



ANNUAL REPORT
EXECUTIVE SUMMARY

2021



Isdefe
su mejor aliado

■ 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.

Francisco Quereda Rubio
CEO

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. 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.

■ 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**
- » **Proactivity**
- » **Global vision**
- » **Commitment**
- » **Experience and know-how**

■ Corporate Strategy

Isdefe has renewed its corporate strategy for 2022-2025.

Principles of the new strategy:

- » **Respond efficiently and sustainably** to the increased demand for our services.
- » **Provide high value-added services** in technological and strategic areas.
- » **Enhance Isdefe's position as a leading company in the Defence and Security sector** and in the areas encompassed in the National Security Strategy.
- » **Guide the General State Administration (GSA)** through the challenges facing it.
- » **Ensure our economic and financial sustainability** in the short and medium term.
- » **Strengthen Isdefe's staff** as the company's main asset and improve our equality policies.
- » **Put the client at the centre** of Isdefe's management model.

- » **Enhance Isdefe's presence** in European institutions and international bodies in initiatives involving our areas of activity that are of interest and that generate a return for the GSA in general, and the Defence Ministry in particular.
- » **Innovate** to anticipate needs and gain the knowledge needed to incorporate emerging technologies in order to overcome the challenges facing the Administration.
- » **Enhance transparency and contribute to the achievement of the 2030 Agenda.**

Pillars of the Transformation

The principles of action laid out, intended to address the needs of the Administration of the State during the next cycle, have been grouped into four pillars of transformation::



Company



People



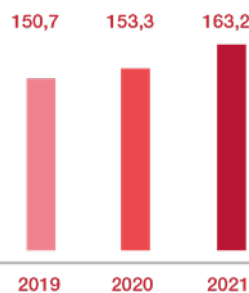
Services



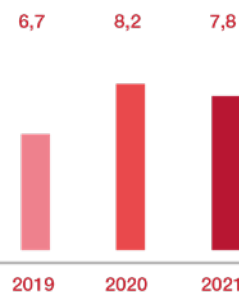
Clients

■ Our business by the numbers

Overall business volume
(Millions of €)



Net result
(Millions of €)

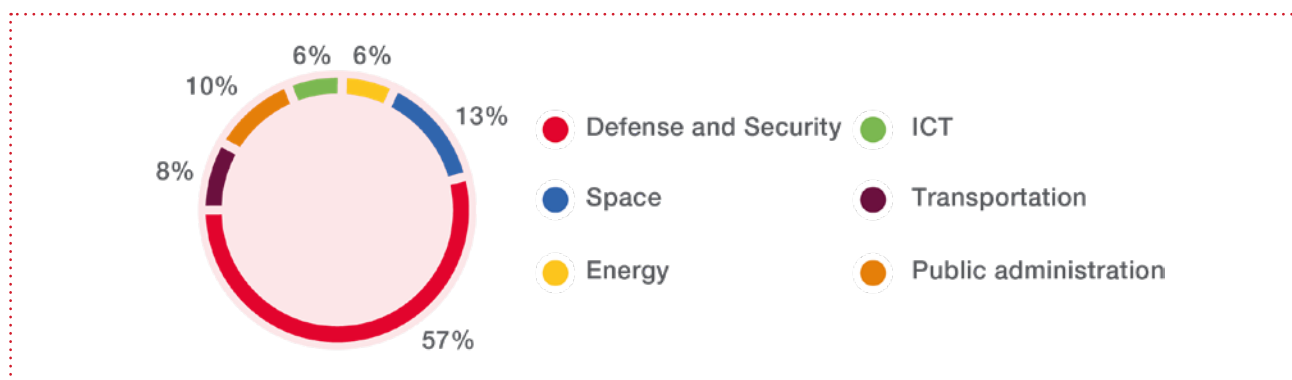


The trend in the turnover from Isdefe's activities as an **In-House Service Provider** has been as follows:



Engineering and consulting activities

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



Where we are

Isdefe's staff as of 31 December 2021

Isdefe has a staff of **1,748** people. The distribution by work centres is as follows:



■ International scope

Isdefe carries out activities in international bodies and foreign countries, especially in 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.

