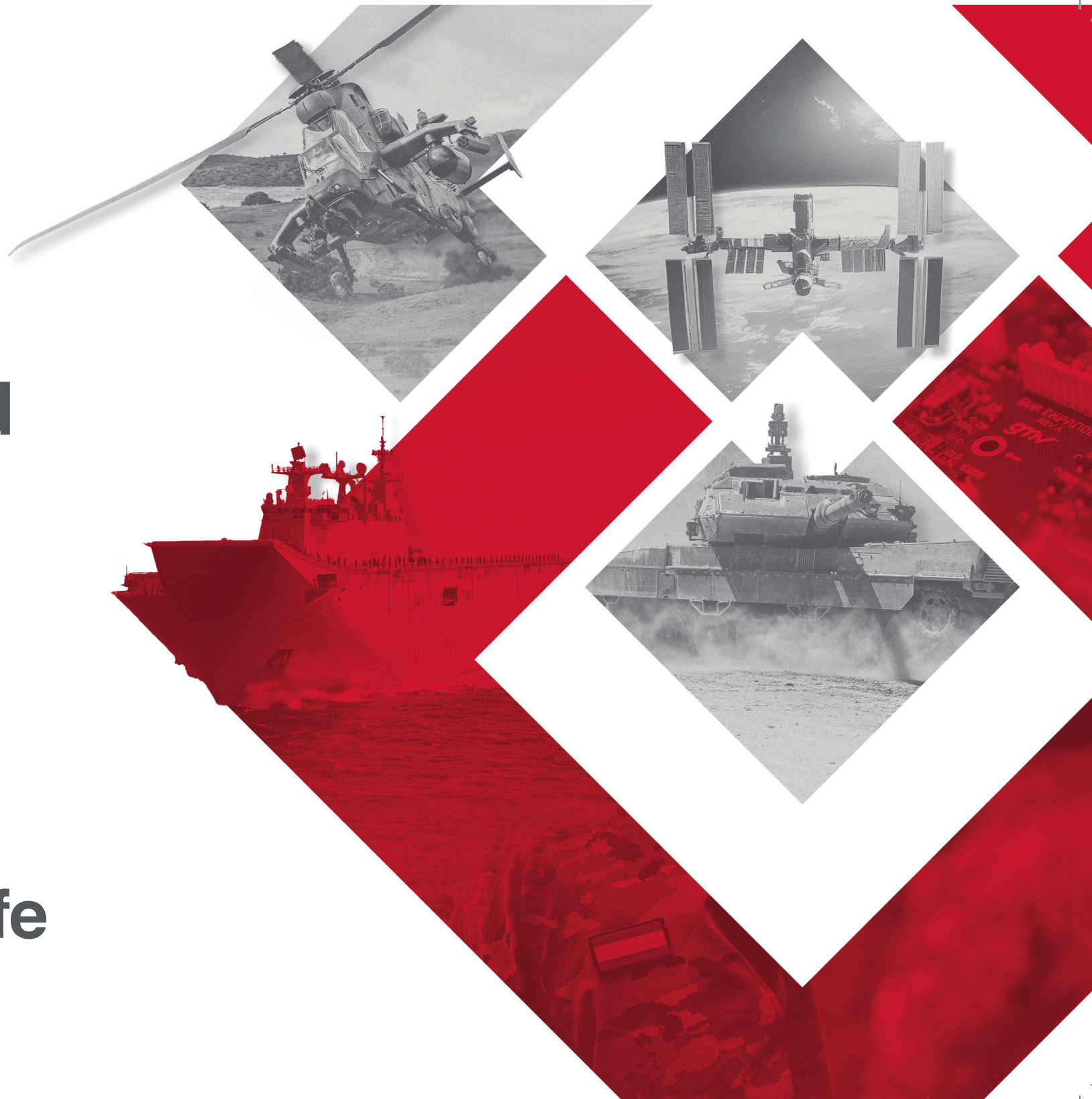


# Integrated Report Isdefe 2023



Isdefe



# Presentation —

**You are holding in your hands Isdefe’s Integrated Report for 2023, which exhaustively details the activities carried out and the results achieved by the Company during the last year. This report reflects our commitment to excellence and transparency.**

The document addresses and verifies our performance in the three essential pillars of sustainability: economic, social and environmental. Throughout 2023, we have worked intensively to strengthen our position and contribute to sustainable development, ensuring a positive impact on the communities and environments where we operate.

In 2025 ISDEFE will celebrate its 40th anniversary, during which it has been an example of dedication to technology, innovation and collaboration. We are aware of the importance of transparency, integrity and business ethics, which is why we have endorsed this Report following the United Nations Global Compact Principles and the GRI Standard methodology. These guidelines not only ensure the quality and accuracy of the information presented, but also underscore our commitment to international best practices in sustainability and corporate responsibility.

The digital version of the 2023 Integrated Report is available for consultation at: [informeanualisdefe.com](http://informeanualisdefe.com).

DIGITAL VERSION



UN GLOBAL COMPACT



This application reflects the principles of the **United Nations Global Compact**.  
We welcome any comments on its content.



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“

The policies of the Ministry of Defense reflect the constant effort to maintain an adequate level of security to protect the interests of citizens for the development and well-being of our society.

— Ms. María Amparo Valcarce García

SECRETARY OF STATE FOR DEFENSE  
CHAIRWOMAN OF ISDEFE



## Letter from the President

The policies of the Ministry of Defense reflect the constant effort to maintain an adequate level of security to protect the interests of citizens for the development and well-being of our society.

The vision of the “Defense Industrial Strategy 2023” is to add value to security and defense and strengthen the national defense industry, boosting industrial capabilities and promoting international cooperation. Increasing strategic autonomy, contributing to the Europe of Defense, and consolidating a competitive and sustainable Defense Industrial and Technological Base are its basic principles of action.

Since its beginnings in the 1980s, Isdefe has played a special role in the modernization programs of the Armed Forces and the Ministry of Defense. Thanks to its trajectory, the company is approaching its 40th anniversary with an exceptional accumulated knowledge that it places at the service of the Ministry of Defense and the General State Administration, under an integrating perspective and global vision, which endorses the company's capabilities, reinforcing its commitment to defense and security.

This annual report presents the company's activities and its multidisciplinary and independent capacity during the 2023 fiscal year, showing its continued leadership in cutting-edge technological projects, being a responsible organization committed to economic, social and environmental sustainability.

Efficiency, integrity, good governance and commitment to its clients are the inalienable principles of Isdefe, which also supports the external action of the Ministry of Defense and the various bodies of the National Government in collaboration with our international partners, working together with other administrations and multilateral institutions.

Isdefe's human team is its greatest strength, with highly qualified professionals, committed to the culture of security and defense and continuous training, providing knowledge and innovation, and therefore, on behalf of the Ministry of Defense, I would like to thank them for their ongoing efforts to provide cutting-edge services under the principles of excellence and collaboration.



# Letter from the Chief Executive Officer

Once again, Isdefe makes available to you the Annual Report, which sets out the principles of action with which the company carries out its activities, compiling the achievements, challenges and progress that have marked our path during the 2023 financial year.

Isdefe's activity is focused on the field of defense and security, being the main recipient the Spanish Ministry of Defense, providing engineering and consulting services to other sectors of the General State Administration, projecting the knowledge acquired throughout its trajectory.

Isdefe continues to be at the forefront of innovation in systems engineering, technological consulting and technical assistance in the sectors in which we operate. This positioning also allows us to contribute in support of the State's external action, through collaboration with other entities of a similar nature, to undertake projects for other administrations and international organizations.

At the halfway point of Isdefe's Strategic Plan 2022 - 2025, we have made progress on the objectives set in the four transforming axes: business, people, services and customers, to respond efficiently to the needs of technologi-

cal support and high added value to the General State Administration and in particular to the Ministry of Defense.

In this report we also indicate on our commitments to transparent management and good corporate governance, as well as our progress in economic, social and environmental sustainability.

Our company is intensive in knowledge resources and has a highly specialized staff, which allows us to provide our services under the principle of excellence, and therefore, Isdefe maintains its commitment to continuous training and innovation programs.

Thanks to the efforts of the staff, Isdefe is meeting the goals set out in its Strategic Plan, and for this I would like to thank the drive and motivation that Isdefe's staff has every day.

After 2023, Isdefe takes another step closer to the year 2025, when the company will celebrate its fortieth anniversary.



“

Thanks to the efforts of the staff, Isdefe is meeting the goals set out in its Strategic Plan, and for this I would like to thank the drive and motivation that Isdefe's staff has every day.

Mr. Francisco Quereda Rubio —  
CEO



# 01 Safety and Innovation, ISDEFE's hallmarks



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Who we are

## /06

Mission and values

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Big Figures

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Staff



# Who we are

## — ISDEFE

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



## Systems Engineering for the Defense of Spain

It is a company that forms part of  
the State Institutional Public Sector,  
being the technological tool of  
reference in the field of defense and  
security.

It provides services to the Spanish Ministry of Defense and  
the rest of the Administration, also making its knowledge and  
experience available to international public bodies and the  
administrations of other allied countries.



# Mission and values



## Mission

To support the **Ministry of Defense, all Public Administrations and International Institutions** in areas of technological and strategic interest by offering services of the highest quality in the following areas:

- > Consulting
- > Engineering
- > Management
- > Technical operation
- > Space complex maintenance



## Values

- > Independence
- > Proactivity
- > Global vision
- > Comitement
- > Experience and knowledge



# Organization

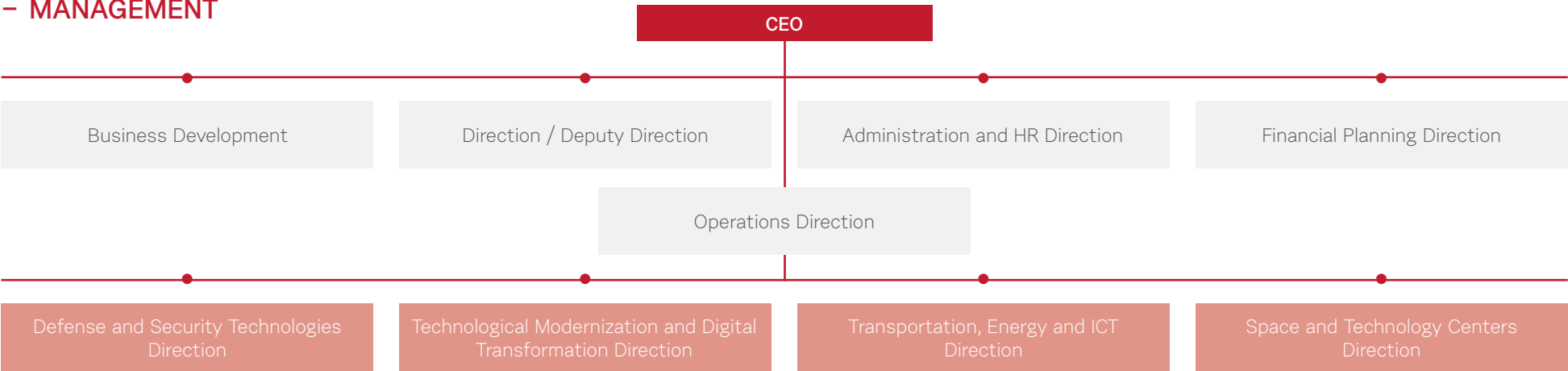
## – RESPONSIBILITY – GOVERNANCE AND ADMINISTRATION

- › Council of Ministers
- › Ministry of Defense
- › Secretary of State
- › General Shareholders' Meeting
- › Board of Directors
- › Audit Committee of the Board of Directors

Isdefe is attached to the Ministry of Defense through the Secretary of State for Defense, with the National Institute for Aerospace Technology (INTA) as the sole shareholder of its capital stock.

