and guidance on regulatory compliance with the National Security Scheme and operation of a security office.

Support and consultancy to the Security Operations Department of the Information Security Branch of ADIF, for the direction, control and supervision of the quality and performance of the service provided by the Security Operations and Incident Response Centre (SOC/CERT) of ADIF, and technical assistance in the deployment of new capacities.

**Ministry of the Ecological Transition and Demographic Challenge / Undersecretariat for the
Ecological Transition and Demographic Challenge / DG of Services**

Technical assistance, support and guidance on the adaptation of regulations to the National Security Scheme and the operation of a security office.

Isdefe aided with the general technological improvement of its ICT infrastructures and services through strategic consultancy and the preparation of records, as well as by monitoring the implementation of IT and communications projects.

Technical assistance in monitoring the implementation of the National Recovery, Transformation and Resilience Plan.



Ministry of Inclusion, Social Security and Migration / Secretariat of State for Social Security and Pensions / Social Security Computing Office (GISS)

Isdefe provides consultancy services and technical support to the GISS in the preparation of the specifications for its computer equipment and systems, as well as in the contracting process, for all those ICT projects associated with European recovery funds. Additionally, Isdefe provides support in the management of its own ICT Strategic Plan for Social Security.

**State Agencies / National Aviation Safety Agency (AESA) /Spanish Agency for Medicines and Medical Devices (AEMPS)**

Consultancy and technical assistance services, for more than 10 years, aimed at defining and establishing the requirements of the goals-based management model, the implementation of the complete planning cycle, and the optimisation of management through the reengineering and automation of processes and procedures, for different public agencies of the Spanish Administration.

Isdefe helped AESA to:

- » Preparation and implementation of the 2021-2023 Multiannual Strategic Plan.
- » Design and implementation of monitoring indicators.
- » Review and update of its processes and procedures.

Isdefe has provided technical support to the AEMPS by:

- » Preparing the Agency's strategic plan and its deployment through annual plans.
- » Preparing specific Transformation Plans and reengineering its most critical processes, by tracking and monitoring all the plans and programmes through a Comprehensive Scorecard.
- » Designing and adapting the AEMPS to the Common Assessment Framework as a total quality management tool, developed by and for the public sector and inspired by the European Foundation for Quality Management (EFQM) Model of Excellence.
- » Improving the life cycle of information systems and technologies as part of the Agency's digital transformation.



■ Technological Modernisation and Digital Transformation

Isdefe provides support to public administrations with their digital transformation, offering solutions that help to improve and enhance their services and their technological modernisation.

This area of activity includes the activities provided in this field to both the Ministry of Defence and all other Ministries.

Ministry of Defence / Secretariat of State for Defence (SEDEF) / Directorate General of Armament and Matériel (DGAM) / Governing Body (ODIR)

Assistance with the definition and optimisation of management processes of the Directorate General of Armament and Matériel (DGAM), with a view to digitising them.

Ministry of Defence / Undersecretariat of Defence / General Technical Secretariat

Assistance with the definition and optimisation of management processes of the Undersecretariat of Defence (DGAM), with a view to digitising them.

Ministry of Defence / Air Force (AF) / Headquarters / General Staff of the AF (EMA)

Assistance with the definition and optimisation of AF management processes with a view to digitising them.

Ministry of Defence / Army (ET) / Headquarters / General Staff of the Army (EME)

Collaboration in the project to leads the digital transformation of the Army:

- » Assistance with organising the 1st Digital Transformation Workshop of the Army, which took place in the War College.
- » Development of the Army's high-level process map. Including the first catalogue of processes, which had more than 300.
- » Support with modelling the processes and sub-processes of different Divisions of the EME, 1st Level Controls and units: DIVPLA, CGTAD, MAPER, JCISAT, MALE.
- » Modelling of processes to be implemented in the ARGO platform, defining criteria to be used in CESTIC and proposing a total of 16.

Isdefe also provided support to define the governance processes for Army data, with products such as the Army Data Roadmap and the Army Data Maturity Test.

Ministry of the Interior / Directorate General of the Police (DGP)

In 2021, Isdefe's began to provide support to the IT department of the Directorate General of the Police (DGP) in the field of projects related to Digital Identity and the evolution of DNI 4.0.

These tasks included the specification of a new system for issuing electronic documentation, as well as support to define the Public Key Infrastructure (PKI) of the DGP.

Ministry of Transport, Mobility and the Urban Agenda / National Aviation Safety Agency (AESA)

Technical support services in the planning and supervision cycle of the Information Systems and Technologies function, through the design, execution and monitoring of the Agency's **Multi-Year ICT Action Plan** for Digital Transformation 2021-2023.

The plan focuses on strategic areas related to improving the digital relationship with citizens, strengthening the digital skills of EASA's public employees to increase productivity, boosting the digitisation and provision of ICT services to increase the effectiveness and efficiency of administrative action, the smart management of knowledge, information and data, and the strengthening and consolidation of EASA's technological infrastructures in a secure manner.

In 2021, Isdefe supported the Agency in the implementation of its new e-Office, the new corporate website and the citizen folder, as well as in the consolidation of the online filing of unregulated procedures, keys to the effective implementation of a paperless digital administration.

Participation in the implementation of European Regulation 2019/947 on the use of drones (UAS), through electronic means.

Support in the operation of the Data Processing Centre of the new headquarters at Castellana 112, as well as the deployment of the technical and security conditions necessary for teleworking and the 365 governance model. Finally, Isdefe contributed with its support to the implementation of business intelligence throughout the organisation through the creation of scorecards for strategic monitoring by management.



Ministry of Foreign Affairs, European Union and Cooperation / Sub-Directorate General of IT, Communications and Networks (SUGICYR)

Provision of consultancy services to the Sub-Directorate General of IT, Communications and Networks (SUGICYR) in the digital transformation of the Ministry of Foreign Affairs, European Union and Cooperation, in particular in the activities to define, execute, manage and control the Consular Digitisation Plan (PDC). Isdefe also provided assistance in carrying out activities in support of engineering in the specification, management and monitoring of ICT projects.

Ministry of Foreign Affairs, European Union and Cooperation / Sub-Directorate General for Immigration Affairs (SUGAE)

Isdefe provides a specialised technical consultancy service to the Sub-Directorate General for Immigration Affairs (SUGAE), specifically in consultancy activities to support the coordination, control and monitoring of consular offices in terms of compliance with Schengen regulations, as well as the monitoring of anti-fraud control measures.

Ministry of Foreign Affairs, European Union and Cooperation / Under-Secretariat of Foreign Affairs, European Union and Cooperation / Budget Office

Technical support to the Budget Office, organically under the Under-Secretariat of Foreign Affairs, European Union and Cooperation of the Ministry, in carrying out technical support activities in the control functions of projects financed by the new financial support instrument for border management and visas, as part of the Fund for Integrated Border Management 2021-2027.

Ministry of Justice / Secretariat of State for Justice / Directorate General for the Digital Transformation of the Administration of Justice

Technical support in the programme to modernise the administration of justice in various fields:

Planning, design, execution and automation of tests of judicial information systems, as per ISO 29119 (Software and Systems Engineering – Software Testing).

- » Lifecycle management and configuration of these applications.
- » Technological modernisation projects of the MINERVA Process Management System and the LexNET Electronic Communications System.
- » Evolutionary maintenance of the Scorecards for monitoring the Administration of Justice.
- » Participation of the Ministry of Justice in European Union projects for the interconnection and interoperability of the Administrations of Justice such as: eCODEX, EXEC and the e-EDES Portal.

These services are included in the actions to develop and implement the digital services that are being undertaken by the Secretariat of State for Justice and that aim to achieve an effective, efficient, innovative administration focused on citizens and professionals.

In addition, Isdefe supported the Ministry of Justice in its activities as the General Secretariat of the State Technical Committee for the Electronic Administration of Judicial (CTEAJE).



Ministry of Justice / SDG of Planning and Digital Transformation

Isdefe participates in the digital evolution of Justice, helping to define and monitor the Country Technology Projects of the 2030 Justice Agenda, in collaboration with the Secretariat of the State Technical Committee of the Electronic Administration of Justice (CTEAJE). Engineering and management support for the ongoing projects to modernise the technology of Minerva and LexNET. Through scorecards, we facilitate the monitoring of the Administration of Justice. We have also supported the Ministry's participation in various European Union projects for the interconnection and interoperability of justice administrations.

Ministry of Justice / SDG of Innovation and Quality of the Judicial and Fiscal Office

We collaborate with the Ministry in the deployment of the Judicial Offices and the Fiscal Offices, as per the new shared services model. We also support the definition of the objectives and plans of the Justice 2030 programme, to establish the strategies and area of action to modernise the Administration of Justice, and their application to the Next Generation EU Funds, of the Recovery, Transformation and Resilience Plan.



Ministry of Justice / Under-Secretariat of State for Justice / DG of Legal Security and Certification (DGSJFP)

Isdefe provided guidance to the Directorate General for Legal Security and Certification in matters of system security, interoperability, efficiency and engineering, especially in everything related to the implementation and deployment of the New Civil Registry Model.

Advice on the application of and compliance with the European Data Protection Regulation and on the adaptation to the National Security Scheme (ENS) in all services under the purview of the Directorate General, such as the Office of Asset Recovery and Management (ORGA).

Ministry of Economic Affairs and Digital Transformation / Institute of Accounting and Auditing ICAC

Isdefe provided technical support to the Institute of Accounting and Auditing (ICAC), an autonomous body under the Ministry of Economic Affairs and Digital Transformation, in activities intended at the comprehensive technological modernisation of current software and hardware infrastructures.

Several high-impact information system projects were undertaken, both in the organisation of the ICAC itself and in the services provided to citizens.

Ministry of Economic Affairs and Digital Transformation / Secretariat of State for Digitisation and Artificial Intelligence / General Secretariat of Digital Administration (SGAD)

Performance of technical activities in support of the SGAD in the field of digital administration, collaborating in the progress and monitoring of actions in the areas of security, interoperability, planning and reporting of results, both nationally and internationally.

Advice to the SGAD to adapt it to the National Security Scheme (ENS), both in the evolution of the National Interoperability Scheme, and in the definition and implementation of the next cybersecurity operations centre.

Ministry of Health / DG of Public Health, Quality and Innovation

Isdefe provides its experience and capacity to update the Health Information System, including the continuous progress and improvement of interoperability between the Ministry and the Autonomous Communities.

Participation in the standardisation of the medical nomenclature of the National Health System, for the purpose of statistical consolidation and to improve the interoperability of clinical information at European level.

Ministry of Inclusion, Social Security and Migration / Sub-Directorate General of Technology and Communications (SGTIC)

In 2021, Isdefe provided support services to the SGTIC to help it create a Digital Office of ICT Infrastructures, providing support in the:

- » Design, planning and implementation of the Ministry's new ICT infrastructure framework.
- » Operation, maintenance and operation of these infrastructures, and in the process of migrating the systems of the previous Ministry of Labour and in the development of new processes and working methods.

Prado National Museum

Isdefe provides services to the Museo Nacional del Prado (MNP) through technical support activities aimed at improving the management and digital transformation of the Museum within the framework of the Recovery, Transformation and Resilience Plan.

In particular, Isdefe supported the MNP in:

- » The creation of the Programme Office for the general coordination and management of the Museum's Digital Transformation, providing support, for example, in the planning, organisation and coordination of the implementation of the "Prado Digital Training Campus" Programme, and in the control and monitoring of the projects assigned by the Museum's Digital Development Department.
- » The modernisation of the management and development of the Museum's electronic administration.





■ Assistance with the Financial Management of the Civil Service

Isdefe provides support to the General State Administration with the management, evaluation, monitoring and continuous audit of publicly-funded programmes, both national and European. It also carries out activities related to analytical accounting through the calculation of rates and their structure, and it provides consulting services to design strategies, policies and analyses of technical-economic information for regulatory bodies and supervisors of services in regulated markets.

This section groups the activities carried out within this area, both for the Ministry of Defence and for all other ministries.

Ministry of Defence / Secretariat of State for Defence (SEDEF) / Directorate General of Economic Affairs (DIGENECO)

Isdefe provided technical support services to various departments and areas of activity of the Ministry of Defence.

Sub-Directorate General of Contracting

- » Implementation of the Model of Excellence in Public Sector Procurement Management, and evaluation of agencies within the Ministry of Defence.
- » Development of measures to help improve purchases and achieve the recognition of excellence in the management of public purchases.



2. OUR AREAS OF ACTIVITY

- » Design of a risk management methodology for contracts.
- » Development of a socially responsible procurement policy and development of a guide to include social criteria in Ministry of Defence contracts.
- » Support in the design of the Strategic Concept of the procurement function of the Ministry of Defence (procurement policy and objectives).
- » Support with the presentation of the project to develop and implement the Model of Excellence for the 15th Awards for Innovation in Public Management.
- » Preparation of the Ministry of Defence's Annual Procurement Report.
- » Preparation of the Annual Procurement Plan of the Ministry of Defence (PACDEF) for the year 2022, and evaluation of the PACDEF from the previous year (2020).
- » Development and monitoring of purchasing strategies for the centralised categories of the Ministry of Defence.
- » Support in the development and processing of procurement regulations.

Cost Assessment Group (CGE)

Support throughout the procurement process, from estimating the full life-cycle cost and determining budget ceilings, to the cost analysis that allows setting the price in systems whose price is not regulated by the market. This allows analysing the viability of a programme and provides valuable decision-making information to planning authorities.

Procurement Board

Technical and legal assistance for processing and executing the files of the Ministry of Defence's Procurement Board .

Sub-Directorate General of Accounting

Technical support with the maintenance and evolution of the Analytical Accounting model of the Ministry of Defence's six budget services (SUBDEF, EMAD, SEDEF, ET, AR and EA)

Budget Office (OPRE)

Support with the financial management of the Special Modernisation Programmes financed under Chapter 6 (Real Investments), from the approval of the cost by Agreement of the Council of Ministers, to its allocation to National Accounting based on the rate of receipts of the weapons systems and their financial closure.

Isdefe carries out financial and budgetary control tasks by analysing economic and contractual information. In addition, support is provided for managing Chapter 2 (Current expenditure) in the needs analysis of the various budgetary services.

Based on the prioritised list of needs (LIP) and the Operational Programming, Isdefe assists in making the corresponding data entries in SIDAE (SIAPREMF, PROSE, GESOPRE)

Sub-Directorate General of Economic Management (SUBGECO)

Assistance in planning, managing, executing, monitoring and controlling projects that are financed with funds from the Recovery, Transformation and Resilience Plan (PRTR), developing procedures that allow the Ministry of Defence to comply with the PRTR regulations and verify compliance.

Technical support to the Sub-Directorate in processing the requests and checks needed to receive other European Union funds in the Ministry of Defence.

Ministry of Defence / Secretariat of State for Defence (SEDEF) / Directorate General of Infrastructure (DIGENIN)**Sub-Directorate General of Planning and the Environment**

Technical support services for the central procurement of energy supplies (electricity, fuels and natural gas), as well as support for their management, monitoring and control.

Ministry of Defence / Institute for Defence Housing, Infrastructure and Matériel (INVIED)**Sub-Directorate General of Management, Asset Management Dept./ Sub-Directorate General of Projects and Works.**

Support services in the following areas:

- » Financial management. Implementation of the CANOE analytical accounting model and support with public procurement processes.
- » Management of eviction cases.

Isdefe provided support with the preparation of specific standard administrative clauses for works contracts.

Ministry of the Interior / Directorate General of the Civil Guard / Office of Technical Services of the Support Command / Technological Innovation and Information Security Service

Technical assistance services to manage and support the development of technological procedures and activities of different innovation projects promoted both through Innovative Public Procurement (CPI) and through different national and European innovation programmes, in particular the European Framework Programmes for Research and Innovation.



Ministry of Foreign Affairs, European Union and Cooperation / DG of Sustainable Development Policies (DGPOLDES)

Technical consultancy in statistical analysis and evaluation, using Big Data techniques, both to keep track of tallies and to evaluate activities of the Official Development Assistance (ODA), in order to prepare the technical information to be presented at meetings of multilateral development organisations and initiatives, mainly the Development Assistance Committee of the OECD and the United Nations.

Support in the validation and functional verification of the implementation of the Info@OD system (main tool of the Spanish Agency for International Development Cooperation to check Official Development Assistance data).

Ministry of Economic Affairs and Digital Transformation / Secretariat of State for Energy and Business Support

Isdefe collaborates with the Ministry as a Technical Engineering Unit in the Debt-to-Investment Conversion Programmes in different countries. This mechanism to recover part of the foreign debt serves to promote the participation of Spanish companies in projects to export technology and capital goods.

In 2021, Isdefe worked on debt cancellation programmes in Jordan, Mauritania, Senegal, Ivory Coast, Honduras and Bolivia.

Ministry of Industry, Trade and Tourism (MINCOTUR) / Secretariat of State for Commerce

In 2021, Isdefe provided technical support to:

- » Close out the project to supervise the construction of a 120 MW wind farm in Egypt.
- » Implement the project to improve security and lighting facilities at certain archaeological sites in Egypt.
- » Support to the Fondos de Internacionalización de la Empresa (FIEM), evaluating projects and conducting ex post investments verifications.



Ministry of Finance / DG of European Funds (DGFE)

Isdefe supports the DGFE, as the national managing authority for ERDF funds, both in the multi-regional programme and in the regional programmes, and in particular in:

- » The selection, documentation and processing of COVID-19 operations, eGovernment and technical assistance whose management falls under the Management Authority or the Sub-Directorate General for Urban Development. The corresponding management verification.
- » Support for the operation of the computer applications of the Management Authority.

In 2021, Isdefe provided support to prepare an administrative training roadmap for 2021-2027, as well as support for the EU Solidarity Fund (EUSF), due to the floods caused by the cold air pool weather phenomenon (isolated depression at high levels) in the regions of Valencia, Murcia, Castilla-La Mancha and Andalusia. All this has allowed the DGFE to achieve its compliance objectives in the period, and resulted in a very significant return on the ERDF funds to Spain to recover the health expenses caused by the pandemic.

Ministry of Territorial Policy and Civil Servants / DG of Autonomous and Local Cooperation

Technical support to manage various operational programmes funded by the ERDF and EUSF in the field of territorial policy.