■ AREAS OF ACTIVITY

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 know-how and experience available to the administrations of allied countries and international public bodies, and is involved in initiatives of interest to Defence and Security.

NOTABLE PROJECTS

Ministry of Defence / Secretary of State

Directorate General of Armament and Matériel (DGAM)

Consulting and engineering services in resource planning, to monitor and control R&D programmes of strategic value to national defence.

Sub-Directorate General (SDG) of Planning, Technology and Research (SDGPLATIN).

Support with resource planning corresponding for 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 resources that the armed forces will need in coming years.



SDG of Programmes.

Isdefe collaborates by providing technical support to the DGAM Procurement Programme Offices: Pizarro, Munitions and VCR 8x8; **EF2000, A400M, UAS**, future air programmes: MRTT and FCAS (Future Combat Air System), **NH-90, TIGRE and Chinook**.

SDG of Defence Inspection, Regulation and Industrial Strategy (SDGINREID).

Engineering services and specialised consulting for the different quality engineering, weapons and explosives, industrial safety, and industrial inspection units in official quality assurance aspects, for the REACH laboratories and exemptions, for the Airworthiness Support division, and technical support for the National Cataloging Office and with the modernisation and optimisation of its systems.

SDG of Weapons and Matériel Procurement.

Assistance procuring products and services in the field of special programmes.

SDG of International Relations (SDGREINT).

Collaboration in the area of internationalisation of Spain's defence industry, and support in the area of international cooperation in armaments through multilateral agencies (NATO, Lol, EDA, OCCAR, EU).

Systems and ICT Center (CESTIC)

Support with project planning, management and monitoring tasks, with the definition and evaluation of NATO architectures and software tools, in the implementation of ICT infrastructure, and in information security.



Defence Staff (EMAD)

Joint Defence General Staff (EMACON)

Participation in the implementation of the National Defence Planning cycle to identify and prepare national contributions to NATO and EU planning.

Joint Cyberspace Command (JCM)

Engineering and technical assistance to obtain defence, exploitation and response capabilities for the development of military operations in cyberspace.

Support services for the definition and technical management of needs involving information systems and telecommunications, and for participation in NATO and EU forums and collaboration with the NATO Cooperative Cyber Defence Centre of Excellence (CCDCoE).

Operations Command (MOPS)

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

Armed Forces Intelligence Centre (CIFAS)

Consultancy and technical assistance services to the SIGINT (Signal Intelligence) Section of CIFAS. Support with the acquisition and exploitation of electromagnetic signals, and with the maintenance and development of means for their acquisition.

Military Emergencies Unit (UME)

Support to the Logistics Section in the outsourcing process of maintenance and spare parts purchases, and in the implementation of predictive maintenance on light vehicles using on-board solutions based on IoT technology.

National Intelligence Centre (CNI) / National Cryptological Centre (CCN)

Support to the Certification Body as part of the National ICT Security Assessment and Certification Scheme. Support to the Projects and Technologies Department with the preparation of the STIC Product Catalogue (CPSTIC).

National Institute of Aerospace Technology (INTA)

Technical support to the Metrology and Calibration Centre and the Department of Information and Communications Technologies and the various subdirectorates with the certification, calibration and testing of combat and transport aircraft and helicopters. Consulting and engineering services for the Cybersecurity Laboratory of the Instituto Tecnológico La Marañosa (ITM).

European Union / European Defence Agency (EDA)

Services related to technology (ANDES project, EDA Foresight Exercise) and the industrial field of defence, relevant activities to safeguard and develop the strategic autonomy of the European Union.

NATO / Communications and Information Agency (NCA)

Assistance to its Security Operations Center with the configuration, optimisation and operation of the NATO Network Incident Management and Security Monitoring Tool (CLASS/UNCLASS). Support with the implementation of the alliance's information and communications systems (The Hague).



Ministry of the Interior / Secretary of State for Security

Isdefe provides technical consulting services to the Secretariat of State involving border surveillance, crisis and emergency management and intelligence.

Security Technology Centre (CETSE).

