Sustainability report 2023

SEIDOR in numbers

Environment

85% of energy comes from renewable sources

50% reduction in kg of waste per person, in the main work centres in Spain

Triple certification measurement, reduction and compensation of the carbon footprint

29% reduction in energy consumption per worker

People

<7% turnover, much lower than the sector average

+15% growth in staff compared to the previous year

94% of our staff have permanent contracts

29% of the staff are women, above the sector average

24% are under 30 years old, and 11% are over 50 years old

+153.000 hours of training

Business

880M€ turnover

45 countries where we are present

+8.000 clients

x2 turnover every 5 years

+86% of our clients are satisfied

Message from the Executive President

During 2023, the macroeconomic environment has continued to be marked by instability, with growing geopolitical tensions, coupled with persistent inflation and supply crises, affecting areas such as technology, food or energy. In addition, accelerating digital transformation, technology talent shortages and the climate emergency add further complexity to the current landscape.

In the face of these challenges, we remain firmly committed to sustainability, innovation and social responsibility. In line with our commitment to the United Nations Global Compact and the Sustainable Development Goals (SDGs), our actions are geared toward making a positive impact in a variety of areas, from bridging the digital divide and developing talent to promoting environmental sustainability and equity in all the territories in which we operate. These initiatives are integrated transversally into our company strategy, reflecting our conception of technology as a lever for the positive transformation of organizations and society.

Our sustainability strategy is structured into four key areas: social, talent, environment and ethics. These areas guide our actions, ensuring that our values are reflected in every decision and that they generate a positive impact in the areas in which we operate.

In the social area, at SEIDOR, we focus on reducing the digital divide, especially among vulnerable groups. Through programs and strategic collaborations, we promote training in digital skills, providing opportunities for people at risk of exclusion to improve their integration in the digital environment.

In terms of talent, we have continued to prioritize the personal and professional development of our teams, reinforcing diversity, work-life balance and social benefits policies. Thanks to these initiatives, we have received various awards, such as the Diversity Leading Company award, which recognizes our efforts to promote diverse talent in the IT field; or the Employers for Youth (EFY) in Argentina and Chile, for our commitment to female empowerment and gender equality. We also continue to collaborate with various organizations to promote the inclusion of people with disabilities in the workplace, creating an inclusive and accessible environment.

Furthermore, the environment continues to be a fundamental pillar. During this fiscal year, we reaffirmed our position as a NET-Zero company, achieving neutrality in greenhouse gas emissions and making progress in the use of renewable energies. We have also strengthened our circular economy policy and our carbon footprint reduction strategy, committing to minimizing the environmental impact of our operations.

Finally, ethics is the foundation on which we build our relationships with employees, customers, suppliers and other stakeholders. We act with transparency and integrity, ensuring that every decision is aligned with the highest standards of good governance.

This Sustainability Report is confirmation of SEIDOR's commitment to a fairer, more inclusive and sustainable present and future. Aligned with our purpose of 'humanizing technology', we continue to drive a growth model based on transparency and accountability, in which technology is the engine for positive change in society and the planet. Through these actions, we are moving towards an impact that goes beyond innovation, contributing to a transformation that improves people's lives, promotes social development and respects the environment we share.

Josep Benito

Executive President

SEIDOR

Introduction to the Sustainability report

This sustainability report, which forms part of the Management Report of the group of companies belonging to SEIDOR, S.A. (hereinafter SEIDOR), refers to the 2023 financial year. With this Report, SEIDOR responds to the requirements of Law 11/2018 on non-financial information and diversity. SEIDOR, S.A. is a company domiciled in Spain, whose main operating headquarters are in Barcelona (C. Pujades, 350), and its tax domicile is in Vic (Barcelona).

The entities included in the perimeter of the non-financial reporting are the same as those included in the consolidation principles of the company's financial information. This represents a total of more than 100 companies and 8,502 people.

To prepare the Sustainability report, we have followed the requirements established by Law, as well as the Global Reporting Initiative (GRI) Standards. For better understanding, please refer to APPENDIX 1 of this document, which contains a table with the relationship between the legal requirements and the GRI Standards.

In accordance with the GRI Standards, the contents included in this Sustainability report comply with the principles of comparability, materiality, relevance and reliability, and the information included is accurate, comparable and verifiable. Sustainability report Information is issued annually, coinciding with the end of the fiscal year. The Sustainability report for the previous year was approved by the shareholders' meeting on June 30, 2023. In accordance with current mercantile regulations, this Sustainability report has been subject to verification by Busquet Estudi Juridic, S.L. The Independent Verification Report is attached to page 68. On June 30, 2023, Busquet Estudi Jurídic, S.L. issued the independent verification report corresponding to the Sustainability report for 2022.

Materiality analysis

The analysis of issues relevant to the business and stakeholders, or materiality analysis, is key to the Corporate Responsibility management process, both for reporting and for defining strategy, initiatives and stakeholder relations. This process has been carried out in different phases, following the GRI recommendations for identification, prioritization and validation. For the identification of the material areas, the opinion of SEIDOR professionals and customers was considered, as well as the GRI report by sector, which highlights the most representative aspects of each sector. The results of the analysis are presented in the Materiality Matrix according to the two axes of relevance for SEIDOR's activity and for its stakeholders. In it, 10 points with a high impact on the company's activities and with influence on the decisions of priority stakeholders can be identified: shareholders, suppliers, customers and professionals.
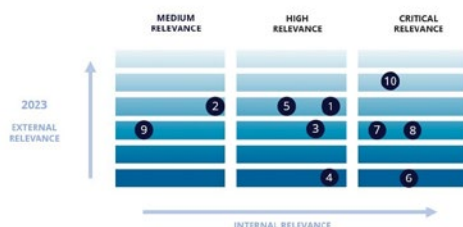
1. Compliance with the provision of projects and services.
2. Investment and public sector support
3. Innovation and business opportunities
4. Financial liquidity and credit management
5. Governance
6. Compliance
7. Talent
8. Information security
9. New ways of working
10. Sustainability

To obtain the aspects reflected in the Materiality Matrix, we have started from the context analy-

sis where we have identified and analyzed:

- 19 stakeholders and contextual elements.
- 191 expectations and strategic objectives
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The following is a brief description of the materiality of the areas considered in the matrix:

- Fulfillment in the provision of projects and services: during 2023, the relevance of contract fulfillment through the optimal provision of projects and services has increased due to competition in the sector and its global nature, as well as the scarcity of talent and diversity in the sector.

- Public sector investment and aid: aid boosted at both national and European level has been slightly reduced after being a lever for the reactivation of the economy by the entire business fabric.

- Innovation and business opportunities: in 2023, the internal and external relevance of innovation and its business opportunities has increased, given the explosion of Artificial Intelligence and its implementation in business processes. To remain in the market and obtain good business opportunities, innovation must be integrated into the organization.

- Financial liquidity and credit management: continuing with high volatility in the macroeconomic environment, the financial health of the organization remains a basic area for negotiation and profitability.

- Economy: the state of the global economy during 2023 has continued to be affected by geopolitical conflicts, supply crises and other events that have made this one of the most important areas. It should be noted that, during 2023, the effects of this volatility have been slightly mitigated, so its relevance is much lower for the business.

- Compliance: We are in a stage in which the growth of the business, the incorporation of new companies and the increase of professionals in the organization have played a relevant role in the growth of the Group. That is why compliance and regulatory compliance have become protagonists and have a relevant impact both internally and externally. SEIDOR must ensure the correct implementation of prevention, detection and action measures to guarantee good corporate governance.

- 7.Talent: the competition for talent and its scarcity in certain areas and, specifically, in the figure of Women, is becoming even more evident. Talent is necessary both for the correct internal operation and to offer the best service to clients.

- Information security: the privacy of people and information of organizations is a key aspect in an environment full of cyber threats and ubiquitous information.

- New ways of working: adapting to new ways of working, such as remote working, is a necessary aspect that must be shared between customers and suppliers in order to achieve greater attraction and loyalty to talent, ensuring the quality of work.

- Sustainability: positioned as a critical factor, environmental, social and economic sustainability must be ensured in all business activities and, in general, in society as a whole.

Our business model

Business environment and group organization

SEIDOR is an international technology consulting firm with a differentiated value proposition for large companies and SMEs, with a comprehensive portfolio of solutions and services: transformation and innovation consulting, implementation, development and maintenance of applications, management and provisioning of infrastructure and communications services and IT outsourcing. With a turnover of 880 million euros in 2023 and a workforce of more than 8,500 highly qualified professionals, SEIDOR has a direct presence in 45 countries in Europe, Latin America, the United States, the Middle East, Africa and Asia, serving more than 8,000 customers.

Markets served

SEIDOR provides service in the following countries distributed by continent:

Europe

Andorra - Belgium - France - Ireland - Italy - Poland - Portugal - Spain - Sweden - United Kingdom - United States - United Kingdom

North America

United States - Mexico

Central America

Costa Rica - Guatemala - Honduras - Dominican Republic

South America

Argentina - Bolivia - Brazil - Chile - Colombia - Ecuador - Paraguay - Peru – Uruguay

Middle East

Arab Emirates - Israel - Kuwait - Lebanon - Qatar - Saudi Arabia - United Arab Emirates – Kuwait – Lebanon - Qatar

Africa

Egypt - Kenya - Mauritius - Morocco - Mauritius - South Africa - Tanzania - Tunisia - Zambia

Asia

China - India - Taiwan – Turkey

In addition, we have a presence in more than 100 countries through our network of partners, United VARs.

SEIDOR provides services in most countries, offering virtually comprehensive coverage of all markets. The main sectors to which it offers services are: Public Administration, Agri-Food, Food and Beverage, Banking and Insurance, Ceramics, Construction, Pharmaceutical Distribution, Education, Pharmaceuticals, Chemicals, Automotive and Aeronautics, Engineering and Machinery, Processing Products, Retail, Healthcare, Professional Services and Transportation.

Given the nature of SEIDOR's business, its range of services is aimed at companies, and it has a differentiated offer for Large Companies, SMEs and Public Administration.

Top brands

SEIDOR's brand strategy has been driven in 2023 based on a series of key axes, to further strengthen and expand the positioning of its corporate identity among its various stakeholders and set the path for the following period.

We highlight the following points:

*In 2023, monitoring of the brand strategy and strengthening of the brand's link with technological humanism.

*Collaboration with entities to position the brand with social and sustainable environments.

* Creation of a new area for attracting and retaining talent.

*Expansion of the company's value propositions of both business units and sectorial verticals and with an international vision.

*Analysis of international offering and campaigns focused on the homogenization of the positioning used in the different markets in which SEIDOR operates.

The key elements of the new brand strategy revolve around the following axes:

- Unique and global brand: SEIDOR.

- Values linked to: Courage, Openness, Trust.

- Exploration of brand territory to bring SEIDOR closer to people and technology, from the perspective of technological humanism.

With this strategy as a basis, SEIDOR presents itself to the market through a single global brand through which it offers its broad portfolio of services hand in hand with the main manufacturers in the market, its main partners being SAP, Microsoft, IBM, Adobe, Salesforce, Google, AWS, Cisco, Huawei and Oracle.

Global context and evolution of the sector

During the year 2023, the European economic context was characterized by a marked slowdown in the Eurozone, which, together with the impact of the tightening of financing conditions, would act as retraction factors for the growth of the Spanish economy. In addition, the positive effect caused by the reopening of production and consumption conditions after the pandemic has been wearing off throughout the year. All this has led to a slowdown in national GDP growth in 2023 (2.5% compared to the 5.8% recorded in 2022), which, however, has not prevented our economy from registering a growth rate higher than analysts' estimates, thanks, among other factors, to the higher performance of consumption and tourist services. In any case, Spanish GDP growth in 2023 was higher than the EU's 0.4%, significantly slower than the 3.4% recorded in the previous year.

In this scenario, the ICT sector closed 2023 with revenues of just over 53,000 million euros, which represented a growth of 1.8% with respect to 2022. This momentum, although considered positive, was lower than analysts' estimates, which expected it to be close to 55 billion at the end of the year. Undoubtedly, the continuation and eruption of war crises (Ukraine, Israel) and the continuation of the semiconductor crisis have weighed heavily in this scenario. During this panorama, the beneficial effect on technological investments of the systematic irruption of artificial intelligence (particularly generative AI) is expected to be felt throughout 2024.

Looking specifically at the technology services sector, the trend in 2023 continued to be very positive, with the sector achieving revenue growth of 11.5%, despite the uncertain environment caused by the aforementioned global crises. Even expectations of job creation recovered, albeit in modest terms, so that by the end of the year the percentage of companies expecting to grow their workforces narrowly exceeded those planning to shrink them.

Regarding the incorporation of talent, 2023 was a year of stabilization and adjustment in hiring in the technology sector, after a few years of great dynamism. Thus, the so-called hiring freeze, caused by abundant hiring in previous years and salary increases due to the high demand for particularly qualified profiles, has increased the number of candidates available to companies during the year and reduced salary inflation. However, this slowdown in the pace of hiring in our sector - observed especially at the beginning of the year - has given way in the second half of the year to a new boost in the demand for professionals, highlighting areas such as artificial intelligence and data engineering. And the fact is that, according to analysts' estimates, 75% of Spanish companies are unable to fill vacancies for technological profiles.