Technical support to oversee projects co-financed through these programmes.

Support in managing grants for the digital transformation and modernisation of local administrations (C11.I3, Recovery, Transformation and Resilience Plan).

Ministry of Universities / Spanish Service for the Internationalisation of Education (SEPIE)

Support to SEPIE in the management of the Erasmus+ programme and the procedures associated with the grants provided through this programme.



Ministry of Science, Innovation and Universities / Secretariat of State for Universities and Innovation / DG of Innovation / SDG to Promote Innovation

Sub-Directorate General to Promote Innovation, Secretariat of State for Innovation

Isdefe continued to support the system of reasoned reports for tax deductions for business investment in innovation.

The continuous optimisation of processes and the support in the evaluation is helping to improve how the nation's industry benefits from this fiscal instrument, thus obtaining legal certainty in the application of deductions and bonuses for Research, Development and/or Technological Innovation (innovation).

In 2021, Isdefe began collaborating with the State Research Agency to assess tenders for innovation projects, Collaboration Challenges, between companies and research organisations.

State Agencies / AESA / AEMPS / AEMET

For more than 10 years, Isdefe has been providing consultancy and technical assistance services aimed at complying with the regulatory requirements laid out in the field of economic information - budgetary, analytical and management - making proposals to improve and develop systems that make it possible to analyse and supply economic management information on the activity of Public Bodies that allows for proper and efficient decision-making.

Isdefe has supported:

- » The **National Aviation Safety Agency, AESA:** support with the operation and continuous evolution of the Accounting Information System, providing economic information that yields an accurate image of the assets, the financial status, the results and the execution of the budget; as well as the operation and continuous evolution of the management and income control systems.
- » The **Spanish Agency of Medicines and Health Products, AEMPS:** support with the integration and consolidation of accounting and management systems, as well as the revenue management system, proposing new financing plans for the Agency by designing and establishing fee structures.
- » The **State Meteorological Agency, AEMET:** Isdefe provided support in calculating the actual costs of AEMET by providing economic information to the European Commission and the National Supervisory Authority in its role as reviewer of the Agency's performance plan.

National Markets and Competition Commission (CNMC)

Isdefe supports the operation and improvement of the Regulatory Information Cost Model (IRC Model), developed in previous years, to oversee regulated activities involving electricity and natural gas transport, and advise on how to calculate the remuneration of said transport activities.

Consultancy services to design strategies, policies or plans, and analyse technical-economic information from the transport, postal and telecommunications sectors.

The specialised analysis that Isdefe carries out in these areas facilitates decision-making at the CNMC, by making it possible to assess potential price regulation scenarios for the supervised sectors, in terms of compliance with regulatory objectives and their impact on the market.

Likewise, Isdefe provides support with the analysis and review of economic information and inventory included in the Commission's different systems, with the preparation and presentation of the annual accounts, and with the accounting and issuance of economic and financial reports.

Prado National Museum

Isdefe assists with the operation, review and continuous evolution of the analytical accounting system in order to comply with the requirements set out in the General Public Accounting Plan, and with the integration of applications and the optimisation of the Museum's procedures and management tools.

Support with the management and promotion of digital transformation as a means to improve the operation of the museum through a set of information systems and technologies, in an effort to help achieve the milestones and goals set out in the Recovery, Transformation and Resilience Plan.



Reina Sofía National Art Centre and Museum (MNCARS)

Support to MNCARS in the field of economic-financial and contractual management.

Spanish Radio and Television Corporation (CRTVE)

Support to the CRTVE in the control and monitoring of its centralised electricity supply contract.

Provision of consultancy services to define the strategy and prepare the specifications for the new centralised contract for 2021 to 2023.



2.5

Information and Communications Technology (ICT) Sector

In the field of Information and Communication Technologies (ICT), **Isdefe** has a long history of providing engineering and consulting service to the General State Administration to define public digital services and e-administration services, to plan and manage the radio spectrum, to manage the digital dividend and bridge the digital divide. Our teams support the competent agencies of the Administration in matters of regulation and supervision of ICT services.





■ Radio spectrum

We support the Administration in the field of planning and managing the radio spectrum for the various radio communication services throughout Spain, guaranteeing the quality and universal availability of this service to society. We also provide consulting services and assistance with the definition and monitoring of the National Transition Plans to Digital Terrestrial Television (DTT), and with managing the digital dividend.

Ministry of Economic Affairs and Digital Transformation / Secretariat of State for Telecommunications and Digital Infrastructures (SETELECO) / Secretariat of State for Digitisation and Artificial Intelligence (SEDIA)

In the field of Information and Communication Technologies (ICT), Isdefe has a long history of providing engineering and technical consulting services to plan the radio spectrum, manage the digital dividend, reduce the digital divide and define digital public and e-government services. In this area, our teams support SETELECO and SEDIA, as well as other competent bodies in the field of regulating and supervising ICT services.

Isdefe provides its management assistance services throughout Spain, guaranteeing the quality and universal availability at the service of society, carrying out actions to help implement Digital Terrestrial Television (DTT) and digitise society with the deployment of 4G and 5G mobile technologies, such as the following:

- » Radio spectrum planning and management in order to develop radiocommunication services: radio-broadcasting and fixed wireless loop, point-to-point links of fixed and fixed-satellite service, mobile services and space services.

- » Constant assistance with the evolution of DTT, from its implementation to supporting the execution of frequency migration processes (first and second digital dividends), for use by mobile electronic communications services in the deployment of 4G and 5G technologies, and with the monitoring and execution of the 5G National Plan.
- » Assistance with tendering processes for frequency bands by electronic auction in the 700 MHz and 3.4 to 3.6 GHz bands, with the aim of making these frequencies available to providers of electronic communications services.
- » Support to the SETELECO Cabinet in activities related to the evaluation, strategic definition, implementation, and dissemination of new telecommunications technologies, and in particular radiocommunications.





■ Communications Networks and Systems

We engage in specialised technical support activities in information security and digital trust, and assist with the management and execution of communications programmes, such as the New Infrastructures Programme, to boost the deployment of ultra-fast networks and broadband infrastructures, and provide regulatory consulting services and analysis of telecommunications markets.

Ministry of the Interior / Penitentiary Work and Job Training (TPFE)

Consultancy on ICT services for the strategic definition, planning, control and monitoring of information networks and systems, in order to carry out the TPFE's Strategic Plan for Electronic Administration and Digital Transformation.

Support in the planning and definition of milestones until the entry into service of an integrated management system (ERP).

Ministry of Interior / SDG of Information and Communications Systems for Security (SGSICS)

Ongoing support to SGSICS in its work to manage and supervise the current telecommunications services of the National Police and Civil Guard through the Programme Office of the Unified Communications Service (OPSUC).

This service includes all the communications services (fixed telephony, mobile telephony, IP, etc.) required by law enforcement agencies in order to fulfil their mission of safeguarding citizens' rights and freedoms.

Ministry of Economic Affairs and Digital Transformation / Secretariat of State for Telecommunications and Digital Infrastructures (SETELECO) / Secretariat of State for Digitisation and Artificial Intelligence (SEDIA)

Specialised technical support in the field of communications networks and systems, providing assistance with the management and implementation of advanced telecommunications infrastructure programmes to promote the deployment of ultra-fast networks and broadband infrastructures.

Provision of strategic ICT consultancy services for activities that rely heavily on confidential information, or in which a guarantee of objectivity and independence of the interests of third parties is required, such as in the analysis of sensitive business information or the definition and execution of digital transformation plans.

The activities carried out for the SEDIA include:

- » Support with the implementation of measures associated with the EU Next Generation Funds (PRTR) and the 2025 Digital Spain Agenda; in relation to the National Artificial Intelligence Strategy, the Promotion of SMEs, the Data Spaces Component and the National Digital Skills Plan.
- » Support to the Technical Office with managing the National Plan for Natural Language Technologies, as part of the National Artificial Intelligence Strategy, and with coordinating ICT actions and projects in this area with the European Commission.
- » Technical assistance to the Cabiner with planning and promoting technological innovation programmes and with institutional missions in the ICT field related to international organisations and the European Union.
- » Support with the definition, design, implementation and operation of improvements in the management and control system of public aid for innovation in the ICT sector.
- » Assistance with the economic and budgetary management of public aid programmes, and with the implementation, coordination and management of the different plans, collaboration agreements, and other initiatives.

The activities carried out for SETELECO include:

- » Support in the management and execution of actions related to the Restructuring, Transformation and Resilience Plan (PRTR), within the framework of the 5G Connectivity, Development and Spanish Audiovisual Hub Plans, as well as in the management and monitoring of innovation projects.
- » Support with activities to spur investments in the field of electronic communications infrastructures and in relation to compliance with the regulations applicable to the deployment of public electronic communications networks.
- » Technical assistance with the management and economic-budgetary monitoring of public aid programmes to achieve the goals of the 2025 Digital Spain Agenda.
- » Support with the management and control functions carried out by SETELECO as an Intermediate Body and in support of other European programmes.



2. OUR AREAS OF ACTIVITY

Ministry of Science, Innovation and Universities / RedIRIS

RedIRIS is the Spanish academic and research network, providing advanced communications and other ICT services to the scientific and academic community, with more than 500 affiliated institutions. Currently, the UNI-DIGITAL Plan's ICT infrastructure and services project line, coordinated by the Ministry of Universities and funded by the European Recovery and Resilience Facility (RRF), is being implemented.

Isdefe provides a technical service that specialises in managing the various phases of the life cycle of the projects to deploy the ultra-fast infrastructures and common ICT services of the UNI-DIGITAL Plan.

Ministry of Inclusion, Social Security and Migration (MISSM)

Specialised technical support to provide the MISSM with an advanced data analytics platform, with specific data and processing areas, called "Digital Infrastructure for Data-Based Social Inclusion Policies".

The system must cover the needs of the different user profiles, from basic analysts to advanced data scientists with Machine Learning (ML), Natural Language Processing (PLN) or Deep Learning (DL) requirements, and even allow the configuration of "laboratories" so that users outside the MISSM can use the analytical capabilities of the infrastructure securely and guaranteeing the confidentiality of the information.

Isdefe provides technical assistance services to design, prepare, monitor, govern and control the projects of the Digital Infrastructure deployment programme.

Ministry of the Presidency and Relations with the Courts and Democratic Heritage / National Heritage

Isdefe provides National Heritage with the technical project office services needed to support the technical configuration and commissioning of the communications network of the new Museum of Royal Collections, and the modernisation and interconnection with the existing networks in the different National Heritage centers.

These services cover all the tasks necessary for the preparation of the technical specifications and the incorporation of all those systems and equipment that are essential for the proper operation of the Museum, as a complement to its exhibition function.

National Markets and Competition Commission (CNMC)

Isdefe provides consulting services to the Directorate of Telecommunications and the Audiovisual Sector (DTSA) of the CNMC to conduct various analyses and studies in the field of electronic communications, notably:

- » Regular analyses of the evolution of broadband infrastructures nationally, the results of which enable the DTSA to continuously assess the competitiveness of the telecommunications market.
- » Verification of the results of the accounting models to determine the costs of regulated electronic communications services.

Spanish Radio and Television Corporation (RTVE)

Specialised services to the RTVE Corporation in different areas:

- » Strategic consultancy to develop and integrate artificial intelligence technologies in the processes of generating and distributing audiovisual content, by integrating natural language processing technologies in the development of semantic search engines in the mobile and web channel of RTVE, among others.
- » Support in the development of the Strategic Technology Plan and definition of indicators and mechanisms to monitor the evolution of the Plan.



NATO / Communications and Information Agency (NCA)

Technical assistance to its Security Operations Centre with the configuration, optimisation and operation of the NATO Network Incident Management and Security Monitoring Tool (CLASS/UNCLASS).

Isdefe provides the NCA, at its facilities in The Hague, with management services for NATO programmes and projects, so that it can implement its information and communications systems. We have in force a framework agreement with government non-profit organisations which will allow Isdefe to carry out pre-contractual activities that require independence from any commercial or industrial interest.

2.6

Energy Sector

Isdefe provides technical support for the major energy policy implementation plans and programmes, in the fields of both energy efficiency and renewable energy.

Consultancy in the field of Energy Security, in keeping with the lines established in the National Energy Security Strategy, in the areas of regulations and standards, security of supply, promotion of local sources, economic and environmental sustainability, and dissemination of the safety culture. Our teams support the competent agencies of the Administration in matters of regulation and supervision of ICT services.





■ Energy Diversification and Efficiency

We provide support services to the Public Administration in the design, implementation and monitoring of programmes and projects related to: security policies, energy efficiency, renewable energy and technical consulting for the development, technical direction and monitoring of this type of projects.

Ministry of Ecological Transition and the Demographic Challenge / Secretariat of State for Energy / IDAE

Specialised technical services in different areas in 2021:

- » Provision of technical support and advice in the analysis and regulatory adequacy in the field of data security (ENS) and protection. (GDPR).
- » Support updating the model of the national energy system for the development of the National Integrated Energy and Climate Plan 2020-2030 (PNIEC), and with the Long-Term Plan (2050). These plans detail the process, national objectives, existing policies and measures and those necessary to achieve the objectives, as well as the analysis of the economic, employment, distributional and health benefits impact.
- » Support in the design, management and execution of different administrative processes involving the electricity sector, renewable energies and self-consumption, highlighting as a main activity the management of the registration of the specific remuneration regime for electricity production facilities from renewable sources, cogeneration and waste.

- » Development and management of public aid programmes that affect the main energy consumption sectors. These aid programmes are budgeted primarily through the National Energy Efficiency Fund, General State Budgets and ERDF funds dedicated to the low-carbon economy. In addition, in 2021 Isdefe helped the IDAE to achieve the important commitments it acquired in the implementation and execution of the Recovery, Transformation and Resilience Plan.

Ministry of Transport, Mobility and Urban Agenda/ ADIF

Isdefe supports the strategy to decarbonise the railway manager, and monitors it. It provides support services in renewable electricity generation initiatives, charging stations, energy demand management and in different operational models for energy self-supply.





3

DIGITAL INNOVATION AND TRANSFORMATION

3.1

Innovation Activities

Isdefe is firmly committed to innovation. Competitiveness and positioning in strategic areas are improved through the planning and execution of innovation activities. The result of the innovation activities provides Isdefe with first-hand knowledge that allows the company to anticipate the future and predict the opportunities and challenges that the Administration will have to face.





■ Innovation at Isdefe

Isdefe, as the in-house technical services provider of the General State Administration (GSA), promotes various innovation activities with the aim of gaining knowledge, anticipating the needs of the administration and improving engineering and consulting services in the company's areas of activity.

Innovation allows Isdefe to support the Public Administration in the challenges and opportunities it will face in the future.

We are committed to innovation activities as a tool to identify and determine what technologies await in the coming years, especially in the field of Defence and Security.

In terms of sustainability, investing in innovation allows Isdefe to engage in technology foresight and monitoring, as well as to participate in projects in this area that develop proof of concept, prototypes, methodologies, and more. This investment results in the improved quality of the consulting and engineering services that Isdefe provides to the public administration, as well as to society in general.

The dissemination and exploitation of the innovation activities provides first-hand knowledge that allows us to anticipate the future and predict the opportunities and challenges that the Administration will have to face.

The Directorate of Business Development and, within it, the **Department of Innovation, Processes and Digital Transformation**, is responsible for preparing, supervising and coordinating the implementation of innovation activities.

Innovation at Isdefe is planned and implemented around four areas of activity:

- Technology foresight and monitoring.
- Reinforcement of positioning.
- Promotion of a culture of innovation.
- Dissemination and exploitation of innovation results.



■ Technology foresight and monitoring

Horizons Network

The Horizons Network is the programme around which technology foresight and monitoring activities at Isdefe are structured. Its primary goal is to identify future trends in Isdefe's areas of activity in order to train the company's staff sufficiently far in advance to respond quickly to the new challenges facing the GSA.

The Horizons Network:

- » Identifies and exploits the existing sources of knowledge in the innovation ecosystem, lays out a range of areas of activity focused on both the workforce and the organisations of the AGE, and makes available to the organisation tools to promote a corporate culture of innovation.
- » Develops technology foresight and monitoring activities in areas of strategic interest to Isdefe, mainly using the partnership between academia and Isdefe that is structured around technology observatories.



Horizons Network Observatories



The Network feeds on knowledge from academia, its employees, the organisations for which it works, and national and international partners and collaborators. The Network also exploits information from open sources.

Horizons Network Observatories

Isdefe's Horizons Network has developed a University-Business collaboration model and has built up a network of experts at the national and international levels that enhances the existing knowledge in the organisation, academia and the Administration.

In 2021, the Horizons Network comprised a set of observatories:



3. DIGITAL INNOVATION AND TRANSFORMATION

Defence and Security Observatory

POLYTECHNIC UNIVERSITY OF MADRID (UPM)

This observatory is the result of the work carried out under the Isdefe-UPM Chair in Defence and Security with the Advanced School of Telecommunications Engineers (ETSIS). The observatory conducts foresight exercises in the detection and neutralisation of drones, on on-board sensors and in data science and Big Data for defence and security.

The main areas of research of the Defence and Security Observatory in 2021 were the characterisation of cameras embarked on UAVs with motion modeling, the evaluation of digital algorithms for unblurring images captured by UAVs, and an experimental analysis of the vulnerability of commercial drones to targeted energy attacks.

Air Traffic Management Observatory

POLYTECHNIC UNIVERSITY OF MADRID (UPM)

This observatory is the result of the work carried out under the Isdefe-UPM Chair in Air Traffic Management with the Advanced School of Aeronautical Engineers (ETSIA). The observatory conducts foresight exercises on the integration of drones in airspace and urban air mobility.

The main areas of research of the Air Traffic Management Observatory in 2021 were the generation of scenarios of interest with the ATC SkySim simulation platform, the integration of RPAS into the air control of airports, and the characterisation of an Urban Air Mobility operations in the Barcelona metropolitan area.

Cybersecurity Observatory

ALCALÁ DE HENARES UNIVERSITY (UAH)

This observatory is the result of the work carried out under the Isdefe-UAH Chair in Cybersecurity, ICT and Digital Progress in the Department of Computer Sciences of the Advanced School of Computer Engineering at the University of Alcalá. The observatory conducts foresight exercises in legal cybersecurity, cloud cybersecurity and data science, in the dark web and in cybersecurity on mobile devices.