Isdefe's president is the Secretary of State for Defense, which guarantees the company's alignment with the interests of the Spanish Administration in the field of Defense and Security.

## – MANAGEMENT



## – SUPERVISION, SURVEILLANCE AND CONTROL

- › Technical Ethics Committee
- › Personal Data Protection Committee
- › Criminal Risk Supervision and Control Committee
- › Transparency, Good Governance and CSR Committee

## – WITH EMPLOYEE REPRESENTATION

- › Health and Safety Committee
- › Equal Opportunities Committee
- › Ethics Committee
- › Training Committee

## – CONTROL AND INSPECTION

- › Court of Auditors
- › IGAE (General State Controller)
- › Ministry of Finance (DG Pers. Costs)

## – EXTERNAL CONTROL

- › Auditors of Annual Accounts
- › Verification Auditors

# Big Figures



## – TOTAL TURNOVER AND GEOGRAPHIC DISTRIBUTION

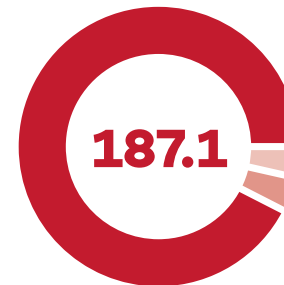


National  
**96.1%**

European Union  
**1.3%**

Rest of the world  
**2.6%**

**2023**

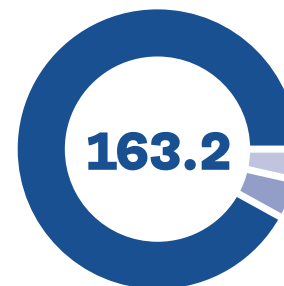


National  
**96.6%**

European Union  
**1.4%**

Rest of the world  
**2%**

**2022**



National  
**96.2%**

European Union  
**1.4%**

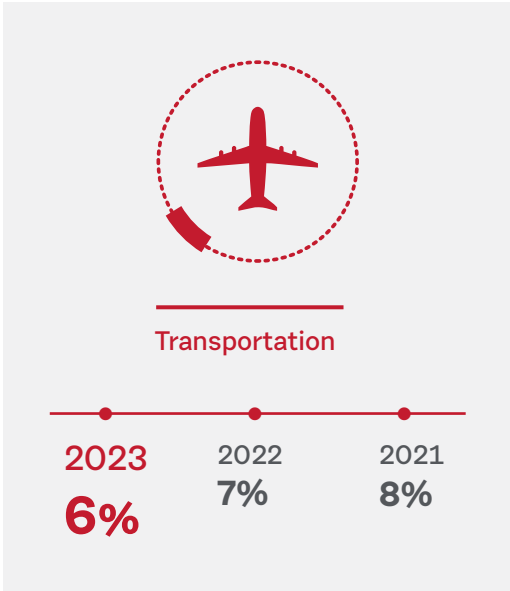
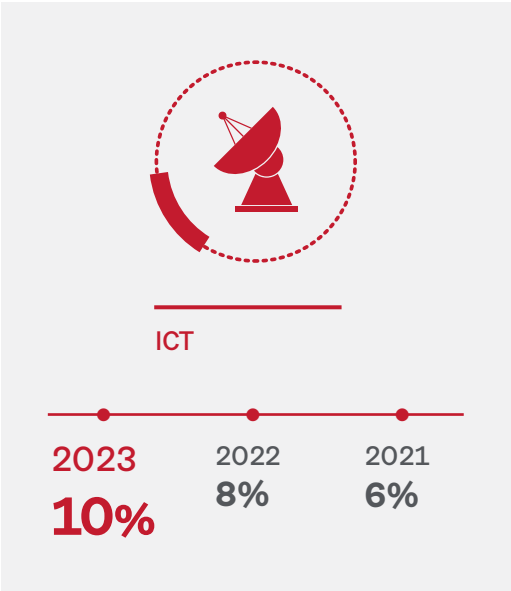
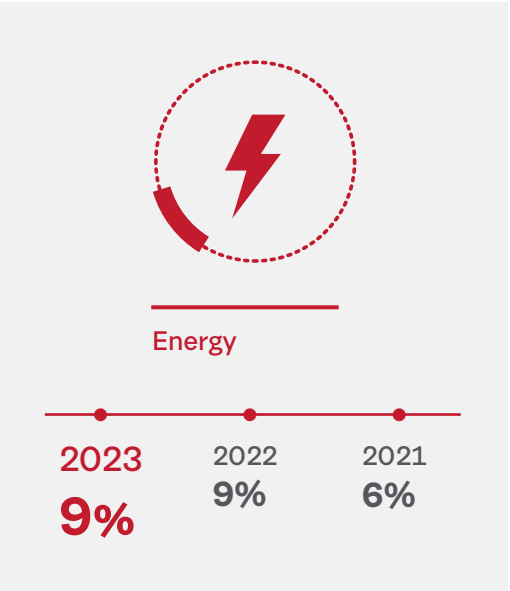
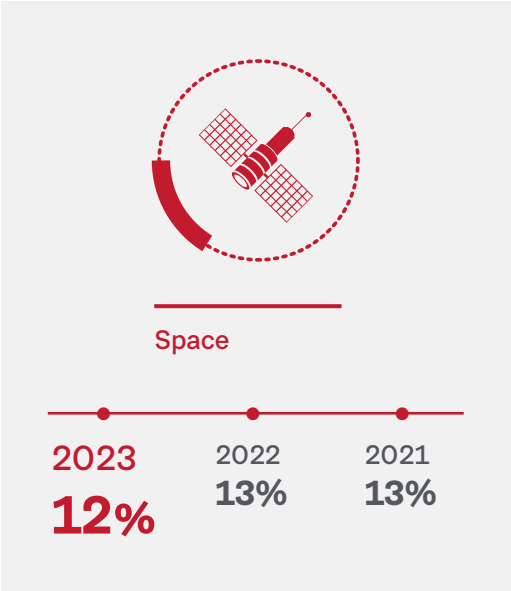
Rest of the world  
**2.4%**

**2021**

→ Total Turnover / in Millions of Euros



– BUSINESS SECTORS



→ Isdefe provides technical assistance and consultancy services in its areas of activity as a house technical service provider of the General State Administration (AGE).

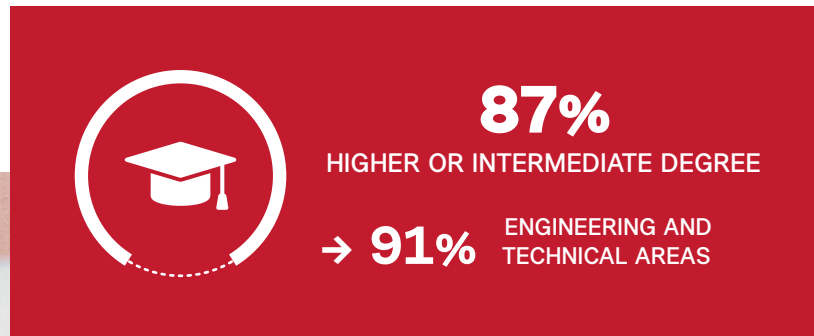
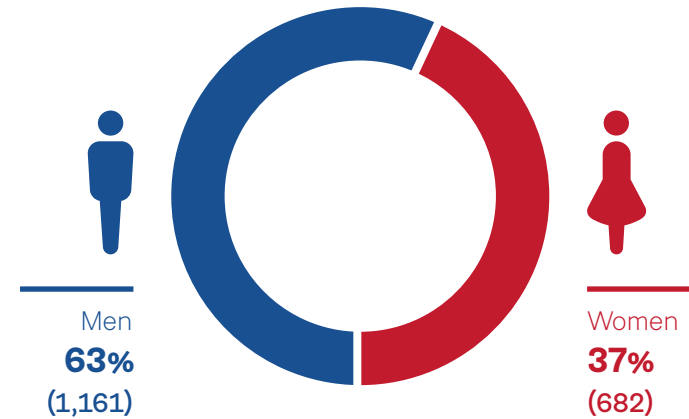
Isdefe's activity is focused on the area of Defense and Public Security, with the Spanish Ministry of Defense as the main target. Although activity in the Defense and Security sector has increased in 2023, the percentage with respect to the total has decreased due to the increased demand for support in the management of programs financed with European funds.

# Staff

Isdefe's staff has highly specialized knowledge, developing their activity in the technological and management fields, offering highly qualified services.

As at December 31, 2023, Isdefe's workforce will total 1,843 people, 93% in the Operating Units and 7% in Corporate Services.

→ Staffing ratio





## 02 Strategies to achieve new goals



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Corporate services

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Innovation

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Digital transformation

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International projection



# Corporate Services

→ The Corporate Strategy 2022-25 is supported by the principles derived from our public nature and our status as the house technical service provider.



## – PRINCIPLES OF OUR STRATEGY

- 01 To respond in an efficient and sustainable manner** to the increasing demand for our services, in particular to the needs of support to the Ministry of Defense.
- 02 To accompany the AGE (General State Administration)** in the challenges it must address: European Funds, Digital Transformation and Energy.
- 03 To provide high added-value services** in technological and strategic areas while maintaining our status as the Administration's in house technical service provider.
- 04 To strengthen Isdefe's position as a benchmark company in the Defense and Security sector** and in the areas included in the National Security Strategy.
- 05 To ensure economic and financial sustainability** in the short and medium term.
- 06 To strengthen Isdefe's human team** as the company's main asset and advance in equality policies.
- 07 To place the customer at the center** of Isdefe's management model.
- 08 To promote Isdefe's presence** in European institutions and international organizations in initiatives related to our areas of activity that are of interest and generate returns for the General State Administration in general and MIDEF (Ministry of Defense) in particular.
- 09 To innovate** to anticipate needs and obtain the knowledge necessary to incorporate emerging technologies to meet the challenges of the Administration.
- 10 To promote transparency and contribute to the achievement of the 2030 Agenda** and reinforce aspects of environmental and social sustainability and good governance.

– TRANSFORMATION AXES AND STRATEGIC OBJECTIVES

The four axes of transformation and the associated strategic objectives are defined, which set the company's priorities and guide Isdefe's course in the short and medium term, in order to be able to address new challenges.



**Company**

To develop the company through digital transformation and the adoption of an organizational model that allows us to maximize our capabilities, guaranteeing our economic and financial viability, increasing our efficiency and complying with our commitment to ethical and transparent governance.



**Services**

To increase the added value and technical specialization of services, reinforcing our positioning as a reference tool for public administration in technological or strategic areas.



**People**

To promote talent retention, training and equal opportunity policies between women and men, empowering hierarchical managers as facilitators of the professional development of the staff.



**Customers**

To strengthen the Company to be able to respond to the needs of our national and international customers.

– STRATEGIC OBJECTIVES



**COMPANY**

**Company Management**

- › Organizational model
- › Economic and financial sustainability
- › Governance and Transparency
- › Digital Transformation
- › Safety and Resilience



**PEOPLE**

**Empowerment of the Human Resources Team**

- › Professional Skills Development
- › Talent Recruitment and Retention
- › Equal Opportunity Policies for women and men



**SERVICES**

**Specialization of Services**

- › Development of the Knowledge Management System
- › Innovación



**CUSTOMERS**

**Customer Orientation**

- › Corporate Customer Strategy
- › International Presence

→ In order to achieve the Strategic Objectives, a set of Lines of Action have been defined to focus efforts and guide the actions to be executed during the 2022 - 2025 period.

The Action Plans and Activities are traceable to these lines so that the development and implementation of the strategy is carried out within a coherent framework.



# Innovation

→ Innovation is inherent to Isdefe's raison d'être, as it allows us to generate knowledge, anticipate needs and improve the services we offer. By innovating, Isdefe is ahead of the curve to support the Defense and the Administration in the challenges and opportunities it will have to face in the future.