 Sources: Bank of Spain, IDC, Vass-CEPREDE (ICT Monitor Barometer), PageGroup, Randstad, CEOE.

Technology trends

In 2023, Spanish companies have continued to experience a significant acceleration in their digital transformation initiatives. The emergence of new technological paradigms and an enhanced understanding of their implications have driven increased dynamism in technological investments across the nation. Consequently, technological investment by Spanish companies reached 60 billion euros in 2023, representing a 5% increase compared to 2022 and a 20% rise year-on-year. This investment trend in ICT has outpaced GDP growth, with projections indicating sustained growth for at least the next five years.

Analysts have estimated that digitalization has improved the survival rate of Spanish companies during their initial five years to 68%. The critical role of technology in corporate viability is underscored by the fact that this survival rate was only 45.1% after five years in 2020, according to the Harmonized Demography of Companies report from the National Institute of Statistics (INE).

The public sector has also recognized the need to enhance productivity through digitalization and innovation. In 2023, the Spanish Administration issued over 16,000 public tenders aimed at promoting IT and telecommunications systems and services, although this figure represents a 5% decline from 2022.

In terms of technological trends influencing IT investment by Spanish companies, 2023 has been marked by a greater focus on productivity and innovation, with artificial intelligence emerging as a key strategic component linked to initiatives yielding tangible results in the short term. The rapid advancement of generative AI has transitioned from an emergent phenomenon to a concrete technological strategy, increasingly reflected in the technological priorities of numerous organizations. This has sparked vigorous debate among stakeholders, with some viewing generative AI as a source of development and value across various levels, while others express concerns about potential adverse effects on society and the workforce.

Amidst the European Union's efforts to regulate AI usage, the adoption of AI tools among Spanish companies has surged, with 70% of firms utilizing some form of artificial intelligence by 2023. The integration of generative AI tools has also expanded, with an adoption rate of 85.1%. A significant majority of Spanish organizations—nearly 90%—identify AI as a vital contributor to enhancing productivity and efficiency. Additionally, 2023 has witnessed remarkable growth in generative AI tools, which now offer a wide array of functionalities extending beyond textual generation to include image, presentation, music, and video creation.

Cloud services continued to grow in Spain in 2023, thanks to the promotion of massive data consumption technologies, in addition to the traditional vectors of optimization, scalability and flexibility. Nearly 60% of Spanish organizations planned to increase their cloud budgets at the end of the year, while 55% of them claimed to have incorporated cloud-based tools in all or most of their areas of business. On the other hand, organizations continued to focus in 2023 on managing the complexity associated with managing multiple clouds, with the establishment of abstraction and automation layers on all of them. And the adoption of multicloud strategies – with their advantages in terms of security, performance, efficiency and availability – has not stopped growing, reaching 75% of Spanish companies that were betting on this cloud model in 2023. provision.

Finally, we must point out the role of sustainability associated with the infrastructure necessary to house all these technologies that are intensive in data management and, therefore, extraordinarily demanding energy. During 2023 – and, especially in parallel with the development of AI – technology organizations have redoubled their efforts to improve sustainability in the design and operation of their infrastructures. It must be considered that massive data processing centers end up being responsible for up to 3% of global electricity consumption and 1% of greenhouse emissions in the world, according to the International Energy Agency. Thus, 55% of data centers in Spain already operate with renewable energy (above the European average), according to data from Data Center World. Other initiatives in the area of so-called Green IT include the use of efficient cooling systems (aimed at minimizing energy use and gas generation), the widespread virtualization of platforms or the recycling of electronic components.

Source: LINK, DoubleTrade, PwC, IPM (Ricoh), Hubspot

Strategy and objectives

SEIDOR has a position in the world, which we describe through our mission, vision, purpose, values, value proposition and strategic objectives:

1. Mission:

To promote the competitiveness and transformation of organizations from the opportunities presented by technologies and business knowledge, always focusing on the value of the human and committed to talent and social development.

2. Vision:

To be the best technological consultancy to collaborate with and work for, both nationally and internationally.

3. Purpose:

To humanize the world through technology.

4. Corporate values:

SEIDOR's corporate values are essential to achieve the vision of being the trusted technological partner of our clients and to fulfill our mission. Our corporate values are grouped into 3 aspects that characterize us:

CLOSE, DYNAMIC, FLEXIBLE

5. Value proposition:

Our value proposition is summed up in our brand promise "Humanizing technology". A purpose that sums up our culture, our reason for being and our aspirations based on three axes:

- We are activists and experts in technology, through which we contribute to the development of clients, partners, collaborators and society in general.

- We focus on the human side of any activity. We humanize the way of doing business, and we try to make any service or solution we offer sensitive to making this a better world.

- We have a deep respect for people. We always keep in mind that relationships of any kind are based on a common denominator: the human side.

6. Strategic objectives:

During the 2023 financial year, SEIDOR has brought its position closer to the objectives set in previous years:

1) Turnover: Maintain double-digit annual growth based on the development of the national and international market, both organically and inorganically, achieving a turnover of 880 million euros, which represents an increase of 17.4% compared to 2022). This figure brings SEIDOR closer to the strategic objective of achieving a turnover of 1,000 million euros in 2025, which is expected to be achieved one year in advance.
2) Integration of service lines and creation of new ones: Work has continued integrating service lines into the company's unique portfolio, expanding the contribution of value in each of the areas and creating new lines such as Connectivity to enhance the value of these solutions.
3) Access to new markets: expansion of SEIDOR's activity around the world, thus allowing for greater synergies to be generated both internally and with clients, as well as being in contact with innovation hubs worldwide.
4) Large Accounts and Public Sector: Constant activity continues to be carried out to increase the position in the technology market for large accounts and the public sector, with a focus on the central area of Spain.
5) Employer Brand: In 2023, a new corporate area dedicated to the management of initiatives for attracting and retaining talent has been developed. In today's market, talent is one of the scarcest resources and that is why the Marketing and People teams at SEIDOR are strengthening their link through the formalization of the "Employer Branding" area. This department will allow SEIDOR to strengthen its position and image as an employer brand and will ensure that talent receives all the guidance and support to develop.

The discourse as an employer brand is developed based on the following axes:

- A great company with a start-up soul: We have a family origin, but with a great global and intra-entrepreneurial vision that makes us grow and address new opportunities quickly every day. Leadership and decision-making are close to people.

- Talent as our greatest asset: We promote initiatives to empower female talent and promote STEAM vocations. We carry out actions to advance labour inclusion. We work on raising awareness of diversity and eliminating bias. We contribute to reducing the digital gap for people with limited resources.

- Promoting talent growth: participating in projects with a positive impact, working with market-leading technologies, with the support of great experts, in a dynamic and entrepreneurial culture, listening to initiatives, with a focus on continuous learning and participation in international projects

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- Care of training: through the SEIDOR Academy, language programme, on-going training, certifications, power-skills and internship programmes.

- Building your future in a tailor-made way: for both junior and experienced talent, we offer the possibility of building their career in a completely personalized way, without unattainable or unmotivating standard career plans.

- We are committed to flexibility: Teleworking and flexibility are fully integrated into our DNA. With flexible, tailored remuneration plans and special conditions for the people who make up SEIDOR.

6) Differential talent: Incorporation of expertise and specific capabilities that have allowed us to increase our value proposition. This growth has been organic, on the one hand, by continuously incorporating and training talent thanks to the good work of our HR teams, the continuity given to the SEIDOR academies that train young people in the main technological practices linked to our partners, and the attraction of reference talent that is increasingly attracted by the opportunities presented by our organization. In addition, collaboration with organizations whose objective is the incorporation of young and female talent into the technological world has increased. Growth is completed thanks to the purchase and integration of companies.

7) Commitment to sustainability: SEIDOR focuses on people and the value of humans. We carry out our activity ethically, with responsibility and commitment to social development and the environment. SEIDOR is a company that has earned its prestige and credibility thanks to the closeness and professionalism with which we approach other people and organizations. It is from the value of its team, its spirit as an organization, courage, and the highly esteemed SEIDOR culture by its clients, from which we articulate the growth and future prospects of the company.

Innovation

Innovation plays a fundamental role in both the value proposition and the diversification objective. Always with the focus on providing cutting-edge technological solutions to our clients, also helping them to develop innovation in their own businesses.

In 2023, SEIDOR consolidated the innovative initiatives undertaken in 2022 and promoted new ones, which will lay the foundation for the coming years:

- Strengthening the SEIDOR Products business line. We are committed to developing intellectual property, our own products that can be marketed and have a life of their own, providing innovative responses to market challenges.

- Promoters of the Next Generation funds and digitalizing agents within the Digital Kit program for SMEs, offering a unique and comprehensive proposal to our smaller clients.

- Opening alliances to boost our commitment to the development of talent and economic activity. Our alliances with the three main business schools in the country, IESE, ESADE and San Telmo, are the main examples.

- We increase our efforts related to innovation in areas that we consider strategic for the sustainable transformation of the economy and society, such as agri-food, healthcare and industry.

Risks and opportunities

SEIDOR determines the risks and opportunities that need to be addressed to ensure that the Integrated Management System, hereinafter SIG, can achieve its intended results, increase desirable effects, prevent or reduce undesirable effects and achieve improvement.The methodology applied in SEIDOR to carry out the risk and opportunity analysis consists of determining the interested parties and the context of the SIG, describing the Weaknesses, Threats, Strengths and Opportunities (SWOT) for each of the SIG's reference areas, determining the priority of said actions based on the impact and the strategic plan, proposing actions to reduce undesirable effects and enhance desirable ones, carrying out timely monitoring of the proposed actions and verifying the effectiveness of said actions.

Main Risks

The main risks that may have affected the development of SEIDOR's strategy are:

- **Financial risks:** Financial solvency and access risk, credit risk, liquidity risk and market risk.

  During 2023, we have continued to closely monitor our debt ratio and our financial liquidity levels and have implemented actions to help our clients regularize their outstanding payments and ensure SEIDOR's financial health, managing to maintain our established financial ratios at optimal levels:

  - Debt renegotiation processes and payment conditions, both with clients and with our suppliers.
  - Creation of a financing team, in which we reach agreements with different financi companies with the aim of being able to offer the most advantageous conditions to our clients.

- **Economic risks:** risk of economic paralysis, decrease in sales, tax increases, new costs, loss of customer base and decrease in business opportunities.

  During 2023, we have maintained and improved the marketing and commercial action plan adapted to the existing circumstances, which have allowed us to increase our sales levels and increase our customer base, with a considerable increase in sales in the public sector:

  - Strengthening presence on social networks.

  - Campaign of free Webinars to clients and potential clients on technological solutions to the new existing conditions and improvement of business processes.

  - Provision of free support services for our clients.

  - Creation of a team specialized in the Public Sector.

  - Creation of a financing team, in which we reach agreements with different financial companies with the aim of being able to offer the most advantageous conditions to our clients to be able to meet their needs for digital transformation projects.

- **Compliance risks:** arising from regulatory changes, interpretation of legislation and regulations. These include, among others, tax, corporation, personal data protection, environmental and human resource management risks.

  At SEIDOR we have established processes for monitoring legislative changes led by different departments: legal, human resources, occupational risk prevention, quality, personal data protection. In addition, SEIDOR has a Compliance Committee and a Personal .Data Protection Committee, as well as collaborations with top-level law firms. Thanks to the work carried out, we have not received any warnings for legislative and regulatory non-compliance, nor any non-conformities in this regard in the audits received.

- **HR risks:** Talent retention and difficulty in recruiting new highly qualified personnel.

  During 2023, the scarcity and high demand for qualified technical personnel in the IT sector has continued to be noted, as well as the need for rapid adaptation to new circumstances and continuous legislative changes in this area. At SEIDOR, with a high percentage of the team working remotely, we have managed to increase our workforce thanks to the implementation and/or continuation of initiatives such as:

  - Small training actions aimed at improving the quality of the work environment of our employees.

  - Activities and social benefits to improve the work environment and make SEIDOR an attractive place to work.

  - Implementation of a flexible and agile 100% online system for our selection processes.

  - We continue to work with a corporate APP with help tools aimed at our employees and keep them informed about the company's news. In this application, our employees have access to special offers in different stores.

  - A new welcome manual called "My day to day at Seidor" has been created on the INTRANET.
  - Welcome process for new employees in teleworking.

  - Collaborations with Universities.

  - SEIDOR Academy initiative where we train future technicians and consultants on a paid basis in various technologies such as cybersecurity, cloud, IoT, AI and Mobility or Customer Experience and ERP.

- **Cybersecurity risks:** caused by attacks or failures in infrastructures, communication networks, workstation equipment and applications that may affect security (physical and logical), as well as the integrity, availability or confidentiality of operational and financial information or the information of our clients managed by SEIDOR systems and/or services.

  During 2023 we have not suffered cybersecurity incidents that have seriously impacted our systems and services, even though the level of risk has increased due to the expansion of teleworking, thanks to:

  - The continuous monitoring of the Corporate Cybersecurity Committee.
  - The surveillance and early action process carried out by our Corporate Cybersecurity Office.
  - The information security management system is implemented in our company.