The Cybersecurity Observatory's main areas of research in 2021 were blockchain and its underlying technologies, continuous authentication for both military users and devices, homomorphic cryptography, lightweight cryptography, and IoT security.

ICT and Digital Progress Observatory

ALCALÁ DE HENARES UNIVERSITY (UAH)

This observatory is also part of the Isdefe-UAH Chair in Cybersecurity, ICT and Digital Progress in the Department of Computer Sciences of the Advanced School of Computer Engineering at the University of Alcalá. The observatory conducts foresight exercises in 5G technologies, Artificial Intelligence and Soft Computing for defence applications.

The main areas of research of the ICT and Digital Progress Observatory in 2021 were Artificial Intelligence applied to Natural Language Processing (NLP), 5G propagation models and automatic planning of logistics centres based on Soft Computing.

Space Observatory

CARLOS III UNIVERSITY IN MADRID (UC3M)

This observatory is the result of the work carried out as part of the Isdefe-UC3M Chair in Space with the Department of Aerospace Bioengineering at the Advanced Polytechnic School. The observatory conducts foresight exercises in quantum technologies applied to the space sector, space monitoring and ground observation.

The main areas of research of the Space Observatory in 2021 were optical communications and quantum cryptography.



Energy Transition Observatory

UNIVERSITY OF ZARAGOZA (UZAR)

This observatory is the result of the work carried out in collaboration with the Department of Electrical Engineering at the University of Zaragoza.

The main areas of research of the Energy Transition Observatory in 2021 were the development of a methodology to evaluate the technical/economic aspects of the implementation of renewable energies, and a pilot project to develop a tool to automatically collect energy consumption data for buildings.

Systems Engineering, Logistics and Programme Management Observatory

This observatory is wide-ranging and methodological in nature, so it carries out its activity in permanent or specific collaborations with various universities and international organisations.

In the field of Systems Engineering, the observatory is part of the Advisory Board of INCOSE, the International Council on Systems Engineering, and its Spanish chapter, AEIS.

In the field of logistics, in 2021 the observatory collaborated with the University of A Coruña and the Spanish Navy (Cartagena Naval Base) to conduct a study using machine learning and multi-criteria analysis techniques of a new system for managing spare parts on board military vessels.



■ Reinforce the position of Isdefe through innovation

Isdefe's participation in innovation projects and in activities related to systems engineering allows the company to strengthen its positioning as a state-owned company based on innovation.

Participation in European innovation projects

Isdefe continues to consolidate its participation in European programmes, such as Horizon 2020, SESAR and EUSPA. In 2021, Isdefe was involved in the innovation projects shown below:

Projects financed by **SESAR JOINT UNDERTAKING (SESA-JU)**

USEPE – U-space separation management service

- » January 2021 – December 2022.
- » Role: Isdefe leader of the consortium.

The goal of the project is to study the separation of drones in U-Space and to support the addendum to the ATM Master Plan related to U-Space in terms of automation and the use of new technologies, such as Artificial Intelligence and Machine Learning.

INVIRCAT – IFR RPAS Control in Airports and TMA

- » **July 2020 – December 2022.**
- » **Role: Isdefe member of the consortium.**

The project is developing an operational concept to efficiently and safely integrate remotely piloted aircraft systems (RPAS) into the terminal control areas of airports, based on simulation assessments and recommendations, for use by legislators and standardisation bodies.

IMHOTEP – Integrated Multimodal Airport Operations for Efficient Passenger Flow Management

- » **July 2020 – November 2022.**
- » **Role: Isdefe member of the consortium.**

The project develops a conceptual framework of operations and a set of data analysis methods and tools to share information, create common situational awareness and make real-time collaborative decisions between airports and ground transportation stakeholders. Case studies are being carried out at Palma de Mallorca and London City airports to test the methods and tools developed.



PJ04 W2 TAM – PJ04 W2 Total Airport Management

- » **December 2019 – December 2022.**
- » **Role: Isdefe, partner entity of ENAIRE.**

The project aims to improve the integration of airports and large and medium/regional airport networks, improve the integration of airports in the area of operations and on the ground, and conduct further research on how environmental aspects could be monitored and managed in routine airport operations.



PJ13 W2 ERICA – Enable RPAS, Insertion In Controlled Airspace

- » **December 2019 – December 2022.**
- » **Role: Isdefe, partner entity of ENAIRE.**

The project analyses the operational and technical opportunities that would allow RPAS to operate safely in controlled airspace, both in nominal conditions and during emergencies. It also creates test solutions without a negative impact on air traffic. The objective is to develop accredited European operations with RPAS in non-segregated airspaces, in order to enable civilian and military RPAS to operate with air traffic management systems inside and outside Europe.

Projects funded by the European Commission (Horizons 2020)

COPKIT - Technology, training and knowledge for Early-Warning / Early-Action led policing in fighting Organised Crime and Terrorism

- » **June 2018 – December 2021.**
- » **Role: Isdefe leader of the consortium.**

The project addresses the challenge of analysing, preventing, investigating and mitigating the use of new information and communication technologies by organised crime and terrorist groups. This is a key challenge for policymakers and for law enforcement agencies due to the complexity of the phenomenon and the number of factors and actors involved. Its goal is to develop an early warning system based on intelligence at both the strategic and operational level.

MEDEA - Mediterranean practitioners' network capacity building for effective response to emerging security challenges

- » **June 2018 – May 2023.**
- » **Role: Isdefe member of the consortium.**

The project establishes and operates the MEDEA network, a multidisciplinary network of security professionals; engages participants in forward-looking governance on new security challenges; promotes the joint creation of security technology innovations and capabilities between professionals and innovation providers; and establishes and annually updates the Mediterranean Security Research and Innovation Agenda (MSRIA).

PROMENADE - Improved maritime awareness by means of AI and BD methods

- » **October 2021 – March 2023.**
- » **Role: Isdefe member of the consortium.**

The project seeks to improve knowledge of maritime environments by providing more accurate, robust and early anomaly detection. In addition, the project aims to shorten the time to market and the adoption of related technologies and solutions by Coast Guard and Border authorities. To do so, it studies technologies and solutions that have the potential to be used in different European border scenarios.

NESTOR - An enhanced pre-frontier intelligence picture to safeguard European borders

- » **October 2021 – March 2023.**
- » **Role: Isdefe member of the consortium.**

The project aims to showcase solutions applied to long-range automated surveillance and protection beyond maritime and land borders by detecting, classifying and tracking moving targets (e.g. people, cars, drones, etc.) using state-of-the-art artificial intelligence techniques in order to provide comprehensive surveillance capabilities, timely pre-frontier situational awareness in order to protect and safeguard European borders.

Projects funded by the European Space Agency (EUSPA)

PETRUS-PRS JTA-MS: PRS JOINT TEST ACTION

- » **November 2017 – June 2022.**
- » **Role: Isdefe member of the consortium.**

The project provides test data and results to the programme in support of the validation of the Galileo PRS service, with the aim of assessing its suitability to meet the needs of potential users. The project presents the lessons learned on different characteristics of the PRS service - quality and safety of the PRS service, performance, operational concept and definition of use cases - and engages in activities to raise awareness of the actions and use involving PRS.





Programme to gather and manage innovation ideas

In 2021, the seventh edition of the Programme to Gather and Manage Innovation Ideas was held, allowing all Isdefe employees to participate in the process of generating ideas in order to transform them into research, development and innovation projects with internal applications and for our customers.

The programme promotes a corporate culture of innovation and was instituted with the aim of engaging and raising awareness throughout the organisation about the importance of innovation and its prominent role in the process of generating value for the company.

In the 2021 edition, 23 ideas were presented in the areas of defence and security, transport, public administration, ICT and energy.

Winning projects in the 2021 edition:

PSEPIA – Secure Platform for Processing Classified Data Using Artificial Intelligence

Objective:

To design a secure virtual environment in Isdefe, with tools and applications, to enable every Isdefe operational directorate to do proof of concept tests with Artificial Intelligence using classified data.

CL-VCON – Clustering in connected vehicles to detect anomalies and breakdowns in military vehicles

Objective:

To apply clustering algorithms to time series data from certain connected military vehicles in order to detect anomalies, anticipate faults, detect misuse, etc.

Congress of Systems Engineering Applied to Defence

On 25 November 2021, the Congress of Systems Engineering Applied to Defence was held in the facilities of the Advanced Centre for National Defence Studies (CESEDEN). The conference was broadcast live and is available on CESEDEN's YouTube channel.

Organised by Isdefe and the Spanish Association of Systems Engineering (AEIS), its purpose is to disseminate in Spain the discipline of systems engineering and its application among Defence and Security professionals in the Public Administration, academia and industry.

The congress is biannual, with its next edition scheduled for November 2023.

3.2

Digital transformation in the company

Today, the digital transformation is present in our work, in our companies and in our lives. The new demands are giving rise to specific resource and knowledge needs in emerging areas and in the field of disruptive technologies, which requires us, as an instrumental means created to serve the Ministry of Defence, to respond to this demand.

ISDEFE is committed to this change, which is why it has also designed and is developing its own Digital Transformation by implementing a Transformation Plan.

This plan includes the actions identified in the short, medium and long term to see through the aforementioned transformation, whose ultimate goal is to provide people with the necessary capacities to face current and future management needs, ensure the interoperability of systems and create a technological environment that allows the staff of Isdefe to carry out their activity in any physical setting.



■ Digital transformation in the company

During this period, Isdefe's **Strategic Digital Transformation Plan (PTD)** for 2022-2025 has been defined under the strategic objective "Company Management". The purpose is to further the Digital Transformation through an effective and interoperable technological infrastructure with agile and efficient processes while protecting critical information at the Company, and to develop a digital acquisition strategy and a flexible and adaptable work environment in keeping with its function as an in-house service provider.

The development of the Digital Transformation:

- » Improves competitiveness.
- » Provides high value-added services in technological and strategic areas.
- » Positions the company as a benchmark in the Public Business Sector.

The new PTD provides continuity to the actions included in the previous plan, and is structured into four groups of activities:

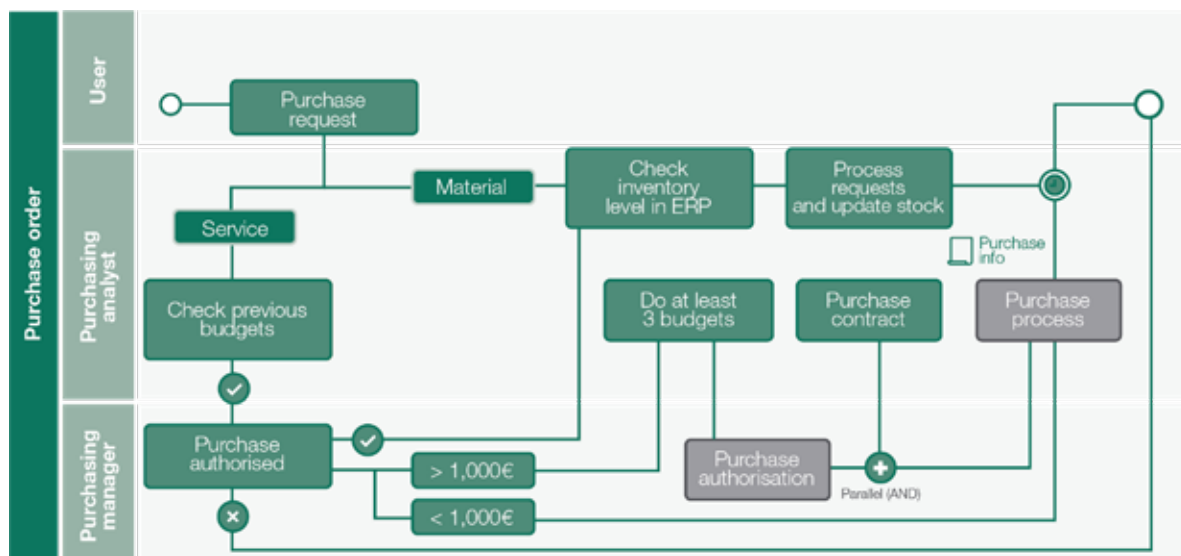
- » **Deployment of technological infrastructure.**
Update and modernise the technological infrastructure to meet current and future management needs.
- » **Process analysis, simplification and automation.**
Once the key processes at Isdefe have been mapped out, the objective is to have agile and efficient processes by automating those that are open to automation.
- » **Digital acquisition strategy.**
Prepare a procedure to carry out the company's digital acquisitions.
- » **Digital Workplace.**
Develop the objective to let all employees do their work from anywhere, with full connectivity and using the appropriate devices.

Initiatives

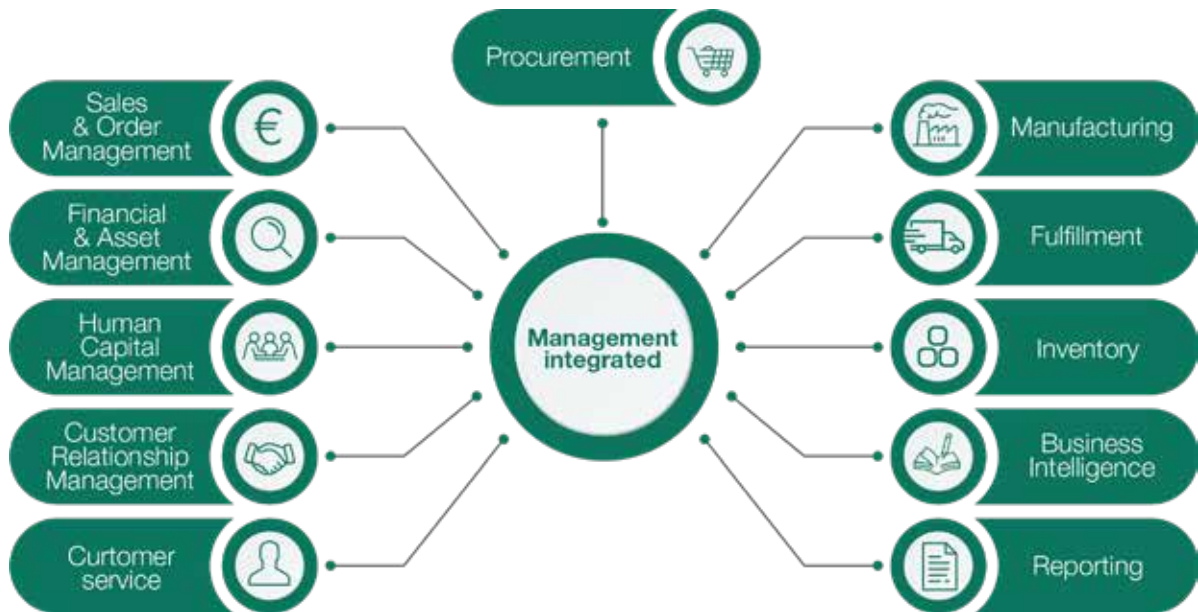
During the year 2021, the following initiatives were undertaken:

- » **Operation of the new service to settle employee expenses** through a mobile app.
- » Migration **to collaborative tools initiated** in order to create, access, and share documents and information in real time anytime, anywhere through the cloud.
- » **Migration of corporate mail to a new, modern, efficient and secure multi-device platform**, with large storage mailboxes and hosted on the web.

New, more effective, collaborative and mobile way of working in the company.



- » **Formal documentation of the processes** identified within each functional area through a unique methodology, for subsequent analysis, optimisation and automation, in order to constantly improve said processes.
- » **Improvement, optimisation and enhancement of the company's integrated management tool** (hours, billing, projects, etc.), eliminating manual operations and avoiding duplicate or contradictory data, automatically enhancing the performance of certain functions.



- » **Continued issuance of certificates to employees**, while extending the use of Electronic Signatures as a means to sign documents electronically.
- » **Change Management Framework**, in this context it is essential to encourage activities to properly inform and train employees; in short, to guide them in order to make the change easier and simpler. In 2021, a project was initiated to develop a methodology to optimise how the changes and initiatives that are undertaken are managed and reported.





4

OUR STAKEHOLDERS

■ Dialogues with our stakeholders

Isdefe is committed to all our stakeholders, and a fundamental part of our business strategy is to actively listen to all of them, with whom we have different channels of communication to respond to any issues raised. We also include them in the strategic and operational development of the company.

MECHANISMS FOR COMMUNICATING WITH STAKEHOLDERS	Society	Shareholder/ Board of Directors	Employees	Auditors
Corporate website and social media (YouTube, LinkedIn, Flickr)				
Transparency portal				
Non-Financial Information Statement (NFII)				
Isdefe Annual Report				
Marketing website: catalogue of products and services				
Generic mail accounts of the corporate website				
Media				
Best practices platforms of CSR leaders				
Social projects				
Partnership agreements and chairs with academia				
Alliances with associations/forums				
Monthly report to the Board				
Periodic meetings of the Board				
Shareholder meetings				
Corporate network				
Generic mail accounts				
Bulletin and Argos classroom				
Internal memos				
Regular internal meetings				
Employee representation				
Tele-innovation initiative				
R&D recruitment programme				
Committees				
Calendar of events				
Web/mobile apps				
TV screens in BDB3				
Social projects				
Employee portal				
Audit programmes				
Audit reports				

4. OUR STAKEHOLDERS

MECHANISMS FOR COMMUNICATING WITH STAKEHOLDERS	Receiving Clients/ Agencies	Vendors	Partners	Regulatory Bodies
Corporate website and social media (YouTube, LinkedIn, Flickr)				
Transparency portal				
Non-Financial Information Statement (NFII)				
Isdefe Annual Report				
Marketing website: catalogue of products and services				
Partnership agreements and chairs with academia				
Periodic meetings of the Board				
Generic mail accounts				
Annual satisfaction survey				
Personal meetings of Isdefe directors with agencies that receive our services				
Regular meetings of Isdefe staff with agencies that receive our services				
Follow-up reports				
Conferences, Technical workshops, Courses				
Contracting profile on the State platform				
Opening of tenders				
Tactics Programme (Fundae)				



■ Commitment to clients

Quality, excellence and innovation

Isdefe is committed to excellence by continuously improving the quality of its products and services to meet the expectations and needs of clients, and be a benchmark in innovation.

