



Isdefe



EXECUTIVE SUMMARY
**Integrated
Report
Isdefe
2022**



**Mrs. María Amparo
Valcarce García**

SECRETARY OF STATE FOR
DEFENCE
PRESIDENT OF ISDEFE

Message from the President

The development and well-being of society depend on an adequate guarantee of the level of security, which is why Defence policies, in the current scenario, have focused on the objective of modernising and improving the military capabilities of our armed forces, supported by the strengthening of the Defence Technological and Industrial Base.

As a support tool for the Ministry of Defence, Isdefe has once again proven its worth, highlighting its exceptional ability to offer innovative solutions.

The Annual Report that I have the honour of presenting shows the various activities undertaken by Isdefe throughout the year 2022.

Isdefe has been a key player in the design, development and implementation of cutting-edge technological solutions, collaborating with the Ministry of Defence and other government institutions to ensure a comprehensive approach to protecting our sovereignty and security, contributing to one of the great State policies: Security and Defence.

In addition, in support of the external action of the Ministry of Defence and the General State Administration, the Report shows the company's contribution in its activities with international actors, promoting cooperation in security and defence matters, and thus consolidating Spain's position in the global arena.

The company operates under the principles of integrity and good corporate governance, and is a responsible organisation committed to economic, social and environmental sustainability.

The commitment of the Isdefe team has been essential to achieving the accomplishments presented in this Annual Report, so on behalf of the Ministry of Defence, I would like to express my gratitude to all Isdefe personnel for their invaluable contribution and for maintaining a standard of excellence in all their actions.

Letter from the Chief Executive Officer

This Annual Report, corresponding to the year 2022, describes a period in which, despite the global challenges we face, we have been able to overcome and achieve new goals thanks to the efforts of our workforce and its solid corporate culture.

In 2022 we have reaffirmed our contribution in support of the General State Administration, in particular the Ministry of Defence and our Armed Forces, consolidating our role as a benchmark in systems engineering, technological consultancy and technical assistance within the sectors of activity in which we operate.

Among the highlights of the report is the development and implementation of Isdefe's new Strategic Plan 2022 - 2025, to respond in the next cycle to the needs of the State Administration, and whose principles of action have been grouped into four axes of transformation: Business, People, Services and Customers.

Therefore, Isdefe has focused on responding efficiently and sustainably to the increased demand for our services, particularly the Ministry of Defence's need for support, providing high value-added services in technological and strategic areas, while maintaining its status as the Administration's Medium of Ownership and strengthening Isdefe's position as a benchmark company in the Defence and Security sector and in the areas included in the National Security Strategy.

In 2022 we accompanied the government in the challenges it faces - European Funds, Digital Transformation and Energy - and promoted Isdefe's presence in European institutions and international organisations in initiatives related to our areas of activity as a support instrument and tool for the General State Administration in general and the Ministry of Defence in particular.

Our commitment to transparency in management and good corporate governance is reflected in this report, which also reflects our projects, initiatives, actions and commitment to social and environmental sustainability.

The efforts made by the staff have been key to the achievement of our objectives, for which I would like to take this opportunity to thank them for their contribution and collaboration.

I invite everyone to carefully explore Isdefe's Annual Report 2022, which reflects our passion for innovation, our commitment to the services we offer and our firm determination to face whatever challenges lie on the horizon.



**Mr. Francisco
Quereda Rubio**

CEO

01 Passion for innovation

Ingeniería de Sistemas para la Defensa de España, S.A., S.M.E., M.P. (Isdefe) is a company that forms part of the State Institutional Public Sector, incorporated in Madrid on 17 October 1985.

Isdefe is the technological tool of reference in the field of Defence and Security and, as such, **provides services to the Ministries of Defence, Interior and the rest of the Administration**, placing its knowledge and experience

at the disposal of the administrations of other allied countries and international public bodies.

Isdefe projects the knowledge it has acquired in the area of Defence and Security to other sectors of the General State Administration, such as **Space, Public Administration, Air Transport, ICTs and Energy**.

Our mission and values



MISSION

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

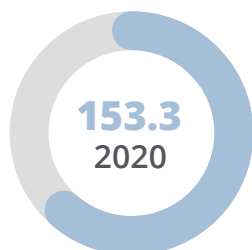


VALUES

- Independence
- Proactivity
- Global vision
- Commitment
- Experience and knowledge

BIG NUMBERS

Total Turnover / in Millions of €



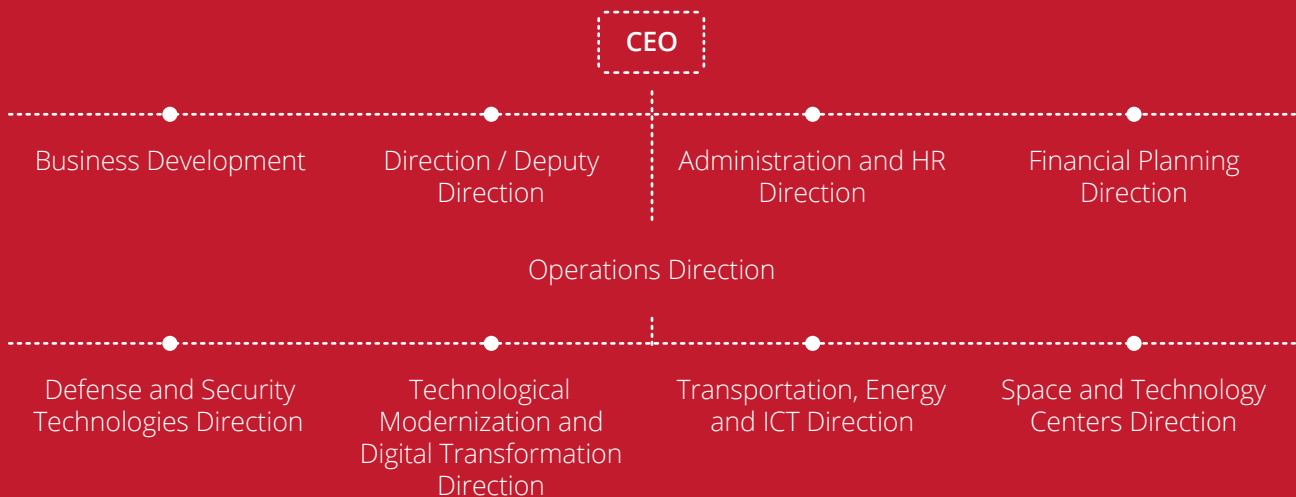
Net result / in Millions of €

2020
8.2

2021
7.8

2022
6.1

MANAGEMENT



WORKFORCE



The workforce is distributed in different work centres, 85% of which are in work centres, 85% of which are located in our head office in our head office at Calle Beatriz de Bobadilla, 3, Madrid, the rest of the staff is located in: Torrejón de Ardoz, Robledo de Chavela Torrejón de Ardoz, Robledo de Chavela, Villafranca del Castillo, Cebreros, Canarias del Castillo, Cebreros, Canarias and Cartagena.