Technical support with the promotion of national and European innovation initiatives, with the coordination of the Community of Security Users (CoU Spain), technology foresight work, and the monitoring of innovation programmes and tenders (H2020, Horizon Europe, Digital Europe Programme, etc.). Support with the deployment of the global network of SIGLO-CD counter-drone systems, to detect and neutralise threats.

Space Sector

Engineering activities and 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. Management, operation and maintenance activities of space communication centres and complexes in Spain.

Ministry of Defence

National Institute of Aerospace Technology

Comprehensive support for INTA's space facilities: INTA Space Centres in Torrejón (CEIT) and the Canary Islands (CEC). Collaboration with ESA and Swedish and Norwegian national agencies to operate INTA's network of stations. Support with various GNSS activities.

National Institute for Aerospace Technology INTA / European Space Agency (ESA)

Isdefe supports INTA's **Astrobiology Center (CAB)** and ESA in the XMM mission in ESAC.

Participation in the CESAR program, an education initiative in Astrophysics and Space Sciences developed by ESA, INTA and Isdefe, to popularise science and recruit young people into science careers.

National Institute of Aerospace Technology (INTA) / NASA

Operation and maintenance of the Robledo de Chavela Madrid Deep Space Communications Complex (MDSCC), which is used to communicate with deep-space spacecraft launched by NASA and other space agencies, providing 24/7 support for more than 30 space missions.

European Union**ESA**

Technical support for Cebreros Space Infrastructures (station of the Deep Space Network).
Technical services in the SMOS (Soil Moisture and Ocean Salinity) project.

GALILEO

Support with the implementation and improvement of the processes of the instrument landing system (ILS) to comply with the operational objectives established by the GSA.

Comisión Europea/ European Union Agency for the Space Programme (EUSPA)

Engineering Services to certify satellite navigation systems. Support to the GSC (European GNSS Service Centre) with security activities at the centre and with the new operational infrastructure.

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.

Ministry of Transport, Mobility and Urban Agenda /
Secretary of State of Transport, Mobility and Urban Agenda

Civil Aviation General Directorate (DGAC)

Collaboration in setting sector policy through the strategy for airports, air navigation and air transport, and in the regulatory implementation of the Single European Sky (SES) and its implementation in national regulations, and in monitoring the European R&D programme SESAR 3.

National Aviation Safety Agency (AESA)

Collaboration in the implementation of the National Aviation Safety Programme (PNS) in every airport of the national network, in updating the National Civil Aviation Security Programme and in consulting to improve the security of airport environments.

ENAIRE.

Engineering services related to Air Traffic Management to commission the new Automatic Air Traffic Control System, SACTA-iTEC 4.1, and the new air navigation systems. Support with the ENAIRE Network Systems Management Centre (SYSRED).

AENA.

Support with the life cycle management of airport operations and security applications.

European Union

Single European Sky Joint Undertaking (SESAR-JU)

Coordination of the “U-Space Separation in Europe” (USEPE) project, for the safe separation of drones in urban environments. Collaboration in the project “IFR RPAS Control in Airports and TMA” (INVIRCAT), to safely and efficiently integrate RPAS.

European Union Agency for the Space Programme (GSA)

Programme management support (Galileo and EGNOS), and consultancy on GNSS and Copernicus in aviation, GNSS for drones, and search and rescue (SAR).

Public Administration 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 supporting their digital transformation and technological modernisation processes.

Ministry of Defence / Secretary of State for Defence

DG for Economic Affairs (DIGENECO)

Support to the **annual contracting plan** of the Ministry of Defence (PACDEF) with the implementation of a model of excellence for **procurement management in the public sector**. Support with analytical accounting models. Support to the Cost Evaluation Group (GEC) throughout the procurement process, and to the Budget Office with the financial management of the Special Modernisation Programmes.

Ministry of the Interior

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

Technical assistance to manage and support the development of technological processes and activities, of innovation projects promoted through Innovative Public Procurement, and of national and European innovation programmes.