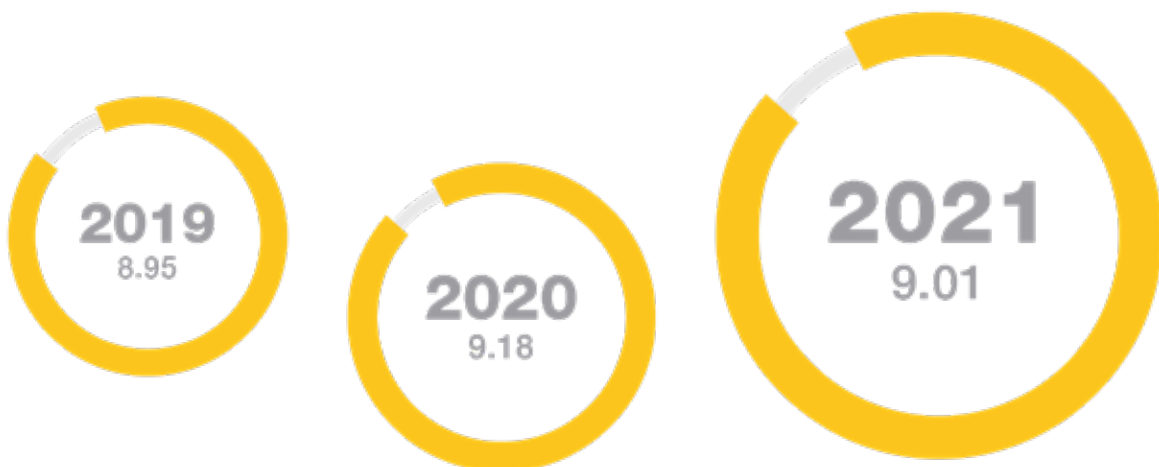
All Directorates, Departments and Areas are responsible for providing quality services and products in every phase of their execution, in keeping with the established plan. The quality of the services and products generated by Isdefe is thus the responsibility of all company personnel.

Isdefe has had a certified Quality Management System (QMS) since 1998. It currently has the following certificates:

- EQA certification of the Quality Management System as per the UNE-EN ISO 9001:2015 standard for the provision of consultancy and technical assistance services in the sectors of Defence and Security, Aerospace, Transport, Public Administrations, Information and Communication Technologies (ICT) and Energy.
- Certification of the Ministry of Defence of the Quality Management System, as per the PECAL/ AQAP 2110 standard (File No. 0077/03/01/01) for consultancy and technical assistance services in systems engineering to the Ministry of Defence. Certified since 08/11/2002. Valid until 23 June 2022.

One of the general goals of the company is the General Satisfaction Index (GSI), with a target for 2021 of equal to or greater than 8.5.

General Satisfaction Index (GSI)



Client satisfaction

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

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

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

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

Commitment to our employees

Our staff by the numbers

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

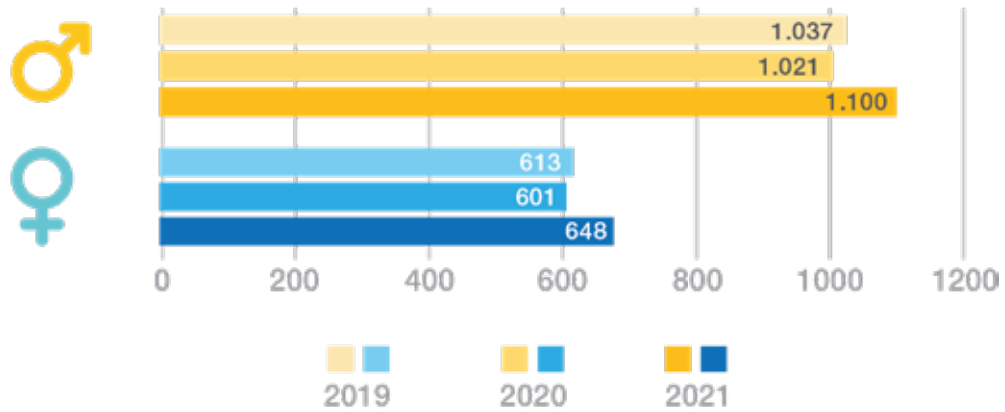
88.2% of the workforce have secondary or higher degrees and of the latter, 91.6% are in engineering and other technical fields.

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

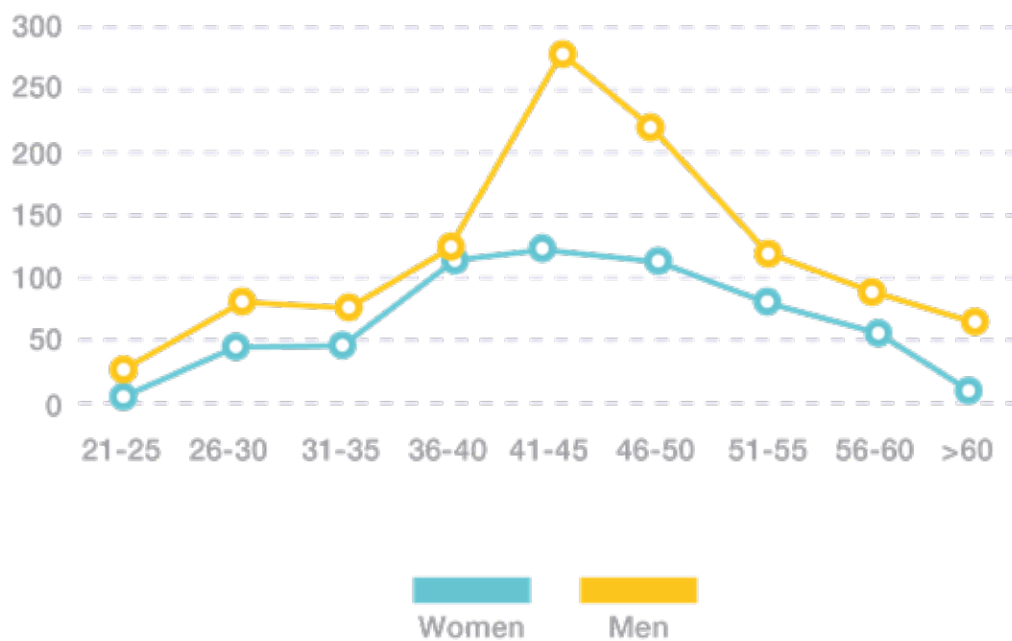
Age	2019	2020	2021
21-25	26	23	36
26-30	90	92	128
31-35	138	114	128
36-40	306	280	247
41-45	445	406	417
46-50	266	323	367
51-55	177	185	202
56-60	124	130	141
> 61	78	69	82
Total	1,650	1,622	1,748



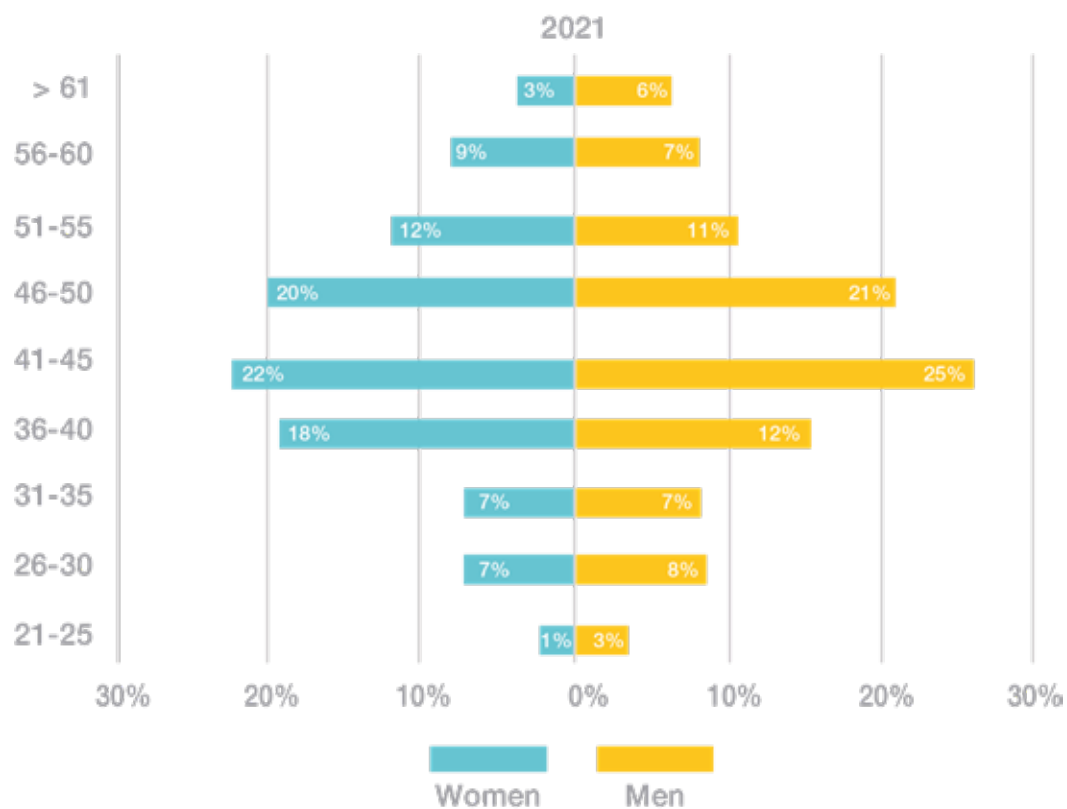
Evolution of the workforce by gender M/W



Comparison of Isdefe staff by sex and age in 2021*



Population pyramid of Isdefe staff in 2021 by sex and age



Total number and distribution of staff by professional classification:

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

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

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

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

COVID-19

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

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

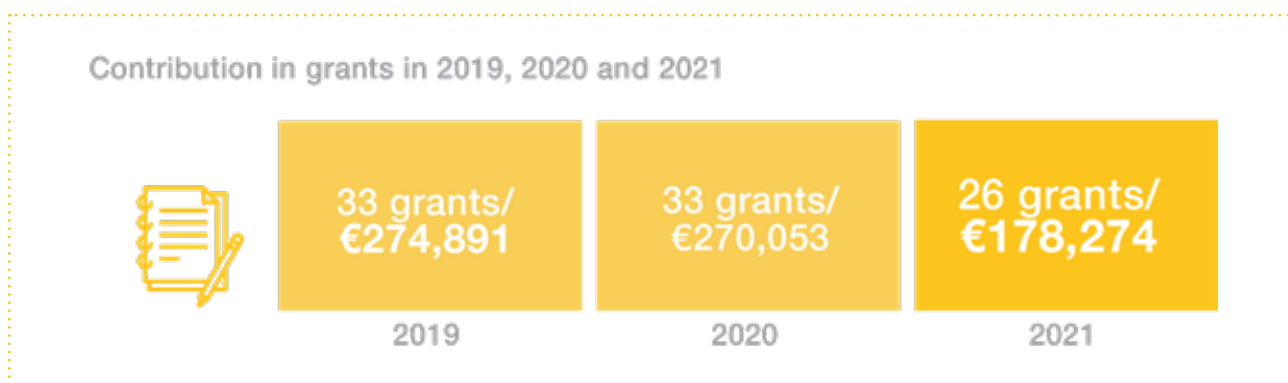
- » Adopting teleworking and promoting flexible working hours (work-life balance, etc.)
- » Adjusting measures in the Isdefe Return Plan involving travel, meetings and essential in-person work that could be delayed.
- » Adoption of measures (individual and collective) appropriate to the situation, and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

People

Talent Identification and Development

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

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



Training

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

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

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

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

Training activities in 2021

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

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

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

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

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



Training and investment

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

Investment in training



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

Safety, Health and Welfare

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

Prevention plan 2021

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

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

2021 Prevention Planning

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

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

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

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

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

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

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

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

Completed goals

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

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

Health & Safety

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

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

Accidents

Workers' representatives on the Health and Safety Committees

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

Equality plans

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

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

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

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

DIE 2010 badge

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

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

Equality

Recruitment, Selection and Promotion

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

In Recruitment Processes.



Recruitment Processes

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

Protocols against sexual and gender-based harassment

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

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

Non-discrimination

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

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

Work-life balance

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

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

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

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

CONCILIA PROJECT

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

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



Universal accessibility for people with disabilities

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

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

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

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



Social Relations

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

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



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

Negotiations

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

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

Informational processes

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



Other non-periodic information

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



Collective agreements

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

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

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

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

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



■ Commitments to society

Key initiatives in 2021

- » Congress of Systems Engineering Applied to Defence.
- » European Defence Fund Workshop: Priorities of the Ministry.
- » NFP Framework Agreement of the NATO Communications and Information Agency – NCIA. Isdefe is the first signatory.
- » Peru-Spain Joint Seminar: Strategic Activities in the Space Sector.
- » Dubai World Central Airshow.
- » Institutional visit to the headquarters by Ms Margarita Robles, Minister of Defence.
- » International Defence and Security Fair, FEINDEF21.
- » 8th Conference on Security and Cyber Defence, University of Alcalá de Henares – CIBERSEG21.



Systems Engineering Congress



Visit by the Minister of Defence to Isdefe



Dubai Airshow



FEINDEF21



Peru-Spain Joint Seminar



NFP agreement of the NCIA



European Defence Fund



CIBERSEG21

Dissemination of Isdefe's know-how

Acknowledgment ceremony 7th edition of the Isdefe programme to gather and manage innovation ideas



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

Christmas campaign

The Isdefe management committee wishes a Merry Christmas to all employees at a virtual event due to COVID-19, but streamed, and which featured the President of Isdefe, the Secretary of State for Defence, Ms Esperanza Casteleiro Llamazares, who addressed everyone.



Social action programme

Isdefe has a **social action programme** whose goal is to contribute to the achievement of the 2030 Agenda for Sustainable Development by **participating** in and undertaking social initiatives in collaboration with foundations and NGOs.

11 February Initiative: Day of Women and Girls in Science

In 2021, Isdefe again took part in the "Feb 11 Initiative", a platform that shines a light on the role of women in science and encourages scientific vocations among girls.

The goal of this initiative is to break down the barriers that women and girls face in the fields of science and technology and to inspire them to get into scientific and technological careers, using the experience of our professionals to encourage girls from an early age to study the field of science, technology, engineering and mathematics (STEM).

On this occasion, seven engineers from Isdefe participated and gave 20 talks in 9 schools, reaching more than 600 children who, thanks to the generosity and drive of these volunteers, now have a role model in this area.

SDG 4 "Quality Education", SDG 5 "Gender Equality" and SDG 9 "Industry, Innovation and Infrastructure".

"Supportive Company, Extraordinary Company" Campaign

In 2021, Isdefe joined the "Supportive Company, Extraordinary Company" Campaign, launched by the Ministry of Finance in 2019 and coordinated by the Third Sector Platform, by checking the "X for Solidarity" in its corporate tax statement.

A free and voluntary gesture that allocates 0.7% of this tax to social causes. The X for Solidarity contributes to a more just, egalitarian and inclusive society.

As a result, Isdefe becomes an Extraordinary Company that, through its taxes, is giving back to society in order to improve the quality of life of people and fight poverty.

SDG 1 "No poverty" and SDG 10 "Reduced inequalities".

Food Drive

Access to adequate food is a universal human right recognised by international law. It is also included among the goals set by the 2030 Agenda for Sustainable Development.

Isdefe, as a state-owned consultancy and engineering company whose mission is to support the Ministry of Defence and the Administration, is highly committed to the challenges of the 2030 Agenda and wishes to

4. OUR STAKEHOLDERS

contribute to solving this social problem. As a result, for the second consecutive year it joined "The Great Food Drive", organised annually by the Food Bank Foundation of Madrid in the third week of November.

The solidarity of Isdefe employees, with 116 donors, plus the company's contribution yielded a final tally of €7,482, which was contributed to "Operation Kilo" and will be used to purchase food

Since the start of the Covid-19 crisis, the number of beneficiaries served by the Foundation has risen by more than 46% and stands at 186,000, who receive food through 565 charities.

SDG 1 "No poverty" and SDG 2 "Zero hunger".

Christmas Charity Campaign

In December, the 14th Isdefe Christmas Charity Campaign was held, in which several initiatives were launched with the aim of bringing Christmas to the most vulnerable groups. Through the "Fundación Madrina" and the "Asociación Reyes Magos de Verdad", the staff had the opportunity to collaborate with the aim of ensuring that every child gets a toy on such an important holiday.

Estela de Ayo Association

Taking advantage of the 2021 Christmas Campaign, we collaborated by contributing non-perishable children's products such as milk powder and formula for babies, donated by Isdefe staff.

This association aims to continue the legacy of solidarity and commitment that Commander Eduardo Garvalena "Ayo", who died in a military aviation accident while on duty, brought to the places he visited in his missions.

SDG 1 "No poverty" and SDG 2 "Zero hunger".

Collecting caps for charity

Isdefe continued to collaborate with the "Seur Foundation" in the project "Caps for a new life", which began in 2012.

By collecting plastic caps, which employees deposit at the company's headquarters, funds are raised to provide children with medical and orthopaedic treatments that are not covered by the public health system. The project also has component of environmental sustainability by recycling caps.

SDG 10 "Reduced inequalities" and SDG 13 "Climate action".

■ Commitments to our vendors

Isdefe has the status of a Contracting Authority, as per the provisions of Law 9/2017 of November 8 on public sector contracts, which transposes into the Spanish legal system the directives of the European Parliament and of the Council 2014/23/EU and 2014/24/EU, meaning all of its procurement processes are subject to the principles of freedom of access to tenders, advertising, transparency, non-discrimination and equal treatment between bidders, implementing the principle of integrity in all its tenders.

Subcontracting and vendors

The general principles of public procurement are contained in the specifications of each of the tenders that are published in the profile of the contracting party of Isdefe, housed in the **Public Sector Contracting Platform** (<https://contrataciondelestado.es>), where all the information related to the contracting of vendors by Isdefe is published.

Isdefe imposes on potential economic operators the same capacity and solvency requirements as the Administration, and requires proof that they are not subject to any prohibitions or ineligibilities under the terms laid out in Law 9/2017.