01 Beatriz de Bobadilla, Madrid

Isdefe headquarters
1,499 people

Robledo de Chavela, Madrid

NASA Far Space Station
95 people

Torrejón de Ardoz, Madrid

National Institute for Aerospace Technology
«Esteban Terradas» (INTA)
71 people

Villafranca del Castillo, Madrid

European Space Agency (ESA) Station
16 people

02 Cebreros, Castilla y León

European Space Agency (ESA) Far Space
Station
7 people

03 Cartagena, Murcia

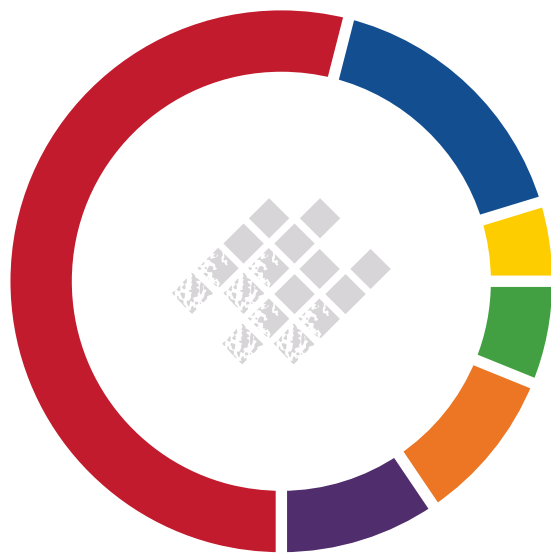
Navantia
18 people

04 Maspalomas, Islas Canarias

National Institute for Aerospace Technology
«Esteban Terradas» (INTA)
40 people

ISDEFE'S ACTIVITIES

It is mainly focused on the field of Defense and Public Security:



Defense and Security

ICT

Space

Transportation

Energy

Public Administration

CORPORATE STRATEGY 2022-2025

Axis of transformation

The principles of action defined, with which to respond to the needs of the State Administration the next cycle have been grouped into four axes of transformation:



Company



People



Services



Customers

Strategic objectives

Four Strategic Objectives were defined that set the company's priorities and guide Isdefe's course in the short and medium term in order to address new challenges.

Customers

To strengthen the Company in order to be able to respond to the needs of our national and international clients.

Company

To develop the company through digital transformation and the adoption of an organizational model that allows us to maximize its capabilities, guaranteeing economic and financial viability, increasing our efficiency and fulfilling 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 areas of a technological or strategic nature.

People

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

❖ Innovation Plan 2022-2025

I Objectives:

- 01** To identify the future needs of clients and build capacity
- 02** To strengthen Isdefe's position as an innovative public company
- 03** To foster a culture of innovation in the organisation
- 04** To promote and exploit the results of innovation

❖ Digital Transformation Plan

I Objectives:

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

❖ Promoting knowledge at Isdefe

Isdefe promotes various innovation activities with the goal of generating knowledge, anticipating the needs of the administration and improving engineering and consulting services in the company's areas of activity. In 2022 the following took place:

I 1st Isdefe Innovation Week



Scan the QR code:



I Acknowledgement ceremony of the 7th Call for Ideas of the R+D+i Idea Attraction and Management Programme



02 Sectors of Activity

Activity

Our teams, made up of highly qualified professionals, provide the Administration with engineering and consultancy solutions and services in the different strategic sectors.

We provide engineering, consultancy and technical assistance services in six sectors of activity:



Defence and Security



Space



Transport



ICT
(Information Technologies and Telecommunications)



Energy



Public Administrations

Defence and Security Sector

Isdefe was created to meet the Ministry of Defence's demand for technological definition of advanced programmes. Throughout our trajectory we have developed new areas of knowledge and specialised services, as well as extending our activity to, among others, Ministries such as the Ministry of the Interior and European agencies such as the European Defence Agency (EDA) and international organisations.

Outstanding Projects

Within the **Directorate General of Armaments and Material (DGAM)** of the Ministry of Defence, our collaboration with the different Sub-Directorates General (SDG), for the **SDG of Planning, Technology and Research (SDGPLATIN)**, in the preparation and monitoring of the R&D&I Plans for the programming of armament and material needs and for the definition of the new 2024-2029 cycle, is noteworthy. We have supported in the planning of national participation in European Defence initiatives, in the preparation of the Work Programmes within the framework of the European Defence Fund (EDF), and in the evaluation and analysis of the proposals to be submitted by national entities.

In the **SDG Programmes** area, we provide consultancy and engineering services to the different procurement programme offices of the Directorate General for Armaments and Material: VCI Pizarro, VCR 8x8 Dragon programme; NH90, Tiger, Chinook, EC-135; EF2000, A400M, RPAS programmes (Eurodrone or SIRTAP), NGWS/FCAS, new trainer and maritime patrol aircraft programmes; S-80 Submarine, the BAM-IS vessel, F-110, cost-effective hydrographic vessels and diver support vessel.

For the **SDG for Inspection, Regulation and Industrial Strategy (SDG INREID)**, we have provided support to industry in the development of armament and material acquisition programmes, and in the procedures and regulations for complying with the requirements established by MINISDEF associated with its programmes. Conducting stu-

dies and analyses for the definition of the new Defence Industrial Strategy. In the Industrial Management Area, we provide support in the negotiation and monitoring of the Industrial Plans associated with the acquisition programmes. For the **National Cataloguing Office**, we have supported the NATO Cataloguing System and the maintenance and evolution of the Defence cataloguing system (SICAD).

In the area of the **SDG for Planning, Technology and Research (SDGPLATIN)**, our support for the Defence Observation and Technology Foresight System (SOPT), the Defence Research and Development (R&D) programmes, and the implementation of the Defence Technology and Innovation Strategy (ETID) 2021-2027. Our participation in the organisation of the 8th National Defence and Security R&D Congress (DESEi+d 2022).

Also for the **DGAM**, and in the field of intelligence and electronic warfare, we provided engineering services in the Air Command and Control Systems acquisition programme, for installation in the Command, Surveillance, Identification and Control Centres (ARS), support in the completion of the different subsystems of the SANTIAGO Programme and in the design of the new SANTIAGO Programme.)

We collaborate with the **Centre for Information and Communications Systems and Technologies (CESTIC)** in the planning, management and monitoring of projects for the provision of corporate information and communications services of the Ministry of Defence, through the I3D (Integrated Defence Information Infrastructure). It also provides support in the definition and evaluation of architectures, NATO software tools, implementation of ICT infrastructure, management of the operation of systems and services, and information security. As well as the implementation of the Defence Information Infrastructure (I3D), and the deployment and commissioning of the new National Command and Control System (SC2N) on it.