## – INNOVATION STRATEGY

As part of Isdefe's 2022- 2025 Strategic Plan, the company has an Innovation Plan, which establishes four specific objectives:

---

→ To identify future customer needs and training to respond to upcoming challenges

---

→ To strengthen Isdefe's position as an innovative public company

---

→ To foster an innovative culture in the organization

---

→ To spread and exploit the results of innovation

---



– ACTIVITIES

Horizons Network

It is one of the main vehicles through which innovation is developed at Isdefe. The Network detects future trends in Isdefe's areas of activity and trains the company's personnel sufficiently in advance to respond quickly to the new challenges of the General State Administration.

2023 was a key year for the Isdefe Horizontes Network, as it underwent a considerable expansion with the incorporation of four new universities: Zaragoza, Jaén, Salamanca and León. These additions have re-configured the Network, structuring it as a set of 6 observatories articulated through 9 alliances with 7 universities. This configuration is flexible and adapts to the needs of Isdefe and the Public Administration.

On November 28, 2023, the Plenary of the Horizontes Network was held, an event that brought together 150 people from government agencies and universities, as well as Isdefe staff, with the goal of creating synergies and promoting collaborative projects among the various chairs and agreements that make up the Network. The Plenary Session consisted of four round tables dedicated to the topics of greatest interest and relevance among those developed in the Chairs and Agreements of the Network, artificial intelligence, drones, sustainability and energy efficiency and quantum.

Goals of the Horizons Network:

- To develop foresight activities and technological, methodological and management analysis, detecting future technological trends.
- To build a network of experts in domains of strategic interest to the NSA.
- To train Isdefe staff to respond to the needs of the Administration.
- To spread the knowledge generated through publications, conferences, seminars, etc...
- To attract talent from the universities participating in the Network.

→ Observatories with strategic alliances:



Air Traffic Management

School of Aeronautical and Space Engineering (ETSIAE) of the Polytechnic University of Madrid (UPM)



Systems Engineering, Logistics and Program Management

International Council on Systems Engineering (INCOSE)  
Spanish Association of Systems Engineering (AEIS)



Defense and Security

School of Telecommunications Engineering (ETSIT) of the Polytechnic University of Madrid (UPM)

- Defense and Security Systems Node
- Cybersecurity Node
- CETEDEX Support Node
- UDRUME Support Node
- Logistics Node



ICT and Digital Advancement

Polytechnic School of the University of Alcalá (UAH)



Space

Universidad Carlos III of Madrid (UC3M)



Energy

Universidad de Zaragoza (UNIZAR)

## – FOSTERING INNOVATIVE CULTURE

**Isdefe involves its employees as much as possible in the innovation process, as a guarantee of offering a better service to its clients. To this end, it fosters a culture of innovation and offers an environment in which all of them can contribute by generating ideas, carrying out projects, collaborating with other agents in the innovation ecosystem, and so on.**

In 2023, Isdefe's employees submitted 40 proposals to the R&D&I Ideas Capture and Management Program. Half of them are in the field of Technological Modernization and Digital Transformation through the use of Artificial Intelligence.

Isdefe also co-organized the 10th edition of the National Congress on Defense and Security R&D (DESEi+d 2023), which took place at the Marine Infantry School "General Albacete y Fuster" (EIMGAF), where it presented its three awards for the best papers

## – SPREADING AND EXPLOITATION OF RESULTS

The dissemination and exploitation of the results of innovation is intended to disseminate the knowledge obtained and generate a return on the investment made. Isdefe uses the results of its innovation activities both to improve the services it provides and to offer new services to current and potential clients.

In 2023, 6 Knowledge Transfer Sessions (KTS) were held and the publication of innovation-related reviews on Isdefe's LinkedIn and YouTube increased significantly.

From June 16 to 30, 2023, the 2nd Isdefe Innovation Week was held under the slogan "Isdefe, an ally in the Energy Transition".

The event, aimed at both Isdefe employees and clients, consisted of round tables, debates, recognition events and various workshops.

## – R+D+i PROJECTS

Isdefe executes R+D+i projects in the company's areas of interest in two different ways:

- Projects co-financed by the European Commission, participating as leaders or members of consortia.



2 projects



4 projects



3 projects

- Projects financed internally by Isdefe, developed individually or in collaboration with a third party.

### → 3 projects resulting from the Ideas Competition:

- "Money tracking" (SEMODI).
- "Remote sensing system for solar panels" (SIGSOL).
- "Quantum technology for real-time data encryption" (TCED), in collaboration with CSIC and UC3M.

### → 3 projects carried out in collaboration with the Military Forces:

- "Clustering of Connected Vehicles" (CL-VCON), in collaboration with UME
- "Intelligent asset management at the ET Logistics Base" (CA-BLET), in support of the Army.
- "Virtual reality system applied to F100 sustainment", in collaboration with the Navy's Data Monitoring and Analysis Center and the University of Salamanca.



# Digital Transformation

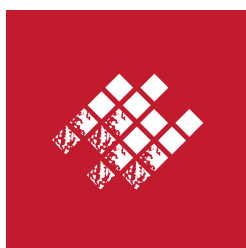
- Within the Strategic Plan 2022-2025, the Digital Transformation Plan is included, which contributes to achieving the strategic objective "Company Management".



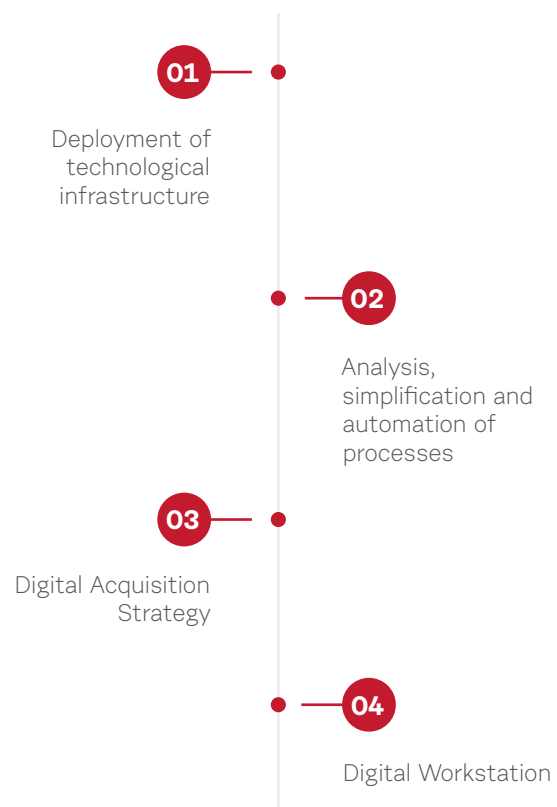
“To develop the Digital Transformation through an effective and interoperable technological infrastructure with agile and efficient processes, protecting the Company's critical information and implementing a digital acquisition strategy and a flexible and adaptable work environment”.

## – GOALS OF THE PLAN

- To deploy a modern technological infrastructure
- To transform current processes into agile, efficient and automated processes
- To empower people to cope with change and transformation
- To implement the single data strategy



→ In order to ensure that the objectives set by the company are met in the period 2022-2025, the Digital Transformation Plan has been structured into four groups of initiatives:



The Plan determines the governance model and the responsibilities of each and everyone of those involved in the transformation process. All actions, initiatives and projects included in the Plan will comply with the Isdefe's Security Policy



The most relevant initiatives during 2023 have been:

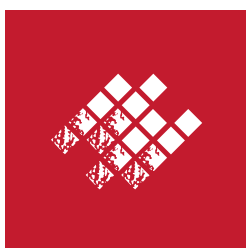
- Digital Acquisition Strategy.
- Collaborative Tools Governance Model.
- Analysis of Legacy Systems.
- Low/No Code Platforms Study
- ERP Usage and Configuration Analysis.
- Business Activity Monitoring Tools.
- Basic and Strategic digital skills, training of Isdefe's staff.



# International projection

→ In addition to the activity that Isdefe carries out at the national level on behalf of the Administration in areas of technological and strategic interest, Isdefe is a tool of the State Administration in its Foreign Action Strategy for the better international positioning of Spain.

For this reason, Isdefe has a presence abroad in initiatives related to our fields of action that are of interest and generate returns for the NSA in general and for the Ministry of Defence in particular.



During 2023, Isdefe's international activity has been developed mainly within the European security and defense framework, providing support to European Union agencies and specialized services to the administrations of allied countries, derived from bilateral relations and interministerial agreements.

## – GOALS

### 01

To focus the activity on the company's areas of excellence.

### 02

To participate in those projects related to our fields of action that are of interest to the National Government in general and the Ministry of Defence in particular, seeking the maximum return for Spain.

### 03

To strengthen the role of the company as a tool for the development of the external action strategy, an essential role in the support to public managers in decision making.

### 04

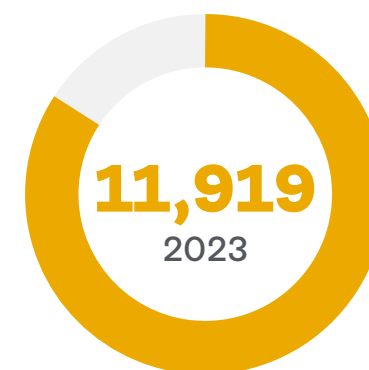
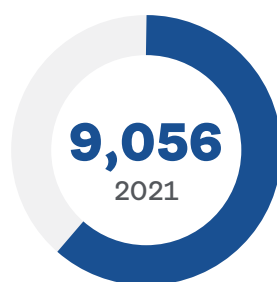
To acquire knowledge to reinforce Isdefe's activity as in house technical service provider.



## — EVOLUTION

Isdefe has significantly increased its business volume abroad, which demonstrates its efficiency and prestige beyond our borders.

→ Turnover in international activity / in thousands of euros





## 03 Our role in key sectors



**/22**

Defense and Security

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Space

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Transport

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Public Administration

**/36**

Information and communications technologies

**/38**

Energy



# Defense and Security



Isdefe was created to meet the technological demands of the Ministry of Defense's advanced programs. Throughout our history, we have developed new areas of expertise and specialized services, in addition to expanding our activities to the Ministry of the Interior and European agencies such as the European Defence Agency (EDA) and international organizations such as NATO. In the field of defense and security, Isdefe's activity provides services in its different areas of specialization.

## — AREAS OF KNOWLEDGE

### Defense Planning

Support to the definition and development of the strategic planning process for the procurement of military capabilities.

### Purchase and platform sustainment programs

Management support in the technological, economic-financial and sustainability areas throughout the life cycle of air, land and naval platform programs.

### Intelligence Systems and Electronic Warfare

Conceptualization and engineering for signal collection and jamming systems and electronic warfare.

### Information Systems and Critical Infrastructure Security

Engineering in the field of cybersecurity for the protection of information and critical infrastructures.

### Strategic Infrastructures

Support for the planning and management of strategic infrastructures, such as naval bases, police centers or airports.



### Networks and Command and Control Systems

Definition, implementation and management of large Information and Telecommunications and Command and Control Systems (CIS) in the Armed Forces and State Security Forces.

### Border Surveillance and Control Systems

Engineering in detection, communications and command and control systems for border surveillance, control and management.

### Technology Centers

Scientific-technical and management support to defense research, development and experimentation centers.

### Technological and Industrial Management

Consultancy for the definition of technological-industrial plans and policies, analysis of industrial capabilities, implementation of technology watch systems and promotion of innovation platforms.

### Logistics and Supply Chain Systems

Logistics center management processes and supply chain systems of the Armed Forces.

### Crisis and Emergency Management Systems

Support to management processes and command and control and communications systems for crisis and emergency management and control centers.