- The implementation of prevention measures in the event of our employees working remotely.
- The implementation of awareness and training campaigns in good cybersecurity practices.

- **Environmental risks:** derived from the possible effects that our activity may have on the environment and disas ter situations that may occur in our offices.

  During 2023, environmental risks related to, among others, our energy consumption and our waste management have been considered, always considering compliance with applicable environmental legislation. Adequate control is maintained through:

  - Efficient waste management through duly authorized waste managers.

  - Correct maintenance of the offices.

  - Change in the lighting fixtures to LED type in our offices

  - Hiring of supplies from renewable energies.

Main Opportunities

The current situation has led companies and public administrations to find themselves in the need to contract IT Services, implementing technologies to improve their management, new technologies to improve their business processes and the continuity of teleworking in all those activities that allow it.

The main opportunities that have favoured the strategy and the achievement of SEIDOR's objectives are:

- Increased demand for cybersecurity services: due to digital transformation processes and the incorporation of new technologies in companies, companies' dependence on technology and exposure to cyber threats have increased, leading to an increase in demand for professional cybersecurity services.

- Continuity of teleworking: this new need has led to an increase in demand for hardware and software equipment that facilitates this type of work.

- Increased public supply of digital transformation projects and services and ICT services.

- Increased supply and demand for cloud services and Software as a Service (SaaS).

- Increased need for companies to implement e-commerce solutions and improve the management of their administration, production and commercial processes.

Risk management

SEIDOR is a global company that may have various risk factors, which vary depending on the country in which it operates and the nature of the sectors in which it operates. In this regard, the company seeks to identify these risks and assess them, which allows it to implement, with sufficient advance notice, appropriate control and management measures to mitigate the probability of these risks occurring and/or reduce their potential impact on business objectives.

Risk management comprises the following phases:

- Identification of internal and external risks that affect SEIDOR's objectives and strategy.

- Risk assessment by identifying possible causes, consequences and impacts.

- Prioritisation of detected risks.

- Risk management by the relevant responsible parties to develop actions to mitigate risk and risk tolerance.

- Continuous monitoring of identified risks to assess their evolution.

At SEIDOR we manage risks based on their nature and carry out different analyses among which we can highlight:

- Context Analysis: we identify and deal with the circumstances that may represent weaknesses, threats, strengths or opportunities (SWOT), which may affect the different elements of context, interested parties and strategic objectives, related to the exercise of our activity.

- Business Impact Analysis (BIA): identification of the services, activities carried out by the company, the information it processes, the systems and resources that support them, and the subsequent assessment of the dependence on these for the normal development of its business and the services it provides to its clients.

- Personal data protection impact assessment: we identify and assess the impact of the processing of personal data on the rights and freedoms of individuals.

- Analysis of risks and vulnerabilities of systems: we identify and deal with those risks related to information security and how they affect the availability, confidentiality, integrity, authenticity and traceability of the information processed.

Context analysis

One of the most effective tools for managing the risks and opportunities of business activity is the Context Analysis of our organization, in which we identify, assess and manage the weaknesses, threats, strengths and opportunities (SWOT) of our environment, which affect the different interested parties with whom we interact in the exercise of our activity, their expectations and the achievement of SEIDOR's strategic objectives, according to the process established in our Integrated Management System (IMS):

1. Identification of the context elements and stakeholders and their level of influence on SEIDOR's business.

2. Identification of the expectations of the stakeholders and SEIDOR's interest in said stakeholder.

3. Identification of the negative cases (weaknesses and threats) and positive cases (strengths and opportunities) and the possible consequences that may impact on the fulfillment or satisfaction of said expectations.

4. Assessment of the impact that each of the risks could have on our business, which has informed our Business Impact Report and the estimation of the probability of it materializing.

5. Risk assessment (impact (0-4) + probability (0-4)) according to our corporate risk mnagement and assessment procedure (risk 0-8).

6. Analysis of the cause of said case.

7. Proposal for mitigation, containment and recovery actions for the risks and their prioritization based on the assessed risk.
8. Monitoring and verification of the implementation of actions.
9. Assessment of the effectiveness of actions and calculation of their residual risk.

Context analysis 2023

In the context analysis of 2023, we have identified and analyzed:

- 19 stakeholders and context elements.
- 191 strategic objectives and expectations.

Average initial and residual risk of threats and weaknesses by type of risk 2023:

Threats and Weaknesses < 5 Row labels	Risk Average	Average Residual Risk	% variation
⊟ Compliance with objectives	4.75	0,00	100%
Weaknesses	4.75	0,00	100%
⊟ Financial/economic	7.00	2.33	67%
Threats	7.00	2.33	67%
⊟ Resource management and HR	5.67	0,00	100%
Threats	7.00	0,00	100%
Weaknesses	5.00	0,00	100%
⊟ Image and position in the market	4.67	0.56	88%
Threats	4.25	1.00	76%
Weaknesses	5.00	0.20	96%
⊟ Legal/regulatory non-compliances	4.67	0,00	100%
Weaknesses	4.67	0,00	100%
⊟ Provision of services/breach of contracts	4.67	1.06	77%
Weaknesses	4.67	1.06	77%
⊟ Information security	6.00	0,00	100%
Threats	6.00	0,00	100%
Weaknesses	6.00	0,00	100%
⊟ Sustainability	4.14	0,00	100%
Threats	5.00	0,00	100%
Weaknesses	3.50	0,00	100%
Total general	4.93	0.45	91%

Average initial and residual risk of threats and weaknesses by type of risk 2022:

Threats and Weaknesses < 5 Risk Type	Average Risk	Average of Residual Risk	% variation
	4.75	0.31	93.42%
⊟ Compliance with objectives			
Weaknesses	4.75	0.31	93.42%
⊟ Financial/economic	7.00	1.42	79.67%
Threats	7.00	1.42	79.67%
⊟ Resource management and HR	5.67	-	100.00%
Threats	7.00	-	100.00%
Weaknesses	5.00	-	100.00%
⊟ Image and position in the market	4.67	0.56	88.10%
Threats	4.25	1.00	76.47%
Weaknesses	5.00	0.20	96.00%
⊟ Legal/regulatory non-compliances	4.67	-	100.00%
Weaknesses	4.67	-	100.00%
⊟ Provision of services/breach of contracts	4.67	1.06	77.32%
Weaknesses	4.67	1.06	77.32%
⊟ Information security	6.50	0.35	94.62%
Threats	7.00	0.70	90.00%
Weaknesses	6.00	-	100.00%
⊟ Sustainability	3.00	0.25	91.67%
Weaknesses	3.00	0.25	91.67%
Total general	4.92	0.51	89.65%

Average initial and residual risk of strengths and opportunities by type of risk 2023:

Strengths and Opportunities	>= 5			
Row Labels		**Average risk**	**Average residual risk**	**% Variation**
⊟ Sales and Marketing		6,56	5,89	10%
Strengths		6,00	6,00	0%
Opportunities		6,71	5,86	13%
⊟ Resource management and HR		6,00	6,00	0%
Strengths		6,00	6,00	0%
⊟ Government		6,67	5,17	23%
Strengths		6,67	5,17	23%
⊟ Image and market positioning		7,00	7,00	0%
Strengths		7,00	7,00	0%
⊟ Sustainability		6,00	6,00	0%
Strengths		6,00	6,00	0%
Grand Total		6,61	6,03	9%

Average initial and residual risk of strengths and opportunities by type of risk 2022:

Strengths and Opportunities >= 5				
Type of risk		**Average risk**	**Average residual risk**	**% Variation**
⊟ Sales and Marketing		6,56	5,85	-10,76%
Strengths		6,00	6,00	0,00%
Opportunities		6,71	5,81	-13,51%
⊟ Resource management and HR		6,00	6,00	0,00%
Strengths		6,00	6,00	0,00%
⊟ Government		6,67	6,00	-10,00%
Strengths		6,67	6,00	-10,00%
⊟ Image and market positioning		7,00	7,00	0,00%
Strengths		7,00	7,00	0,00%
⊟ Sustainability		6,00	6,00	0,00%
Strengths		6,00	6,00	0,00%
Grand Total		6,61	6,15	-7,02%

Maximum residual risk obtained during 2023, by the IMS process:

Max. Residual Risk	
IMS Processes	Total general
Audit and Monitoring	2.5
Communication	0
Environmental Operational Control	0
Demand Management	7
Risk and Opportunity Management	1
HR Management	0
Provision of Services and Projects	2.5
Corporate Social Responsibility	0
Information Security	0
Total general	**7**

Max. Residual Risk	
IMS Processes	Total general
Communication	7
Environmental Operational Control	6
Direction and management	7
Demand Management	7
Supplier Management	7
Risk and Opportunity Management	8
HR Management	6
Customer satisfaction	6
Total general	**8**

Maximum residual risk obtained during 2022, by the IMS process:

Threats and Weaknesses	
Max. Residual Risk	
IMS Processes	Total general
Audit and Monitoring	2.50
Communication	-
Environmental Operational Control	0.75
Demand Management	4.00
Risk and Opportunity Management	1.75
HR Management	-
Provision of Services and Projects	2.50
Corporate Social Responsibility	-
Information Security	0.70
Total general	4.00

Strengths and Opportunities	
Max. Residual Risk	
IMS Processes	**Total general**
Communication	7.00
Environmental Operational Control	6.00
Direction and management	7.00
Demand Management	7.00
Supplier Management	7.00
Risk and Opportunity Management	8.00
HR Management	6.00
Customer satisfaction	6.00
Total general	8.00

Regulatory structure and procedures

Good governance accompanied by ethical management is vital for an organization to be successful. To achieve this, it is essential that Policies have been defined and implemented that mark the strategic lines to follow, and processes that regulate and describe the tasks to be carried out to achieve the proposed objectives.

At SEIDOR, a regulatory structure based on four levels is established:

1. Higher or strategic level, where the Corporate Policies are collected:

   • SEIDOR Ethical Code
   • Sustainability Manifesto
   • Security Policy
   • Internal policy on the use of information systems

2. Medium or tactical level, where the Corporate Standards are collected. These regulate the functioning of the organization based on the reference framework established at the strategic level.

3. Technical level, where the technical guides, internal manuals and manufacturer manuals are found.

Information, training and awareness-raising work is carried out for SEIDOR professionals, with the aim of ensuring the true integration of the requirements established by legal and corporate regulations in all processes. Good governance is vital for an organization to be successful. To do so, it is essential that policies have been defined and implemented that mark the strategic lines to follow, and processes that regulate and describe the tasks to be carried out to achieve the proposed objectives.

Principles, rules and procedures

SEIDOR's risk management is covered by the following regulatory structure:

- SEIDOR Ethical Code

- Criminal Compliance Management System

- Zero Tolerance Plan for Corruption

- Sustainability Manifesto

- Good Practices in Information Security

- Corporate Policy for the use of Information Systems

- Corporate Information Security Policy

- Integrated Management System Manual

- Management of information security incidents

- Personnel hiring and firing

- Lower or operational level, where corporate procedures (general and operational) are collected, and the execution of a process or task is described and detailed

- Information Security and Service Management System (ISMS) and Security Management System for CLOUD Services certified in ISO 20000-1, ISO 27001, ISO 27017, ISO 27701 and ISO 22301

- National Security Scheme (ENS)

- Program Occupational Risk Prevention

- Password policy

- Travel policy

- Workplace harassment protocol

- Equality plans

All these procedures and corporate policies are available on the SEIDOR intranet.

Environment

Environmental protection is one of the guiding principles of SEIDOR's business performance. Under normal circumstances, our activity does not have a very significant direct impact given our

sector and business model.

Indirectly, we help our clients manage the environmental impacts due to their respective sectors of activity and business models by defining processes, implementing management systems such as ERPs and new ICT technologies that help them, for example, to improve control of the consumption of natural resources, raw materials, energy, etc. And we monitor the potential environmental impacts that our suppliers and collaborators may have in the provision of their services.

Our Integrated Management System has a set of environmental management standards and procedures, appropriate to current legislation, certified in ISO 14001:2015, which allows us to identify and evaluate the environmental impact that the development of our activity may have on the environment, and in this way assess the risks and opportunities related to environmental aspects, legal requirements, and other requirements. Thanks to this, we can design action plans to prevent and mitigate any undesirable effects that our activity could be causing, both externally and internally.

SEIDOR provides all its employees and collaborators with knowledge of all the company's internal rules and procedures on environmental protection, as well as those good environmental and energy efficiency practices that affect their activity and level of responsibility.

We are committed to the proper use of raw materials from their acquisition to the end of their useful life. In this way, SEIDOR has launched initiatives to reduce environmental impacts, managing the waste produced in the operation of activities and services (mainly electronic equipment), implementing a policy of reusing computer equipment and donating it to NGOs, contracting authorized waste management companies, using selective collection points or clean points, installing smart network printers that avoid printing copies that are not subsequently removed, the exclusive use of recycled paper or promoting paperless offices and recycling, through the use of waste bins in the offices dedicated to waste batteries, organic matter, paper and cardboard, plastic waste and bottle caps, which are donated to fight rare diseases in children.