In the area of the **Defence Staff (EMAD)**, we have collaborated with the **Joint Defence Staff (EMACON)** in the different phases of force planning to determine the military capabilities required in the short, medium and long term. Providing support in the European (Capability Development Plan) and NATO (NATO Defence Planning Process) planning processes. Our contribution to international initiatives such as the Coordinated Annual Review of Defence



(CARD) and the European Union's collaborative database (EUCLID) is noteworthy.

Our services to the **Armed Forces Intelligence Centre (CIFAS)** stand out, in the management of information systems projects for the intelligence function, providing support in the operation, maintenance and evolution of the National Geospatial Warehouse of the Ministry of Defence, and in the Spanish participation in various multinational programmes for the joint production of digital cartography. Supporting the evolution of the CIFAS operating environments (SI-CONDEF and BICES).

In the **Joint Cyberspace Command (MCCE)**, we support the definition of information and telecommunications services (CIS) needs, the National Command and Control System (SC2N) and the governance of its management. We advise on the planning of satellite communications (SATCOM), navigation and identification (NAVID) and cryptologic capabilities.

Within the **Operations Command (MOPS)**, we have participated in technical aspects related to information and knowledge management, intelligence, logistics and plans, and in the operation and updating of NATO SW tools used for the planning, management and monitoring of joint operations.



We have collaborated with the **Military Emergency Unit (UME)** in the definition of the functional and technical requirements for the replacement of the current SIMGE system (Integrated Military Emergency Management System) with one based on new technologies, developing the Objective Architecture.

In the **Navy**, for the **Logistics Support Headquarters (JAL)**, we participated in the Construction Programme for five Corvettes in Saudi Arabia and for the **Directorate of Naval Engineering and Construction (DIC)**, we provided support in the Submarine Technical Certification Programme. As well as architectural and civil works services for buildings and installations in the Head Offices of Installations, Naval Arsenals Infrastructures and other Bodies/Units related to the Infrastructure Directorate.

For the **Spanish Army**, we collaborate with the **Army's Logistics Support Command (MALE)** in the design of the **Army Logistics Base (BLET)**, in the preparation of technical documentation for the building, in the execution of the urbanisation and fencing works, in the determination of civilian and military staffing levels for the Initial Operational Capability (IOC) and Final Operational Capability (FOC), in

the design of technological solutions for systems, sustainability, technological and financing strategies for the BLET, as well as in the planning and execution of the transition plan.

In the **Air and Space Army Logistics Support Command (MALOG)**, we participated in the constitution of the Programme Office for the monitoring of the SL2000 technology migration project. In the area of sustainment, support has been provided for the incorporation of new NH90 and Pilatus fleets and in the calculation of material requirements for the Halcon programme and aircraft such as the Eurofighter and A400M.

For the **CIS Headquarters of the General Staff**, we collaborated in obtaining the IOC (Initial Operation Capability) for the National Command and Control System (SC2N) of the Army, Navy and Air and Space Army.

For the **Instituto de Técnica Aeroespacial (INTA)**, we provide support in different fields to the different General Subdirectorates, and we also collaborate in the preparation of certificates and calibration tests for the Metrology and Calibration Centre, and for the **Centro de Ensayos Ambientales Especiales (CEAES)** in Cuadros (León), in thermal, altitude and vibration tests.

We have also provided support to the **Cybersecurity laboratory of the La Marañosa Technological Institute (ITM)**, in projects related to ICT product testing and evaluation, in



preparation for accreditation as a LINCE Evaluation Laboratory. Special mention should be made of our support for the **Centro Tecnológico Desarrollo y Experimentación (CETEDEX)** in Jaen, a reference centre for research projects in: Anti-drone systems, Autonomous vehicles (both civil and military vehicles), and Artificial Intelligence.

Of our contribution to the **Ministry of the Interior**, we highlight the services for the management and supervision of the contract for the Unified Communications Service for the General Directorates of the Police and the Civil Guard.

In the field of border surveillance, we highlight our services for the **Directorate General of the Civil Guard**, in the Integrated External Surveillance System (SIVE), for the monitoring of ongoing deployments and the definition of new actions for the evolution and transformation of the System, from a new innovative perspective.

In the international environment, we highlight our collaboration with the **European Defence Agency (EDA)**, in the definition of possible future conflict scenarios affecting Europe, and

the identification of needs: European military capabilities, existing technological trends, military means and systems. Also noteworthy is our participation in the "Federal Logistics IT Network" project, which analyses the logistics information systems of the different EU countries in order to define an architecture for integration between them.

The services provided to the **NATO Communications and Information Agency (NCIA)** in the management of NATO portfolios, programmes and projects for the management of the portfolio for the development and implementation of capabilities in the Alliance environment should be highlighted.

In addition, services are also provided to the **NATO Support and Procurement Agency (NSPA)** in the AFSC (Allied Future Surveillance Control) programme. Isdefe is currently participating in defining the concept of operation based on the different technological alternatives presented by the selected consortia.

Isdefe provides services within the framework of the Spanish Ministry of Defence's bilateral relations with other Ministries of Defence of allied countries, such as support to the **Ministry of Defence of the United Arab Emirates (UAE)**, within its National Military Airworthiness Certification Office.

Space Sector

Isdefe carries out engineering and specialised technical support activities in the areas of navigation and 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 for space communications centres and complexes in Spain for the National Institute for Aerospace Technology (INTA), the European Space Agency (ESA) and the US National Aeronautics and Space Administration (NASA).



■ Outstanding Projects

For the space infrastructures of the **National Institute for Aerospace Technology (INTA)**, we provide integral support to all the activity of the **CEIT (INTA Torrejón Space Centre)** through multidisciplinary services in the Ground Segment, Mission Control and Analysis Centre.

In the space infrastructures of INTA Maspalomas, we carry out the operation and maintenance of the **CEC (Canary Islands Space Centre)**, the 24x7 operation centre of all INTA stations, providing full support to the INTA Ground Station Network.

In the area of Astrophysics and Space Sciences, Isdefe has provided support to the Torrejón campus of **INTA's Astrobiology Centre (CAB)**, also providing technical support to the **European Space Astronomy Centre (ESAC)**.

Also within INTA, we provide technical support

in the different activities of the Global Navigation Satellite System (GNSS), 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 Centre for Aerospace Observation Systems (CESAEROB) and in the management of cybersecurity in Galileo System operations in the GSC (European GNSS Service Centre) and the **Galileo Security Monitoring Centre (GSMC)** Backup Centre in the development of its operations.

In support of the **INTA-NASA** agreement, we operate the monitoring and control of deep space communications for NASA missions and perform the maintenance of all systems, equipment, antennas and infrastructures of the **Madrid Deep Space Communications Complex (MDSCC)** in Robledo de Chavela, on behalf of INTA. During this period, we have supported the Centre in the construction of the new 34 m diameter antenna, making it the centre with the largest number of operational antennas in NASA's Deep Space Network.

In the field of the **Ministry of Transport, Mobility and Urban Agenda**, our services to the **National Geographic Institute (IGN)** stand out, in the management, publication and dissemination of the Geographic Information of the National Plan for Territory Observation in the period 2021-2024. Also providing support in the field of GNSS (Earth Observation) and Remote Sensing.