## – FEATURED PROJECTS

**Isdefe supports the strategic military planning process aimed at identifying the means and material resources needed to provide the armed forces with the necessary capabilities to fulfill their national and European defense functions.**

Throughout 2023 Isdefe continued to support the DGAM in the definition and implementation of defense industrial policy and strategy, including the preparation and publication of the Defense Industrial Strategy 2023. An indispensable tool for the execution of these objectives are the Industrial Plans and Industrial Participation Agreements associated with the acquisition programs. Isdefe plays a leading role in their negotiation and monitoring thanks to its experience acquired in years of supporting the Ministry of Defense (MINISDEF) in the management of industrial cooperation.

With regard to platform acquisition and maintenance programs, Isdefe offers technical, economic and management advice throughout the entire lifecycle of the acquisition and modernization of air, land and naval platforms, including remotely piloted airborne platforms (RPAs), guaranteeing comprehensive solutions that include planning, economic-financial, technological and maintenance aspects.

In Ground Systems, we supported the Pizarro ICV, through the follow-up of the program and its derivatives of the roof extensions, in the 8\*8 RCV program, where the Qualification process has started, and in the Chain Support Vehicle (CSV) in the initial phase of the dossier.

In Rotary Wing systems, we highlight the support to the TIGRE Program Office in the follow-up of the MKIII contract and the certification of the MKIII Tiger, and in the NH90 programs, in the follow-up of the development, qualification and certification of the different helicopter configurations.

In Fixed Wing systems, technical assistance has been provided in the EF2000 program, highlighting the definition of requirements for the sustainment and obsolescence management of the 20 additional aircraft of the Halcón 1 project and the support in the negotiations to



guarantee the integration capacity of the METEOR missile. Support has also been provided in the definition of requirements and in the negotiation process for their acquisition. Isdefe's support for the monitoring of the electronic scanning radar in the different fleets is also noteworthy.

In Naval Systems, we provided services to the S-80 Submarine program with support during the delivery of the S-81 "Isaac Peral" and in the new series of F-110 frigates with the keel laying of the F-111 "Ramón de Bonifaz" and the beginning of the development of the second unit, F-112 "Roger de Lauria".

**Regarding networks and Command and Control systems, Isdefe provides engineering and consulting services at the strategic, operational and tactical levels to support the implementation of large Communications and Information Systems (CIS) and Command and Control systems, both in the military and in the State Security Forces and Corps.**

In the area of the Secretary of State for Defense, we collaborate with the Center for Information and Communications Systems and Technologies (CES-TIC) in the planning, management and monitoring



of projects for the supply of corporate information and communications services to the Ministry of Defense, through the I3D (Integrated Defense Information Infrastructure) and in support for the definition and evaluation of architectures, NATO software tools, implementation of ICT infrastructure, management of the operation of systems and services, and information security.

In the Defence Staff, Isdefe provides services to the Joint Cyberspace Command (MCCE) for the definition of needs in Communications and Information Systems (CIS), in the National Command and Control System (SC2N) and in the governance of its management.

**Isdefe provides defense research, development and experimentation centers with multidisciplinary work teams that have the necessary knowledge and experience for scientific-technical and management environments.**

For the Subdirector General of Ground Systems, we support the Technological Center for Development and Experimentation (CETEDEX), a reference center for research projects in Jaén, in different activities around its three axes: Anti-drone Systems, Autonomous Vehicles (both civilian and military vehicles) and Artificial Intelligence, supporting specific applications of interest to INTA.

For the Center for Special Environmental Tests (CEAES), we provide technical support in the performance of mechanical, thermal, impact and environmental tests on weapon systems and on-board systems.

**Isdefe provides specialized services to improve the efficiency and control of the logistics systems of the Armed Forces, providing solutions in the supply chain and in the management of logistics centers, in addition to having in-depth knowledge of the NATO Cataloguing System processes.**

In the Army, we collaborated with the Army Logistics Support Command (MALE) in the design of the Army Logistics Base (BLET), both in the preparation of technical documentation for the building and in the execution of the works.

In this context, we provide support in the determination of civilian and military staffing levels, in the design of technological solutions in BLET's sustainability, technological and financing strategies, as well as in the planning and execution of the transition plan.

It is worth mentioning the technical support for the management of the S-80 program's life cycle, with an Isdefe team of experts in disciplines related to submarine maintenance, as part of the new collaborative maintenance model between the Navy and the industry.

**In relation to information security and critical infrastructures, Isdefe performs engineering activities for the Ministry of Defense and other ministries, as well as at the international level.**

In the area of Governance and Compliance, we offer support to the SGAD in the project office of the Cybersecurity Operations Center of the AGE and its OO.PP, which provides 27 prevention, protection, detection, response, advisory and management services to more than 125 entities.

In addition, Isdefe conducts compliance audits and verifications at the national and NATO levels and even in the Area of Operations. Of particular note is the support provided to the CCN Certification Body in the certification of ICT security products and in the development of the ICT Security Products and Services Catalog (CPSTIC), such as the audit conducted at the Giesecke+Devrient (Jiangxi) Technology Co., Ltd. production center (GDCNMS NAN) in Nanchang (China), on behalf of the client (CCN).







Isdefe also provides support services for the management of strategic infrastructures, such as naval bases, police centers or airports, through planning, design and project management services for these types of special facilities, applying the duality of engineering to both the military and civilian spheres

We would like to highlight our support to the Navy's Logistics Support Headquarters (JAL), where we have provided services for Architecture and Civil Works of Buildings and Facilities, carried out in their facilities and in

the Facilities, Naval Arsenal Infrastructures and other Bodies/Units related to the Infrastructure Directorate, as well as Isdefe's support in the drafting of infrastructure projects for the Navy's NH-90 helicopter program at the Rota Naval Base.

**At the European level, Isdefe supports MINISDEF in the national participation of different initiatives and programs aimed at obtaining military capabilities.**

These include the European Defence Fund (EDF), in its research and development aspects, the European Defence Industry Plan (EDIP), aimed at joint European acquisitions, and the European Defence Industry Reinforcement through common Procurement Act (EDIRPA) or Act in Support of Ammunition Production (ASAP).

Support is also provided to the FCAS-NGWS (Future Combat Air System - Next Generation Weapon System) Program to conclude national contracts and in the definition and reception of deliverables. Within the international program, we have collaborated in the launching of the different pillars: fighter, engine, unmanned, combat cloud, simulator, sensors and low observability.

With regard to logistics and supply chain systems, we are providing support to the European Defense Agency (EDA) in the "Federal Logistics IT Network" project, which analyzes the logistics information systems of the different countries of the European Union to define an architecture for integrating them in order to work collaboratively through the creation of data and service interfaces.

In relation to information security and critical infrastructures, Isdefe supports the EU GNSS Security Accreditation Board (SAB) in the accreditation activities of the European Union's satellite navigation systems (EU GNSS Systems) by conducting independent audits of security documentation, technical security tests of the systems, open-source analysis, risk analysis and the development of security standards.

Isdefe also participates in various European R&D projects within the framework of the European Union's H2020 Program, among which the following stand out:

- MEDEA project, a regional network of practitioners and other security-related actors in the Mediterranean and Black Sea region. In 2023, ISDEFE played the leading role in one of



the four “Thematic Communities of Practitioners” (TCP), namely TCP2 on “Border Management and Surveillance”.

- Project GRACE (Global Response Against Child Exploitation), a European initiative funded by the European Commission that aims to develop advances in artificial intelligence and deep learning to combat child exploitation. In this context, Isdefe has played a role as a “Third Party” of the National Police, collaborating in the definition, specification and configuration of an advanced image visualization and classification system based on artificial intelligence.
- PROMENADE Project, which aims to improve maritime surveillance through the use of Artificial

Intelligence and Big Data. Isdefe oversees the effective implementation of the technologies developed.

On the NATO side, we provide services to the NATO Communications and Information Agency (NCIA), in portfolio, program and project management for portfolio management of capability development and implementation in the Alliance environment.

NCIA assistance is provided under the new Not-for-Profit Framework (NfPF), which provides not-for-profit, government-controlled Alliance member nations with services free of conflict of interest in capability implementation.

In addition, Isdefe provides services in the international environment as part of the bilateral relations between

the Spanish Ministry of Defense and other Ministries of Defense of allied countries.

In this context, Isdefe supports the Ministry of Defense of the United Arab Emirates (UAE) in the implementation and operational support of its National Military Airworthiness Certification Authority.

We also provide support to the Logistics Support Headquarters (JAL) of the Navy in the Saudi Arabian Corvette Construction Program, supporting the contract between Navantia and the Royal Saudi Arabian Navy for the construction of five corvettes (inspections, drawings, documentation and tests).





# Space



Isdefe carries out specialized engineering and technical support activities in the fields of navigation, satellite communications, earth observation and Space Situational Awareness (SSA) for the Spanish government, the European Commission and various international space agencies. It also carries out management, operation and maintenance activities of space communications centers and complexes in Spain for the National Institute for Aerospace Technology (INTA), the European Space Agency (ESA) and, through INTA, for the National Aeronautics and Space Administration (NASA).

## – AREAS OF KNOWLEDGE

### ● Satellite applications

Support in the development and implementation of new satellite navigation and communications applications of government interest, and support for scientific programs in the field of space, earth observation and space debris monitoring.

### ● Space stations and infrastructures

Engineering and technical support for the operation and maintenance of space communication infrastructure complexes in Spain for satellite servicing and space exploration missions.

## – FEATURED PROJECTS

**Isdefe provides comprehensive support for INTA Torrejón's space infrastructures, providing multidisciplinary technical support in the Ground Segment, the INTA Space Center Mission Control and Analysis Center (CEIT).**

At INTA's Maspalomas space infrastructure, we carry out the operation and maintenance of the CEC (Canary Islands Space Center), which is the 24x7 operation center of all INTA stations.

We also support the CHEOPS Mission (CHaracterising ExO-Planets Satellite) of the European Space Agency (ESA), with whom we work together with the Swedish and Norwegian national agencies to exploit the capabilities of INTA's Station Network.

Regarding the Global Navigation Satellite System (GNSS), we provide technical support for INTA in the three Galileo infrastructures in Spain: Competent PRS Authority (CPA), in the management of PRS services at national level; GNSS Service Centre (GSC), in Earth Observation activities on behalf of the Center for Aerospace Observation Systems (CESAEROB) and in the management of cybersecurity in Galileo System operations at the GSC (European GNSS Service Centre); and to the Backup Galileo Security Monitoring Centre (GSMC) in the development of its operations.

As part of the agreement signed between INTA and NASA, we operate the monitoring and control of deep space communications for NASA missions, operating and maintaining the systems, equipment, antennas and infrastructure of the



Madrid Deep Space Communications Complex (MDSCC) in Robledo de Chavela.

In the field of Astrophysics and Space Sciences, Isdefe supports the Torrejón campus of INTA's Astrobiology Center (CAB) and the European Space Astronomy Center (ESAC).

From our collaboration with ESA, we highlight the technical support to the Agency's deep space network reference station in Cebreros (DSA2) and the specialized technical support to the SMOS Space Program.

We collaborate in the operations of the European Satellite Navigation Center (GSC) where technical support is provided for the operation of the Galileo European Satellite Navigation System (GSOp), including the Space and Ground Segments.

The GSC is the interface with the user communities and supports the Open Service, Commercial Service, Search and Rescue (SAR) and HAS (High Accuracy Service) services of the Galileo Program, as well as providing engineering services for the preparation of the nominal version of the Center and its future evolutions.



# Transport



Since our creation, Isdefe has provided specialized engineering and consulting services to public agencies responsible for the regulation, supervision and provision of services related to transportation in its different aspects, promoting the acquisition of new technological capabilities, the improvement of safety and the optimization of operating procedures.