Ministry of Justice**Secretary of State for Justice**

Technical support with the programme to modernise justice (judicial information systems), with the country's technology projects of the 2030 Agenda, and with the implementation of TD programmes: Minerva, LexNet and scorecards. Collaboration in the deployment of the Judicial and Prosecutorial Offices, as per the new shared services model.

Ministry of Transport, Mobility and Urban Agenda**ADIF**

Technical support in the area of regulatory compliance with the National Security Scheme and the operation of a security office. Consulting with the Security Operations Area (Security SDG) of the Security Operations and Incident Response Centre (SOC/CERT).

Ministry of Territorial Policy and Public Service for Autonomous and Local

Technical support to manage various operational programmes under the European Regional Development Fund (ERDF) and the European Social Fund (ESF) in the field of territorial policy.

Ministry of Science, Innovation and Universities / SE of Universities and Innovation

Consulting with the SDG for the Promotion of Innovation in calls for innovation projects. Support in the management of the Erasmus+ Programme and in the processes associated with the aids granted.

National Markets and Competition Commission (CNMC)

Support with the operation of the Regulatory Cost Information Model to oversee regulated activities involving transport, electricity and natural gas. Support with the analysis of systems containing economic information and the degree of automation thereof.

State Agencies / AESA / AEMPS / AEMET

Consultancy and technical assistance services aimed at complying with the regulatory requirements set out in the area of economic information (budget, analysis and management).

Prado National Museum

Support with the analytical accounting system to comply with the General Public Accounting Plan and with the management and promotion of the Digital Transformation.

Information and Communications Technology (ICT) Sector

Engineering and consulting services for the General State Administration to define digital public and electronic administration services, planning and management of the radio spectrum, management of the digital dividend and reduction of the digital divide.

Ministry of Economic Affairs and Digital Transformation

Secretary of State for Digitisation and Artificial Intelligence (SEDIA)

Technical support with the regulation and supervision of ICT services. Engineering and consulting with planning and managing the radio spectrum, managing the digital dividend, narrowing the digital divide and defining digital public and eGovernment services.

Ministry of the Interior

SDG of Information and Communications Systems for Security (SGSICS)

Support with the management and supervision of current telecommunications services of the National Police and Civil Guard (fixed telephony, mobile, IP, etc.) through the Unified Communications Service Programme Office (OPSUC).



Ministry of Science, Innovation and Universities / RedIRIS

Support to RedIRIS, Spanish academic and research network, which provides advanced communications and other ICT services to the scientific and university community, and to the projects of the UNI-DIGITAL Plan for the deployment of ultra-fast infrastructures and common ICT services.

Spanish Radio and Television Corporation (RTVE)

Strategic consulting to develop and integrate artificial intelligence technologies in the processes for generating and distributing audiovisual content.

NATO / Communications and Information Agency (NCA)

Technical assistance to its Security Operations Center with the configuration, optimisation and operation of the NATO Network Incident Management and Security Monitoring Tool (CLASS/ UNCLASS). NATO portfolio, programme and project management services to implement its information and communication systems.

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, as per the points laid out in the National Energy Security Strategy.

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

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).

Support in the development and management of public aid programmes that affect energy consumption sectors. Support in the achievement of the commitments acquired in the implementation and execution of the Recovery, Transformation and Resilience Plan. Consulting to develop the strategy and monitor the execution of the decarbonisation of the railway manager. Support services in renewable electricity generation initiatives, charging stations, energy demand management and in different operational models for energy self-supply.

DIGITAL INNOVATION AND TRANSFORMATION

Isdefe is firmly committed to innovation. Competitiveness and positioning in strategic areas are improved through the planning and execution of innovation activities.

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

- » Technology foresight and surveillance.
- » Reinforcement of positioning.
- » Promotion of innovative culture.
- » Dissemination and exploitation of innovation results.

■ Technology foresight and surveillance

Horizons Network

This is the programme around which technology foresight and surveillance 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.



- » It identifies and leverages existing sources of knowledge in the innovation ecosystem, and makes tools available to the organisation to foster an innovative corporate culture.
- » It engages in technology and methodology foresight and surveillance activities in the areas of strategic interest of Isdefe in **collaboration with academia**.