For the **European Space Agency (ESA)**, we highlight our contribution to the CHEOPS (CHAracterising ExOPlanets Satellite) mission, the support to the Agency's deep space network reference station in **Cebreros (DSA2)** and the specialised support to the **SMOS Space Programme**. In addition, we highlight the support in quality and safety control for space launches at the **French Guiana Space Base**, in KOUROU.

It is worth mentioning our participation in ESA's scientific mission operations, providing support to the **European Space Research and Technology Centre (ESTEC)**, leading a Spanish consortium in which DEIMOS and GMV participate, a consortium that provides services to both ESTEC and the **European Space Astronomy Centre (ESAC)** in Villanueva de la Cañada (Madrid). We are also part of the consortium of the Science Framework

Contract at ESAC, with a special mention for our collaboration in **ESA's XMM-Newton** mission.

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

Within the European Commission, our participation in different consortiums in the field of the activities of the **Directorate-General for Defence Industry and Space (DEFIS)** is noteworthy.

Finally, at the European level, it is worth mentioning our collaboration with the **European Satellite Navigation Centre (GSC)**, in the 2017-2026 operations, providing support in 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) of the Galileo Programme, as well as providing engineering services for the preparation of the nominal version of the Centre and future evolutions.



Transport sector

Isdefe provides engineering and consulting services aimed at the competent bodies in the regulation, supervision and provision of services related to transport in its various aspects, promoting the acquisition of new technological capabilities, the improvement of safety, and the optimisation of operating procedures.

■ Outstanding Projects

Within the scope of the **Ministry of Transport, Mobility and Urban Agenda**, we provide technical support to the **Directorate General of Civil Aviation (DGAC)** in the preparation of strategic studies, in the development of regulations and proposals on air navigation policy and strategy, in the monitoring and implementation of the Single European Sky, and in the European innovation programme SESAR 3. We also highlight our collaboration with the Civil Secretariat of the Interministerial **Commission between Defence and Transport, Mobility and Urban Agenda (CIDETMA)**, in the field of Civil-Military coordination for the use of Airspace.

For **ENAIRE**, we provided engineering services related to Air Traffic Management (ATM), aeronautical information service management (AIS) and flow management (AT-FCM), as well as voice (VoIP) and data communications. Services were provided for the implementation of the Automatic Air Traffic Control System, SACTA-iTEC 4.0, and support for activities in the AEFMP Group (Algeria, Spain, France, Morocco, Tunisia and Portugal) to harmonise the provision of air navigation services between European and African countries within the framework of the Single European Sky.

For the **Spanish Aviation Safety Agency (AESA)**, we have provided consultancy services aimed at the continuous improvement of air safety: inspection tasks for the supervision of air navigation service providers' compliance with operational safety regulations. In the airport sector, we have provided support in operational safety inspections of airports and Ground Handling services agents, in the airport certification process, supervision of aeronautical easements and obstacle control for air navigation. Also in the area of the airport network, support in the implementation of the **National Civil Aviation Safety Programme (PNS)**.

In the field of the **Puertos del Estado** organisation, we can highlight our services in the optimisation of the National Port Security System.



Our support for **Aeropuertos Españoles y Navegación Aérea, AENA, S.M.E., S.A.**, consisted of providing support in operational, commercial and security applications, in the functional definition of the Air Navigation systems, in the approval tests of the equipment of the new biometrics framework agreement, in the procedures of the Airport Environment Cooperative System (SCENA), and in its integration with Enaire's Automatic Air Traffic Control System (SACTA).

In the international area, we highlight our collaboration with the **International Civil Aviation Organisation (ICAO)**, through support to the **USOAP** (Universal Safety Oversight Audit Programme) office.

Within the European Union, we have participated in the SESAR-JU project: **"U-Space Separation in Europe" (USE-PE)**, whose objective is to propose and validate solutions for the safe separation of drones in urban environments, in the **project "IFR RPAS Control in Airports and TMA" (INVIRCAT)**, whose objective is to provide means for a safe and efficient integration of RPAS in existing air traffic control (ATC) procedures and infrastructures, within terminal manoeuvring areas (TMA) under instrument flight rules (IFR).

Finally, it is worth mentioning our participation in the **SESAR 2020 project PJ13 ERICA, "Enable RPAS Insertion in Controlled Airspace"**, to analyse the system capabilities of both RPAS and the ATM system and the procedures for RPAS to operate safely, in nominal and emergency situations, in controlled airspace.

Public Administration Sector

We provide technical support and specialised consultancy services to the agencies of the General State Administration aimed at improving their capacity, efficiency and sustainability, supporting them in their digital transformation and technological modernisation 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 procurement strategies, price estimation and analysis, and the development of analytical cost accounting models.