## – AREAS OF KNOWLEDGE

### ● Traffic Management

Consultancy for the management of the implementation and operation of traffic management support systems, technical assistance to national authorities in the areas of regulation and supervision, and operational safety audits.

### ● Transportation Centers

Support in the management of control centers and the development of protection strategies for transportation systems and facilities, and in the specification, verification, validation and certification of applications and systems.

### ● Advanced Concepts

Development of new concepts and technologies in the transport operations environment, promoting multimodality and the development and introduction of regulations, the implementation of operations based on satellite navigation (GNSS), and the integration of unmanned aerial systems (RPAS) in non-segregated airspace.



## – FEATURED PROJECTS

**At the Ministry of Transport, Mobility and Urban Agenda, we support the General Directorate of Civil Aviation (DGAC), offering consultancy services in the decision-making process, in the preparation of strategic studies of the air transport sector and in its regulatory development.**

For ENAIRE, the main provider of air navigation and aeronautical information services in Spain, we provide support throughout the entire life cycle, specializing in the development of air traffic management (ATM), aeronautical information service (AIS) and flow management (ATFCM) systems, as well as voice (VoIP) and data communications.

For the Spanish Aviation Safety Agency (AESA), we provide consultancy for the improvement of air safety, supporting inspection tasks for the supervision of compliance with safety regulations by air navigation service providers, in addition to support in the process of airport certification, supervision of aeronautical easements and obstacle control for air navigation, in the implementation of the National Safety Program for civil aviation (PNS) in all airports of the national network, supervising compliance with the physical security program.

Our support for Aeropuertos Españoles y Navegación Aérea (AENA) consists of the verification, validation and certification of operational, commercial and security applications, as well as contributing to the modernization and strengthening of its capabilities in the field of ICT infrastructures, for example, the virtualization of systems through the definition, monitoring and control of the implementation of HCI (Hyperconverged Infrastructure) systems in all its centers. In the field of operational systems, we have participated in projects related to Deicing Manager, Aircraft Surveillance System on the Apron and Airport Environ-



ment Cooperative System (SCENA), among others.

Isdefe provides support in the area of civil-military coordination in air transport policies and strategies, providing support to the Defense-Transport Commission (CIDETRA); and in the monitoring and development of the Single European Sky initiative and its reform (SES 2+) during the Spanish presidency of the Council of the EU.

Also noteworthy is the support for the prepara-

tion and national coordination of the Plan for the implementation of performance-based navigation (PBN) in Spain, and the support to the EASA's Safety Assessment and Internal Technical Audit Department for the observation of the USOAP (Universal Safety Oversight Audit Program) of the International Civil Aviation Organization (ICAO), which monitors the implementation of the Chicago Convention on International Standards and Recommended Practices for Air Transport Safety.

# Public Administrations



We provide technical support and specialized consulting services to agencies of the Public Administration aimed at improving their capacity, efficiency and sustainability, supporting them in their digital transformation and technological modernization processes in order to respond to the demands of society.

In the area of economic management of the civil 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 development of analytical cost accounting models.

## – AREAS OF KNOWLEDGE

- **Consulting for the Modernization of the Administration**

Strategic consulting, process development and change management for the transformation of public administrations.

- **Digital transformation of the Administration**

Support for innovation, technological modernization and digital transformation processes of public administrations.

- **Support for the Public Economic Management**

Advice on the design of strategies for excellence in public procurement, management, evaluation, and continuous auditing of national and European public funding programs, and analysis of technical-economic information for the regulation and supervision of services in regulated markets



## – FEATURED PROJECTS

**We provide services in several of the Digital Transformation Offices of the Administration, providing solutions that promote the improvement and innovation of their services and their technological modernization.**

We collaborate with the State Public Employment Service (SEPE) in its technological modernization, supporting the General Subdirectorate of Information and Communication Technologies in the definition and execution of the Digitalization Plan of the different areas of competence of the SEPE.

In relation to the Ministry of Justice, we collaborate in the improvement of the judicial computer applications of the General Directorate of Digital Transformation of the Administration of Justice, contributing both to the improvement of the quality of service to citizens and to the reduction of the lead times for judicial applications.

We also support the Ministry of Justice in connecting Spanish Justice with Europe through the creation of e-CODEX, a cross-border exchange platform for judicial instruments, and its transfer to the European agency eu-LISA.

In relation to the General Directorate of Traffic (DGT), Isdefe collaborates in the digital transformation of the monitoring of outsourced services and ICT supplies of the IT Management, with the aim of promoting the technological modernization of information systems, the governance of their data and internal ICT services.







Within the Ministry of Economy and Business, Isdefe offers support to the Secretary of State for Telecommunications and Digital Infrastructures (SETELECO) in relation to the Recovery Plan Fund Management System (SIGEFE), increasing the functionalities of the dashboard, adding new monitoring and control tools to the system and extending its services to more than 300 new external users belonging to the public and private entities that execute the actions of the plan.

We support the Ministry of Health in the development of the Health Information System and the Exchange of Clinical Information in the National Health System using Big Data technologies, promoting the creation of the Health Data Office, and providing support for the implementation of the Action Plan of the Digital Health Strategy (ESD)

For the General Directorate of Abroad and Consular Affairs, Isdefe provides technical support in data analysis and management of visa information from the consulates of Ecuador and the Dominican Republic.

We also participate in the development of the offices for Information and Knowledge Management (GIC) within the Ministry of Defense's Action Plan for Digital Transformation, defining the policies and technological framework required for the Management of processes and Data Governance.

Within this area, we highlight the specialized consulting that we provide to the Air and Space Force, reinforcing its process management model, optimizing information and knowledge management and supporting change management in the organization.



**Isdefe supports the economic management of the civil service, providing support in the management, evaluation, and ongoing auditing of national and European public funding programs, and promoting excellence in public procurement.**

With the aim of establishing standards, norms and reference models in public procurement beyond the mandatory regulatory framework, Isdefe has developed for the Ministry of Defense the "Model of excellence in the management of purchases in the Public Sector" as a reference model in the management of purchases by the Public Administration.

Isdefe has extensive experience and knowledge in the management of projects co-financed by Public Funds, as well as in the planning, management, execution, monitoring and control of projects that are financed with funds from the Recovery, Transformation and Resilience Plan (PRTR). In this area, Isdefe has provided technical support to different bodies of

the Administration in the different phases of the management of funds and subsidies, in the verification of aid and the preparation of technical monitoring reports, as well as support in the execution and certification.

In the case of the Directorate General of European Funds of the Ministry of Finance, support has been provided to the ERDF Management Authority, working with the Ministry of Defense and the Ministry of Health as beneficiaries of the aid.

In 2023, Isdefe has completed the collaboration initiated with the General Directorate of European Funds for the ve-

rification of aid amounts for COVID expenditure declared by the General State Administration during the pandemic.

At the international level, Isdefe is contracted by the Public Administration of different countries, such as Senegal, Côte d'Ivoire, Mauritania, Honduras or Jordan, in order to provide technical assistance to the Debt Conversion Program with Spain. As a Management Unit, it offers technical support in the identification of projects, technical and feasibility analysis of projects, preparation of technical and administrative specifications and technical assistance for the evaluation of offers and supervision of the execution of the works.





# Information and Communications Technologies



In the field of ICT, Isdefe has extensive experience in providing engineering and consultancy services for the General State Administration, providing support in the definition of digital public services and electronic administration, planning and management of the radio spectrum, management of the digital dividend and reduction of the digital divide. Our teams support the competent bodies of the Administration in the regulation and supervision of ICT services.

## – AREAS OF KNOWLEDGE

### ● Radio spectrum

Planning and management of the radio spectrum for radio-communication services at the national level, and support for the definition and monitoring of the National Plans for the Transition to Digital Terrestrial Television (DTT) and the Management of the Digital Dividend.

### ● Communications Networks and Systems

Support for the management and execution of communications programs to promote the deployment of ultra-fast networks and broadband infrastructures, and regulatory consulting and analysis of telecommunications markets.

## – FEATURED PROJECTS

**Isdefe's main client in this sector is the Ministry of Economic Affairs and Digital Transformation, providing specialized consulting services to the State Secretariat for Telecommunications and Digital Infrastructures (SETELECO).**

Isdefe supports SETELECO in the planning and management of the radio spectrum and in the development of radiocommunications services throughout the national territory, with the aim of guaranteeing the quality and universal access to broadcasting, broadband point-to-point links and point-to-multipoint links of the fixed service, as well as mobile services and space services.

We provide support in the execution of frequency migration processes, derived from the first and second digital dividend, for use by mobile electronic communications services in the deployment of 4G and 5G technologies in the 700 and 800 MHz bands, and monitoring the execution of 5G pilot projects and future developments of this technology, as well as the evolution towards 6G technology.

For the State Secretariat for Digitalisation and Artificial Intelligence (SEDIA) of the Ministry of Economic Affairs and Digital Transformation, we have carried out consulting and technical assistance services in artificial intelligence processing and in the field of cybersecurity. In the same context, in our collaboration with SEDIA we provide support in the development of the National Artificial Intelligence Strategy and in the management of European funds for



the Recovery, Transformation and Resilience Plan.

For the Public Business Entity Red.es we provide technical support services in the various phases of the life cy-

cle of the deployment projects of ultra-fast infrastructures and ICT services of RedIRIS, a Spanish academic and research network that provides advanced telecommunications services to the scientific and university community.



# Energy



Isdefe provides technical support to major plans and programs for the implementation of energy policies, both in the areas of Energy Efficiency and Renewable Energy. Following the guidelines established in the National Energy Security Strategy, Isdefe provides consulting services in the area of Energy Security, in the establishment of regulations and standards, security of supply, promotion of indigenous sources, and economic and environmental sustainability.

## – AREAS OF KNOWLEDGE

- **Diversification and Energy Efficiency**  
Support in the design, implementation and monitoring of programs and projects related to security policies, energy efficiency, renewable energy and consulting for the development, technical management and monitoring of projects.

## – FEATURED PROJECTS

**For more than 15 years, Isdefe has provided support services to the Public Administration in the energy sector to improve energy efficiency and decarbonization policies for the economy.**

Within this sector, the Ministry for Ecological Transition and the Demographic Challenge is the main requester of our services, providing support to its Secretary of State for Energy in different initiatives, such as the execution of the Recovery, Transformation and Resilience Plan (PRTR) and the monitoring and updating of the National Integrated Energy and Climate Plan (PNIEC) and Data Governance.

Through the Institute for Energy Diversification and Savings (IDAE), Isdefe provides technical assistance services to the departments in charge of the coordination, monitoring, evaluation and verification of files for aid programs aimed at promoting thermal and electrical renewable energy, storage, demand management and actions linked to the integration of renewable energy.

We also provide technical services for large infrastructure operators, highlighting our collaboration with the Puertos del Estado organisation and with various Port Authorities in the development of their strategic lines and in the implementation of their decarbonisation policies, consolidating ourselves as a benchmark in the Energy sector within the port area.

Finally, Isdefe provides consultancy services to the European Defence Agency (EDA) to analyse the technical requirements and implement the consolidation of the existing Energy Data Collection Analysis and Sharing (EDCAS) and European Defence Sustainable Energy Profiles (EDESCP) platforms.





## 04 Commitment to Excellence



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Social responsibility

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Commitment to society

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Environmental Sustainability

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Governance Model

# Social responsibility

→ Isdefe has implemented a series of policies and measures that contribute to the fulfillment of the SDGs in three areas of action:



- **Economic**

Generating quality employment, fighting corruption and promoting innovation and digital transformation.



- **Environment**

Prioritizing the fight against climate change, focusing on more sustainable consumption patterns, and supporting sustainable mobility.



- **Social**

Promoting gender equality and work-life balance policies, establishing a Health and Well-being Policy and promoting personal training.