Horizons Network Observatories



Participation in innovation projects

- » **European innovation projects:** European project programmes such as Horizon 2020, SESAR and EUSPA.
- » **Internally-funded projects:** 7th Edition of the Programme to gather and manage innovation ideas.
- » **Congress of Systems Engineering Applied to Defence:** Organised by Isdefe and by the Spanish Association of Systems Engineering (AEIS).

■ Digital transformation in the company

These days, digital transformation is present in our work, in our companies and also in our lives. ISDEFE is implementing its digital transformation by executing a Digital Transformation Plan for 2022-2025, which is structured into four groups of activities:

- » **Deployment of technological infrastructure,** upgrades and modernisation.
- » **Process analysis, simplification and automation.**
- » **Digital acquisition strategy.**
- » **Digital position** for every employee.

■ Commitment to clients

Quality, excellence and innovation

Isdefe is committed to excellence by constantly improving the quality of its products and services to meet the expectations and needs of clients, and to being a leader in innovation. Isdefe has had a certified Quality Management System (QMS) since 1998. It currently has:

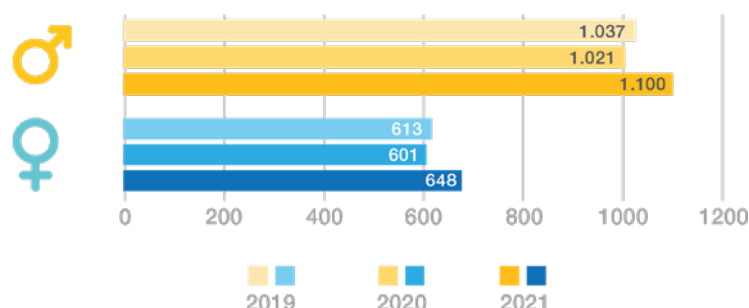
- » EQA certification of the Quality Management System as per the UNE-EN ISO 9001:2015 standard.
- » Certification of the Ministry of Defence of the Quality Management System, as per the PECAL/ AQAP 2110 standard (EXP. No 0077/03/01/01).

■ Commitment to our employees

On 31 December 2021, Isdefe had a staff of 1,748 employees, 91.1% 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.

Evolution of the workforce by gender M/W



Talent identification and development: Isdefe contributes to the generation of talent through tools such as scholarships for recent graduates (CITIUS program) and external extracurricular internships for undergraduate and Master's students, in addition to awarding prizes to the best research papers.

Training: Isdefe promotes the professional and personal development of all its employees, ensuring equal opportunities and fostering a corporate culture based on merit.

The investment in training in 2021 was €897,714

Safety, health and welfare

Isdefe has a **medical service** at its headquarters to track the health of employees, and its **own safety service**.

Equality plans are a priority commitment for Isdefe, as is the real and effective exercise of rights by people with disabilities.

People are hired and promoted, based on their skills and job performance, and on the criteria of equality, disclosure, competition and capacity required for the vacancy.

Isdefe has a **protocol against harassment and discrimination that is regulated in its Operating Standards**, and measures intended to facilitate the **work-life balance** of our workforce.

■ Commitment 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 Cyber Security and Defence Workshop,
- » Universidad de Alcalá de Henares – CIBERSEG21.

Dissemination of knowledge:

Acknowledgment ceremony 7th Call of the Programme to Gather and Manage Innovative 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 which was streamed and featured the President of Isdefe, the Secretary of State for Defence, Ms Esperanza Casteleiro Llamazares, who addressed everyone.

Social action programme

- » 11 February Initiative: Day of Women and Girls in Science.
- » “Supportive Company, Extraordinary Company” Campaign.
- » Food drive.
- » Christmas charity campaign.
- » Estela de Ayo Association.
- » Collecting caps for charity.

■ Commitment with our vendors

Isdefe subjects all its contracting processes to the principles of freedom of access to tenders, advertising, transparency, non-discrimination and equal treatment of bidders, and observes the principle of integrity in all its procedures.