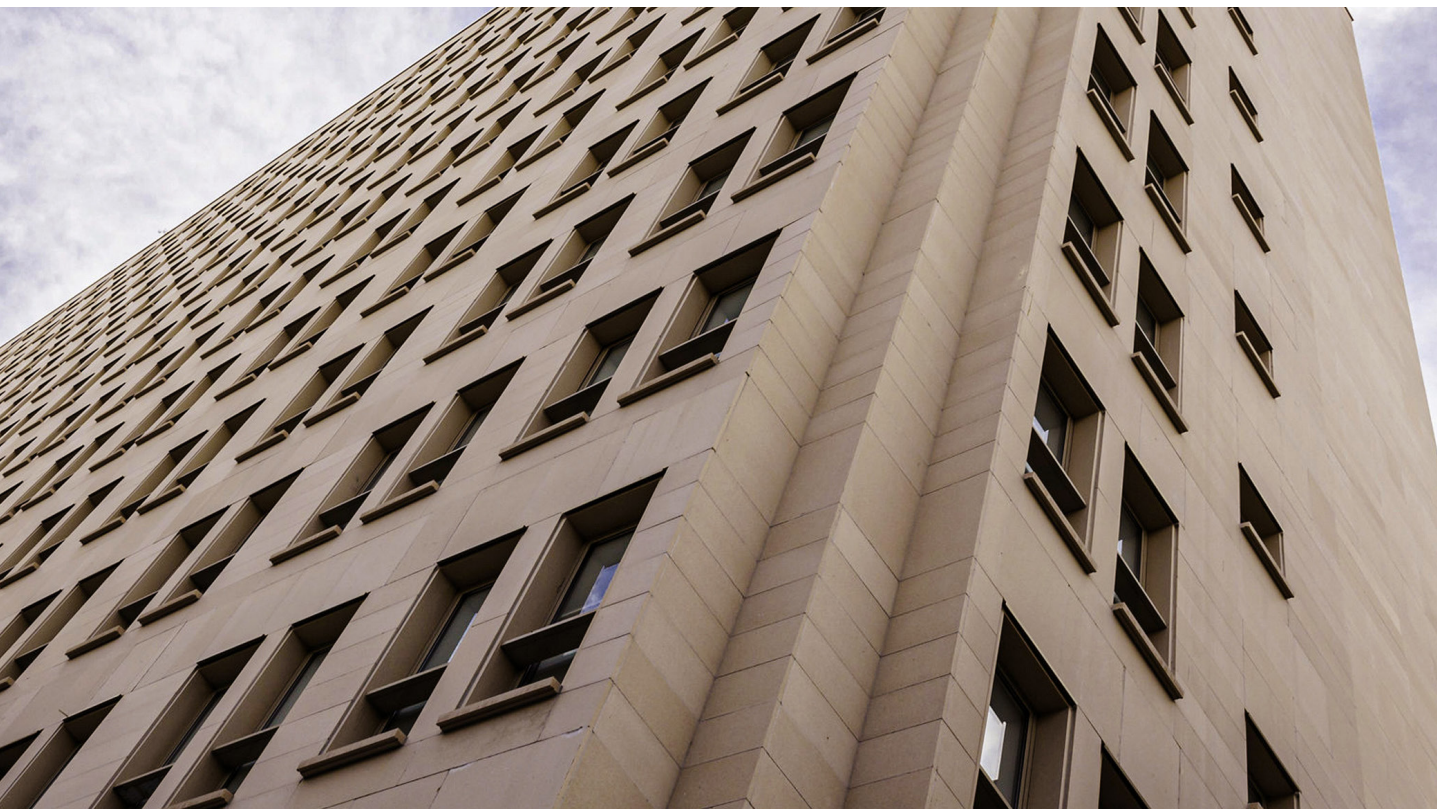
Featured Projects

We provide consultancy services for the Modernisation of the Administration in different Ministries. In the area of **Defence**, we have provided services to the **General Directorate of Armament and Material** in the definition and optimisation of its management processes, as part of the Ministry of Defence's Digital Transformation Plan. For the **DG of Infrastructures**, we have provided services to the **SDG of Planning and Environment** for the centralised procurement of supplies.

In the area of Transformation, we have supported the **General Technical Secretariat of Defence** in its implementation process and the **Army's Logistical Support Command (MALE)** in its digital transformation project from three dimensions: data management, process automation and cultural change.

For the **National Cryptologic Centre (CNI)**, our technical consultancy services in the evaluation and certification of ICT security products through the National Scheme, and the ICT Security Certification of the CCN Certification Body, stand out. Support in the preparation of the Catalogue of STIC Products and Services (CPSTIC) and in the promotion and development of encryption and secure communications products (COMSEC) for NATO and the EU.

Within the **Ministry of the Interior**, for the **Directorate General of Traffic (DGT)**, consultancy has been offered in regulatory projects, implementation of strategies, studies, methodological improvements and management processes, improvements in the field of contracting and projects within the Operational Plan and Digital Transformation Plans. In the field of Digital Transformation, our collaboration with the Ministry in the promotion of Information Systems and improvement of processes through the implementation of ICT technologies stands out. Also for the Directorate Ge-





neral of Police (DGP), our support in projects related to Digital Identity and the evolution of the DNle 4.0 is also noteworthy.

For the **Ministry of Justice**, we have offered support and advice in activities of adaptation and compliance with the National Security Strategy and the RGPD, in the deployment of the new Civil Registry, Nationality, Asset Management Office (ORGA), and support in the implementation of the new organisational model of the Public Justice Service.

Within the **Modernisation of the Justice Administration programme**, we have provided technical support to the DG for the Digital Transformation of the Justice Administration and in the technological evolution of the MINERVA Procedural Management System, in European Union projects such as eCODEX, EXEC and the e-EDS Portal and in technological projects in the Country of the 2030 Agenda for Justice.

In the area of the **Ministry of Transport, Mobility and Urban Agenda**, we have carried out contracting activities and the preparation of technical documents. And within the **State Aviation Safety Agency (AESA)**, support services in ICT strategy and management and in technological modernisation and digital transformation, as well as in the introduction of new technologies such as automatic robotisation of the Passenger and Eurocontrol claims processes. Our services for **Administrador de Infraestructuras Ferroviarias (ADIF)**, consisted of providing

support in the ICT strategy for Digital Transformation and Data Governance and in the management and supervision of the Information Security Operations Centre (SOC).

For **Aeropuertos Españoles y Navegación Aérea, AENA**, we have collaborated in the management of the Strategic Information Systems Plan and in the management of the framework agreements for the acquisition and installation of ICT infrastructure equipment for the Data Processing Centre and airport security equipment.

For the **Secretary of State for Digitalisation and Artificial Intelligence (SEDIA) of the Ministry of Economic Affairs and Digital Transformation**, we have provided technical assistance in actions in the area of cybersecurity and electronic administration.

Our collaboration with the **Ministry of Inclusion, Social Security and Migration (MISSM)** has consisted of providing it with an advanced data analytics platform, with specific data and processing areas, with Machine Learning, Natural Language Processing and Deep Learning requirements. For the **Undersecretariat for Inclusion, Social Security and Migration**, we have provided support in the planning and project management of information systems and ICT infrastructures. And in the field of the **Social Security IT Management (GISS)**, we have provided support in the management of the Strategic Plan and in the preparation of technical documentation.

We have provided consultancy and technical assistance to the **Ministry of Ecological Transition and the Demographic Challenge**, loans to the **DG of Services** in terms of regulatory adaptation to the national security scheme and operation of a security office.



During this period, in the **Ministry of Labour and Social Economy (MITES)** we have provided technological consultancy in the areas of Infrastructures and Security, Digital Workplace, Mobile Applications, Artificial Intelligence, Citizen Satisfaction and Statistics and Data Management.

This year, we have accompanied the **Ministry of Health** in its Digital Health Strategy and in the monitoring of the action plan, providing technical support to the **Spanish Agency of Medicines and Health Products (AEMPS)** in the adaptation and implementation of IT and accounting systems to adapt them to legal changes. We have also provided consultancy services to the Spanish Agency for Medicines and Health Products (AEMPS) in the preparation of its Strategic Plan.

Within the **Ministry of Foreign Affairs, European Union and Cooperation**, we have provided support services to the DG for Spaniards Abroad and Consular Affairs, in the coordination, control and monitoring of consular offices, in compliance with Schengen regulations and in the monitoring of anti-fraud control measures, within the framework of the Financial Support Instrument for Border and Visa Management 2021-2027 (IGFV).

Collaboration with the **National Evaluation Office (ONE), of the Ministry of Finance and Public Function**, consisted of providing consultancy and technical assistance services to carry out analyses and studies on the financial sustainability of public concession contracts

and agreements to re-establish economic equilibrium.

Our contribution to the **Spanish Radio and Television Corporation (RTVE)** has consisted of providing support in the Strategic Technology Plan and its monitoring. Also in the design and implementation of the electricity supply contracting strategy, and in its monitoring and control. In the field of Digital Transformation, we have provided strategic consulting for the development and integration of artificial intelligence (AI) technologies in the processes of generating and distributing audiovisual content, and the development of AI-based tools for detecting fake news.