Environmental Management System

As a sign of SEIDOR's commitment to the environment, in 2014 SEIDOR designed and implemented an environmental management system certified according to the ISO 14001 reference standard, integrated with the quality management system, with the aim of ensuring control and minimizing the environmental impact produced in the exercise of our activity, as well as significant environmental aspects, energy efficiency and correct waste management and of course compliance with current environmental legislation at territorial and state level. As well as the awareness and necessary training in these aspects of our entire team of professionals.

Taking a further step in our commitment to the environment, since 2017 we have been calculating the impact of greenhouse gases, carrying out the calculation and an associated reduction plan of the carbon footprint of our activity in the companies SEIDOR, S.A. and SEIDOR SOLUTIONS, S.L.U., which in 2019 was extended to the rest of the companies and offices of GRUPO SEIDOR in Spain, certifying it in ISO 14064:2019 and declaring it in the MINISTRY FOR THE ECOLOGICAL TRANSITION AND THE DEMOGRAPHIC CHALLENGE.

The first energy efficiency audit was carried out in 2018, in compliance with RD 56/2016, which transposed Directive 2012/27/EU regarding energy audits and in accordance with the UNE-EN 16247 standard on the information generated in 2017.

The last energy efficiency audit took place in 2022 and was carried out based on data from the last four years. These audits cover a four-year period, with the next one in 2026.

In the last energy efficiency audit, positive results were obtained. Consumption analyses are collected in each of the offices within the scope of the audit, concluding that there is a higher electricity consumption in the Barcelona facilities, compared to the facilities in Madrid and Santander, a higher percentage of air conditioning in the latter, due to the presence of generating equipment that consumes more electricity and due to a greater number of office equipment

in Barcelona, a lower percentage of this equipment.

Various measures were proposed to improve energy efficiency, which have begun to be implemented during 2023:

- The renovation of some main offices in Spain has begun, such as those in Barcelona and Madrid, where the replacement of fluorescent lighting with LEDs has been planned, which will result in a power saving of more than 50%.

- Stand-by control strips have been installed to cut off the flow of current when the equipment is in this state.

- The installation of low-consumption screens has been planned both in meeting rooms and on the video walls of the offices.

- Periodic reviews of reactive energy values have continued and, if they are not optimal, capacitor banks have been installed.

- An ISO 50001 Energy Management System has been implemented.

- Economizers have been implemented in the operating systems.

Environmental Management System Processes

The Environmental Management System is mainly composed of:

Environmental Policies:

SEIDOR includes its commitment to the environment in its policy and Ethical Code, in its public manifesto of Corporate Social Responsibility, in which the environment appears as one of the main points, and in its Progress Report, as adherence to the principles of the United Nations Global Compact, and the Sustainable Development Goals (SDG).

We expressly commit ourselves to identifying the environmental aspects or interactions derived from the performance of our activities, products and services, and to knowing and evaluating all the associated environmental aspects and impacts, both positive and negative, in order to prevent and minimize the effects that these may have on the environment.

Identification and Management of Environmental Aspects:

SEIDOR evaluates and prioritizes the most significant environmental aspects, which allows for an adequate establishment of objectives and goals, and to have an environmental management program capable of acting specifically on said aspects during the life cycle of the environmental management system.

According to the process defined in the environmental management system of Identification of Environmental aspects of SEIDOR, we have identified and evaluated those activities that may influence the environmental impact within our activity. We have classified these activities according to the conditions in which they are carried out or produced, in:

- Normal operating conditions are those that are common within the activity necessary for the provision of our services to clients and the normal management of our company.
- Abnormal operating conditions are those that, although necessary for the performance of our activity, are not normally carried out, such as the closure of an office or the opening of a new work center, the change of a historical or strategic supplier, extraordinary and unscheduled shutdown of systems, etc.
- Emergency situations and accidents, such as traffic accidents, spills or leaks, fires, floo-

ding of facilities, etc.

Additionally, we classify the environmental aspects in:

- Direct environmental aspects are caused because of the execution of an activity of our company, which may interact with the environment.

- Indirect environmental aspects are produced by the environmental behavior of third parties that interact with our company, such as contractors and subcontractors, suppliers, clients, etc.

Environmental Operational Control:

SEIDOR establishes control over its processes to comply with environmental management commitments and requirements and contribute to sustainable development in the stages of the life cycle, from design to the provision of products and services to its customers, including the supply chain, in each process. For this reason, SEIDOR has identified the following environmental aspects as control points and measures to reduce the environmental impact they produce:

- Maintenance and electrical consumption of offices:
  - Suppliers that distribute 100% renewable energy to supply energy to their offices.
  - Planning of energy audits.
  - The course on good environmental practices contains a section dedicated to energy
  - efficiency during the working day.
  - Calculation of the Carbon Footprint: Scope 2 (Electricity and consumption).
  - Monitoring of the established environmental indicator of energy consumption.

- Fleet of vehicles and travel:
  - Hiring vehicles on a leasing basis with good energy efficiency and ensuring their correct maintenance at the brands' official facilities.
  - Ease of teleworking, to reduce the number of trips to the offices.
  - The course on good environmental practices, which contains a section dedicated to efficient driving.
  - Calculation of the Carbon Footprint: Scope 2 (Fossil fuel consumption).
  - Monitoring the established environmental indicators of CO_2 emissions into the atmosphere.

- Waste produced:
  - Management of waste produced during activities, by contracting waste management companies.
  - Policy on reuse of computer equipment.
  - Course on Good Practices in Environmental Matters, which contains a section dedicated to efficient waste management.

- In 2022, 12,459 kg were managed in Spain.
  - Paper and cardboard: 3,987 Kg
  - Batteries: 6 Kg
  - WEEE: 7,819 Kg

- Cartridges/Toner: 2 Kg

These data correspond to the main work centres, which are Barcelona, Vic, Madrid and Vitoria.

- In 2023, 6,126 kg of waste have been managed in Spain, divided into:
  - Paper and cardboard: 1,712Kg
  - Batteries: 63 Kg
  - WEEE: 4,290 Kg
  - Cartridges/Toner: 61Kg

These figures do not correspond to the entire group; they have been calculated for the main national work centres, which are Barcelona, Vic, Madrid, Vitoria and Seville.

- Consumption of raw materials (mainly paper):
  - Consumption of recycled paper.
  - Use of printers with smart networks that print at the time of collection, avoiding printing that is not subsequently removed.
  - Monitoring the established environmental indicator of paper consumption.

Environmental Management Systems Audits

The following environmental management audits have been carried out for the period 2023:

- Internal Audit: included in the internal audit of the integrated management system in which the environmental records were reviewed, the results of the established indicators were analyzed, no non-conformities were evident, and improvement actions were proposed in the organization's processes.

- External Audit: carried out by OCA Global auditors, on the integrated environmental and quality management system certified in ISO 9001 and ISO 14001, in October 2023, obtaining a positive result, with the following details in relation to the Environmental Management System:

- Non-conformities: no deviations were detected.

- Observations: none were detected.

- Opportunities for improvement: none were detected.

- Strong aspects to highlight:

  - Leadership of management.
  - Willingness, availability and participation of staff during the audit.
  - Strengthening of the management system department.
  - United Nations Global Compact. COP Progress Report.
  - Carbon footprint and reduction and compensation plan.
  - Traceability and control of all services reviewed during the audit.
  - Internal audits.

Carbon footprint calculation

The calculation of greenhouse gas (GHG) emissions is methodologically based on the ISO 14064-1: 2012 standard, which we have subsequently certified and registered in the Registry of carbon footprint, compensation and CO2 absorption projects of the Ministry for the Ecological Transition and the Demographic Challenge.

The exercise of estimating emissions derived from the company's activity continues, while continuing with the process of continuous improvement, the objective of which is to progressively reduce CO2 emissions, and consequently minimize the environmental impact derived from the SEIDOR Group.

Measurements taken

SEIDOR GROUP SPAIN

- 2022: Sixth calculation of the carbon footprint with an estimated total of 562.87 tCO2eq and a ratio per worker (staff 3,177 people) of 177.17 KgCO2eq:
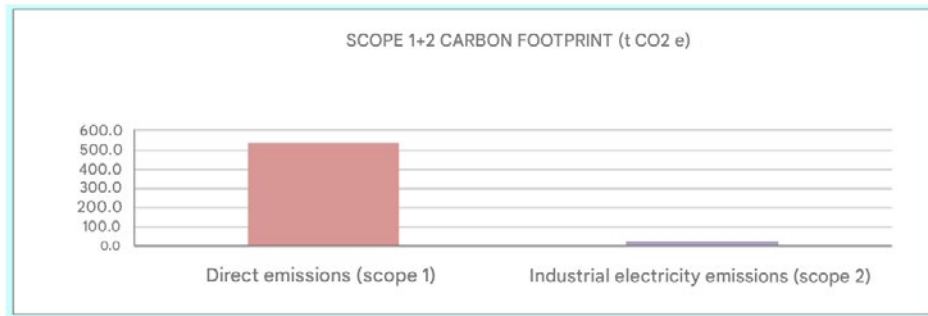
Calculation year		2022			
		t CO$_2$	kg CH$_4$	kg N$_2$O	tCO$_2$e
DIRECT EMISSIONS		534.06	54.78	5.48	537.05
INDIRECT EMISSIONS FROM PURCHASED ENERGY		-	-	-	25.82
TOTAL		534.06	54.78	5.48	562.87

Due to a problem with data extraction, a recalculation of the carbon footprint has been carried out, giving us the previous results. Before the recalculation, the 2022 carbon footprint data was 215.76 tCO2eq.

- 2023: Seventh and current calculation. It has been carried out under the same conditions established for the previous year, in this case a total of 498.55 tCO2eq and a ratio per worker (staff 4,121 people) of 120.98kgCO2eq have been obtained.

Calculation year	2023			
	t CO$_2$	kg CH$_4$	kg N$_2$O	tCO$_2$e
DIRECT EMISSIONS	458.55	37.96	6.82	461.47
INDIRECT EMISSIONS FROM PURCHASED ENERGY	-	-	-	37.08
TOTAL	458.55	37.96	6.82	498.55

CO2 emissions reduction plan

As a sign of the will and commitment of the General Management of the SEIDOR Group to the environment, we have designed a new plan that covers the period between 2020-2025. This last plan was completed with the calculation of the footprint for the year 2022 because after its re-calculation we have decided to choose 2022 as the new base year. For this reason, we have developed a new carbon footprint plan that in this case covers the years 2022-2026.

For this new reduction plan, data from the year 2022 have been used as the base year, in which a total of 562.87 tons of carbon were obtained because of the calculation CO2eq.

Analysis of results

This analysis is carried out on an ongoing basis and its purpose is not only to estimate the CO2 emissions derived from our activities, but also to implement progressive improvements that allow us to reduce these emissions and thus minimize the environmental impact of our organization. Below are the data and conclusions obtained after the measurements carried out in 2022 and 2023, as well as the emissions reduction plan that has been designed to meet the objectives set for the period 2022-2026.

- 2022 (Sixth measurement): This year, a change of supplier has been made in terms of energy since we have started to collaborate with a company that generates a much smaller impact on the environment.

- 2023 (Seventh measurement): For this calculation, we have experienced a reduction compared to the calculation for the year 2022, mainly because we have managed to specifically identify the percentage of hybrid vehicles in the SEIDOR workforce.

The evolution of CO2 consumption for the period between 2019 and 2023 at the global group level in Spain based on kg of CO2eq per employee is as follows:

KgCO2eq/employees
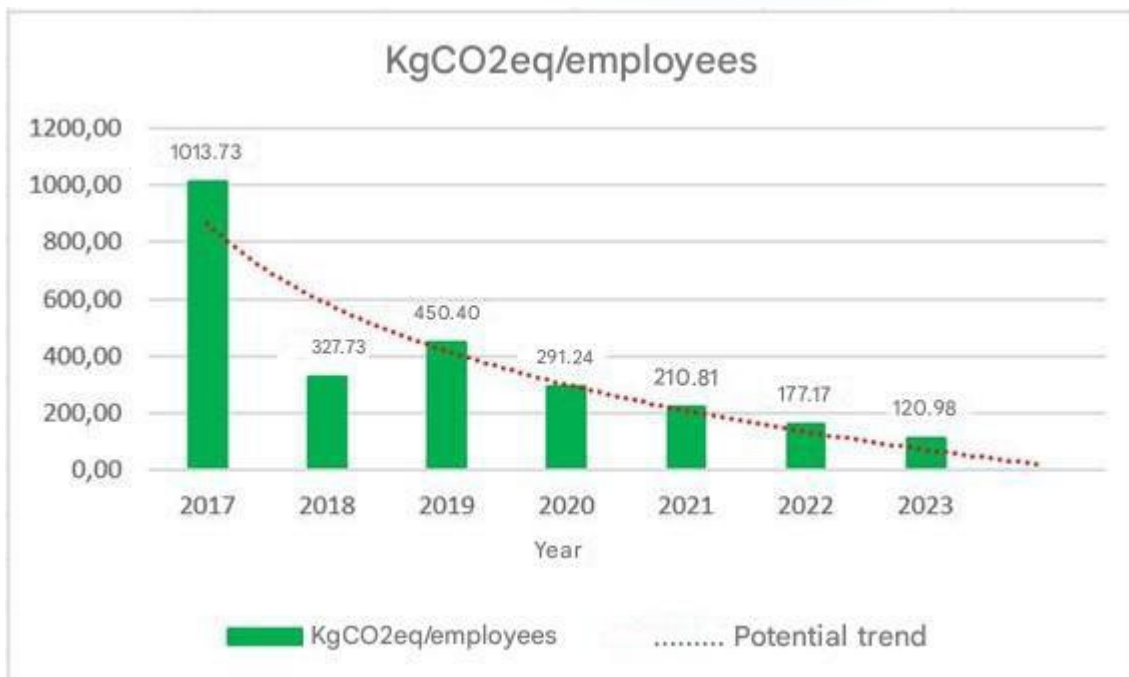
Conclusions

As we can see from the graph above, the amount of CO2 emitted by the SEIDOR group is pro-
gressively decreasing, meeting the target conditions established in the previous 2020-2025 plan
thanks to the results obtained in 2021. With the new 2022-2026 plan, the aim is to maintain the
current carbon footprint or achieve a 10% reduction in the total emissions reduced by the SEIDOR
GROUP, taking 2022 as the base year and 2026 as the compliance year.