With the entry into force of Law 9/2017, Isdefe has reinforced its commitments in social and environmental matters, establishing the following measures across all its tenders:

- » Extension and enforcement of its environmental policy on vendors by including an environmental clause in all its contracting conditions. <https://www.isdefe.es/gesti-n-ambiental>.
- » Requirement for all its vendors to observe the applicable laws involving labour, social security, the social integration of people with disabilities and prevention of occupational risks, as well as respect for the applicable Collective Agreements, by including in all its contract specifications a clause on labour and social obligations.
- » Termination clause in all its contracts for breach of obligations involving environmental, social or labour matters.
- » Tie-breaking clause that benefits companies that have the highest percentage of permanent workers with disabilities in their workforce, a lower percentage of temporary employees, or a higher percentage of female employees in the case of bids that have obtained the same score.

Depending on the contract, Isdefe ensures that the design of the awarding criteria makes it possible to receive high-quality work, products and services, in particular by including qualitative, environmental, social and innovative aspects related to the purpose of the contract.

For the electricity contracts that we have tendered, bidders that offer energy from renewable sources or high-efficiency cogeneration have been scored more highly.

Relationships with vendors and subcontractors

Isdefe ensures that the design of the awarding criteria makes it possible to receive high-quality work, products and services by including qualitative, environmental, social and innovative aspects related to the purpose of the contract. The most significant criteria are as follows:

- » The tender for the food and drink vending machine service at Bdb3 includes the requirement to supply biodegradable or compostable stirrers and teaspoons. And as award criteria, the installation of machines with an energy rating of A++, the option of healthy, organic, sugar-free and gluten-free products, as well as "Fair Trade Coffee".
- » The tender for the supply of office supplies specifies the use of TCF (Totally chlorine free) paper
- » The tender for the supply of electricity specifies that the electricity be from 100% renewable sources.
- » The tender for the beverage and food vending machine services at the Robledo work centre has established as an award criterion the choice of healthy, organic, sugar-free and gluten-free and fair trade products, and the means for reusing and/or recycling containers, the use of 100% compostable cups and teaspoons, as well as a higher energy rating for the machines.
- » The tender for the purchase of six new vehicles (vans) has established as an award criterion the option of supplying electric or hybrid vehicles.
- » Tender for the removal of hazardous waste has established as award criteria the supply of information signs or other auxiliary graphic documentation adapted for the centre on the proper management of hazardous waste, the supply of stickers for labelling the different waste types, and the inclusion of a bar or QR code on the identification labels.
- » The tender to supply servers requires higher performance and/or lower consumption processors, and other hardware tenders limit the maximum electricity consumption of the servers.
- » In order to bid on services that support and aid the family-work balance of Isdefe's staff, bidders must be a certified Special Employment Centre.
- » The tender to supply laptops requires all the computers offered to comply with the energy criteria established in the corresponding energy STAR label.
- » The tender to supply work clothing, technical clothing and personal protective equipment (PPE) requires compliance with various UNE standards, based on the product type and batch, and CE marking on the products that require it.

Finally, it should be noted that in 2021, the use of electronic contracting was generalised to all open tenders at Isdefe, including the electronic processing of all the certificates and contracts, and the receipt of bids through the Public Sector Contracting Platform (PLCSP).

This has completely done away with the use of paper by both Isdefe and the bidders, resulting in considerable savings in toner, electricity, paper and storage devices (such as USB, CD and DVD drives), which were required to physically submit the bids and process them internally.

Supervision and audits and their results

Isdefe is subject to any controls that the Administration wishes to exercise over it through its supervisory bodies. As a result, Isdefe complies with all the principles of transparency and scrupulously complies with the obligation to send all its contracts to the Court of Auditors.

Isdefe's contracts with third parties are generally regulated in the Assignments it receives, and in any case the partial services that Isdefe may outsource to third parties cannot exceed 50% of the amount of the Assignment.

It should be noted that Isdefe received a score of 77.6 points in the Contracting Area in the International Transparency Index of state-owned companies for 2018, making it the second highest rated company in this field. In 2021, the good practices that led to this result were continued and reinforced.

Isdefe has implemented an internal oversight and control system for the work performed by its vendors that assesses the quality of the services, supplies and works provided or performed during the year. This control is part of our quality indicators, with the satisfaction index in 2021 being 99.6%, surpassing the established target of 95%.



It is Isdefe's policy that all personnel acting pursuant to its contracting procedures be required to take appropriate measures to combat fraud, favouritism and corruption, as well as to prevent, identify and effectively resolve any conflicts of interest that may arise in tender procedures in order to avoid any distortion of competition and to ensure transparency in the process and equal treatment of all candidates and tenderers.

4. OUR STAKEHOLDERS

Specifically, Isdefe informs its staff that the concept of conflict of interest shall at least cover any situation in which staff members of the contracting authority, who are involved in the conduct of the procurement procedure or who may influence the outcome of that procedure, have a direct or indirect financial, economic or other personal interest that might be perceived to compromise their impartiality and independence in the context of the procurement procedure.

Any person participating in the contracting process who identifies any situation in any of the bidding companies that may be affected by the Code of Ethics, or that may be classified as one of the practices listed above, must inform the Contracting Department in writing.

All tender specifications include a contractual obligation to know and observe the Isdefe Code of Ethics, as well as the Gifts and Hospitality Policy, during all phases of the process.



Isdefe makes available to anyone interested in the procurement procedures communication channels where they can submit any question or comment through the public sector contracting platform or by email (unidadcontratacion@isdefe.es).

In 2021, 100% of the questions posed through the Public Sector Contracting Platform were answered by the Isdefe Contracts Department.



5

**OUR
ENVIRONMENTAL
PERFORMANCE**

■ Tools for environmental management

Isdefe, aware of the growing environmental problem and as a supporter of sustainable development, has implemented an Environmental Management System (EMS), which promotes environmental protection, the efficient use of natural resources, the prevention of pollution and climate change, and a more environmentally friendly way to manage the waste generated.

In 2021, Isdefe optimised its commitment to the environment by drafting a new environmental policy in accordance with the commitments made as part of the 2030 Agenda

Isdefe is aware that, over the course of its activities of providing consultancy and technical assistance services, it must encourage its staff to behave in a manner that is respectful of the environment.

Within the framework of this Environmental Policy, whose scope includes the activities carried out at its headquarters in Madrid, Isdefe undertakes the following commitments:

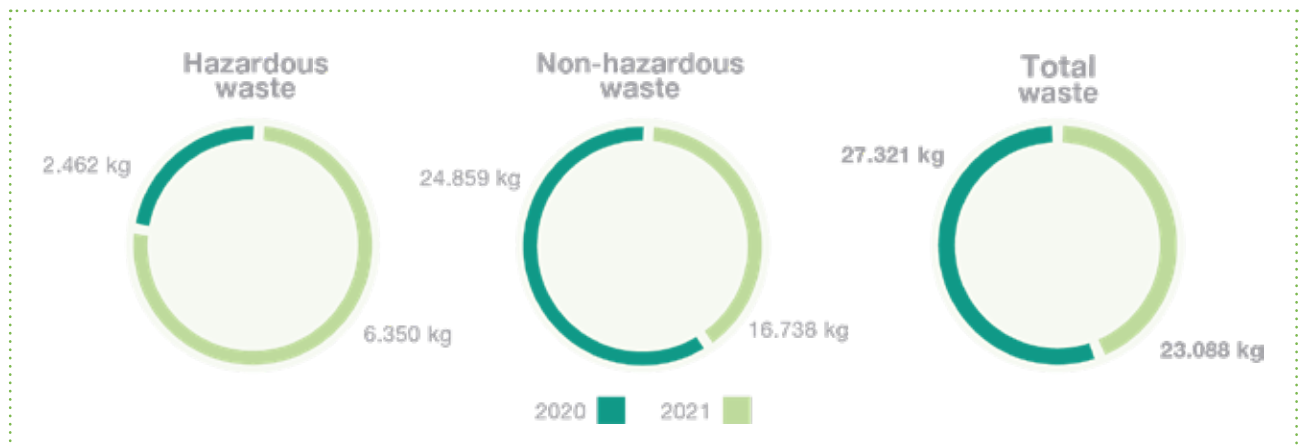
- » Comply with the environmental legislation applicable to its activities.
- » Identify and evaluate the environmental aspects resulting from its activities in order to prevent negative impacts on the environment.
- » Properly manage the waste generated through reuse, sorting and recycling.
- » Promote energy efficiency by using the available resources appropriately.
- » Enhance environmental awareness among all employees by promoting the establishment of good environmental practices in the workplace.
- » Establish a process of continuous improvement for its environmental performance by periodically reviewing its EMS and goals and targets.
- » Promote and disseminate this Policy among Isdefe employees, collaborators, subcontractors and suppliers, and make it available to stakeholders.



■ Waste management

At Isdefe, we have a waste segregation plan at the source that relies on specific containers for each type of waste.

In our headquarters, there is a general recycling centre that provides evidence of proper sorting of waste, of the amounts generated, that it is properly labelled, and that it is correctly transported for subsequent treatment by an authorised manager.



Hazardous waste	2021*	2020*
Fluorescent bulbs	42	42
Contaminated packaging	14	11
Sharp and cutting objects	21	19
Oil filters	0	9
Thermal oil	0	42
Aerosols	0	7
Cells	63	2,332
WEEE	1,210	2,365
Sanitation Network Oil (kg)	5,000	4,827

Non-hazardous waste	2021*	2020*
Organic	5,966	4,863
Paper	4,988	4,037
Cardboard	2,801	2,198
Plastic	1,281	737
Glass	95	220
Scrap	491	68
Plastic cups	0	0
Biodegradable glasses	323	331
Wood	489	167
Batteries	74	0
Hygienic	55	71
CD/DVD/Hard Drives	0	39
Toner	166	68
Air filters	11	170

*Figures in kg.

The new waste data monitoring company has changed the classification of WEEE waste, which is now hazardous.

Sustainable use of resources: water, raw materials, energy

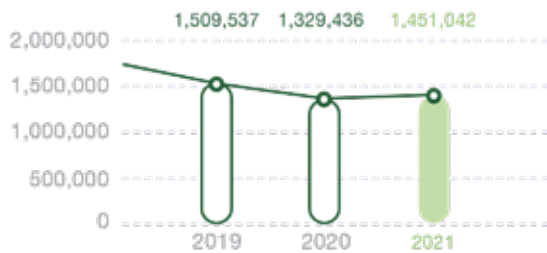
In keeping with our Environmental Policy and the objectives set for the year in our EMS, we pursue the responsible use and minimised consumption of natural resources (electricity, gas, water, paper). The EMS is evaluated by tracking and analysing the performance and functionality of the equipment and facilities that require these resources, optimising them and prioritising those from renewable sources.

In 2021, we managed to reduce both energy billing and water and paper consumption, due to various factors:

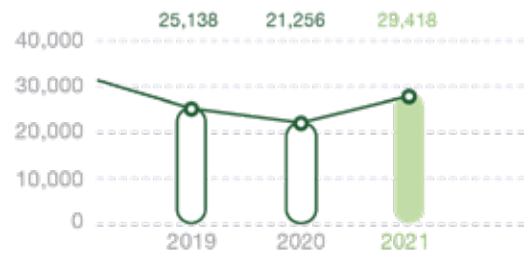
- » **Covid-19.**
- » **Telework by a large part of the workforce that usually works at the headquarters in Beatriz de Bobadilla 3 (BdB3).**
- » **Continuing policies to analyse and track energy performance.**

The responsible use of electricity, gas, water and paper resources for Isdefe's activity is ensured by tracking and analysing the performance and functionality of the equipment and facilities that require these resources, optimising them and prioritising those from renewable sources.

Electricity (kWh)



Natural gas (m3)



Potable water (m3)



Paper (kg)



The 21.1% increase in water consumption compared to 2020 is not representative, since in 2020, the use, occupation and operation of the building was drastically reduced as a result of the COVID-19 pandemic. Comparing the values for 2021 with 2019 shows a reduction in annual consumption of 36%.

The increased demand for natural gas compared to 2020 was influenced by the implementation of COVID-19 prevention measures in winter, which entailed keeping windows open to aid with the mechanical ventilation of the building, thus resulting in more heating system use. Although the increase was 37% compared to 2020, the billing did not follow this trend, remaining close to 2019 levels due to the improved contractual conditions with respect to those from before the pandemic.

In addition to electricity and natural gas supplies, the building has self-supply energy production systems that reduce the external energy demand. All of these factors significantly influence the continuous reduction of the organisation's carbon footprint.



■ Environmental goals and performance in 2021

The year 2021 continued to be an atypical year as a result of the health pandemic brought about by COVID-19. Over the course of this year, the building and its facilities were seriously altered by the protective measures and workplace recommendations implemented by the organisation in order to prevent the possible spread of the virus within the company (promotion of telework).

As a result, the use, operation and occupation of the building and its facilities during much of this period were far from their objective reality (especially the occupation).

With these factors in mind, Isdefe has continued to constantly improve its environmental performance by adopting measures to better use raw materials, improve energy efficiency and increase the use of renewable energies.



5. OUR ENVIRONMENTAL PERFORMANCE

Goal 1

Acquisition of tools to calculate scope 3 of the Carbon Footprint:

- » Start data recording and testing during 2021, regarding employee mobility when commuting to/from work and while on company trips.
- » Final objective to complete the data for the year 2022.

Results

- » May 2021: Search for vendors that provide applications to calculate scope 3 of the footprint.
- » July 2021: Technical evaluation of the proposals submitted and awarding of the project to the most appropriate application (app).
- » October-December 2021: Development meetings held.
- » Administer the commuting habits survey to the entire workforce.
- » Preparation and dissemination of video explaining the app and survey.
- » Launch of the app (Nov. 21).

Partial goal for 2021 fulfilled.

Goal 2

Replace the company's delivery vehicle (combustion engine) with a 100% electric, plug-in hybrid or non-plug-in hybrid vehicle with the aim of promoting more sustainable mobility, reduce the amount of atmospheric emissions and combat air pollution.

Results

- » Tender notice 25/05/2021.
- » Contract awarded 02/07/2021.
- » Purchase of a class-A hybrid gasoline vehicle with emissions of 104.00 g CO₂/km, to replace the class-D diesel vehicle with emissions of 141 g CO₂/km.

Goal accomplished.

Goal 3

Optimise the performance of the HVAC system at the BdB3 building to reduce its electrical consumption.
Goal to be implemented over two years (2020 and 2021):

- » **2020:** study and evaluate the different proposals made by specialised companies.
- » **2021:** implement the selected measures that are feasible both technically and economically.



Results

In 2020, the evaluation studies and analysis of proposals began by conducting an energy audit carried out by a third party as per the criteria of RD 56/2016.

The main measures implemented were as follows:

- » Replacement of the steam humidifier systems in the data centre (immersed Joule-heating electrodes) with more efficient technologies.
- » Installation of indirect free-cooling system in the server area and UPS of the data centre by installation of a supply and exhaust air network that is independent of the internal HVAC system of the data centre.
- » Installation of variable-speed regulation systems to control the hydraulic pump groups that serve the secondary loops of the water-condensed VRV system and independent cooling systems of the data centre.

In 2021:

Based on the measures identified during 2020, the Resource Dept. opted, from a technical and economic point of view, to replace the joule-effect immersed electrode systems with STULZ low-consumption ultra-sound precision cooling units.

The system was installed and placed into service in December 2021.

Goal accomplished.

■ Carbon footprint

In order to quantify our impact on climate change and identify corrective actions to reduce it, we calculate our carbon footprint annually. We do so using the Carbon Footprint Calculator developed by the Ministry for the Ecological Transition and Demographic Challenge (MITECO). This tool calculates the greenhouse gas (GHG) emissions associated with the activities of the organisation, covering both direct emissions (Scope 1) and indirect emissions from electricity consumption (Scope 2).



The Carbon Footprint (measured in t CO₂eq) has evolved as follows:

	2018	2019	2020
Fixed equipment	64.6816	48.8022	41.5586
Travel in vehicles	3.9149	3.6559	3.1173
Heating & Cooling	20.875	0	2.088
Scope 1	89.4715	52.4581	46.7639
Scope 2	0	0	0
Total Scope 1+2	89.4715	52.4581	46.7639

The data from the previous year is usually published in April

Since 2018, the electricity consumed has come entirely from renewable sources, which has meant reducing the impact on the Carbon Footprint by 93.4%. The indirect emissions of greenhouse gases associated with the generation of electricity acquired and consumed by Isdefe (scope 2) have remained at 0 ever since.

In 2021, **100% of the energy purchased by Isdefe had a Guarantee of Origin certification**. This energy comes exclusively from 100% renewable sources.

Due to the use of 100% renewable energy sources and self-supply, Isdefe stopped emitting 394,703 kg CO₂/kWh to the atmosphere in 2021.




ING.SIST. PARA DEFENSA ESPAÑA, S.A.,SME,M.P(A78085719)

ha contratado energía con certificación de **Garantía de Origen** de Iberdrola por un volumen estimado de 1.359.173 KWH en punto de suministro en el período comprendido entre el 01/01/2021 y el 31/12/2021 . Lo que supone un 100 % de la energía contratada.

Esta energía proviene exclusivamente de fuentes **100% renovables**, que respetan el medio ambiente y evitan las emisiones de CO₂ y otros gases contaminantes.

El Sistema de Garantía de origen de la electricidad procedentes de fuentes renovables y de cogeneración de alta eficiencia es supervisado y verificado por la Comisión Nacional de Mercados y la Competencia.