Subcontracting and vendors: the general principles of public procurement are contained in the specifications for each of the tenders that are published in the Isdefe contract or profile, available on the Public Sector Procurement Platform (<https://contrataciondelestado.es>).

■ OUR ENVIRONMENTAL PERFORMANCE

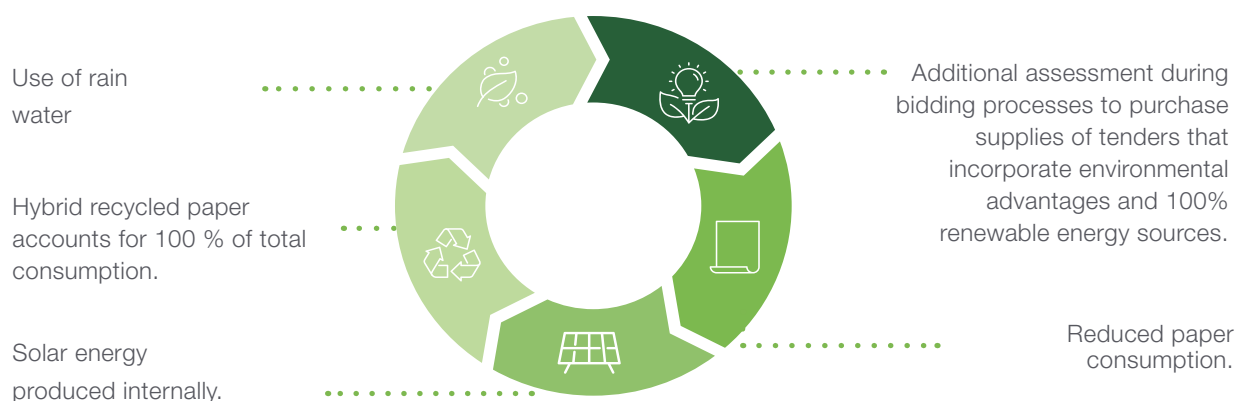
Isdefe has implemented an **Environmental Management System (EMS)**, which promotes the protection of the environment, the efficient use of natural resources, the prevention of pollution and climate change, and a more environmentally friendly way to manage the waste generated.

■ Tools for environmental

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 has continued to constantly improve its environmental performance by adopting measures to better use raw materials, improving energy efficiency and increasing the use of renewable energies.