The actions that have been carried out to achieve the objectives were the following:

- Analyze, as part of SEIDOR's Corporate Social Responsibility policy, actions to offset the
Carbon Footprint.

- Design an action plan based on the following areas of action:

    - Reduction in electricity consumption.

    - Awareness and training of our employees and collaborators.

    - Contracting electricity supply to companies with a low-emission or green generation
    certificate.

    - Reduction in journeys in private vehicles.

    - Fleet of low-emission rental vehicles.

Sustainable use of resources

Water consumption

Due to the group's activity, water consumption is an environmental variable in which SEIDOR has little impact, so it is not considered relevant to include data on this section.

Energy consumption

During 2023, the measures established in relation to energy consumption have continued.

The energy consumption of all SEIDOR companies nationwide has been recorded monthly to calculate annual consumption. The results obtained have been the following:

kWh consumption	2018	2019	2020	2021	2022	2023
Totals	1.742.226,00	2.187.725,94	1.597.458,20	1.305.358,00	1.277.222,01	1.174.250,15
Per worker	794,45	765,21	492,91	486,9	402,2	284,9
% Change from previous year per worker	-	-3,68%	-35,59%	-1%	-17,4%	-29,2%

As can be seen, the annual consumption in all SEIDOR offices is reduced every year, demonstrating that the measures adopted by the organization are being effective. A large decrease is also observed between 2021 and 2022, due to greater awareness on the part of SEIDOR staff, in the importance of caring for the environment and the lessons learned and actions taken that have continued their course, from the year of the pandemic, such as teleworking and between 2022 and 2023, due to modifications in the Santander offices where the CPDs were housed and whose outsourcing has caused energy consumption to be lower.

United Nations Report

In 2014, SEIDOR joined the United Nations Global Compact and its commitment to its principles. This has helped us to develop activities and initiatives aimed at improving our way of relating and adding value to society by developing our activity in a sustainable way.

To maintain our commitment, SEIDOR has prepared a new Progress Report on our activity, where we detail our policies and actions in terms of Sustainability, developed throughout the year, aligned with the principles of the United Nations Global Compact and the Sustainable Development Goals (SDG). Our Progress Report is available for consultation at the following link: COP Global Compact Report

The commitment to the principles of the United Nations Global Compact is led by SEIDOR's Senior Management, transmitting these values to employees, management and collaborators in their daily work, maintaining business ethics and sustainability as the core of the business.

This progress report details our policies and actions in the area of Social Responsibility developed throughout the year in line with the Principles of the Global Compact and the Sustainable Development Goals.

The main points related to environmental protection included in the Progress Report are the following:

- Protection of biodiversity.
- Calculation and compensation of CO_2 emissions.
- Climate change.
- Sustainable mobility.
- Consumption of the entity.
- Sustainable use of resources and environmentally friendly technologies.

People

Talent is one of the fundamental assets on which SEIDOR's business relies as a technology company based on knowledge, innovation and the provision of technological services.

At the end of 2022, the workforce was made up of 7,371 professionals. At the end of 2023, the workforce was made up of 8,502 professionals, which represents a variation of 15% compared to the previous year.

SEIDOR's talent management strategy is based on the following basic pillars:

Cultural transformation and talent management

2023 has been a year of continuity compared to 2022, in which we continued to focus on people's well-being.

In 2023 we have been strengthening our programs **around the development of SOFT SKILLS and cultural transformation:**

- ✓ "Leadership & Team Management", attended by 50 people both in person and online.

- ✓ "Conflict Management", attended by 15 people in person.

- ✓ "Change Management" was taught to 6 people.

- ✓ "Advanced Negotiation Skills", attended by 18 people both in person and online.

- ✓ "Public Speaking & Storytelling" was taught in person, attended by 7 people.

- ✓ "Time Management and Productivity", attended by 70 people both in person and online.

- ✓ "Consulting Skills", attended by 38 people both in person and online.

- ✓ "Interpersonal Communication," attended by 31 people both in person and online.

Attracting talent

To attract the best talent, SEIDOR relies on differentiating factors such as innovation, international presence, project diversity and flexibility. SEIDOR has had to fight against the shortage of talent in the sector in 2023, we work with a 100% online model for our selection processes.

In this way, SEIDOR incorporated more than 1,000 professionals in Spain and more than 1,500 in the rest of the subsidiaries, during 2023.

Number of training hours Global 2023		
Professional Category	Administration	660,75
	Commercial and Marketing	867,85
	Directors	295,50
	Technicians	152.094,17
Gender	Men	108.289,75
	Women	45.628,52
Number of training hours Global 2022		
Professional Category	Administration	25,0
	Commercial and Marketing	1.806,5817101144,38
	Directors	
	Technicians	
Gender	Men	82.459,92
	Women	20.733,04

Number of training hours in Spain 2023		
Gender	Men	99.600,54
	Women	39.246,63
Professional Category	Administration	69,25
	Sales and Marketing	131,50
	Directors	226,50
	Technicians	138.419,92
Number of training hours in Spain 2022		
Gender	Men	18.5904.461
	Women	
•	Administration	4
Professional Category	Sales and Marketing	313
	Directors	115
	Technicians	22.619

Diversity management

We are committed to the integration of people with disabilities into the professional environment and ensure compliance with legal standards regarding accessibility and disability quotas in the workforce. Our Business Policy and SEIDOR Ethical Code of requires treating people with dignity, respect and justice. Discriminatory treatment has no place or justification in our organization and at SEIDOR we encourage the development and professional training of our employees, as well as their promotion, recognizing the merits of workers independently of other factors.

Gender diversity strategy

SEIDOR's commitment is to maintain, strengthen and enhance our commitment to gender equality.

To this end, the company has an Equality Commission whose function is to ensure the effective application of the measures established in the Equality Plan, as well as monitoring the effectiveness of these measures after their implementation.

This Equality Plan was created after carrying out a quantitative and qualitative diagnosis of the state of the organization to determine the real situation of the company in terms of gender equality. Its objectives are:

- Consolidate an inclusive company culture.

- Understand diversity as a value.

- Ensure the presence of female talent at all levels, as well as equal opportunities in selection processes.

To this end, the **Equality Commission holds regular meetings where initiatives such as**::

- Conduct training in Equality for the organization's staff.
- Conduct training on the use of inclusive language and ensure its correct application in the company's various internal and external communication channels.
- Conduct awareness-raising campaigns and attract initiatives aimed at achieving full gender equality throughout the organization.
- Develop and ensure the correct application of the set of actions aimed at achieving the gender equality seal (SIG).
- Guarantee total transparency in the selection and internal promotion processes by defining objective criteria of knowledge, experience and skills that are applied both in job offers and in the definition of the selection process and career plans for the entire SEIDOR staff.
- Guarantee the application of the same objective criteria described in the previous section to guarantee the application of an equal pay policy.

At SEIDOR we have a Protocol for the Prevention of Sexual Harassment, based on sex, sexual orientation and gender identity, which establishes, among others:

- A procedure aimed at prevention, through training and information for all SEIDOR personnel.
- To channel claims and complaints with the appropriate guarantees through specific channels for this purpose.

At SEIDOR, 3 stages have been proposed in terms of Equality and Diversity, for which reason an implementation schedule has been drawn up.

The first stage, which began in 2019 and continued in 2020, consisted of preparing the Equality Plans of the different companies in the SEIDOR group and implementing the measures proposed in them. To this end, different procedures were drawn up, such as the Prevention of sexual harassment, based on sex or gender identity and the Procedure on inclusive language in SEIDOR.

From here, training was carried out for the Managers of the different areas of the company where these points were made known to be considered.

Published texts were also reviewed, such as job offers, LinkedIn publications, the company newsletter, corporate manuals (Welcome), etc. to adapt the company to inclusive language. The second stage began in 2021 and consists of consolidating the knowledge acquired in the previous phases and continuing with the training and raising awareness on the topic of Equality to the rest of the staff. We have also wanted to go a step further by participating in various external initiatives such as ApadrinaTIC, 100tifiques, interview on FibraCat on inclusive language.

In the third stage, we want to internationalize our procedures and knowledge to all SEIDOR group companies in the world.

Of the commitments made in 2022 on gender equality, the following milestones have been achieved:

1. COMMUNICATION – The use of language and images in communications has been reviewed, and an inclusive language guide has been developed so that all people in the company can have a reference.

2. SELECTION – Training has been developed and planned with specialist entities for people involved in selection and promotion processes on equal opportunities. Job offers have also continued to be published equally, and positive discrimination measures have been applied in cases where there is under-representation of women in vacant positions.

3. TRAINING – A training and awareness module on equal opportunities between women and men is being created for the entire workforce.

4. PROMOTION – A project is being developed to update qualification and experience records, which will allow us to know the potential of staff to offer promotions on equal opportunities. Positive discrimination measures have also been adopted to promote women in positions where there is little female representation and in compliance with the requirements of the position.

5. PROFESSIONAL CLASSIFICATION – We are working on the evaluation of jobs and ensuring that the internal classification is free of gender bias. In addition, we are in the process of verifying the existing job evaluation system to consider only objective factors and to ensure that each position is associated with skills that are not related to stereotypes or gender-related issues.

6. COMPENSATION – The compensation register has been maintained and is being updated and its access is permitted under legal terms.

7. CONCILIATION – A Conciliation Plan has been developed available to all persons who are part of SEIDOR, which reflects the rights to the conciliation of work, personal and family life, included in the law and the collective agreement, in addition to other rights offered by the company such as teleworking and flexible hours.

8. WORK CONDITIONS AND OCCUPATIONAL HEALTH : We are convinced that flexible hours and teleworking are a fundamental factor for people to continue feeling happy at work, which is why at SEIDOR we have strengthened the policies that already existed until now.

9. WORKING CONDITIONS AND OCCUPATIONAL HEALTH: risk assessment with a gender perspective is being carried out, and pregnant women are being informed, when they communicate their status to the company, about the measures contemplated in the evaluation of their job, inherent to their pregnancy situation.

10. PREVENTION OF HARASSMENT – The protocol for action in the case of sexual harassment and harassment based on sex has been disseminated so that in the event of a case we all know how to act. In addition to the measures, permits and improvements that the company proposes around gender violence.

11. GENDER VIOLENCE - A document has been prepared that includes the measures, permits and improvements in gender violence.

Conciliation and social benefits

SEIDOR has conciliation measures in place to respond to different moments in the life of professionals, including parenthood. In addition to facilitating the balance between personal and professional life, it aims to promote co-responsibility, offering the same measures to men and women with, for example, a wide "flexible schedule".

SEIDOR has been a pioneer company in understanding and valuing that for an increasingly larger group of people, the aspects derived from the generation of a set of measures that improve, among others, the conditions of the workplace, the compatibility of the performance of the functions derived from the position with personal obligations, flexible hours or teleworking, are essential when it comes to enhancing the ability to attract talent, the loyalty of said talent as well as the improvement of the general well-being of people.

Following this same line of action, at SEIDOR we are committed to continuing to strengthen and promote conciliation measures with the aim of maintaining balance between the different dimensions of the lives of the people who make up its entire workforce, thus improving their well-being and health.

The actions currently implemented are the following:

- Possibility of remote work.
- Flexible hours for entering and leaving the workday.
- Flexibility in weekly or monthly hours of dedication.
- Enabling channels to channel personal queries regarding the social, work and personal environment of the affected person.
- Enabling a corporate app to have an information channel, as well as tools for reserving meeting spaces or carrying out work at SEIDOR's physical facilities.
- Personal facilities:
  - Two or four days for reasons of illness or death of family members.
  - One day for moving from one's habitual residence.
  - For the time necessary for prenatal examinations and childbirth preparation techniques that must be carried out during the working day.
  - Accumulation of the breastfeeding period in 15 calendar days to be enjoyed in one go after the period of leave for childbirth.