Isdefe has provided consulting services in the definition of ICT projects that involve their digital transformation to the **Cervantes Institute and the Museo Nacional del Prado (MNP)**.

In the area of the **National Markets and Competition Commission (CNMC)**, we have provided consulting services for the design of strategies, policies, plans and analysis of technical and economic information in the tele-communications, transport and postal sectors. In addition, periodic analysis of the evolution of broadband infrastructures at national level to assess the conditions of competition in the telecommunications market and analysis of compliance with the universal postal service obligations. We have also provided support in the assessment of potential price regulation scenarios in the supervised sectors, facilitating decision-making.

In the area of **Public Service Economic Management**, Isdefe has extensive experience and knowledge in the management of projects co-financed by **Public Funds**, such as the European Internal Security Fund (ESF), the Border and Visa Management Instrument (BMI), the European Asylum, Migration and Integration Fund (EMIF), the European Regio-

nal Development Fund (ERDF), as well as in the planning, management, execution, monitoring and control of projects financed with funds from the Recovery, Transformation and Resilience Plan (PRTR). In this field, Isdefe has provided services to various government agencies, including the following:

Ministry of Defence; Ministry of the Interior; Ministry of Science and Innovation; Ministry of Territorial Policy; Ministry of Economic Affairs; Ministry of Ecological Transition and the Demographic Challenge; Ministry of Foreign Affairs, European Union and Cooperation; and the Ministry of Finance and the Civil Service.

In the area of the **Secretary of State for Defence**, it is worth highlighting our collaboration with the **SDG for International Relations (SDG REINT)**, in the management and evaluation of European Defence Fund (EDF) projects, in which our industry participates, creating synergies between the different European companies and strengthening the European defence industrial and technological base.

Also in the field of **Defence**, our services include support in the preparation of the Annual Procurement Report of the Ministry of Defence, support in the preparation, drafting and publication of the Annual Procurement Plan of the Ministry of Defence (PACDEF) for 2023, as well as the evaluation of the degree of execution of the PACDEF for 2021, in addition to our contribution to the design of procurement strategies for new categories of the Ministry.

For the **Instituto de la Vivienda, Infraestructura y Equipamiento de la Defensa (INVIED)**, an agency of the Secretary of State for Defence, we have provided technical support in the areas of economic management, analytical accounting, budget accounting and treasury management.

We would also highlight our collaboration with different General Sub-Directorates of the **DG**

of Economic Affairs (DIGENECO), in the **SDG of Procurement** we have provided support in the development of procurement regulations and practical guides, including the guide for the inclusion of social criteria in defence contracts. We have also collaborated in the development of socially and environmentally responsible procurement policies.

Within the **General Accounting SDG**, we have carried out studies and technical work on Analytical Accounting (CANOA model) for the Under-Secretariat of Defence, Defence Staff, Secretary of State, Army, Navy and Air and Space Army. As well as in the functional definition of the new economic-assets management system of the Ministry of Defence.

For the **SDG of Procurement/GEC**, we have provided support in the management of life cycle costs throughout the procurement process of military systems, and in the analysis of industrial costs of the military industry, for the signing of specific agreements that allow the determination of the prices of the systems.

In the **Budget Office (OPRE)**, we have provided support in the financial management of the Special Modernisation Programmes and in the management of Chapter 2 (Current Expenditure), providing support in financial and budgetary control tasks.

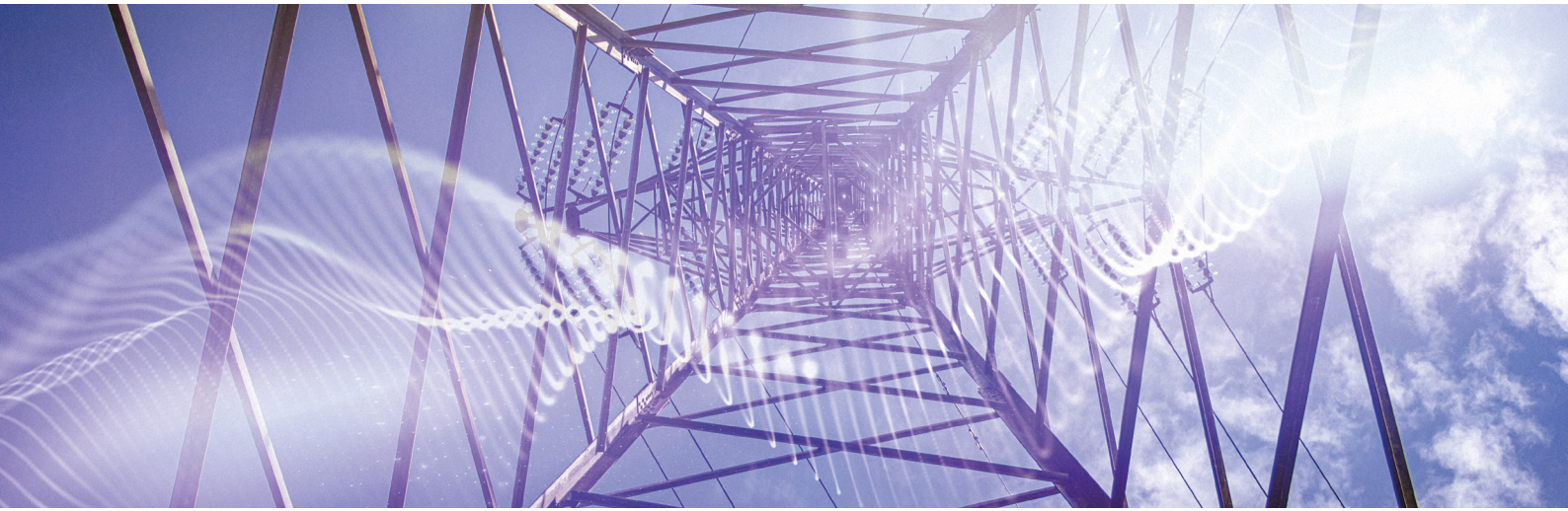
Within the **Ministry of Foreign Affairs, European Union and Cooperation**, for the **Directorate General for Sustainable Development Policies**, we have provided support in the calculation and monitoring of Official Development Aid for Spanish Cooperation, and in the implementation of the knowledge management system for the planning and evaluation of this aid.

For **ENAIRe, the Ministry of Transport, Mobility and Urban Agenda**, we provided support in the planning and monitoring of infrastructure investment and expenditure plans.

During the year we provided technical support to the **Museo Nacional Centro de Arte Reina Sofía (MNCARS)** for the organisation's financial management (public procurement, analytical accounting, budget accounting and treasury management).

For the **State Meteorological Agency (AEMET)**, we have carried out studies of costs, fees and public prices, assisting staff in carrying out these tasks.