Alfonso Calderón Jiménez
Director Comercial

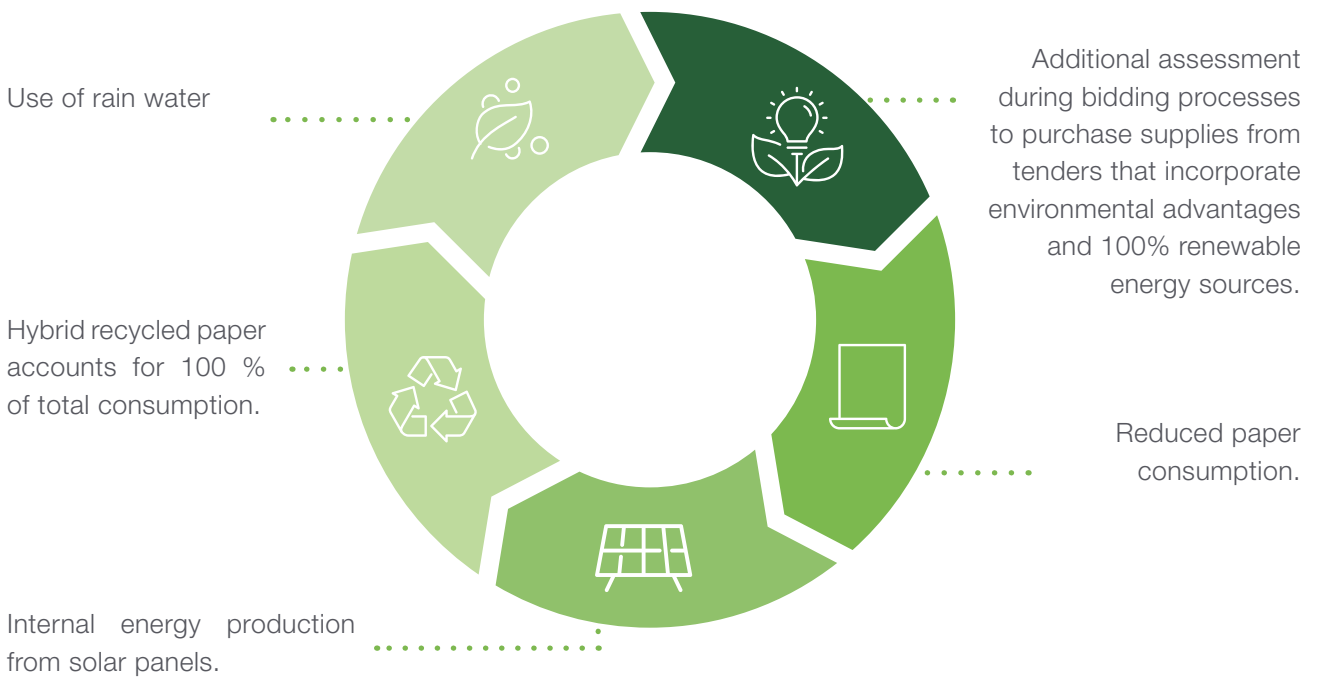
Iberdrola es un líder en la implantación de energías renovables y en la protección del medio ambiente. Dispone de su propia Política Medioambiental, que es de obligatorio cumplimiento en todas las áreas de Iberdrola y de su grupo de empresas. Las instalaciones han sido certificadas medioambientalmente por AENOR, según la norma UNE-EN ISO 14001. Ha sido adjudicatario formalmente al Pacto Mundial de Naciones Unidas de buenas prácticas de los Derechos Humanos y Medio Ambiente, ha participado en el programa piloto de mecanismos derivados del Protocolo de Kyoto de la Oficina Española de Cambio Climático y es integrante del Índice Dow Jones de Sostenibilidad.

ISS004-2023

■ Isdefe's contribution to the Circular Economy

Isdefe implements prevention, recycling and reuse measures, and other methods to recover and dispose of waste, and takes actions to combat food waste.

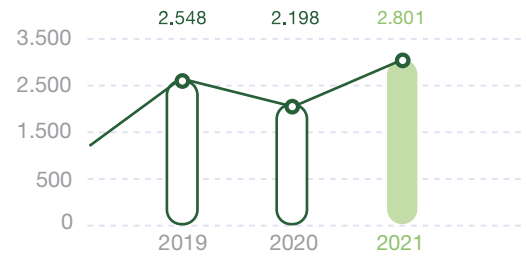
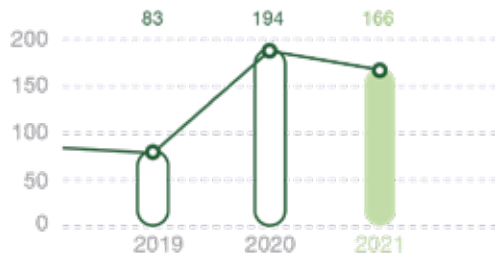
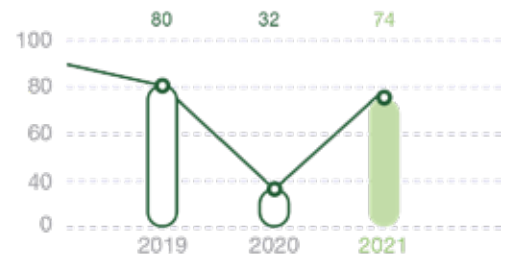
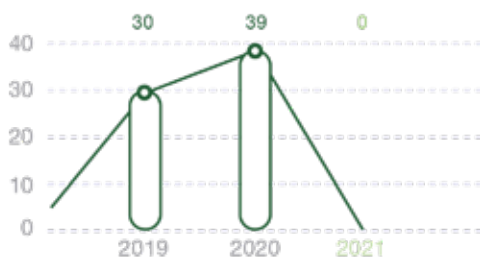
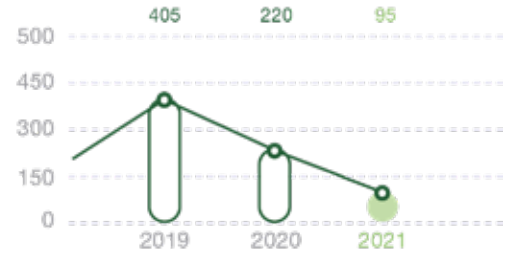
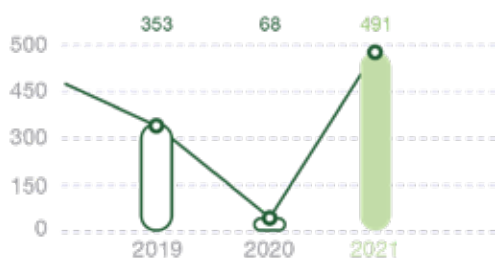
This contribution takes the form of:



Quantities of waste managed for recovery or recycling

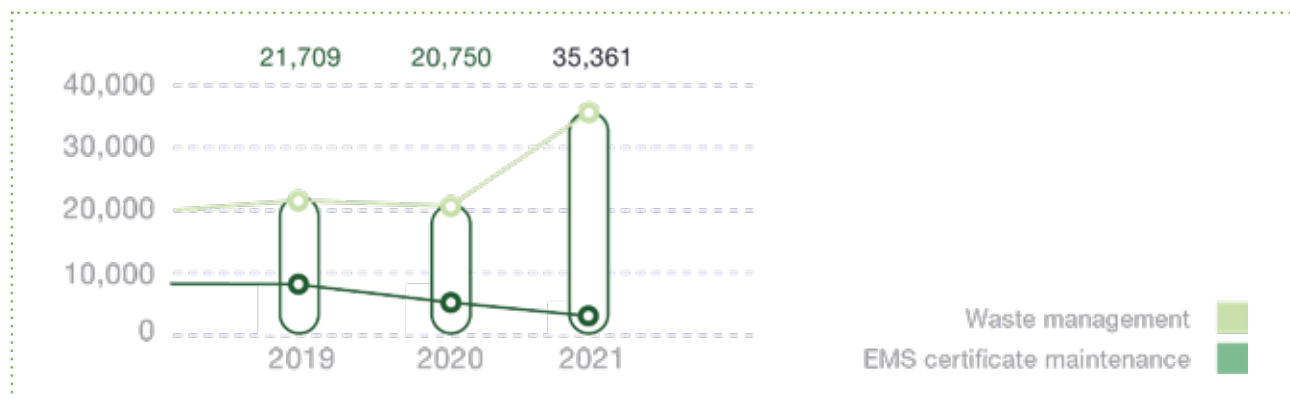


Paper (kg)

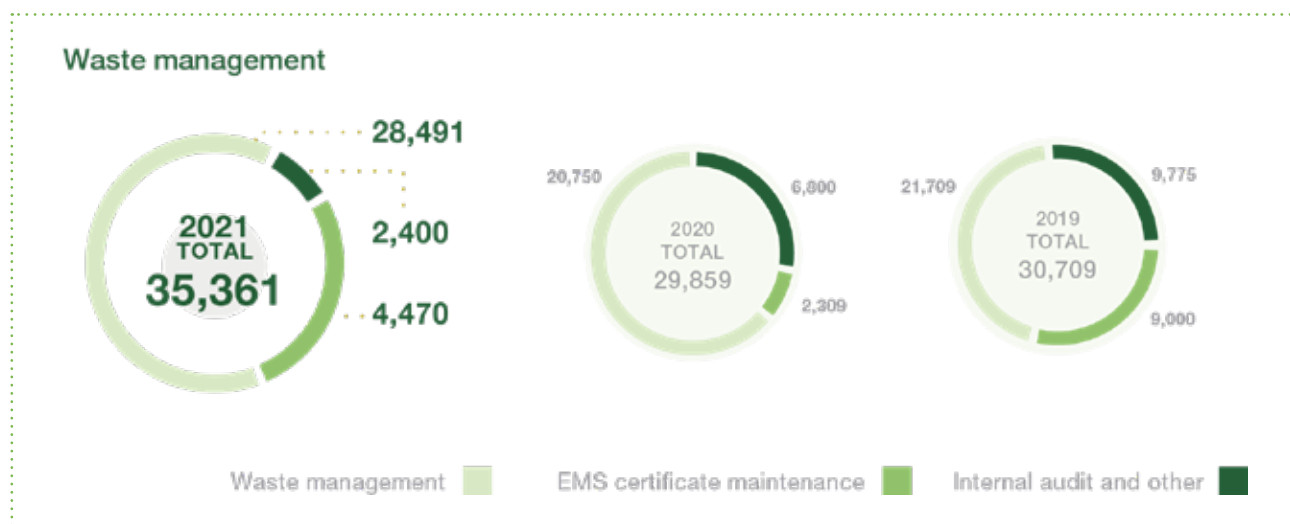
Cartón (kg)

Toner cartridges (kg)

Used batteries (kg)

CD/DVD/Hard drives (kg)

Glass containers (kg)

Scrap metal (kg)


Investment in the environment

In 2021, €35,361 was invested in environmental expenses, which includes waste management, the maintenance of the Environmental Management System Certificate and other expenses (such as internal audit, etc.).



Resources allocated (€) for waste management and to maintain the EMS Certificate



■ Challenges for 2022

To prepare for next year and in order to continue working actively to constantly improve our environmental performance, we have set the following **goals** for ourselves:

Acquisition of tools to calculate scope 3 of the Carbon Footprint and data capture.

Final goal: to have complete data for the year 2022.

Air Quality Control in indoor spaces in BdB3 (in two years: 2022 and 2023).

- » Have a quality control system for the indoor air at BdB3 (measure relative humidity (%RH), temperature (°C), carbon dioxide (ppm CO₂) and suspended particles (PM 2.5)) that provides information on these parameters in real time so that the HVAC system can be controlled to respond more efficiently to the actual environmental conditions.
- » Take the actions needed, over the course of 2023, to integrate the installation referred to above into the building's centralised technical management system (BMS-Trend) so that the operation of the mechanical ventilation installation in the building can be automatically optimised and adjusted.

For 2022, and as a result of COVID 19, no consumption and waste reduction goals were formally established (the number of in-person work days went up in 2021 compared to 2020, but they have not returned to pre-pandemic values yet). This does not mean that we are not continuing to implement measures to contain and reduce consumption and waste.





6

GOVERNANCE

■ Legal status and regulatory framework

Ingeniería de Sistemas para la Defensa de España, S.A., S.M.E., M.P.¹ (Isdefe, S.A., S.M.E., M.P.), is a state-owned company that is part of the state institutional public sector, pursuant to articles 2 and 84 of Law 40/2015 of 1 October, regulating the status of the public sector. It was established in Madrid on 17 October 1985 by an agreement of the Council of Ministers dated 18 September of the same year.

Isdefe is part of the Ministry of Defence. All the shares that make up its capital stock are owned by the National Institute of Aerospace Technology (INTA).

The company is governed by its bylaws, by the rules of commercial, civil, labour and criminal law, and by other applicable regulations:

Law 33/2003 of 3 November, on the Assets of Public Administrations.

Law 47/2003 of 26 November, General Budget.

Law 4/2007 of 3 April, on the transparency of financial relations between public administrations and state-owned companies, and on the financial transparency of certain companies.

Organic Law 2/2012 of 27 April, on Budgetary Stability and Financial Sustainability.

Royal Legislative Decree 1/2013 of 29 November, which approves the Consolidated Text of the General Law on the rights of persons with disabilities and their social inclusion.

Law 19/2013 of 9 December, on transparency, access to public information and good governance.

Law 3/2015 of March 30, regulating the exercise of the high office of the General Administration of the State.

Law 40/2015 of 1 October, on the Legal Regime of the Public Sector.

Law 9/2017 of 8 November, on Public Sector Contracts.

Law 11/2018 of 28 December, on non-financial information and diversity.

Organic Law 3/2018 of 5 December, on the Protection of Personal Data and Guarantee of Digital Rights, and Regulation (EU) of 27 April 2016 on the protection of natural persons with regard to the processing of personal data.

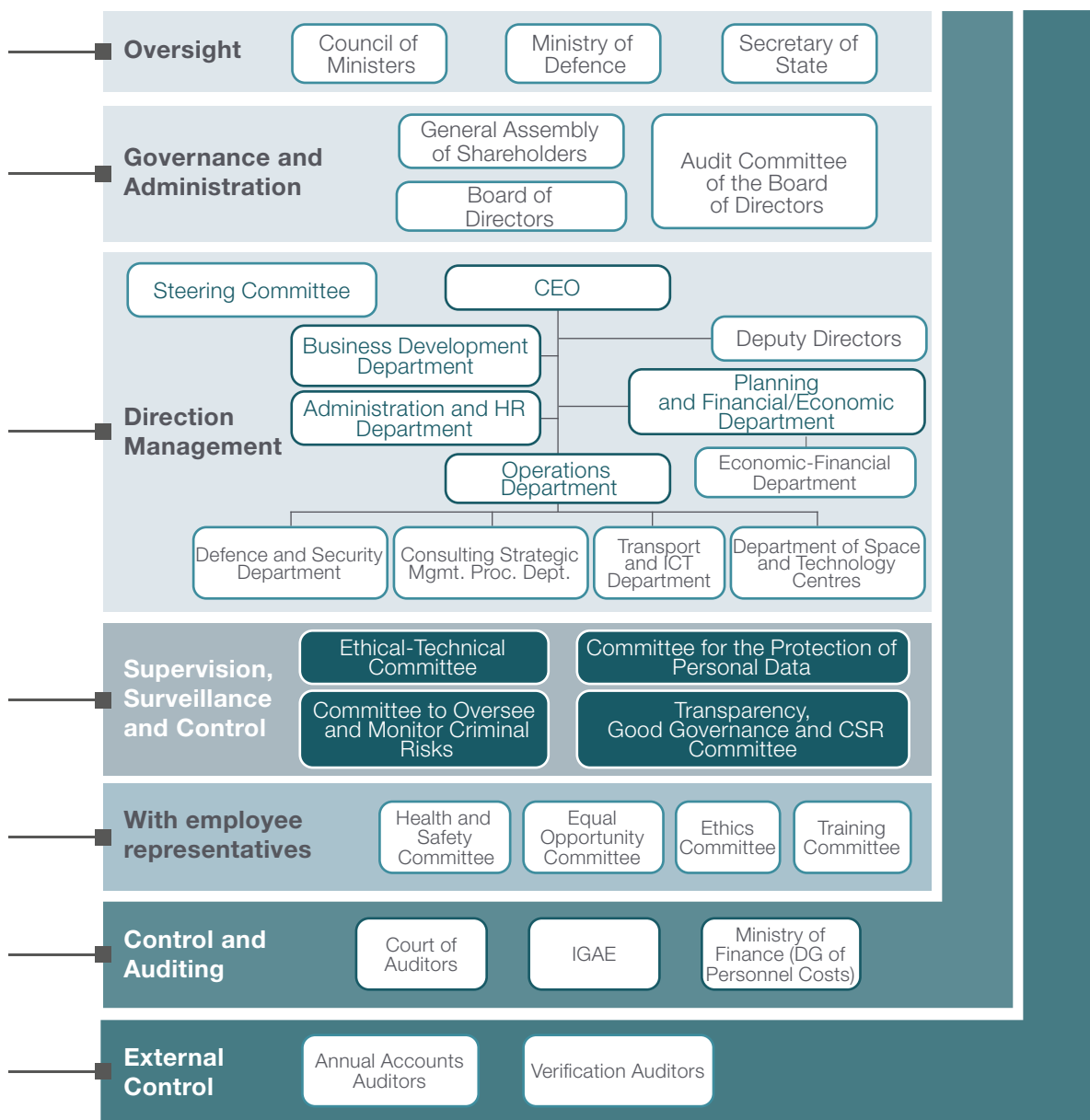
Royal Decree-Law 2/2020 of 21 January 2020, approving urgent measures in the field of remuneration in the public sector.

European Directive 2019/1937 of the European Parliament and of the Council of 23 October 2019 on the protection of persons who report breaches of Union law.

1. S.A.: Stock Company; SME: State-Owned Company; MP: In-House Provider

■ Governance structure, administration, management, oversight and control

Isdefe, as a state-owned company, is part of the Ministry of Defence. It is overseen by the Secretary of State for Defence, who is also the President of Isdefe, the Assembly of Shareholders and the Board of Directors.



Governing and Administrative Bodies

General Assembly of Shareholders

The **General Assembly of Shareholders** is structured as per the provisions of Law 33/2003 of 3 November, on the Assets of Public Administrations, which contains the provisions for representing and protecting the business assets of the General State Administration (GSA) and the special provisions for state-owned commercial companies in the form of a public limited company, whose capital is wholly owned, directly or indirectly, by the GSA or its public bodies. In the case of Isdefe, it is 100 % owned by the Esteban Terradas National Institute of Aerospace Technology (INTA).

Functions of the General Assembly of Shareholders

- » Matters within its purview.
- » Appointment of the Accounts Auditors.
- » Approval of the company management, of the previous year's accounts and deciding how to apply the earnings.
- » Final appointment of Directors and renewal and revocation of their mandate.
- » Amendment of the Bylaws.

Mechanism for adopting agreements

- » In the first call, the shareholders present or represented must hold at least 50% of the subscribed capital with voting rights.
- » In the second call, the presence of 25% of said capital will be sufficient: and in any case, the provisions of Article 194 of the Capital Companies Law will apply. Any decisions shall always be by a majority of votes cast and in the event of a tie, the President's vote shall be decisive.