Social benefits

The Bankinter Partnet office has been revitalized, a banking office created exclusively for the company's employees and offering management flexibility, ease of access, personal attention, as well as immediate help in banking, financial and capital matters. Products are offered with special conditions and exclusive advantages for being SEIDOR employees.

In addition, Bankinter Partnet distributes 50% of the profits generated in the operations and products contracted by each employee.

From the Bankinter office they will help you get a mortgage as well as other financial products.

More than 260 people have accessed this benefit in 2023, 30% more than the previous period. Having a personal advisor from the office with whom you will have direct contact, and who advises on the best conditions and advantages. In addition, we have an estimated profit of 10,306 euros.

Remuneration model

The success of SEIDOR depends significantly on the achievement of the individual objectives of the professionals who form part of the company. To promote the fulfilment of these objectives and, therefore, of those of each business unit and those of the company, there is a variable remuneration system that covers most professionals.

In Spain, the company offers a **flexible remuneration plan that allows all professionals to allocate part of their remuneration** through a series of goods and services such as medical insurance, transport tickets, childcare tickets and restaurant tickets.

Wage gap

The remuneration policy applied by SEIDOR is free from gender bias. Fixed remuneration and variable remuneration, the two fundamental components of the company's remuneration structure, are established objectively. Fixed remuneration mainly reflects the professional's experience and responsibility in the organization; on the other hand, variable remuneration rewards the achievement of objectives, fundamentally quantitative, and which are shared by professionals who carry out their activities in the same functional areas, regardless of gender.

The ratio of base salary and remuneration of women versus men for each job category has been calculated by location with significant operations.

The definition used for "Location with significant operations": refers to the information obtained from SEIDOR Spain.

Labor relations

SEIDOR manages labour relations locally, considering the particularities of each market and, above all, the legislation in force in each country. In accordance with the Universal Declaration of Human Rights and the laws applicable in the countries in which it operates, the company respects the right to freedom of association, freedom of association and collective bargaining of its employees. In Spain, 100% of employees are protected by the applicable collective agreement, mainly the state collective agreement for consulting companies and market and public opinion studies, and the collective labour agreements of the metal trade sector in the different provinces in which the group is based.

Occupational wellbeing: occupational health and safety

The main asset of the SEIDOR Group is its professionals. This is the reason why their comprehensive protection, both in the field of safety and health, is a priority objective for the group.

To achieve this objective, the SEIDOR Group has equipped itself from an organizational point of view with a specialized department for this purpose, the Department of Occupational Risk Prevention (PRL). The organizational modality chosen in the different companies is that of a Joint Prevention Service, thus centralizing the activity of this area for the different companies that make up the group. During the past year 2023, in this sense, the incorporation into the service of the new companies that have been integrated into the Seidor Group has been carried out, adding approximately 700 new professionals.

From this PRL Department, the Preventive Policy and consequent Prevention Plan of the different companies that make up the SEIDOR Group are defined, implemented and executed. Each of the companies that make up the Group has its own specific procedures in the field of prevention. The strategy followed for the effective application of the preventive measures that are incorpo-

rated in the operating procedures associated with the different jobs, promoting and adopting safe behaviour from a unified point of view with respect to the performance or development of the productive activity itself.

A strategy of integrating prevention in the different activities of the different companies of the group is maintained for the fulfilment of these objectives within the performance of the functions of different jobs and incorporating them into the continuous improvement methodology deployed by the group, so that the tasks and responsibilities of the jobs include these aspects.

The operating model with which the Department of Occupational Risk Prevention works is structured on two basic pillars:

Technical scope: Including specialties in Occupational Safety, Industrial Hygiene, Ergonomics and Applied Psychosociology, and is the one that is directly assumed by the Occupational Risk Prevention Service developing, among others, the following activities:

- Prevention plans (new and revisions of those already available).
- General Risk Assessments, including initial data collection for newly incorporated work centres and/or workstations and periodic reviews of assessments already carried out.
- Specific assessments: study of psychosocial risks, lighting, thermohygrometric conditions, specific workstations at the client.
- Health and Safety Plans for work on construction sites.
- Preventive Management Documents for work on construction sites.
- Opening of work centres and enabling of subcontracting books.
- Planning preventive activity.
- Legal prevention audits.
- Periodic inspections in different work centres.
- Validation of conformity of PPE and control of its delivery record and correct use.
- Registration and review of technical sheets and safety data sheets for chemical products.
- Investigation of work accidents.
- Application of preventive measures derived from the previous points.
- Coordination of activities with third-party companies or suppliers.
- Emergency plans and their implementation.
- Training and information for newly hired workers, as well as specific and retraining training. Different methodologies are used:

    - Online courses, a widely disseminated method with maximum flexibility to adapt it to the time slots of each worker
    - Online courses with instructor, which allows distance learning and establishes a direct channel between instructor and student that allows for immediate resolution of doubts.
    - Face-to-face courses in traditional mode in the different work centers, especially in those where the training to be carried out is more specific, either due to the nature of the tasks or the environment in which they are carried out or in external centers where a certain approval is required to be able to provide certain training.
    - Theoretical-practical courses, in which the training to be carried out require work teams or specific means due to the nature of the tasks or the equipment used.

In any of the modalities, the aim is to train and inform employees of the existing risks associated with their job and the associated mitigation measures, thereby raising awareness and promoting a preventive culture.

Medical-occupational field: Including the specialty of Occupational Medicine. For this specialty, there is collaboration with different External Prevention Services with national accreditation, and from where, among others, the following activities are carried out:

- Carrying out initial and periodic medical examinations of employees
- Examinations after long-term absences.
- Protection of sensitive employees
- Epidemiological studies.
- Planning of health activities.

These two pillars are mainly covered by internal resources and are complemented in those aspects that require greater specialization by external services to cover all needs, mainly in Occupational Medicine, in specific reports, or in some of the specific training carried out by staff based on their tasks and risks in their workplace.

In addition, these two pillars are reinforced by the participation of employees in the form of their union representatives in some of the work centers of different companies and with the presence of different Health and Safety Committees.

In this sense, it should be noted that in 2023 union elections have been held in two companies of the group, thus expanding the legal representation of workers.

The results obtained reflect that, although we are on the right track, with slight improvement compared to the previous year in many of the indicators, this strategy must continue to be developed and reinforced.

Key indicators on SEIDOR employees

SEIDOR takes care of its employees, enhances their talent and seeks their commitment and involvement with the Company's Corporate Responsibility.

Absenteeism in Spain in 2023 (in hours)		
Gender	Men	11.718
	Women	5.474

Absenteeism 2022 (in hours) in Spain		
Gender	Men	34.005,7
	Women	29.841,3

Work accidents in Spain in 2023		
Gender	Men	24
	Women	13

Occupational diseases 2023 in Spain		
Gender	Men	0
	Women	0

Occupational diseases 2022 in Spain		
Gender	Men	0
	Women	0

SEIDOR 2023 employees detail country					
Spain	Total	4121	Italy	Total	133
	Men	3086		Men	92
	Women	1035		Women	41
Africa	Total	170	MENA	Total	198
	Men	99		Men	139
	Women	71		Women	59
Argentina	Total	453	Mexico	Total	202
	Men	278		Men	136
	Women	175		Women	66
Belgium	Total	3	Turkey	Total	14
	Men	0		Men	8
	Women	3		Women	6
Brazil	Total	1522	Peru	Total	493
	Men	1131		Men	329
	Women	391		Women	164
Colombia	Total	188	Portugal	Total	37
	Men	105		Men	26
	Women	83		Women	11
Chile	Total	694	Sweden	Total	15
	Men	445		Men	11
	Women	249		Women	4
Costa Rica	Total	4	Uruguay	Total	21
	Men	3		Men	9
	Women	1		Women	12
Ecuador	Total	44	Taiwan	Total	24
	Men	19		Men	15
	Women	25		Women	9

France	Total	26	UK	Total	27
	Men	20		Men	17
	Women	6		Women	10
India	Total	83	USA	Total	30
	Men	55		Men	17
	Women	28		Women	13

SEIDOR employees 2022 detail by country					
Spain	Total	3177	India	Total	73
	Men	2402		Men s	45
	Women	775		Mujeres	28
Argentina	Total	388	Italy	Total	43
	Men	237		Men	31
	Women	151		Mujeres	12
Brazil	Total	1484	Mexico	Total	298
	Men	1131		Men	203
	Women	353		Mujeres	95
Belgium	Total	1	Peru	Total	469
	Men	1		Men	301
	Women	0		Mujeres	168
Chile	Total	688	Portugal	Total	29
	Men	451		Men	20
	Women	237		Women	9
Colombia	Total	183	Africa	Total	200
	Men	98		Men	116
	Women	85		Women	84
Costa Rica	Total	5	UK	Total	26
	Men	4		Men	18
	Women	1		Women	8
Ecuador	Total	38	Taiwan	Total	24
	Men	17		Men	18
	Women	21		Women	6
Uruguay	Total	24	MENA	Total	158
	Men	7		Men	113
	Women	17		Women	45

USA	Total	28	Türkiye	Total	10
	Men	17		Men	6
	Women	11		Women	4
France	Total	25			
	Men	20			
	Women	5			

Total employees	**7.371**

People in SEIDOR in 2023		
Gender breakdown	Women	2.462
	Men	6.040
Breakdown by age	Under 30 years old	2.036
	Between 30 & 50	5.498
	Over 50 years old	968
Employees with disa-bilities		71
Distribution of the tem-plate by cate-gory	Administration	444
	Commercial and Marketing	560
	Directors	289
	Technicians	7.209

People in SEIDOR in 2022			
Gender breakdown	Mujeres	2.117	29%
	Hombres	5.254	71%
Breakdown by age	Menores de 30 años	1.686	23%
	Ente 30 y 50 años	4.895	66%
	Mayores de 50 años	790	11%
Distribution of the template by cate-gory	Administration	424	6%
	Commercial and Marketing	486	7%
	Directors		2%
	Technicians	168	85%
		6.293	
Distribution of the workforce by type of contract	Indefinite	6.874	93%
	Temporary	497	7%

Employees with disabilities 2023		
Gender breakdown	Women	24
	Men	47
Distribution of the template by category	Administration	22
	Commercial and Marketing	2
	Directors	2
	Technicians	45

Employees with disabilities 2022		
Gender breakdown	Women	22
	Men	45
Distribution of the template by category	Administration	194
	Commercial and Marketing	143
	Directors	
	Technicians	

Employees by contract type 2023					
Gender breakdown	Men	Permanent contract		5.718	67%
		Temporary contract		311	4%
	Women	Permanent contract		2.316	27%
		Temporary contract		157	2%

By age	Under 30	Permanent contract	Men Women	1.338	16%
				515	6%
		Temporary contract	Men Women		
				121	1%
			Men Women	62	1%
	Between 30 and 50 years	Permanent contract			
			Men	3.658	43%
			Women	1.577	19%
		Temporary contract			
			Men	186	2%
			Women	77	1%
	Over 50 years old	Permanent contract			
			Men	724	9%
			Women	225	3%
		Temporary contract			
				12	0,14%
				7	0,08%

Distribution of the template by category	Administration	Permanent contract	Men Women	112	1%
				310	4%
			Men Women		
		Temporary contract		7	0,08%
			Men Women	15	0,18%
	Sales & Marketing	Permanent contract	Men	301	4%
			Women	231	3%
		Temporary contract	Men Women	9	0,11%
				19	0,22%
	Directors		Men		
		Permanent contract	Women	201	2%
				44	1%
			Men		
		Temporary contract	Women	28	0,33%
				16	0,19%
	Technicians		Men		
		Permanent contract	Women	5.119	60%
				1.734	20%
		Temporary contract		260	3%
				96	1%

Employees by contract type 2022				
Gender breakdown	Men	Permanent contract	4.919	67%
		Temporary contract	335	5%
	Women	Permanent contract	1.950	26%
		Temporary contract	167	2%
By age	Under 30 years old	Permanent contract	1.499	20%
		Temporary contract	187	3%
	Between 30 and 50 years	Permanent contract	4.624	63%
		Temporary contract	271	4%
	Over 50 years old	Permanent contract	751	10%
		Temporary contract	39	1%

Distribution of the template by category	Administration	Permanent contract	399	5%
		Temporary contract	25	0%
	Sales & Marketing	Permanent contract	454	6%
		Temporary contract	32	0%
	Directors	Permanent contract	168	2%
		Temporary contract	0	0%
	Technicians	Permanent contract	5.853	79%
		Temporary contract	440	6%

Employees by type of workday 2023					
Gender breakdown	Men	Full time		5.879	69%
		Reduced time		161	2%
	Women	Full time		2.337	27%
		Reduced time		125	1%
By age	Under 30 years	Full time	Men	1.402	16%
			Woman	564	7%
		Reduced time	Men	57	1%
			Woman	13	0%
	Between 30 and 50 years	Full time	Men	3.761	44%
			Woman	1.557	18%
		Reduced time	Men	83	1%
			Woman	97	1%
	Over 50 years old	Full time	Men	715	8%
			Woman	217	3%
		Reduced time	Men	21	0,25%
			Woman	15	0,18%