Information and Telecommunication Technologies Sector

Isdefe has extensive experience in defining digital public services and e-government, planning and managing the radio spectrum, managing the digital dividend and bridging the digital divide. Our teams support the competent government agencies in the regulation and supervision of ICT services.

■ Outstanding Projects

Within the **Ministry of Economic Affairs and Digital Transformation**, for the **State Secretariat for Telecommunications and Digital Infrastructures (SETELECO)**, we have provided consultancy services in the planning and management of the radio spectrum and in the development of radiocommunications services: radio and television broadcasting, point-to-point broadband and point-to-multipoint fixed service links, mobile services and space services.

We have also provided support in the frequency migration processes, for use by mobile electronic communications services in the deployment of 4G and 5G technologies, and our support in the monitoring and implementation of the National 5G Plan. It is worth highlighting our participation in the bidding processes for frequencies by electronic auction in the 26 GHz band, and in the development of broadband services and telecommunications infrastructures, in accordance with the objectives of the European Commission. Our collaboration has also extended to supporting activities related to the deployment of 4G and 5G networks in the 700 and 800 MHz bands.

For the **Secretary of State for Digitalisation and Artificial Intelligence (SEDIA)**, our consultancy services and technical assistance in aspects of Governance of the Spain Digital

Agenda 2025, Governance of the EU reconstruction plan, in the processing of artificial intelligence and cybersecurity, in the planning and promotion of technological innovation programmes, in the monitoring and exploitation of information on the internationalisation of the policies of the Secretary of State and the associated industrial sectors, among others, stand out.

We have also provided support to the Technical Office for the management of the National Plan for Natural Language Technologies, in ICT projects with the European Commission and in the management of the Key Digital Technologies (KDT) programme, within the framework of the Horizon Europe programme.

For the **public business entity Red.es**, Isdefe has provided services to RedIRIS for the management of the various phases of the life cycle of projects for the deployment of ultrafast infrastructures and common ICT services of the UNI-DIGITAL Plan. RedIRIS is the Spanish academic and research network, which provides advanced communications and other ICT services to the scientific and university community, with more than 500 affiliated institutions.

For the organisation Patrimonio Nacional, of the Ministry of the Presidency and Relations with Parliament and Democratic Memory, we have provided technical project office services for the configuration and implementation of the communications network of the Royal Collections Gallery, providing support in the modernisation and interconnection with the existing networks in the different National Heritage sites.

Energy Sector

I Main Projects

Within the scope of the **Ministry of Ecological Transition and the Demographic Challenge**, for the **Institute for Energy Diversification and Saving (IDAE)**, we have provided assistance for the coordination, monitoring, evaluation and verification of aid programme files aimed at the promotion of thermal and electrical renewable energies, storage, demand management and actions linked to the integration of renewable energies. We have given support to the actions derived from the Energy Efficiency Directive, promoting energy saving projects in National Government buildings; training and management of plans that promote energy saving and renewable energies in the Administration. We have also collaborated in the start-up of renewable hydrogen; promotion of energy efficiency improvements in the industrial sector, efficient mobility and energy rehabilitation of buildings.

For the **Secretary of State for Energy**, we highlight the support in the modelling of the national energy system, in the collection of data and in the development of future scenarios for the development of roadmaps derived from the National Integrated Energy and Climate Plan (PNIEC) and the Long Term Strategy 2050 (ELP 2050). Monitoring of the fulfilment of the Plan's objectives, preparation and updating of the Strategies and roadmaps has been carried out. Also technical support activities in Data Governance for the reception, monitoring and preparation of information on the energy sectors and the parameters affecting these sectors; support in the study, monitoring and economic-financial analysis of the energy markets;

With regard to our contribution to the **State Ports and Port Authorities**, we highlight the support provided in the development of the main strategic lines and in the implementation of the decarbonisation policy in ports of public interest in Spain.

It is worth highlighting the support to the development of the implementation of the OPS (On shore Power Supply) in the main Spanish ports. As well as consultancy in energy strate-

Isdefe provides technical support to the major energy policy implementation plans and programmes, both in terms of Energy Efficiency and Renewable Energy. Consultancy in the area of Energy Security, following the lines established in the National Energy Security Strategy, in the areas of regulation and standards, security of supply, promotion of indigenous sources, and economic and environmental sustainability.

gy, decarbonisation and electrification of docks for the port authorities of Gijón, Almería, Las Palmas, Vigo, A Coruña, Ceuta, Tarragona and Barcelona.

Our collaboration for the public entity **ADIF** has consisted of technical assistance for the analysis, development and implementation of the ADIF-ALTA VELOCIDAD energy management business model, from the deployment of the strategy to its implementation. The service provided is aligned with the Integrated Energy and Climate Plan 2030, with the Long Term Strategy 2050 and with the Sustainable Development Goals set out in the 2030 Agenda.

In the context of the **Ministry of Ecological Transition and the Demographic Challenge**, for the **Directorate-General for Energy Policy and Mines**, we have supported the procedures related to the registration of the specific remuneration regime, the electronic registry of the economic regime for renewable energies and its information systems. Also in the analysis and control of investment plans for distribution networks in their multi-annual plans.

For the **Ministry of Industry, Trade and Tourism**, Isdefe collaborated with the **Directorate General of International Trade and Investment** on coordination and support missions for the "Pyramids" project in Egypt, supervising and coordinating the work.

Isdefe collaborates with the **Ministry of the Economy** on projects for the Debt Forgiveness Programme and in the execution of projects linked to these programmes. During this period, Isdefe worked on contracts signed with entities in the states of Uganda, Honduras, Ivory Coast, Jordan, Senegal, Mauritania and Bolivia.

Our collaboration with the **National Markets and Competition Commission (CNMC)** consisted of consultancy services for the analysis of technical and economic information on electricity and gas distribution and transmission networks.

Internationally, for the **European Defence Agency**, we managed the Framework Contract for the development of a feasibility study on the creation of the "Defence Energy Suite (DEneS) - Enhance and Maintain" interface, and analysis and exchange of Defence Energy Data (E-DCAS), the European Defence Sustainable Energy Profiling Projects (EDESEP), and the strategy for carrying out the associated tasks.





03 Commitment and Responsibility

Commitment to Groups of Interest

Isdefe develops its business strategy in an efficient and sustainable manner, as an instrument of the **General State Administration (AGE)**, strengthening its position as an own medium, its position as a benchmark company in the fields of Defence and Security, in the areas covered by the National Security Strategy, and accompanying the National Security Strategy and accompanying the NSA in all its challenges.

As the NSA's own medium, Isdefe is aware of the context introduced by the 2030 Agenda and its strategy includes **support for the Ministry of Defence and the Public Administration in fulfilling the SDGs** and, in turn, includes sustainability in the development of its activity.

Isdefe has a series of policies and measures in place that contribute to the fulfilment of the SDGs in three areas of action:

Economic

Isdefe incorporates the SDGs through the generation of quality employment, the fight against corruption and the promotion of innovation and digital transformation.