Operation

It will be convened and constituted to deal with any matter, provided that all the share capital is present and the attendees unanimously accept the holding of the Meeting.

Types of Meetings

Ordinary General Shareholders' Meeting: Called by the Board of Directors. Meeting required within the first six months of each fiscal year.

Extraordinary General Shareholders' Meeting: Called by the Board of Directors. Any meeting not provided for in Art. 18 of the Bylaws is deemed extraordinary.



Composition

The President and Secretary of the Assemblies is the President of the Board of Directors, as per Art. 181 of the Law on the Assets of Public Administrations and in the Bylaws of Isdefe. Thus, the president of the General Assembly of Shareholders is the Secretary of State of the Ministry of Defence.

Meetings in 2021

- Ordinary General Meeting: 1
- Extraordinary General Meetings: 3

Board of Directors

Isdefe is managed and governed by the Board of Directors, which represents the company and thus has full powers⁵. The Board of Directors elects its President, the CEO (who presides over the Board if the President is not present) and the Secretary of the Board, who does not have Director status.

Tasks of the Board of Directors

Company representation with full powers.
Defines the company's strategy.
Exercises control of the company.

Mechanism for adopting agreements

Agreements are adopted by an absolute majority of votes cast by the directors in attendance at the session. In the event of a tie, the President decides.



5. Art. 28 of the Isdefe Bylaws

Voting members

President	Other posts	Appointment
Esperanza Casteleiro Llamazares	Secretary of State for Defence	30/07/2020

CEO	Other posts	Appointment
Francisco Quereda Rubio	CEO	13/03/2012 Re-election. 29/05/2017

Directors	Other posts	Appointment
Rosa María Alonso Díaz	Deputy Director General of Central Procurement of Technology. DG for the Streamlining and Centralisation of Procurement. Ministry of Finance.	13/03/2019
Camino Arce Blanco	Deputy Director General of Construction DG of Roads. Ministry of Transport Mobility and Urban Agenda.	27/09/2018
Julio Ayuso Miguel	Maj. Gen., Deputy Director General of Coordination and Planning. 'Esteban Terradas' ' National Institute of Aerospace Technology (INTA).	05/05/2020
Ignacio Benhóechea Martí	LT GEN Deputy Chief of the Air Force Staff (SEJEMA). Air Force.	27/02/2020
Carmen Blanco Gaztañaga	Deputy Director General of Resources, Complaints and Relations with the Administration of Justice. Deputy Secretary of Economic Affairs and Digital Transformation. Ministry of Economic Affairs and Digital Transformation.	27/09/2018
Fernando García González-Valerio	Lt. Gen. Chief of the Defence Staff (JEMACON). Ministry of Defence.	28/09/2020
Fernando Miguel García y García de las Hijas	LT Gen. Chief of the Army Logistics Support Command (MALE). Army.	21/12/2020
Santiago Ramón González Gómez	Admiral, Director General of Armament and Matériel (DIGAM). Ministry of Defence.	27/04/2018
Carlos Martínez-Merello Díaz de Miranda	Admiral Deputy Chief of the Navy Staff (2nd AJEMA). Navy.	31/10/2019
Carlos Gabriel Palacios Zaforteza	LT GEN Deputy Chief of the Army Staff (SEJEMA). Army.	02/11/2021
José Luis Pardo Jario	LT Gen. Chief of the Air Force Logistics Support Command (MALOG). Air Force.	05/10/2021
José Luis Ruiz Sumalla	Maj. Gen., Directorate General for Economic Affairs (DIGENECO). Ministry of Defence.	27/02/2017

Non-voting members

Secretary and Legal Counsel	Other posts	Appointment
Ruth Doval Inclán	Government Counsel	29/10/2020

Composition of the Board of Directors as at 31 December 2021.

	Women	Men	Total
Directors (includes the President and CEO)	4	10	14
Secretary of the Board (non-Director)	1	0	1
Total	5	10	15

The members of the Board of Directors, with the exception of the CEO, do not receive any remuneration, except for attending Board meetings⁶.

Isdefe Appointments in 2021

José Luis Pardo Jario was named a Director of the Board of Directors of Isdefe at the Extraordinary General Meeting of 5 October 2021.

Carlos Gabriel Palacios Zaforteza was named a Director of the Board of Directors of Isdefe at the Extraordinary General Meeting of 2 November 2021.

Isdefe Dismissals in 2020

Francisco Javier Fernández Sánchez was dismissed as a Director of the Board of Directors of Isdefe at the Extraordinary General Meeting of 5 October 2021.

Miguel Martín Bernardí was dismissed as a Director of the Board of Directors of Isdefe at the Extraordinary General Meeting of 2 November 2021.



6. The remuneration of the Governing Bodies can be found in Isdefe's Financial Information Statement, available on our corporate website.

Audit and Control Committee

The Audit and Control Committee reports to the Board of Directors and consists of a minimum of three and a maximum of five Directors, the majority of whom must be non-executive directors.

Functions of the Audit and Control Committee

- » Responsible for the economic/financial information provided by the company.
- » Responsible for informing the General Assembly and the Board of its actions.
- » Responsible for all relevant issues it should be aware of. Amendment of the Bylaws.

Mechanism of the Audit and Control Committee

The rules in the Bylaws on convening and constituting meetings and adopting agreements shall apply to the operation of the Audit and Control Committee.



Composition of the Audit Committee as at 31 December 2021:

- President: Mr José Luis Ruiz Sumalila.
- Members of the Committee: Ms Rosa María Alonso Díaz and Mr Santiago González Gómez.
- Secretary of the Committee: Ms Ruth Doval Inclán

Meetings in 2021: 1

Direction and Management Bodies

Steering Committee

Its mission is to coordinate the implementation of the strategy and monitor the progress of the company in every area of activity.

Tasks of the Steering Committee

- » Advise the CEO.
- » Coordinate the implementation of the strategy.
- » Track the company's progress.

Mechanism of the Steering Committee

The Management Committee meets when convened by the CEO, the Company's top officer, or at the proposal of the Directors after consulting the CEO. Decisions are taken by consensus after deliberating on the matters stipulated in the meeting agenda.

Make-up of Steering Committee

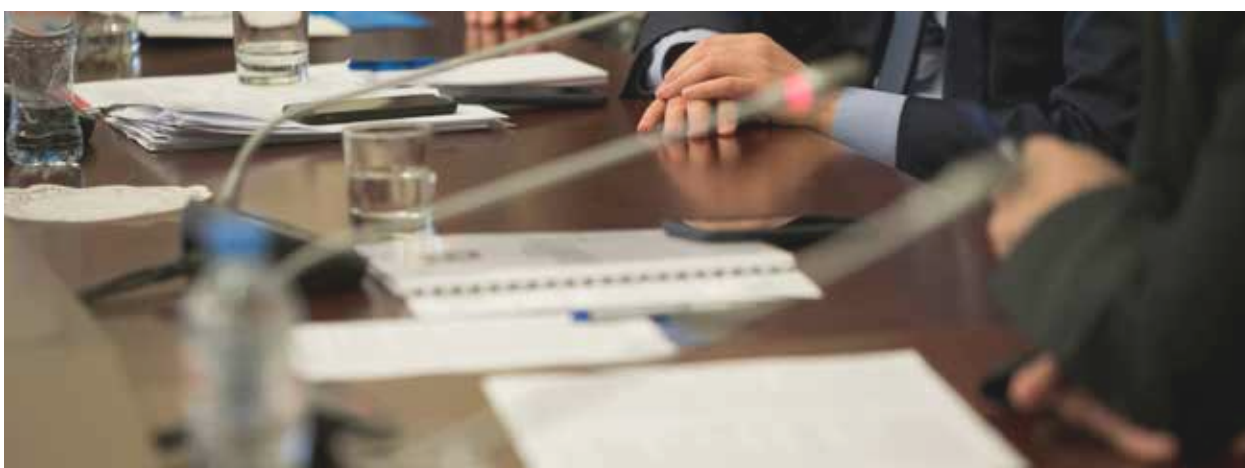


Women: 3



Men: 8

TOTAL: 11 people



Supervisory, Oversight and Control Bodies

In addition to the bodies mentioned above, Isdefe has different supervisory, oversight and control bodies. Likewise, as a state-owned company, it is subject to control and auditing by the Court of Auditors, the General Intervention Board of the State Administration, the Ministry of Finance and independent audits of its annual accounts, as well as to the independent verification of the Non-Financial Information Statement. The most important are described below:

Other internal management bodies

Ethical-Technical Committee

Disseminate and enforce the internal Code of Ethics.

Committee for the Protection of Personal Data

Ensure the protection of personal data (rights and freedoms).

Committee to Oversee and Monitor Criminal Risks

Periodically supervise the Criminal Risk control and prevention systems established by the Company.

Transparency, Good Governance and CSR Committee

Promote the transparency of Isdefe's public activity, ensure compliance with openness requirements, safeguard the exercise of the right of access to public information, and ensure compliance with good governance and CSR provisions.

Other committees

There are other committees, including management coordination and advisory committees, several committees with employee and Works Council representatives.



■ Governance Model

Isdefe's governance model ensures the implementation and consolidation of three basic pillars that contribute to the fight against corruption and bribery. These pillars are the Code of Ethics, the Criminal Risk Prevention Programme (PRP) and Transparency.

In 2021, we worked on consolidating these three pillars through an "Action Plan for the Ethics, PRP and Transparency systems" approved in December 2020, resulting from the "Audit report on the degree of implementation of the models for the prevention of crimes and unethical behaviour in state-owned commercial companies in the 2018 fiscal year", published by the Court of Auditors in 2020. The aim is to improve existing systems by implementing measures to make our governance model more robust.

In 2021, these measures included:

- » Definition and incorporation of the objectives of the Ethics and PRP Systems into Isdefe's strategic planning.
- » Design of a standardised, anonymous, confidential communication channel open to third parties to report potential breaches (Ethical Mailbox).
- » Review and development of a Training, Awareness and Dissemination Plan for the Ethics and PRP Systems.
- » Publication on the Transparency Portal of information on the execution or liquidation of operating and capital budgets, corresponding to the profit and loss account and the cash flow statement, respectively.

Other important measures included the launch of two policies that reinforce the Ethics and PRP Systems and implement different standards of conduct contained in our Code of Ethics:

- » The Gifts and Hospitality Policy, which extends the "Favours, bribes and similar actions" code of conduct referred to in the Integrity Principle
- » The Conflicts of Interest Policy, which reinforces the "Loyalty to the company and Conflict of Interest" code of conduct that affects the Principle of Professionalism.

Commitments to act responsibly

The **Code of Ethics** is an integral part of Isdefe's governance model and is based on the guiding principles of integrity, professionalism and respect, which provide the guidelines for the behaviour of its professionals.

Over the last few years, a system of ethics has taken hold in Isdefe thanks to training and to the dissemination of the values contained in the Code, the presence of an Ethics Mailbox and the existence of a Technical-Ethical Oversight and Monitoring Committee.

In 2021, the principles of the Code of Ethics were reinforced with the **Gifts and Hospitality Policy**, approved on 20 May, and subsequently by the **Conflicts of Interest Policy**, approved on 13 September.

The Isdefe Code of Ethics incorporates the voluntary principles of leading international guides such as the Universal Declaration of Human Rights, the United Nations Global Compact, the OECD Principles of Corporate Governance and the Sustainable Development Goals that define the 2030 Agenda and determine international values related to human rights, labour relations, the environment and the fight against corruption.

To properly understand and internalise all these principles, new hires take the course "Awareness of the Code of Ethics", on aspects of fundamental rights such as the current laws, public freedoms, respect and dignity in dealings with people, equal opportunity and non-discrimination, and environmental protection. In 2021, 97% of the workforce took this course.

In 2021, work was done to revise and develop a **Training, Awareness and Dissemination Plan for the Ethics and PRP Systems** aimed at the entire workforce, the first milestone of which was to publish, at Christmas time, a knowledge pill on the Isdefe Gifts and Hospitality Policy.



Isdefe relays its ethical principles to its supply chain through a clause in the Tender Documents in which it requests bidders to know and accept its Code of Ethics, as well as the Gifts and Hospitality Policy. Bidders are contractually obligated to commit to the ethical principles contained in the Code if they are awarded the contract.

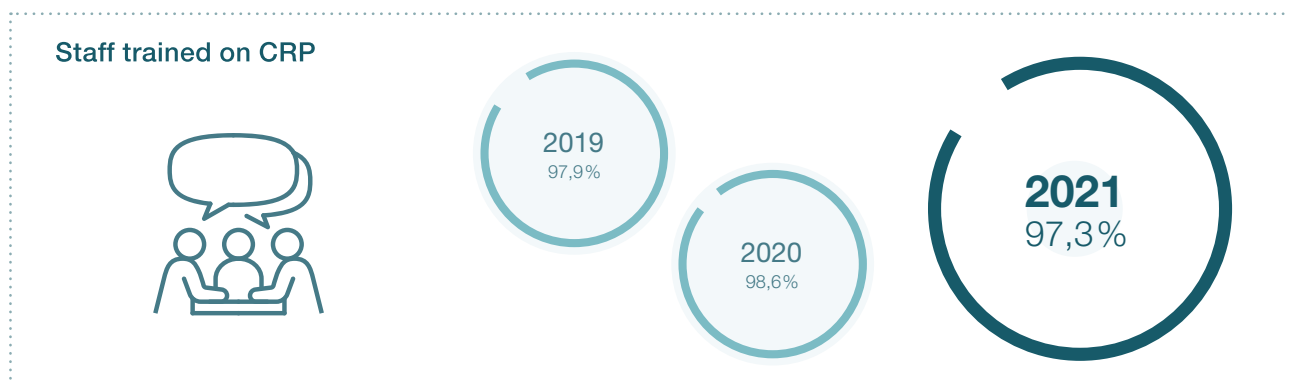
Criminal Risk Prevention Programme

Isdefe's Criminal Risk Prevention Programme (PPRP) is the instrument that makes it possible to prevent and detect illegal conduct and thus prevent crimes.

It is laid out in a series of control systems and mechanisms that enhance the governance model, such as training and communication on the matter to the entire workforce, the establishment of an Ethics Mailbox to report potential irregularities in this area, and the existence of a Committee to Oversee and Control Criminal Risks.

The Criminal Risk Prevention Manual that is part of the PPRP is reviewed and updated annually, if needed due to legislative and/or organisational reforms.

Our employees receive training to ensure they understand Criminal Risk Prevention. 98.6% of the staff was trained in 2020.



Commitments to transparency

Isdefe complies with the obligations laid out in Law 19/2013 of 9 December, on transparency, access to public information and good governance, in relation to the publication of institutional, organisational and planning information, through the **Transparency Portal**, where work on the modernisation and innovation project is ongoing and developed under a reinforced model that follows the recommendations of the Transparency and Good Governance Council and incorporates the degree of mandatory compliance and the quality of transparency through a series of indicators.

Commitment to sustainable development: 2030 Agenda

Isdefe supports the 2030 Agenda and the Sustainable Development Goals (SDGs), approved by the United Nations in 2015, which constitute a new global social contract to transform the world. With the slogan "Leave No One Behind", the SDGs aim to end poverty and hunger by 2030, reduce inequalities, protect the planet, and ensure peace and prosperity for all people.

The 2030 Agenda is an ethical and operational yardstick for the government, companies and citizens, one which Isdefe embraces to favour its achievement, particularly by working on those SDGs aligned with our activity.

Isdefe collaborates with different entities and key organisations that work to achieve the SDGs:



United Nations Global Compact

The United Nations Global Compact and its local networks work in different areas of activity through working groups and various initiatives. In 2021, Isdefe was part of the international Sustainable Development Goals Ambition Programme, a pioneering initiative launched by the United Nations Global Compact to help companies integrate the SDGs into their business strategy and have a substantial impact on them. A total of 700 companies internationally, including 67 Spanish companies, took part in the initiative. The programme provides a method for designing processes that ensures actions and goals are fully integrated into the business strategy

Link to the SDG Ambition Programme: <https://unglobalcompact.org/take-action/sdg-ambition>

Likewise, in 2021, Isdefe once more endorsed the 2030 Agenda by joining the campaign #wesupporttheODS, promoted by the United Nations Global Compact, whose objective is to achieve a magnifying effect and to advertise and further the 2030 Agenda.

Partnership Agreement with the Secretariat of State of the 2030 Agenda

Isdefe signed an Agreement between the Secretariat of State of the 2030 Agenda and the State-Owned Companies and Entities, whose goal is to set up a stable channel of collaboration that facilitates the execution of projects and actions aimed at meeting the SDGs of the 2030 Agenda. As a result, Isdefe ratified its commitment through collaboration to engage in joint projects in this area and to share its dissemination activities

Link to the BOE: https://www.boe.es/diario_boe/txt.php?id=BOE-A-2021-13668

Forética Action Group on "Sustainability and CSR in State-Owned Companies"

Isdefe took part as an observer in this collaborative platform coordinated by Forética, on leadership in sustainability and Corporate Social Responsibility for state-owned companies, with the aim of furthering the field of corporate sustainability and contributing to the achievement of the 2030 Agenda for Sustainable Development, increasing ambition, accelerating action and enhancing partnerships.

Link to the platform: <https://foretica.org/proyectos-y-soluciones/grupo-de-accion-de-rse-en-empresas-publicas/>

CGB 2022 Alignment Report with the SDGs

Isdefe worked with the Secretariat of State for Budgets and Expenses to prepare the report on the Alignment of the Central Government Budget for 2022 with the Sustainable Development Goals of the 2030 Agenda. The CGB Alignment Report incorporates, for the first time, the contribution of state-owned companies to the four aspects of the SDGs: social, environmental, economic and institutional.

Link to CGB 2022 Alignment Report: <https://www.sepg.pap.hacienda.gob.es/sitios/sepg/es-ES/Presupuestos/InformesImpacto/IA2022/IAPGE2022/Paginas/Inicio.aspx>

Isdefe prioritises its contribution to achieving the SDGs in the following areas of action: Economic, Environmental, Social and Institutional.