## – ISDEFE STAKEHOLDERS



Staff



Customers



Society

→ Isdefe is committed to its Stakeholders, maintaining relationships of trust with them through:

**Responsibility** in its actions, establishing relationships based on ethics, integrity, sustainable development and respect for human rights.

**Transparency** in relationships and communication.

Active **listening** and direct, fluid and constructive dialogue.

Encouraging Stakeholder **Participation and Involvement** in our activities.

The drive for **Collaboration**.

**Continuous Improvement**, periodically reviewing the mechanisms for relations with Stakeholders.

## Commitment to the staff

In accordance with the directives determined in the public sector in Spain, an average weekly working day of 37.5 hours is established. In addition, an intensive workday is applied for every Friday of the year and for 4 months a year, from June to September.



### Concilia Project



Isdefe's work-life balance policy aims to help people balance their personal or family life with their professional life. With this vocation in mind, this support and assistance project for Isdefe employees and their families was created in 2020.

In order to contribute to and promote the integration of people with functional, sensory or intellectual diversity into the world of work, a Special Employment Center (CEE) has been chosen in the bidding process for this project.

## – WORK-LIFE BALANCE

Isdefe has various measures aimed at facilitating the enjoyment of work-life balance and promoting the co-responsible exercise of these rights by both parents.

- Annual workday based on an average of 37.5 hours per week.
- Number of vacation days and own business days in excess of the applicable collective bargaining agreement.
- Flexibility in check-in, check-out and meal break times.
- Extension of the annual leave period by one month or three months for extraordinary causes.
- Intensive workday during 4 months of summer.
- Remote working up to 6 days per month in the positions that allow it.
- Accrued breastfeeding leave.
- Digital disconnection policy.
- Compensation for excess working hours.
- Provision of rest areas or dining rooms.



## TRAINING

- The training plan is triennial, with annual review and updating. In the training plan, emphasis has been given to highly specialized technical training, with special attention to internal training.

The e-learning and virtual classroom training modalities are consolidated as usual modalities in those types of actions in which they are most appropriate.



### – TRAINING ACTIONS DURING 2023

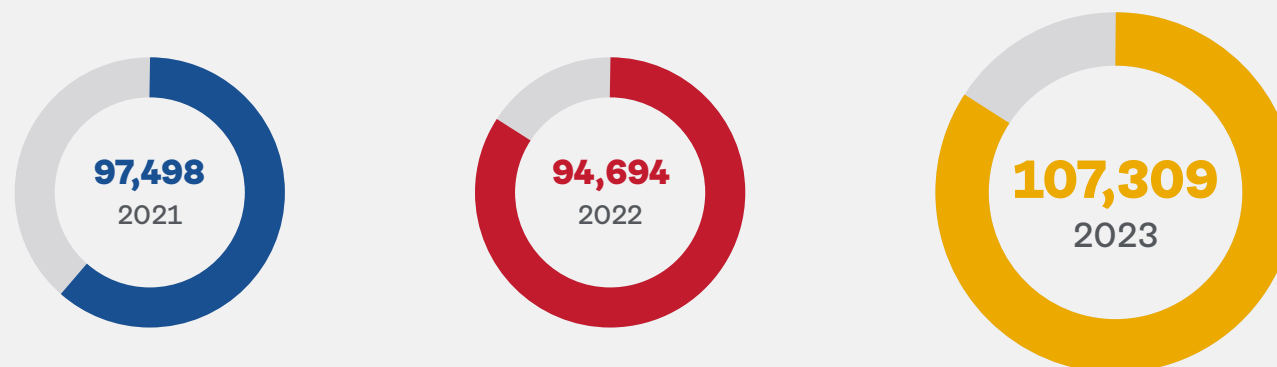
Focused on highly specialized technologies, aerospace, cybersecurity and management methodologies and especially on everything related to Data Governance and Artificial Intelligence.

The use of different self-training platforms has been consolidated, especially that of training in new technologies, with an increase in use in the last fiscal year.

### – EXPENDITURE IN TRAINING



### – TRAINING HOURS



# EQUALITY

→ Royal Decree 1615/2009, of October 26, 2009, regulates the granting and use of the “Equality in the Company” (DIE) badge, as set forth in Article 50 of the Law for the effective equality of women and men. Isdefe obtained this recognition in 2010 and has since revalidated it, having applied for the fourth consecutive extension of the validity of this badge in 2023.

The DIE is a mark of excellence awarded by the Ministry of Equality to companies and entities that accredit the application and implementation of equality plans and the development of equality measures or policies between women and men in the workplace.

In 2023, Isdefe's new Equal Opportunity Plan for Women and Men 2023-2027 came into effect and was registered and deposited in the REGCON (Registry and Deposit of Collective Bargaining Agreements, Work Agreements and Equality Plans).



## – RECRUITMENT, SELECTION AND PROMOTION

The selection and promotion of the staff will be based on the competencies and performance of the professional functions, and on the criteria of merit, equality, publicity, concurrence and capacity, required for the vacancy.

## – PROTOCOLS AGAINST SEXUAL AND GENDER-BASED HARASSMENT

Isdefe has a protocol regulated in the Rules of Action against harassment and discrimination, which covers moral harassment, sexual harassment and discriminatory treatment at work.



# Commitment to customers

→ Isdefe focuses its entire strategy on the customer, placing them at the center of its management model, in order to respond to all their needs and present and future challenges.

Isdefe provides consulting and technical assistance services in areas of technological and strategic interest in Defense and Security, Transportation, ICT, Energy and Space.

It also maintains its commitment to its clients by providing highly qualified personnel for the projects in which it participates, reinforcing its nature as a strategic tool of reference for the Spanish Public Administration.

Isdefe's activity is focused on the Spanish Administration as well as that of allied countries and international public bodies.



## – QUALITY SERVICE

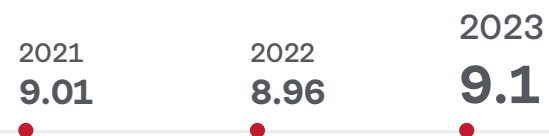
Isdefe is committed to its clients, offering services of the highest quality to meet the expectations and needs of its clients, and to be a benchmark in innovation.

All departments, departments and areas are responsible for achieving the quality of services through all phases of their execution, in accordance with the established planning.

The quality of the services that Isdefe generates is, therefore, the responsibility of all of the company's personnel.

## – GENERAL SATISFACTION INDEX (ISG)

A survey is sent to all organizations receiving Isdefe's services and the response rate obtained was **77%** of the clients surveyed.



## – ENTITIES AND ORGANISATIONS TO WHICH WE PROVIDE SERVICE

### → Public Administration

 GOBIERNO DE ESPAÑA	MINISTERIO DE DEFENSA	 GOBIERNO DE ESPAÑA	MINISTERIO DE TRABAJO Y ECONOMÍA SOCIAL	 GOBIERNO DE ESPAÑA	MINISTERIO DE LA PRESIDENCIA, JUSTICIA Y RELACIONES CON LAS CORTES	 GOBIERNO DE ESPAÑA	MINISTERIO DE INDUSTRIA Y TURISMO
 GOBIERNO DE ESPAÑA	MINISTERIO DEL INTERIOR	 GOBIERNO DE ESPAÑA	MINISTERIO PARA LA TRANSICIÓN ECOLÓGICA Y EL RETO DEMOGRÁFICO	 GOBIERNO DE ESPAÑA	MINISTERIO DE ECONOMÍA, COMERCIO Y EMPRESA	 GOBIERNO DE ESPAÑA	MINISTERIO DE HACIENDA
 GOBIERNO DE ESPAÑA	MINISTERIO DE DERECHOS SOCIALES, CONSUMO Y AGENDA 2030	 GOBIERNO DE ESPAÑA	MINISTERIO DE CIENCIA, INNOVACIÓN Y UNIVERSIDADES	 GOBIERNO DE ESPAÑA	MINISTERIO DE ASUNTOS EXTERIORES, UNIÓN EUROPEA Y COOPERACIÓN	 GOBIERNO DE ESPAÑA	MINISTERIO DE SANIDAD
 GOBIERNO DE ESPAÑA	MINISTERIO DE POLÍTICA TERRITORIAL Y MEMORIA DEMOCRÁTICA	 GOBIERNO DE ESPAÑA	MINISTERIO DE TRANSPORTES Y MOVILIDAD SOSTENIBLE	 GOBIERNO DE ESPAÑA	MINISTERIO DE CULTURA	 GOBIERNO DE ESPAÑA	MINISTERIO PARA LA TRANSFORMACIÓN DIGITAL Y DE LA FUNCIÓN PÚBLICA

### → National public bodies



### → Public international bodies





## Commitment to society

- Isdefe is a member of the United Nations Global Compact, committed to the Sustainable Development Goals of the 2030 Agenda (SDGs) and incorporates human rights in its Code of Ethics.



### – IMPACT OF THE ACTIVITY

Isdefe establishes alliances with different entities and organizations of reference in this field that work to achieve the SDGs:



#### United Nations Global Compact

- Isdefe has been a partner since 2009, an international initiative that promotes corporate social responsibility under the principles of the UN and favors the achievement of the SDGs.



#### Collaboration agreement with the Secretary of State for the 2030 Agenda

- Isdefe has signed an Agreement between the Secretary of State for the 2030 Agenda and the Companies and Public Entities whose objective is to establish a stable channel of collaboration that facilitates the implementation of projects and actions aimed at achieving the SDGs of the Agenda 2030.



#### Forética's action group "Sustainability and CSR in public companies"

- Isdefe participates as an observer in this collaborative platform for leadership in sustainability and Corporate Social Responsibility for the public business sector, with the aim of advancing in the field of corporate sustainability and contributing to the achievement of the 2030 Agenda.

– PARTNERSHIP ACTIONS

→ Associations with which Isdefe has collaborated:



– TRAINING AGREEMENTS



– AWARDS DELIVERED IN 2023

2021	2022	2023
11,700 €	15,200 €	17,700 €

Isdefe also collaborates with different entities by awarding and recognizing work with the objective of supporting specialized training in the company's areas of activity.

→ In 2023 Isdefe collaborated with the following awards:

<b>OFFICIAL ASSOCIATION OF TELECOMMUNICATION ENGINEERS (COIT)</b>	→ IT Women Pioneers Award → Award of Excellence for the best thesis in Defense and Security
<b>ISDEFE R&amp;D+I AWARD "ANTONIO TORRES"</b>	Award to the best communication of the National Congress of R&D in Defense and Security (DESEi+d).
<b>ETSIAE-UPM AWARD</b>	Award for the best undergraduate and master's degree academic record in the specialty of "Airports and Air Transport", within the Isdefe UPM Chair.
<b>ISDEFE UNIVERSITY STUDENT AWARD</b>	Award organized by Isdefe in the framework of the National Congress of R&D in Defense and Security (DESEi+d)
<b>"ISDEFE DEFENSE CHALLENGE" AWARD</b>	Award organized by Isdefe within the framework of the National Congress of R&D in Defense and Security (DESEi+d) for the best communication related to a specific thematic area.
<b>ETSIT-UPM AWARD</b>	Best Master's Degree in Telecommunications Engineering, as well as to the final projects related to Security and Defense.
<b>UAH-EPS AWARD</b>	Extraordinary Award in Telematics Engineering Degree organized by the Escuela Politécnica Superior de la Universidad de Alcalá de Henares..



## – COMMITMENT TO SUPPLIERS

Isdefe abides by the principles of freedom of access to tenders, publicity, transparency, non-discrimination and equal treatment among bidders, implementing the principle of integrity in all its procedures.

The general principles of public procurement are included in the specifications for each of the procedures that are published in Isdefe's contractor profile, which is hosted exclusively on the Public Sector Procurement Platform.