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



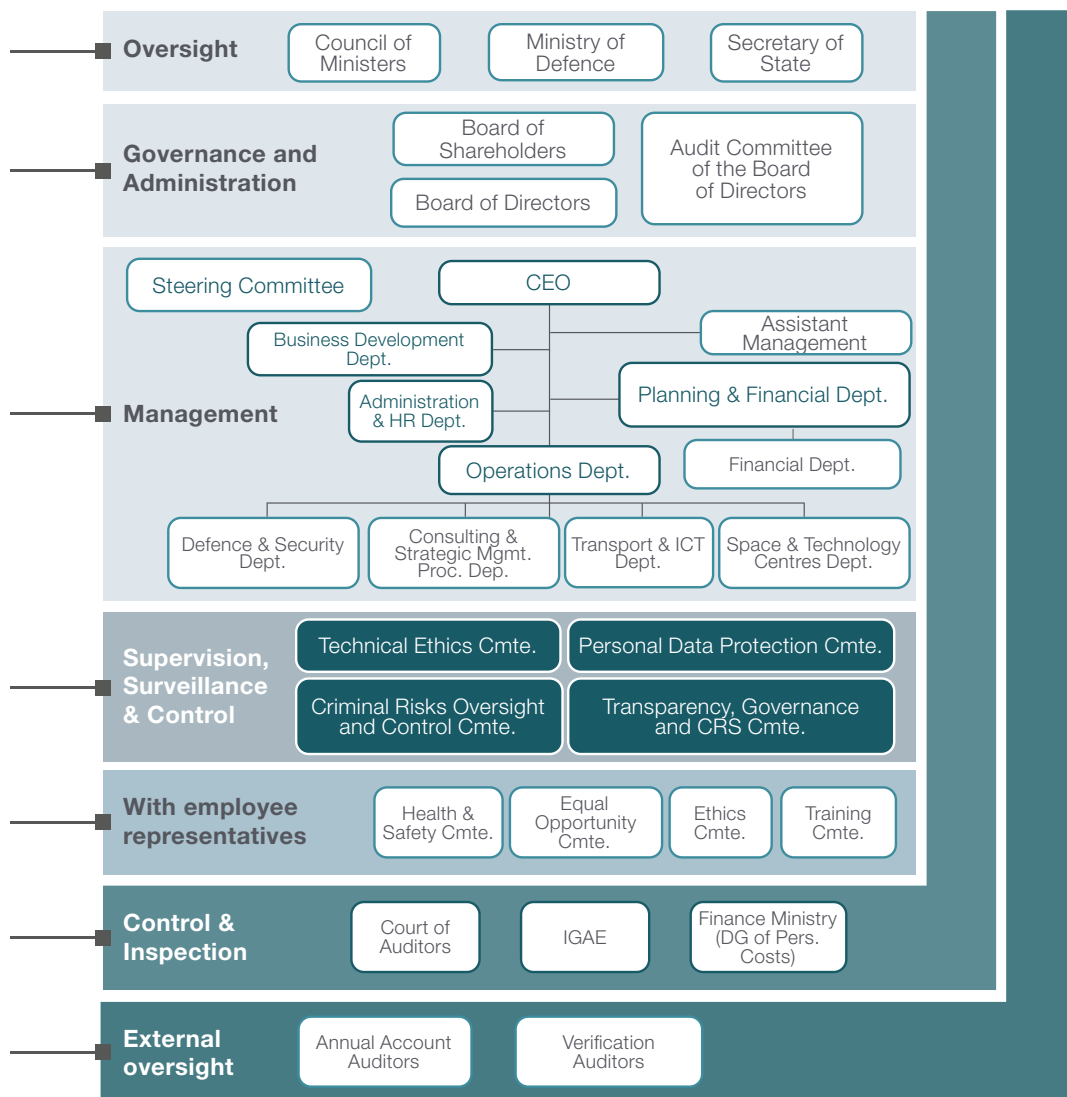
GOVERNANCE

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.

Governance, administration, management and control structure



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

Governance Model

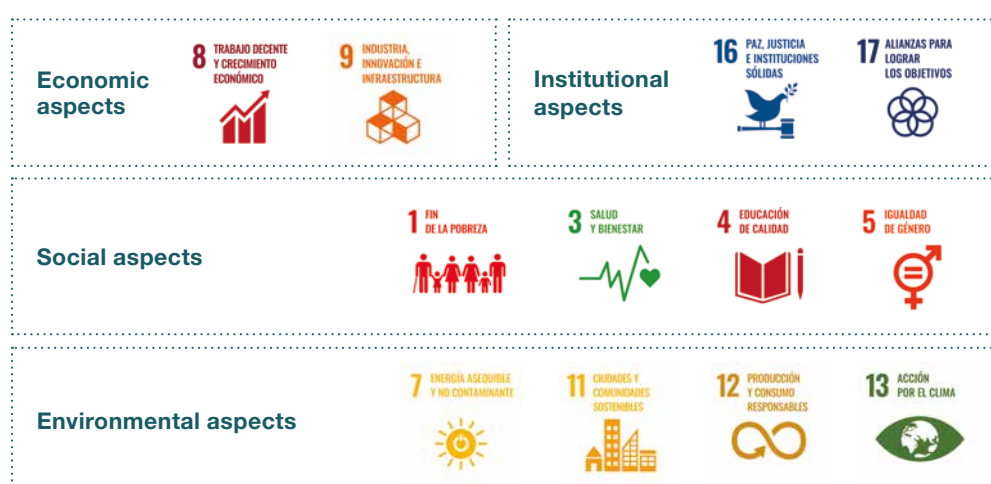
It is based on three pillars that contribute to the fight against corruption and bribery. These pillars are the **Code of Ethics**, the **Criminal Risk Prevention Programme (PRP)** and **Transparency**.