Distribution of the template by category	Administration	Full time	Men	114	1%
			Woman	309	4%
		Reduced time	Men	5	0,06%
			Woman	16	0,19%
	Sales & Marketing	Full time	Men	310	4%
			Woman	247	3%
		Reduced time	Men	0	0,00%
			Woman	3	0,04%
	Directors	Full time	Men	228	3%
			Woman	60	1%
		Reduced time	Men	1	0,01%
			Woman	0	0,00%
	Technicians	Full time	Men	5.225	61%
			Woman	1.723	20%
		Reduced time	Men	155	2%
			Woman	106	1%

Employees by type of workday 2022				
Gender breakdown	Men	Full time	5.071	69%
		Reduced time	347	5%
	Women	Full time	1.805	24%
		Reduced time	148	2%
By age	Under 30 years old	Full time	1.607	22%
		Reduced time	79	1%
	Between 30 and 50 years	Full time	4.696	64%
		Reduced time	199	3%
	Over 50 years old	Full time	742	14%
		Reduced time	48	1%

Distribution of the template by category	Administration	Full time	398	5%
		Reduced time	26	0%
	Sales & Marketing	Full time	478	6%
		Reduced time	8	0%
	Directors	Full time	166	2%
		Reduced time	2	0%
	Technicians	Full time	5.999	81%
		Reduced time	294	4%

Number of layoffs 2023			
Gender	Men		601
	Women		222
Age	Under 30 years old	Men	135
		Women	55
	Between 30 and 50 years old	Men	389
		Women	147
	More than 50 years	Men	77
		Women	20
Categoría Profesional	Administraction	Men	11
		Women	27
	Sales & Marketing	Men	33
		Women	23
	Directors	Men	3
		Women	0
	Technicians	Men	555
		Women	171

Number of layoffs 2022		
Gender	Men	489
	Wo-men	186
Age	Under 30 years	170
	Between 30 and 50 years	425
	Over 50 years	80
Professional Cate-gory	Administration	33
	Salesl & Marketing	37
	Directors	13
	Technicians	592

Number of new hires 2023			
Gender	Men		1.795
	Women		730
Age	Under 30 years old	Men	659
		Women	287
	Between 30 and 50 years old	Men	958
		Women	409
	More than 50 years	Men	170
		Women	42

Professional Category	Administration	Men	30
		Women	66
	Sales & Marketing	Men	83
		Women	74
	Directors		
		Men	23
		Women	15
	Technicians		
		Men	1.654
		Women	580

Number of new hires 2022		
Gender	Men Women	2.254
		844
Age	Under 30 years	1.110
	Between 30 and 50 years	1.692
	Over 50 years	296
Professional Cate-gory	Administración	136
	Comercial y Marketing	131
	Directores	9
	Técnicos	2.822

Rotation 2023			
Gender	Men		5,03%
	Women		2,87%

Age	Under 30 years old	Men	1,49%
		Women	0,96%
	Between 30 and 50 years old	Men	3,18%
		Women	1,83%
	From 51 years old onwards	Men	0,32%
		Women	0,12%
Professional Category	Administration	Men	0,04%
		Women	0,31%
	Sales and Marketing	Men	0,71%
		Women	0,88%
	Directors	Men	0,13%
		Women	0,00%
	Technicians	Men	4,07%
		Women	1,76%

Rotation 2022		
Gender	Men	7,2%
	Women	4,8%
Age	Under 30 years	4,1%
	Between 30 and 50	7,0%
		1,0%
	Over 50 years	
Professional Cate-gory	Administration	0,7%
	Sales & Marketing	2,1%
	Directors	0,5%
	Technicians	8,7%

Human rights

Commitment to the protection of human rights

SEIDOR is committed to actively ensure compliance with Human Rights in order to preserve and promote the protection of fundamental human rights, internationally recognized, and work to prevent and manage the risks arising from their violation. SEIDOR Ethical Code, together with the Sustainability Manifesto, set out the framework of the company's commitment to respect Human Rights. Their purpose is to determine the values, principles and rules that should govern the behavior and actions of each SEIDOR professional and of the members of the management bodies of the companies that comprise it. The Code is also applicable to the company's main interest groups: customers, suppliers and various stakeholders.

On the other hand, we recognize that the principle of equal treatment and opportunities for the recipients of SCC is a principle that inspires Human Resources policies and applies both to the hiring of employees and to training, career opportunities or salary levels, as well as other aspects of the employment relationship of employees. Externally, we are involved in the protection of human rights through our suppliers and solidarity initiatives.

Suppliers

We search for and select through approval processes those suppliers whose business practices respect, among other values, human dignity and human rights, and comply with applicable laws.

Solidarity initiatives

We promote actions aimed at contributing to improving the living conditions of people and communities, especially those in vulnerable situations.

SEIDOR Ethical Code

SEIDOR's SCC is a framework document that includes the values, principles and rules that govern the behavior and actions of SEIDOR's employees and managers, as well as the members of the management bodies of the companies that comprise it. The Code is also applicable to the company's main stakeholders: customers, suppliers, competitors, shareholders and other groups. The SCC determines decision making, helps to reduce risks and improve professional relations.

SEIDOR, in the SCC, recognizes that Human Rights are fundamental and universal rights, and must be interpreted and recognized in accordance with international laws and practices, in particular, the United Nations Universal Declaration of Human Rights and the principles proclaimed by the International Labor Organization. Relations between all stakeholders to which the SCC applies must always be based on respect for the dignity, diversity and non-discrimination of individuals.

The company rejects any conduct, behavior or action aimed at encouraging, promoting or inciting, directly or indirectly, hatred, hostility, discrimination or violence against a group, for racist or other reasons related to ideology, religion or beliefs, family situation, belonging to an ethnic group, race or nation, national origin, gender, sexual orientation or identity, for reasons of illness or disability.

SEIDOR strongly prohibits the performance of any type of hostile or humiliating act against people, abuse of authority and any type of harassment, whether physical or psychological, as well as any other conduct that may generate an intimidating, offensive or hostile work environment for people. The company does not tolerate any type of child labor or forced labor.

The company also recognizes that the principle of equal treatment and equal opportunity for those covered by the SCC is a guiding principle for Human Resources policies and applies to the hiring of employees, training, career opportunities, salary levels and other aspects of the employee's employment relationship.

The SCC also prohibits the imposition on employees of working and safety conditions that prejudice, suppress or restrict their rights under legal provisions, collective bargaining agreements or individual contracts. No form of illegal labor trafficking or fraudulent emigration is permitted, and the legislation on foreigners and the entry and transit of foreigners shall always be respected.

Anti-harassment protocol

SEIDOR has regulated, by means of this protocol, the problem of sexual harassment at work, establishing a method to be applied both to prevent, through training, responsibility and information, and to resolve claims and complaints with due guarantees.

Identity and good governance

Ethics and compliance

SEIDOR is a company of values, highly sensitive to the culture of compliance. Through its SEIDOR Ethical Code, SEIDOR provides a reference framework and establishes the bases and principles of action and SEIDOR Ethical Code it for all its professions and collaborators. The Administrative Body, the Management and each one of SEIDOR's professionals and collaborators assume the responsibility and commitment to establish a solid compliance culture. Consequently, all professionals and collaborators are required to carry out their activities applying the principles of integrity, professionalism and respect, complying with the legislation and regulations in force, SEIDOR's own Ethical Code, the Zero Tolerance to Corruption Plan and the policies and procedures established by the company.

SEIDOR's management system is made up of a set of rules and principles aimed at reducing risks and complying with applicable regulations, as well as incorporating the best practices in Corporate Governance.

For years, we have had a Criminal Compliance model in place. This model is updated annually, so in the year 2023 we have proceeded to review and update it again. With this model, we have identified the possible risks that our business model may entail, in order to mitigate criminal risks (and similar administrative risks). The Criminal Compliance Management System is a model that is constantly updated and evolving.

Likewise, SEIDOR, as an influential player in the business fabric, has a Corporate Social Responsibility manifesto that has a bearing on the company's commitment to its stakeholders, the purpose of which is to guarantee responsible behavior.

SEIDOR carries out its activities with the utmost respect for human rights, people's welfare, equal opportunities, diversity, the environment and a scrupulous respect for transparency measures and good business practices.

Compliance and prevention of criminal risks

SEIDOR's compliance and criminal risk prevention model includes the system of organization, prevention, management and control of criminal risks of the company (and assimilable administrative risks).

SEIDOR wishes to ensure that internal control mechanisms and effective crime prevention measures have been established, as well as the detection and supervision of these, so that, preventively, the risk that the company may be involved in any type of criminal or administrative proceedings because of not having adequate and effective control mechanisms is avoided.

In conclusion, and in line with the continuous improvement of the principles of good governance and, specifically, of the internal control and risk management systems, the objective of the Criminal Compliance Management System (hereinafter, CCMS) is to establish the principles and the general framework of action for the control and management of criminal risks (and similar administrative risks).

Likewise, it is an objective of the SGCP to establish improvements and implement them in the

internal control mechanisms for the prevention of possible crimes, as well as detection and re-action to them, being SEIDOR's firm commitment to prevent and combat crimes that may occur in the organization, in accordance with the principle of "zero tolerance". Thus, in the event of any indication of the commission of a criminal act of which it becomes aware, the corresponding investigation will be opened and, if any illegal action is duly accredited, the corresponding corrective and disciplinary measures will be applied.

The fundamental principles governing the SGCP are as follows:

- Integrating and coordinating the set of actions necessary to prevent and combat the possible commission of illegal acts by any SEIDOR professional.

- Generate an environment of transparency, integrating the different systems developed for the prevention of crimes, maintaining the appropriate internal channels to encourage the communication of possible irregularities.

- To act, at all times, under the protection of current legislation and within the framework established by the Code of Business Conduct, complying with SEIDOR's internal regulations.

- Promote a preventive culture based on the principle of "zero tolerance" and responsible behavior of all SEIDOR professionals, regardless of their hierarchical level.

- Develop and implement adequate procedures for the control and comprehensive management of crime prevention.

- Maintain emphasis on proactive activities such as prevention and detection.

- Investigate any report of a suspected criminal or irregular act as soon as possible, ensuring both the confidentiality of the complainant and of all investigations carried out.

- Communicate to all SEIDOR professionals the duty to report any fact constituting a possible criminal offense or any other irregularity that is contrary to the principles proposed by the SGCP.

- To implement appropriate training programs for SEIDOR's professionals in the duties always imposed by the applicable legislation.

The company has defined a control structure consisting of the Board of Directors and Management as the highest decision-making bodies, and a Criminal Compliance Body in charge of ensuring the proper functioning and compliance with the program. Likewise, in the international subsidiaries, the directors and management are the highest supervisors of the criminal risk prevention model at the local level.

This criminal risk prevention system is part of SEIDOR's principles of good governance and must be connected and complemented with preventive systems - risk management, internal control and regulatory compliance - and policies and procedures such as, among others, the SEIDOR Ethical Code (hereinafter, CCE), the Zero Tolerance to Corruption Plan (hereinafter, PTCC), the Corporate Social Responsibility manifesto, occupational risk prevention, the equality plan, COVID 19 protection policies, the anti-harassment protocol, financial control, compliance with tax obligations, procedures for access to public administration contracts, internal personal data protection policies, corporate information security policies (cybersecurity policy) and the National Security Scheme (ENS), as well as the corporate policy on the use of information systems.

Whistleblower Channel/Ethical Channel

Within the framework of compliance with the Criminal Compliance Program, SEIDOR has established a whistleblower channel, called the Ethics Channel, for reporting non-compliance and irregularities which, depending on the seriousness of the situation, may be accompanied by a disciplinary system. During 2023, three complaints were received through the channel. This channel is located on SEIDOR's website, accessible to all the company's professionals, collaborators, customers, suppliers and potential users.

In accordance with the above, SEIDOR has implemented appropriate procedures to:

- Facilitate communication channels for both members of the organization and third parties to communicate in good faith and based on reasonable indications, those circumstances that may involve the materialization of a criminal risk for the organization, as well as non-compliance or weaknesses in the SGCP.

- Guarantee the confidentiality and/or anonymity of the identity of the people who make use of these communication channels.

- Prohibit any type of retaliation, taking the necessary measures to protect those members of the organization or third parties who make communications in good faith and, based on reasonable indications, through these communication channels.

- Providing advice to those who raise questions or concerns through the communication channels established by the organization.

- Ensure the knowledge and use of the existing communication channels, as well as the procedures that regulate their operation, among the members of the organization.

The reporting obligations must be clearly established in the procedures derived from the organization's PCMS and reinforced by other means, such as training.

The ethical channel established by SEIDOR is located on its website (www.seidor.com), where there is a form that allows users to report, confidentially and/or anonymously, any type of event that may involve a risk or a potential illicit act.

Data protection

SEIDOR, renewed its Data Protection Management System in 2018 to adapt it to the requirements set by the Organic Law 3/2018, of December 5, on Personal Data Protection and guarantee of digital rights (hereinafter LOPDGDD), which follows the provisions of Regulation (EU) 2016/679, of April 27, 2016, on the protection of natural persons with regard to the processing of personal data and on the free movement of such data (hereinafter RGPD).