Environmental

Isdefe contributes to the environmental SDGs by prioritising the fight against climate change, promoting more sustainable consumption patterns and committing to sustainable mobility.

Social

Isdefe favours the inclusion of the SDGs by promoting gender equality and work-life balance policies, the establishment of a Health and Wellness Policy and staff training and education.

Main groups of interest of Isdefe:



Staff



Clients / Receiving Agencies



Company

The company is committed to all of them and maintains relationships of trust through:

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

Transparency in relations and communication.

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

•Encouragement of the **Participation and Involvement** of Stakeholders in our activities. our activities.

Promoting **Collaboration**.

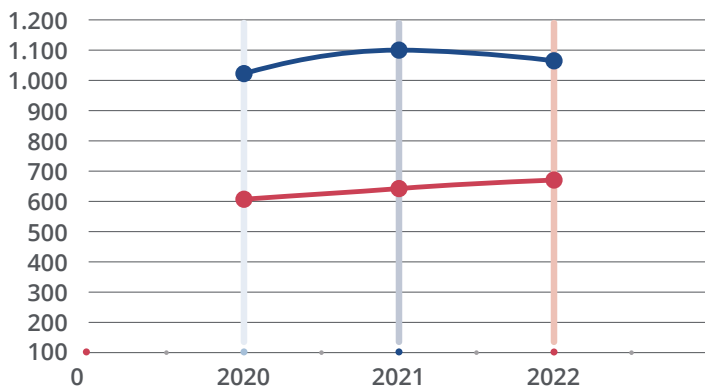
Continuous Improvement, periodically reviewing periodically reviewing the mechanisms for stakeholder with them.

Commitment with our staff

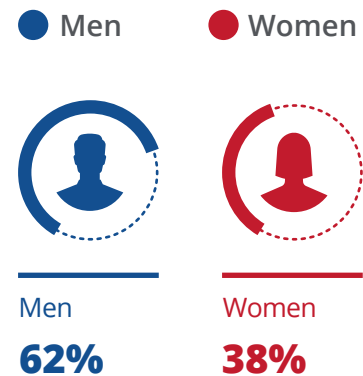
At **Isdefe** we have a highly qualified and specialised team that is committed to service excellence.

The company's workforce as of 31 December 2022 is **1,746 people**, 92% (1,611) of whom work in the Operating Units and 8% (135) in Corporate Services.

EVOLUTION OF EMPLOYMENT BY GENDER



Isdefe is a company with great knowledge resources and full employment.



The majority of its staff has highly specialised knowledge, developing its activities in the technological and management and management, offering highly qualified highly qualified services.



88%
HIGHER OR INTERMEDIATE DEGREE
► **92%** ENGINEERING AND
TECHNICAL DISCIPLINES

Isdefe has measures aimed at facilitating the enjoyment of work-life balance and promoting joint responsibility.

01

WORK-LIFE BALANCE

HEALTH AND SAFETY

02

Isdefe has its own Prevention Service that specialises in Health Surveillance and Ergonomics/ Psychosociology, with a Medical Service at its headquarters.

Isdefe has been awarded the "Equality in the Workplace" (DIE) distinction by the Ministry of Equality. In the selection, promotion and hiring processes, the following criteria are followed: merit, equality, publicity, competition and capacity for vacancies.

03

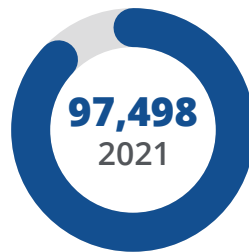
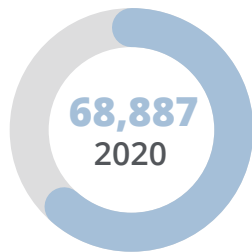
EQUALITY

TRAINING

Isdefe is committed to training and promotes the professional and personal development of the entire workforce, with equal opportunities and the promotion of a corporate culture based on merit.

The main training actions during 2022 are focused on: **aerospace technologies, cybersecurity, logistics, obtaining and maintaining certifications and management support training.**

❖ Hours allocated to training



I Expenditure on training



Commitment with customers



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

Over the years Isdefe has provided consulting and technical assistance services to its clients in areas of technological and strategic interest in the Security and Defence, Transport, ICT, Energy and Space sectors.

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

Isdefe's activities are focused on the Spanish Administration, as well as those of allied countries and international public organisations.

The company offers services of the highest quality in order to meet the expectations and needs of its clients and to be a benchmark in innovation.

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

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



Commitment with society

Isdefe has been a member of the United Nations Global Compact for 13 years and is committed to the 2030 Agenda, its Sustainable Development Goals (SDGs), and to incorporating human rights into its Code of Ethics.

Isdefe establishes alliances with different entities and organisations of reference in this area that work to achieve the SDGs, such as:

- United Nations Global Compact
- Collaboration agreement with the Secretary of State for the 2030 Agenda and Companies and Public Entities
- Forética's action group "Sustainability and CSR in public companies"

The company also has a social action programme that contributes to sustainable development through solidarity initiatives carried out in collaboration with foundations and NGOs.

The highlights of 2022 have been:

- Initiative 11 February: Women's and Girls' Day in Science in Science
- Solidarity Company, Extraordinary Company" Campaign
- Christmas Solidarity Campaign
- Solidarity bottle cap collection
- Company race

Report on the Alignment of PGE 2022 with the SDGs



COMMUNICATION
ON PROGRESS



Isdefe's Annual Report 2021 is based on the 10 principles of the UN Global Compact, of the **United Nations Global Compact**.

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

Commitment to Suppliers

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

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

Commitment to Environmental Sustainability



Isdefe is committed to environmental sustainability and, in order to be efficient, it has implemented several systems and actions aimed at achieving this sustainability.

CERTIFIED ENVIRONMENTAL MANAGEMENT SYSTEM



CIRCULAR ECONOMY

- Waste management
- Sustainable use of resources: water, raw materials and energy
- Energy efficiency
- Increased use of renewable energies
- Control of carbon footprint

Responsibility: Governance Model

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

During the year 2022, work was carried out to execution of the actions set out in the **"Action Plan for the Ethics, PRP and Transparency Ethics, PRP and Transparency"**.

Transparency of public information and the

- Training and Communication
- The Ethics Mailbox

exercise of the right of access through the **Transparency Portal** is a guarantee against corruption and bribery.


















Isdefe continues to modernise and innovate the Transparency Portal, which follows the recommendations of the **Council for Transparency and Good Governance** and incorporates the degree of mandatory compliance and the quality of transparency through a series of indicators.

The company's Criminal Risk Prevention Programme (PPRP) is articulated in a series of control systems and mechanisms that strengthen the governance model, such as:

- Criminal Risk Supervision and Control Committee

04 Entities and bodies to which we provide services

PUBLIC ADMINISTRATION

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

NATIONAL PUBLIC BODIES



INTERNATIONAL PUBLIC BODIES





Isdefe