→ Supplier satisfaction index



↑ 0.06%  
2022



→ Isdefe has strengthened its commitments in social and environmental matters, establishing the following measures across all of its procedures:

### 01

Extending and complying with its environmental policy to suppliers by including an environmental clause in all its bidding documents.

### 02

Obligation to comply with current labor, social security, social integration of people with disabilities and occupational risk prevention regulations, as well as with applicable collective bargaining agreements.

### 03

Cause for termination in all its terms and conditions associated with noncompliance with environmental, social or labor obligations.

### 04

Tie-breaker clause that benefits companies with the highest percentage of permanent employees with disabilities in their workforce, with the lowest percentage of temporary contracts in the workforce or with the highest percentage of female employees in the workforce.

# Environmental Sustainability

→ All of Isdefe's contracting is subject to the controls that the Administration may wish to exercise over it through its control bodies. Isdefe complies with all the principles of transparency and the obligation to submit contracts to the Court of Auditors.

Isdefe has also implemented a system of supervision and internal control of the work performed by its suppliers by assessing the quality of the services, supplies and works executed during the year.

Isdefe makes a sustainable and responsible use of resources: water, raw materials and energy.

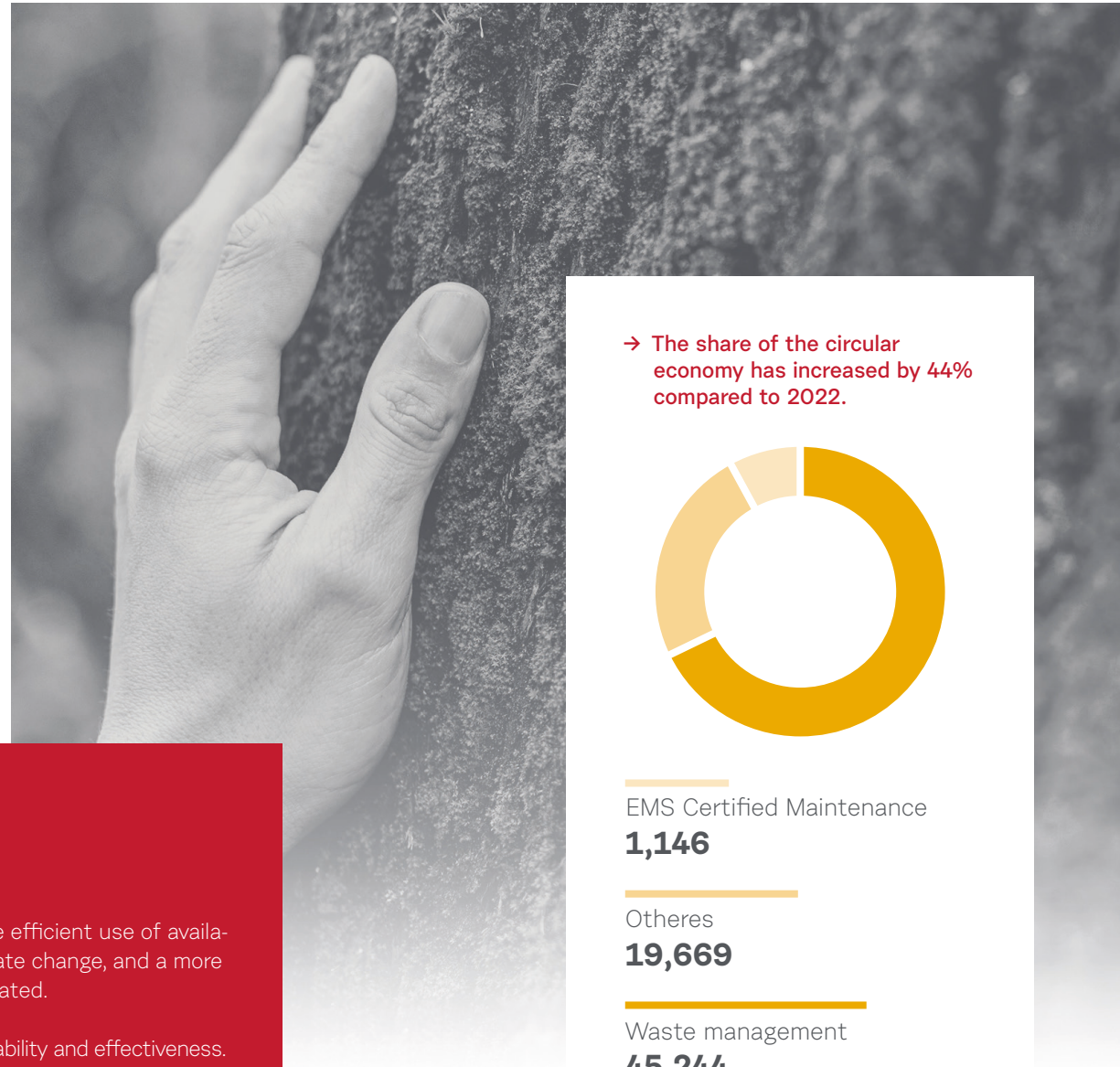
## — ENVIRONMENTAL ISSUES

### ENVIRONMENTAL MANAGEMENT SYSTEM

Isdefe's Environmental Management System promotes the efficient use of available natural resources, the prevention of pollution and climate change, and a more environmentally friendly management of the waste generated.

The system is reviewed annually to ensure its continued suitability and effectiveness.

Isdefe has not identified any non-compliance with environmental laws or regulations, has not been sanctioned or fined, and is not currently undergoing any sanction or investigation procedure.

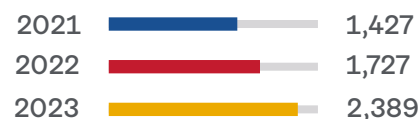




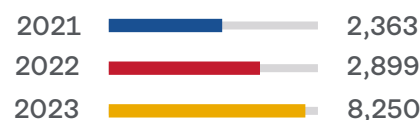
## – SUSTAINABLE USE OF RESOURCES: WATER, RAW MATERIALS, ENERGY



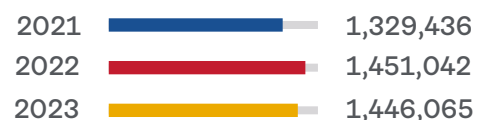
Water (m³)



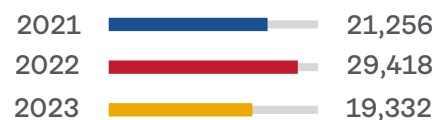
Paper (kg)



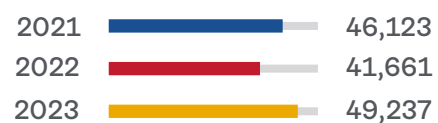
Electric power  
(Kwh)



Gas (m³)



Self-  
consumption  
production  
(Kwh)



## – CLIMATE CHANGE

Isdefe annually obtains the Carbon Footprint in order to quantify the impact on climate change and identify reduction possibilities, both in terms of emissions and costs.

The method used to obtain the Carbon Footprint was the Carbon Footprint Calculator developed by the Ministry for Ecological Transition and the Demographic Challenge.

### Carbon Footprinting

→ Data / in T CO<sub>2</sub> EQ

Fixed facilities	57.357
Vehicle travel	2.1616
Cooling/air conditioning	27.8908
Scoop 1	87.3061
Scoop 2	0
Scoop 3	840.5064*

### TOTAL SCOOP 1+2

**87.3061**

### TOTAL SCOOP 1+2+3

**927.8125**

# Governance Model



→ The Isdefe governance model ensures the implementation and consolidation of three basic pillars: Code of Ethics, Criminal Risk Prevention Program (PRP) and Transparency.

## – PREVENTION OF CRIMES AND UNETHICAL BEHAVIOR

During 2023, work has been done to consolidate the three pillars of the governance model by reviewing and adapting policies and procedures to the new regulatory framework.

→ Among the actions carried out, the following stand out:

- **Approval of the Anti-Fraud Measures Plan and constitution of the Anti-Fraud Committee** to monitor the Plan as a strategic approach to protect the financial interests of the European Union and ensure the proper use of the funds through which the Recovery, Transformation and Resilience Plan is financed.
- **Approval of a “Policy for the Prevention of Fraud and Corruption”** within the framework of the commitment acquired with a zero-tolerance policy against fraud and corruption and adaptation of the “Policy for the treatment of Conflicts of Interest” in order to promote transparent and impartial decisions, in defense of the principles established in the Code of Ethics.
- **Update of the Criminal Risk Prevention Manual and the Risk Report by Organizational Units** due to the incorporation of new crimes that affect the legal entity in the PRP Program.
- **Conducting an external audit in criminal risk prevention** through the hiring of professional services, aimed at the UNE 19601 certification of Criminal Compliance Management Systems.
- Approval, by the Board of Directors, of the **implementation of the Internal Information System (SII)** and designation of a collegiate body as Head of the SII.



## – GOOD CORPORATE GOVERNANCE

### Internal Information System

In response to Law 2/2023 regulating the protection of persons who report regulatory violations and the fight against corruption, in May 2023 the Isdefe Board of Directors approved the implementation of the Internal Information System (SII) and appointed a collegiate body as the SII Manager.

Isdefe has enabled an Internal Information Channel that is located on the home page of the Isdefe corporate website, in an easily identifiable way that allows access to all its interest groups.

### Transparency

The transparency of public information and the exercise of the right of access through the Transparency Portal is a guarantee against corruption and bribery.

In 2023, the Transparency and Good Government Council evaluated Isdefe in relation to the degree of compliance with the obligations of active and passive publicity imposed by Law 19/2013, of December 9, on transparency, access to public information and good governance, obtaining an ICIO (Index of Compliance with Mandatory Information) of 67.5%.

### Criminal Risk Prevention Program (PPRP)

It is articulated in a series of Systems and control mechanisms that strengthen the governance model, such as:

- Training and Communication
- The Internal Information Channel Ethics Mailbox
- Criminal Risk Monitoring and Control Committee

Isdefe takes appropriate measures to prevent money laundering, both in its staff management practices and in the corporate management of its activity.

Since the launch of the Program in 2016, all new staff members have been required to adhere to the Code of Ethics and commit to the rules of the PRP Manual, as well as to receive training in the subject, in their contractual relationship.