Economic aspects

8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Social aspects

1 NO POVERTY



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



Environmental aspects

7 AFFORDABLE AND CLEAN ENERGY



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



Institutional aspects

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS





7

ECONOMIC PERFORMANCE

Balance sheet as at 31 December 2021

ASSETS	2021	2020
A) NON-CURRENT ASSETS	119,741,806.29	120,138,752.86
I. Intangible Assets	28,620.58	64,264.29
3. Patents, licences, brands and similar items	0.00	0.00
5. Software	28,620.58	64,264.29
II. Tangible fixed assets	84,178,655.87	84,584,750.57
1. Land and buildings	82,484,005.57	83,563,995.60
2. Technical installations and other tangible fixed assets	1,694,650.30	1,020,754.97
3. Current fixed assets and advance payments	0.00	
III. Property investments	969,125.07	1,001,690.31
4. Derivatives		
5. Other financial assets	1,037,373.15	1,037,373.15
VI. Deferred tax assets	1,074,031.62	996,674.54
B) CURRENT ASSETS	76,509,592.01	68,853,426.64
II. Stock	0.00	0.00
6. Advances to vendors	0.00	0.00
III. Commercial debtors and other accounts receivable	19,713,409.64	19,689,407.01
1. Trade receivables for sales and services	2,083,255.11	3,704,262.89
2. Clients, group and associated companies	17,007,646.97	15,387,551.16
3. Sundry debtors	9,922.61	9,888.14
4. Personnel	8,172.44	51,059.40
5. Current tax assets	498,650.76	420,518.89
6. Other receivables from Public Administrations	105,761.75	116,126.53
V. Short-term financial investments	29,685.05	45,603.74
2. Loans to companies	0.00	32,464.23
5. Other financial assets	29,685.05	13,139.51
VI. Short-term accruals and deferrals	798,005.66	769,770.13
VII. Cash and cash equivalents	55,968,491.66	48,348,645.76
1. Cash position	55,968,491.66	48,348,645.76
2. Other equivalent liquid assets	0.00	0.00
TOTAL ASSETS (A+B)	196,251,398.30	188,992,179.50

Net worth and liabilities

NET EQUITY AND LIABILITIES	2021	2020
A) NET EQUITY	166,284,383.08	160,455,960.00
A-1) OWN FUNDS	166,284,383.08	160,455,960.00
I. Capital	41,372,100.00	41,372,100.00
1. Subscribed capital	41,372,100.00	41,372,100.00
III. Reserves	117,083,860.00	110,883,755.08
1. Legal and statutory reserves	6,280,906.06	5,460,895.57
2. Other reserves	110,802,953.94	105,422,859.51
VII. Profit or loss	7,828,423.08	8,200,104.92
B) NON-CURRENT LIABILITIES	191,332.07	262,485.72
II. Long-term debt	191,332.07	262,485.72
5. Other financial liabilities	191,332.07	262,485.72
C) CURRENT LIABILITIES	29,775,683.15	28,273,733.78
I. Liabilities associated with non-current assets held for sale	0.00	0.00
II. Short-term provisions	3,651,343.32	3,147,867.18
III. Short-term debt	802,998.68	899,247.32
5. Other financial liabilities	802,998.68	899,247.32
V. Commercial creditors and other accounts payable	25,321,341.15	24,226,619.28
1. Suppliers	7,118,133.12	6,215,585.00
3. Sundry creditors	286.96	286.96
4. Personnel (pending wages and salaries)	7,169,862.18	8,040,564.91
5. Current tax liabilities	0.00	0.00
6. Other debts with Public Administrations	4,958,381.02	4,635,326.39
7. Advances from clients	6,074,677.87	5,334,856.02
TOTAL NET WORTH AND LIABILITIES (A+B+C)	196,251,398.30	188,992,179.50

Profit and loss account for the year ended on 31 December 2021

PROFIT AND LOSS ACCOUNT	2021	2020
A) ON-GOING OPERATIONS		
1. Net turnover	163,274,552.40	153,339,743.83
b) Provision of services	163,274,552.40	153,339,743.83
4. Supplies	-32,763,759.92	-28,038,382.81
a) Consumption of goods	-1,122,768.47	-1,949,873.35
b) Consumption of raw materials and other consumables	0.00	-89,971.60
c) Works carried out by other companies	-31,640,991.45	-25,998,537.86
5. Other operating income	533,068.32	712,033.53
a) Ancillary and other income from current management	790.51	38,152.53
b) Operating subsidies incorporated to the result of the financial year	532,277.81	673,881.00
6. Staff expenses	-111,831,444.82	-107,389,943.10
a) Wages, salaries and similar items	-82,305,494.75	-79,038,248.91
b) Social charges	-29,525,950.07	-28,351,694.19
7. Other operating expenses	-7,643,073.20	-5,465,550.79
a) External services	-7,371,305.71	-6,449,198.48
b) Taxes	-498,491.20	-694,843.06
c) Losses, impairment and changes in provisions for commercial operations	226,723.71	1,680,506.63
d) Other current management expenses	0.00	-2,015.88
8. Depreciation of fixed assets	-1,724,744.20	-2,226,430.88
10. Excess provisions	389,240.29	7,740.00
11. Impairment and profit/loss from sale of fixed assets	-11,724.20	-256.65
a) Impairment and losses	0.00	0.00
b) Profit/loss on disposals and others	-11,724.20	-256.65

A-1) OPERATING INCOME/LOSS (1+2+3+4+5+6+7+8+9+10+11)	10,222,114.67	10,938,953.13
12. Financial income	303.45	2,966.50
b) From marketable securities and other financial instruments	303.45	2,966.50
b2) From third parties	303.45	2,966.50
13. Financial expenses	-3,024.23	-1,268.74
b) For debts to third parties	-3,024.23	-1,268.74
14. Change in fair value of financial instruments	0.00	0.00
15. Exchange rate differences	35,797.47	-20,112.48
16. Impairment losses and income from disposals of financial instruments	0.00	0.00
A-2) FINANCIAL INCOME/LOSS (12+13+14+15+16)	33,076.69	-18,414.72
A-3) PROFIT/LOSS BEFORE TAXES (A-1 + A-2)	10,255,191.36	10,920,538.41
17. Corporate income tax	-2,426,768.28	-2,720,433.49
A-4) INCOME/LOSS FOR THE PERIOD FROM CONTINUING OPERATIONS (A-3+17)	7,828,423.08	8,200,104.92
B) DISCONTINUED OPERATIONS		
18. Earnings for financial year from discontinued operations net of taxes	0.00	0.00
PROFIT/LOSS FOR THE YEAR (A-4+18)	7,828,423.08	8,200,104.92



C/ Alcalá, 63
28014 Madrid
+ 34 915 624 030
www.mazars.es

Informe de Auditoría de Cuentas Anuales emitido por un Auditor Independiente

Al Accionista Único de
INGENIERÍA DE SISTEMAS PARA LA DEFENSA DE ESPAÑA, S.A., S.M.E., M.P.:

Opinión

Hemos auditado las cuentas anuales de INGENIERÍA DE SISTEMAS PARA LA DEFENSA DE ESPAÑA, S.A.U., S.M.E., M.P. (la Sociedad), que comprenden el balance a 31 de diciembre de 2021, la cuenta de pérdidas y ganancias, el estado de cambios en el patrimonio neto, el estado de flujos de efectivo y la memoria correspondientes al ejercicio terminado en dicha fecha.

En nuestra opinión, las cuentas anuales adjuntas expresan, en todos los aspectos significativos, la imagen fiel del patrimonio y de la situación financiera de la Sociedad a 31 de diciembre de 2021, así como de sus resultados y flujos de efectivo correspondientes al ejercicio terminado en dicha fecha, de conformidad con el marco normativo de información financiera que resulta de aplicación (que se identifica en la nota 2 de la memoria) y, en particular, con los principios y criterios contables contenidos en el mismo.

Fundamento de la opinión

Hemos llevado a cabo nuestra auditoría de conformidad con la normativa reguladora de la actividad de auditoría de cuentas vigente en España. Nuestras responsabilidades de acuerdo con dichas normas se describen más adelante en la sección Responsabilidades del auditor en relación con la auditoría de las cuentas anuales de nuestro informe.

Somos independientes de la Sociedad de conformidad con los requerimientos de ética, incluidos los de independencia, que son aplicables a nuestra auditoría de las cuentas anuales en España según lo exigido por la normativa reguladora de la actividad de auditoría de cuentas. En este sentido, no hemos prestado servicios distintos a los de la auditoría de cuentas ni han concurrido situaciones o circunstancias que, de acuerdo con lo establecido en la citada normativa reguladora, hayan afectado a la necesaria independencia de modo que se haya visto comprometida.

Consideramos que la evidencia de auditoría que hemos obtenido proporciona una base suficiente y adecuada para nuestra opinión.

Aspectos más relevantes de la auditoría

Los aspectos más relevantes de la auditoría son aquellos que, según nuestro juicio profesional, han sido considerados como los riesgos de incorrección material más significativos en nuestra auditoría de las cuentas anuales del periodo actual. Estos riesgos han sido tratados en el contexto de nuestra auditoría de las cuentas anuales en su conjunto, y en la formación de nuestra opinión sobre éstas, y no expresamos una opinión por separado sobre esos riesgos.

Oficinas en: Alicante, Barcelona, Bilbao, Madrid, Málaga, Valencia, Vigo

MAZARS Auditores, S.L.P. Domicilio Social: C/Depuació, 250 - 08007 Barcelona
Registro Mercantil de Barcelona, Tomo 30.734, Folio 212, Hoja B-180111. Inscripción 1ª. NIF: B-61622262
Inscrita con el número SI 669 en el Registro Oficial de Auditores de Cuentas (ROAC).

mazars

Reconocimiento de ingresos

La cuenta de pérdidas y ganancias adjunta del ejercicio 2021 incluye en el epígrafe "Importe neto de la cifra de negocios" los ingresos de encargos recibidos por la Sociedad, por importe de 152 millones de euros, debido a su consideración como medio propio y servicio técnico de la Administración General del Estado y de los entes, Sociedades y organismos vinculados o dependientes de ella. Los encargos se ejecutan de acuerdo con las instrucciones fijadas por la Sociedad que lo efectúa y su retribución se fija en función de las tarifas debidamente aprobadas. Estos ingresos se reconocen cuando el resultado de la transacción puede ser estimado con fiabilidad y teniendo en cuenta el porcentaje de realización del servicio a la fecha de cierre del ejercicio, en función de las horas incurridas. No existen estimaciones o juicios de valor significativos en relación al reconocimiento de estos ingresos por parte de la Sociedad, sin embargo, debido al importe significativo de estos ingresos, hemos considerado este aspecto como relevante en nuestra auditoría.

Nuestros procedimientos de auditoría han incluido, entre otros, (i) entendimiento y revisión en detalle de una muestra de los encargos recibidos en el ejercicio 2021 para comprobar si las cantidades facturadas se corresponden con los importes acordados y cobrados, (ii) comprobación de la integridad de estos ingresos con la relación de los encargos, (iii) la confirmación externa y el análisis de la recuperabilidad de los saldos deudores a 31 de diciembre de 2021, (iv) análisis del registro contable y razonabilidad de estos ingresos, y (v) la revisión de que la memoria adjunta en las notas 1.c, 4.i y 22 incluye los desgloses de información que requiere el marco de información financiera aplicable.

Otra información: Informe de gestión

La otra información comprende exclusivamente el informe de gestión del ejercicio 2021, cuya formulación es responsabilidad de los Administradores de la Sociedad y no forma parte integrante de las cuentas anuales.

Nuestra opinión de auditoría sobre las cuentas anuales no cubre el informe de gestión. Nuestra responsabilidad sobre la información contenida en el informe de gestión se encuentra definida en la normativa reguladora de la actividad de auditoría de cuentas, que establece dos niveles diferenciados sobre la misma:

- a) Un nivel específico que resulta de aplicación al estado de la información no financiera, que consiste en comprobar únicamente que la citada información se ha facilitado en el informe de gestión, o en su caso, que se ha incorporado en éste la referencia correspondiente al informe separado sobre la información no financiera en la forma prevista en la normativa, y en caso contrario, a informar sobre ello.
- b) Un nivel general aplicable al resto de la información incluida en el informe de gestión, que consiste en evaluar e informar sobre la concordancia de la citada información con las cuentas anuales, a partir del conocimiento de la Sociedad obtenido en la realización de la auditoría de las citadas cuentas y sin incluir información distinta de la obtenida como evidencia durante la misma, así como evaluar e informar de si el contenido y presentación de esta parte del informe de gestión son conformes a la normativa que resulta de aplicación. Si, basándonos en el trabajo que hemos realizado, concluimos que existen incorrecciones materiales, estamos obligados a informar de ello.

Sobre la base del trabajo realizado, según lo descrito anteriormente, hemos comprobado que la información no financiera mencionada en el apartado a) anterior se presenta en el informe separado, "Estado de la información no financiera" al cual se incluye referencia en el informe de gestión, y que el resto de la información que contiene el informe de gestión concuerda con la de las cuentas anuales del ejercicio 2021 y su contenido y presentación son conformes a la normativa que resulta de aplicación.



Responsabilidad de los Administradores y la Comisión de Auditoría en relación con las cuentas anuales

Los Administradores son responsables de formular las cuentas anuales adjuntas, de forma que expresen la imagen fiel del patrimonio, de la situación financiera y de los resultados de la Sociedad, de conformidad con el marco normativo de información financiera aplicable a la Sociedad en España, y del control interno que consideren necesario para permitir la preparación de cuentas anuales libres de incorrección material, debida a fraude o error.

En la preparación de las cuentas anuales, los Administradores son responsables de la valoración de la capacidad de la Sociedad para continuar como empresa en funcionamiento, revelando, según corresponda, las cuestiones relacionadas con la empresa en funcionamiento y utilizando el principio contable de empresa en funcionamiento excepto si los Administradores tienen intención de liquidar la Sociedad o de cesar sus operaciones, o bien no exista otra alternativa realista.

La Comisión de Auditoría es responsable de la supervisión del proceso de elaboración y presentación de las cuentas anuales.

Responsabilidades del auditor en relación con la auditoría de las cuentas anuales

Nuestros objetivos son obtener una seguridad razonable de que las cuentas anuales en su conjunto están libres de incorrección material, debida a fraude o error, y emitir un informe de auditoría que contenga nuestra opinión. Seguridad razonable es un alto grado de seguridad pero no garantiza que una auditoría realizada de conformidad con la normativa reguladora de la actividad de auditoría de cuentas vigente en España siempre detecte una incorrección material cuando existe. Las incorrecciones pueden deberse a fraude o error y se consideran materiales si, individualmente o de forma agregada, puede preverse razonablemente que influyan en las decisiones económicas que los usuarios toman basándose en las cuentas anuales.

Como parte de una auditoría de conformidad con la normativa reguladora de la actividad de auditoría de cuentas vigente en España, aplicamos nuestro juicio profesional y mantenemos una actitud de escepticismo profesional durante toda la auditoría. También:

- Identificamos y valoramos los riesgos de incorrección material en las cuentas anuales, debida a fraude o error, diseñamos y aplicamos procedimientos de auditoría para responder a dichos riesgos y obtenemos evidencia de auditoría suficiente y adecuada para proporcionar una base para nuestra opinión. El riesgo de no detectar una incorrección material debida a fraude es más elevado que en el caso de una incorrección material debida a error, ya que el fraude puede implicar colusión, falsificación, omisiones deliberadas, manifestaciones intencionadamente erróneas, o la elusión del control interno.
- Obtenemos conocimiento del control interno relevante para la auditoría con el fin de diseñar procedimientos de auditoría que sean adecuados en función de las circunstancias, y no con la finalidad de expresar una opinión sobre la eficacia del control interno de la Sociedad.
- Evaluamos si las políticas contables aplicadas son adecuadas y la razonabilidad de las estimaciones contables y la correspondiente información revelada por los administradores.

mazars

- Concluimos sobre si es adecuada la utilización, por los administradores, del principio contable de Sociedad en funcionamiento y, basándonos en la evidencia de auditoría obtenida, concluimos sobre si existe o no una incertidumbre material relacionada con hechos o con condiciones que pueden generar dudas significativas sobre la capacidad de la Sociedad para continuar como Sociedad en funcionamiento. Si concluimos que existe una incertidumbre material, se requiere que llamemos la atención en nuestro informe de auditoría sobre la correspondiente información revelada en las cuentas anuales o, si dichas revelaciones no son adecuadas, que expresemos una opinión modificada. Nuestras conclusiones se basan en la evidencia de auditoría obtenida hasta la fecha de nuestro informe de auditoría. Sin embargo, los hechos o condiciones futuros pueden ser la causa de que la Sociedad deje de ser una Sociedad en funcionamiento.
- Evaluamos la presentación global, la estructura y el contenido de las cuentas anuales, incluida la información revelada, y si las cuentas anuales representan las transacciones y hechos subyacentes de un modo que logran expresar la imagen fiel.

Nos comunicamos con los administradores de la Sociedad en relación con, entre otras cuestiones, el alcance y el momento de realización de la auditoría planificados y los hallazgos significativos de la auditoría, así como cualquier deficiencia significativa del control interno que identificamos en el transcurso de la auditoría.

Entre los riesgos significativos que han sido objeto de comunicación a los administradores de la Sociedad, determinamos los que han sido de la mayor significatividad en la auditoría de las cuentas anuales del período actual y que son, en consecuencia, los riesgos considerados más significativos.

Describimos esos riesgos en nuestro informe de auditoría salvo que las disposiciones legales o reglamentarias prohíban revelar públicamente la cuestión.

AUDITORES
INSTITUTO DE CRÉDITOS JUNTA DE
DE CUENTAS DE ESPAÑA

MAZARS AUDITORES, S.L.P.

2022 Núm. 01/22/06977

98,00 EUR

SELLO CORPORATIVO

Informe de auditoría de cuentas sujeto
a la normativa de auditoría de cuentas
española e internacional

Madrid, 8 de abril de 2022

MAZARS AUDITORES, S.L.P.
ROAC Nº S1189



Juan Antonio Giménez Miró
ROAC Nº 15.588



8

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 days, 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

Montojo, 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 Ildefonso 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. Breitfellner, 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-M01O 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

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



Isdefe
su mejor aliado

www.isdefe.es | RRII@isdefe.es