Commitments to responsible action: The **Code of Ethics** is an integral part of the governance model and is based on the guiding principles of integrity, professionalism and respect, which provide the basis for the behaviour of Isdefe's professionals. The principles have been reinforced through the **Gifts and Hospitality Policy** and the Conflict of Interest Policy, and a training plan has been developed to make the entire staff aware of the Ethics and PRP Systems.

Criminal Risk Prevention Programme: Intended to prevent crimes by identifying illegal conduct. It is laid out in a series of control systems and mechanisms, 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 Criminal Risks Control and Oversight Committee.

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 on the Transparency Portal.

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, and it collaborates with various entities and key organisations that work to achieve them - **United Nations Global Compact, Secretary of State for the 2030 Agenda, public companies and entities, the Sustainability and CSR in Public Companies task force, and the Secretary of State for Budgets and Expenditures** - to prepare the Alignment Report of the proposed General State Budget for 2022 with the Sustainable Development Goals of the 2030 Agenda.



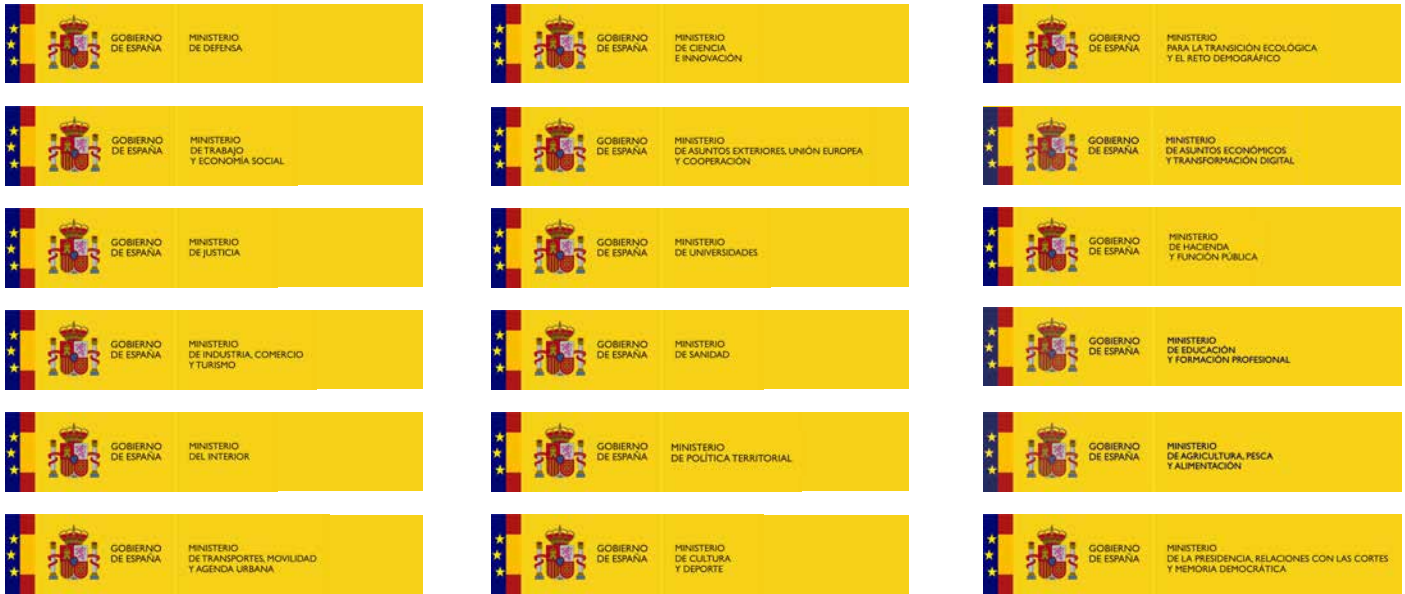
The Isdefe 2021 Annual Report is based on the 10 principles of the **United Nations Global Compact**.

The digital version of the Annual Report is available at:
www.informesanualisdefe.com.



■ Entities and organisations to which we provide services

Public Administration



Other public institutions



Other international organisations



Multilateral organisations





Isdefe
su mejor aliado

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