→ **The PRP Manual, which is part of the PPRP, is reviewed and updated annually as a result of legislative and/or organizational reforms.**



#### Staff trained in Criminal Risk Prevention



## 05 Making ISDEFE visible



### **/56**

Making ISDEFE visible

- Participation in Fairs, Conferences and Events
- Relations with society

### **/60**

More information



# Making ISDEFE visible

## – PARTICIPATION IN FAIRS, CONFERENCES AND EVENTS

- **Creation of the Isdefe/CETEDEX-UJA Chair within the framework of the Isdefe Horizons Network**  
In the presence of the Minister of Defense Margarita Robles, the Secretary of State for Defense and president of Isdefe, María Amparo Valcarce and the rector of the University of Jaén, Juan Gómez, signed the agreement to create the Isdefe/CETEDEX-UJA Chair on the topics of Robotics, automation and energy management systems with application to intelligent vehicles and anti-drone defense systems, which will strengthen the link between CETEDEX, the University of Jaén and Isdefe, by focusing their activity on common technological pillars.
- **Conference on the Impact of Artificial Intelligence in the Defense and Security Sector**  
Event organized by the Círculo de Tecnologías para la Defensa y la Seguridad Foundation focused on the “Impact of Artificial Intelligence in the Defense and Security Sector” and in which Isdefe has been represented in the round table “examples of AI applications in the field of Defense and Security: Decision support systems”, by Isdefe engineer Ricardo Alvarino de la Serna, from the CIS management of the Directorate of Technologies for Defense and Security.
- **Government meeting with the defence industry**  
The Secretary of State for Defense, María Amparo Valcarce, organized a meeting at Isdefe to present the main lines of the Defense Industrial Strategy in which a scenario like the current one has been determined, in which investment in Defense will gradually increase until reaching 2% of GDP in 2029.
- **4<sup>th</sup> Edition of the Small Satellites & Services International Forum (SSSIF2023)**  
The Small Satellites & Services International Forum congress held in Malaga was attended by 350 participants from 20 countries, 142 companies in the sector and 13 universities. The head of the CIS Air and Naval area of Isdefe, Andrea Iglesias, participated in the panel Small Satellites and Defence Applications.
- **49<sup>th</sup> edition of SATELEC 2023 Job Fair**  
Isdefe participated in the fair with a stand and a conference by Mónica Bouzo Álvarez, head of the Cybersecurity area in Public Administrations at Isdefe, on the “Telecommunications World in Public Administration and Defense”, with the aim of presenting the opportunities that a Telecommunications Engineer can have in the Cybersecurity sector and, especially, in the Defense field.
- **2<sup>nd</sup> Navy-UGR Congress**  
Organized by the Navy in collaboration with the University of Granada, the objective of which is to show the capabilities in the development of technologies applicable to intelligent logistics by the national defense industry. Isdefe was represented by Engineer José Mendoza who participated in the presentation of the “GRIAL PROJECT: first steps in dynamic and intelligent spare parts management” and by Luis Miguel Aparicio, head of the Logistics Systems area, who participated in the round table “R&D&I Projects in Intelligent Logistics”.
- **Meeting of the Secretary of State for Defense of the NGWS/FCAS program**  
María Amparo Valcarce, Secretary of State for Defence, chaired the first sectoral meeting organised at Isdefe around the main lines included in the new Industrial Defence Strategy for the aeronautical sector. The aim of this programme is to establish a close dialogue that facilitates the commitment to transparency and collaborative culture between public institutions and the private sector.
- **2<sup>nd</sup> Isdefe Innovation Week**  
Isdefe has celebrated its 2nd Innovation Week, the aim of which is to disseminate the state of the art of technologies and the most innovative aspects of Isdefe's activity. This year the theme has been “energy” around which various activities have been carried out, among which the following stand out:
  - **Conference "EDA Captech Energy & Environment"**  
Given by Ioannis Chatzialexandris, Project Officer

Energy and Environment Systems, European Defence Agency (EDA) on how the Cap-Tech Energy and Environment has been a platform for collaboration for European Union Member States willing to address the impact of the Green Deal and related energy and environmental challenges in the defence sector.

#### – Round table "Innovative Technologies in Energy in Defense"

María Amparo Valcarce highlighted the excellent work of Isdefe in the service of the Ministry of Defense, the Armed Forces and the Spanish Public Administration and placed Isdefe as a link in public-private collaboration.

#### – Conference: R&D+i at the Canary Islands Institute of Technology (ITC)

Gonzalo Piernavieja Izquierdo, director of R&D+i and Salvador Suárez García, head of renewable energies at the Canary Islands Institute of Technology (ITC), gave a conference on the ITC's energy activities and reviewed the Canary Islands Energy Transition Plan.



#### ● Presentation of the 59<sup>th</sup> edition of the Army Awards

Francisco Quereda, CEO of Isdefe, attended the recognition ceremony for sponsors and collaborators of the 59th edition of the Army Awards ceremony.

#### ● Signing of the agreement for the implementation of R&D&I activities in sustainability and energy efficiency

The Secretary of State for Defense and President of Isdefe, María Amparo Valcarce, and the Rector of the University of Salamanca, Ricardo Rivero, signed this cooperation agreement between the University of Salamanca and Isdefe for the development of activities in the field of sustainability and energy efficiency.

#### ● 2023 Army Awards

Francisco Quereda, CEO of Isdefe, presented the award in the category of abbreviated research to José María González Muñoz and Francisco Javier Abad Martínez for the work "Operations and Actions of Two Land Armies during the First Carlist War (1836-1839): Expansion and Decline of the Guerrilla in the Sierra De Gredos".

#### ● Air and Space Army Awards

The awards ceremony for the 44th edition of the Air Force and Space Awards 'A look at Space', has had the support of Isdefe, which has sponsored the category of "Aerospace Modeling Models" whose first prize has been awarded to Javier Sancho Sifre for his work entitled 'Augusta Bell 47'.

#### ● The Secretary of State for Defense, María Amparo Valcarce, meets with the defense industry linked to the land sector

The meeting held at the Isdefe headquarters is part of the implementation of the new Defence Industrial Strategy 2023 (EID 2023) whose main objectives are to maximise the return on investment in defence, strengthen the industrial and technological fabric, and promote job creation and the promotion of territorial cohesion.



#### ● UPM and Isdefe renew their commitment to innovation in Defence and Security and Air Traffic Management

The Polytechnic University of Madrid (UPM) and Isdefe renewed their collaboration by signing the Chairs of Defense and Security and Air Traffic Management, continuing their extensive collaboration that dates back to 2006.



#### ● Award Ceremony for the Best Doctoral Thesis in Defense and Security

Lluís Vinagre, director of the Business Strategy department, presented the Isdefe Award for the Best Doctoral Thesis in Defense and Security to Alejandro Pozo Huertas at the Gala of the Excellence Awards in Telecommunications Engineering for his work entitled "Contribution to the Design and Integration of Identity Management and Access Control Mechanisms for Smart Environments".



### ● Sixth conference #CFSEDSS III

The sixth conference of the Consultation Forum for Sustainable Energy in the Defense and Security Sector (CF SEDSS III), an initiative funded by the European Commission and managed by the European Defence Agency (EDA), in which Isdefe supported the Directorate General of Infrastructures of the Ministry of Defence, was held within the framework of the Spanish Presidency of the Council of the European Union. The event was inaugurated by Jean-François Ripoche, Director of Research, Technology and Innovation at EDA, Lieutenant General Luis Cebrían Carbonell, Director of the Infrastructure Directorate of the Ministry of Defense, and Jesús Alonso Martín, Isdefe's Director of Business Development.

### ● Isdefe receives Technological Innovation Award at the 2<sup>nd</sup> edition of the Quest Global Innovation Awards

The second edition of these awards brought together personalities from the field of engineering. Under the slogan "Think out of the box", recognition was given to those individuals, companies and institutions that have distinguished themselves by producing technological improvements, creating innovative reference models or contributing to their development. On this occasion, the award was presented to our CEO Francisco Quereda.

### ● 10<sup>th</sup> National Congress of R&D in Defense and Security (DESEi+d)

Congress organized by the Deputy Directorate General of Military Education of the Directorate General of Recruitment and Military Education (DIGEREM), the Deputy Directorate General of Planning, Technology and Innovation (SDG PLATIN) and the Directorate General of Armament and Material (DGAM), together with the Defense University Centers and Isdefe. It was held at the Marine Infantry School 'General Albacete y Fuster' (EIMGAF), loca-

ted in Cartagena, where representatives of the Ministry of Defense and the Armed Forces, State Security Forces, Universities, Public Research Bodies, and other organizations that make up the national technological and industrial base were present.

### ● Conducting the third pilot tests of the H2020 GRACE project

Organized by the National Police and Isdefe, the pilot tests of this project have been carried out, in which a total of 21 representatives of the entities developing the project participated, including representatives of the State Security Forces and Corps and those of Europol.



### ● Signing of a collaboration protocol with the University of León

With this protocol, Isdefe and the University of León begin their collaboration to promote innovation and the development of knowledge aimed at reinforcing the operational capabilities of the Drone Unit of the Military Emergency Unit (UDRUME), located at the Army military base "Conde de Gazola" (León).

### ● "Information Day in Spain" from NATO Science for Peace and Security Programme

Isdefe engineer Raúl Rodríguez has participated with a conference on "Ensuring the scientific merit of SPS activities". The NATO Science for Peace and

Security Programme -SPS- promotes dialogue and practical cooperation between NATO member states and partner countries on the basis of scientific research, technological innovation and the exchange of knowledge.



### ● 15<sup>th</sup> edition of the Space Seminar in Santander

Under the motto "Satellites as a key element for security and defense and government applications", Isdefe was represented by Jesús Alonso, Business Development Director, and Rosa María Pulido, Space Manager of the Space and Technology Centers Directorate, together with prominent representatives of the Armed Forces, institutions and the Space sector industry.

### ● European Space Week

The EU Space Week, organised by the European Union together with EUSPA and the Government of Spain as a result of the rotating Presidency of the European Union, under the motto "we improve your life from Space", has had the participation of the main European players in the sector. Isdefe has been represented by the deputy to the CEO, Lieutenant General (R) García Montaña, and by members of the Space management, Rosa Pulido, Ricardo Pérez and Javier Morales, as well as Miguel Velloso from the Business Development Department.

- **Defense promotes the Women in Engineering and Defense initiative**

Women, Engineering and Defense is a project led by the Ministry of Defense, in collaboration with the Foundation Circle of Technologies for Defense and Security, the Feindef Foundation, the Royal Academy of Engineering, and Isdefe, with the aim of providing visibility to women who practice their profession in the defense sector, within the field of engineering, contributing to their social projection and providing female role models in the sector.

The project consists of various lines of activity, among which the following stand out:

- **Engineering comes to your center**

Promotes STEM vocations in 3rd and 4th year ESO students. In the first cycle, 370 students attended talks in 4 schools, with civil and military engineers sharing their experiences.

- **Dialogues MIDtalks**

Aimed at STEM university students in their final years. The event organised at the Polytechnic University of Madrid was attended by ESA astronaut Sara García Alonso, and the visit to the University of Jaén was attended by Air Force and Space Engineer Colonel Rosa María López, Silvia Gamo, director of the Círculo de Tecnologías para la Defensa y la Seguridad Foundation, and María Teresa Martín, professor of Computer Languages and Systems.

- **Women, Engineering and Defense Breakfast**

It brings together female defence engineers, the armed forces and industry to share experiences at various events.

## – RELATIONS WITH SOCIETY

**Isdefe's social action program contributes to sustainable development through solidarity initiatives that it carries out in collaboration with foundations and NGOs.:**



- **Initiative 11 February: Day of Women and Girls in Science**

11 talks have been given, 9 in schools, high schools or colleges and have reached 650 students.

- **“Solidarity Company, Extraordinary Company” Campaign**

Isdefe has joined the “Solidarity Company, Extraordinary Company” Campaign, launched by the Ministry of Finance, through which 0.7% of the Corporate Tax is allocated to social purposes.

- **Humanitarian Emergency Landing**

In response to the humanitarian emergency caused by the earthquake that hit Turkey and Syria in February, Isdefe contacted the Spanish Committee of UNHCR (the UN refugee agency) to set up a donation landing page for staff, raising €3,320 for families affected by the earthquakes.



- **Christmas Solidarity Campaign**

Through the “Reyes Magos de Verdad Association” the staff had the opportunity to collaborate another year with the goal of ensuring that no child is left without a toy on such special dates.

- **Collection of Solidarity Caps**

We continue to collaborate with the “Fundación Seur” on the “Caps for a new life” project, which began in 2012.



- **Business Race**

Isdefe participated in the Business Race held in Madrid, an emblematic sporting event that has the capacity to bring together 18,000 participants from a thousand companies, with a message of teamwork and healthy and enriching competition.



## More information

ANNUAL ACCOUNTS



NON-FINANCIAL INFORMATION



ARTICLES OF ASSOCIATION



TRANSPARENCY PORTAL



STRATEGIC PLAN



ISDEFE INNOVA



DIGITAL VERSION OF THE REPORT



Isdefe



**Isdefe**







→ [isdefe.es](http://isdefe.es) — [RRII@isdefe.es](mailto:RRII@isdefe.es)