This adaptation has entailed:

- At the organizational level:

    - The constitution of a Data Protection Committee, made up of representatives of Management and of different areas of SEIDOR.
    - The constitution of the Data Protection Office, in charge of operations and management.
    - The appointment of a Data Protection Delegate certified by the AEPD (Spanish Data Protection Authority).

- At the operational level:

  - Analysis of the processing of personal data carried out by SEIDOR, preparing the corresponding Data Protection Impact Assessment (DPA) on the rights and freedoms of individuals. Twenty-four different personal data processing operations have been identified at corporate level. In addition, the data processing by type of services that SEIDOR provides to its customers has been analyzed, identifying a total of 9 different services.

  - We continue to optimize the management process of data processor contracts with customers, suppliers and subcontractors, as well as the control and management of the records of processing activities.

  - Definition and implementation of the process for the management of requests and the exercise of data protection rights that may be exercised by data subjects. As of December 31, 2023, the total number of requests managed by the DPO was 50.
  - We continue to update our privacy risk analysis and assessment methodology that allows us to determine the level of risk associated with the processing of personal data.

  - In the year 2023 we designed, implemented and certified a Privacy Management System according to ISO 27701, an extension of SO 27001 and ISO 27002, for information privacy management.

  - Updating of all legal, contractual and video-surveillance documentation required for the correct compliance with data protection regulations.

  - Advice on data protection matters to the General Management, business units, commercial and structural areas of SEIDOR (HR, PRL, administration, etc.).

  - We have a site in the corporate portal "Argos" dedicated exclusively to data protection, where all the documents, contracts, procedures, courses, etc. related to this matter are collected.

  - Training and awareness-raising work: 1/ Preparation of infographics for managers, area managers and sales representatives. 2/ Preparation and configuration of e-learning courses on data protection and good practices and training for all SEIDOR personnel. 3/ This year a version of the training has been developed in English for international distribution. There are three course modalities, depending on the job position held by the individual:

    1. Administration and HR.

    2. Service and project technicians.

    3. Sales and marketing personnel.

As of December 31, 2023, 22 training sessions have been held, with a total of 4,499 people enrolled.

Money laundering

Through the SEIDOR Ethical Code and the applicable regulations, SEIDOR expresses its commitment to comply with all regulations and provisions, both national and international, in force in the field of anti-money laundering (and terrorist financing). To this end, it undertakes not to engage in practices that may be considered irregular in the development of its relations with customers and suppliers. In compliance with this commitment, the company has developed internal procedures to establish controls to mitigate the risk of money laundering, especially in relation to cash payments and international transfers.

Commitment to society

As Paul Polman stated, "If we achieve our sustainability goals, but no one follows us, we will have failed". In keeping with this statement, we strongly reinforce our commitment to society.

SEIDOR is aware of the expectations of all those stakeholders with whom it interacts, as well as of society in general. For this reason, it is committed to meeting these expectations, working to offer quality and sustainable products and services, within the context of our activity.

SEIDOR reflects its commitment to the United Nations Global Compact and the ten principles that underpin it to promote:

- Sustainable development.

- Values based on universally accepted principles.

- Membership in a network of companies and other interested organizations.

- Belonging to a platform for learning and exchanging experiences of these values.

To this end, SEIDOR's Management carries out policies and actions aimed at:

- Respect human rights and democratic institutions and promote them wherever possible.

- Maintain the principle of political neutrality, not interfering politically in the communities where we carry out our activities and also show respect for the different opinions and sensitivities of the people linked to the company.

- To relate with public authorities and institutions in a lawful and respectful manner, neither accepting nor offering gifts or commissions, in cash or in kind.

- To collaborate with Public Administrations and with entities and non-governmental organizations dedicated to improving the levels of social care for the most disadvantaged.

Donations

In 2022, the company contributed a total of €293,216.94* to foundations and non-profit organizations. In 2023 the company contributed a total of €273,141.20* to foundations and non-profit organizations.

*Representative data for Spain.

Report on society
SEIDOR tax information 2022 – 2023

Below is a breakdown of the information related to corporate income tax and the result obtained in the various tax jurisdictions in which SEIDOR is present. The data corresponding to 2023 and 2022 are consolidated; however, in 2021 the adjustments to the result derived from the consolidation process of the group were not included, so the figures are not comparative.

Geographic Area/ Country	2023		2022	
	Profit/(Loss) before income tax	Corporate income tax	Profit/(Loss) before income tax	Corporate income tax
Spain	32.596	−7.684	24.983	−5.316
Andorra	−283	28	−86	9
Saudi Arabia	−104	–	25	−12
Argentina	1.809	−1.804	850	−1.050
Belgium	7	−2	1	–
Bolivia	217	−43	75	−3
Brazil	5.314	−2.808	207	−1.104
Chile	5.263	−2.168	2.802	−460
People's Republic of China	−541	–	−230	–
Colombia	258	−159	787	−445
Costa Rica	155	−141	−112	−61
UAE	−992	–	709	–
Ecuador	984	−258	7	−36
UNITED STATES USA	1.215	−333	818	−888
El Salvador	–	–	–	–
Egypt	246	–	–	–
France	95	−70	29	−8
Guatemala	–	–	–	–
Honduras	53	–	–	–
India	233	−13	159	−10
Ireland	−55	–		
Israel	−8	–	100	–
Italy	−424	65	39	−12

Kenya	243	–78	175	–61
Kuwait	282	–	160	–
Lebanon	144	–24	83	–5
Morocco	–408	–4	–350	–7
Mauritius	–3	–	–2	–
Mexico	–7021	1.098	–377	–1.020
Panama	–	–	–	–
Peru	6.980	–2.278	4.588	–1.649
Poland	30	–4		
Portugal	–662	–5	–166	–14
Qatar	205	–34	15	–19
United Kingdom	1.347	–301	946	–186
South Africa	221	–61	93	–29
South Africa	1.063	–310	934	–310
Sweden	18	–7		
Taiwan	7	–2	21	–6
Tanzania	144	–31	143	–
Tunisia	–66	–0		
Turkey	–119	–	–20	–
Uruguay	1.231	–233	1.233	–331
Zambia	102	–35	44	25
Total países	**49.776**	**–17.699**	**38.683**	**–13.008**

Grants

956,018.91 in 2023, 1,132,339.29* in 2022, of subsidies that correspond mainly to grants received for employee training:

	2023	2022
Subsidies for employee training	412.535,92	322.980,95
Subsidies for R&D activities	485.859,41	660.913,03
Job creation	57.623,58	148.445,31
	956.018,91	1.132.339,29

* Representative data for Spain

Quality

During 2023 SEIDOR's Quality Department focused its efforts on the following functions and activities:

- Consolidation and maintenance of corporate management systems and certifications:

    - ISO 9001, Quality

    - ISO 14001, Environment

    - ISO 20000-1, IT Services

    - ISO 27001, Information Security

    - ISO 15504 and ISO 33001 (Maturity 3) for Software Development

    - ISO 22301, Business Continuity

    - GHG PROTOCOL, Carbon Footprint

    - o Global Compact

    - National Security Scheme (ENS), HIGH category.

- Obtaining new certifications and scope extensions:

    - ISO 27017, Security Management in the Cloud

    - ISO 27701, Privacy Information Management

    - New scope in the National Security Scheme (ENS) category ALTA related to CLOUD systems.

- Design of procedures, manuals and methodologies.

- Creation of contents and e-learning training:

    - Service management system

    - Information security management

    - Environmental management and best practices

    - Project manager training manual

    - GDPR for employees

- Management of SEIDOR Service Center tools.

- Customer Satisfaction Survey and Improvement Plan.

These certifications are available for consultation on SEIDOR's website, at [Certifications.](#)

Integrated management system

The main objective pursued in the design of the various management systems implemented in SEIDOR is to guarantee the quality of the services we provide to our customers, as a basis for demonstrating our commitment to fulfill the agreements reached with our customers.

Our certified management systems cover the main companies and activities of the SEIDOR group.

At SEIDOR we understand the quality of our services based on the following main aspects:

- Customer orientation: Changes may occur during the provision of the service and we understand that speed and flexibility of action is a key point to maintain customer satisfaction.

- Service availability and capacity: Provide the services with the necessary plans, procedures and resources with the aim of ensuring that the services are operational according to the needs of the client and the characteristics and level of services promised.

- Resolution and prediction of incidents: Have specialized procedures and teams that guarantee the rapid solution of possible errors and failures that inevitably occur in the provision of services, accompanied by cause analysis and trend studies that seek to ensure that incidents are not reproduced or even that they do not occur for the first time.

- Continuous improvement: Measuring and monitoring the effectiveness of the processes through the formulation of objectives and indicators, as well as the continuous monitoring of the provision of services, together with management and prediction of possible risks and periodic maintenance of the systems that support the services, contribute to guaranteeing the correct provision of services.

Thanks to our GIS, SEIDOR has a methodology that establishes a series of standard processes, activities, tools and records, which is in turn based on the analysis of the context and on the satisfaction of the expectations and compliance with the requirements of the interested parties in each of the projects and services that we provide, including the management methodology of these, which we previously agree with the interested parties, respecting at all times the quality levels of the stipulated services.

Quality management systemc

In 2008, in two companies of the SEIDOR group, we designed and implemented a Quality Management System certified according to the ISO 9001 reference standard, which currently covers nine companies of the group in the following services:

- Marketing of hardware and software products.

- Design, development and implementation of customized business solutions.

- Technical support and maintenance of computer equipment.

- Management of information systems projects.

IT Service Management System

In 2016, coinciding with the restructuring of our support center and the implementation of new service desk management tools, we designed and implemented an IT Service Management System (SGSTI) certified according to the ISO 20000-1 reference standard.

Currently, the scope of SEIDOR's ITMS covers nine companies in the group and nine areas of operations, in the following services:

IT assistance and support service: Seidor Service and Care Center (CASS), Microsoft Azure Managed Services and Corporate Cybersecurity Office (OCC), Monitoring Center, Cybersecurity Operation, Security Incident Analysis and Response Services (SEIDOR CSIRT), IT assistance and support service (Seidor Customer Service), Microsoft Azure Managed Services, Networking Services Center (NOC), SAP Systems Managed Services and AM assistance and support service.

Each year, external audits of the management system are carried out and passed, certifying compliance with the requirements established by the reference regulations. This is a guarantee that continuous monitoring and correct management of the services provided by SEIDOR is carried out based on the commitments, requirements and service level agreements (SLAs) established with our clients.

Information Security Management System

The SEIDOR Information Security Management System (ISMS) is a mature and consolidated management system, having been in place for almost 10 years.

In 2011, the SEIDOR ISMS implementation project was launched, thus demonstrating the organization's concern, commitment and effort to improve information security. For its design, the guidelines established by the international reference standard ISO 27001 for information security management were followed.

In 2016, the Service Management System (SGS) implementation project was launched in the SEIDOR Customer Service Center (CASS), which led to a restructuring and expansion of the initial scope of the ISMS towards this fundamental area within the organization.

In 2017, to ensure the achievement of results, the SEIDOR Cybersecurity Office (OCS) was established, reporting directly to the Cybersecurity Committee, whose objective would be to lead and be the operational unit of reference and support at the level of information security in the company.

In 2018, after the entry into force of the GDPR on May 25, SEIDOR was adapted to the data protection regulations, thus incorporating its management into the ISMS and appointing a Data Protection Officer (DPD) of the group of companies.

In 2019, a strong commitment was made to the improvement and growth of the ISMS within the organization. On the one hand, a CISO/CSO was appointed, the Cybersecurity Committee was restructured, led by the general management and the CISO, with representation from areas such as IT infrastructure, Cloud and Data Protection, and the new Corporate Cybersecurity Office (OCC) was created, thus inheriting the responsibilities and functions of the SEIDOR Cybersecurity Office (OCS). On the other hand, a major expansion of scope was carried out, covering the main companies of the group, and the project was started to incorporate the National Security Scheme (ENS) into the SEIDOR ISMS, in the systems and services that various divisions and companies of the SEIDOR group offer to entities of the Public Administration, achieving, in January 2020, certification in the MEDIUM ENS category.

In 2021, work was carried out to strengthen the management system, managing to design it in the HIGH ENS category.

In 2022, a risk analysis was carried out and a corporate policy was implemented to ensure the security of information and the continued provision of the services it provides. At the beginning of 2022, the ENS category HIGH certification was obtained, and the scope of this certification was planned to be extended for the beginning of 2023.

In 2023, new companies were included in the scope and a Security Management System for Cloud Services was designed and implemented according to information security controls based on ISO 27001 and ISO 27017, for Cloud Security Management. In addition, the standards on which the ISMS was based were expanded to ISO 27701 for Privacy Information Management. The scope of the SEIDOR ISMS encompasses nine companies and nine different service centers of the group.

As can be seen, the SEIDOR ISMS is in a process of continuous growth and improvement every year. SEIDOR is committed to and intends to continue maintaining this growth in the coming years.

Software lifecycle management system

In 2017, we designed and implemented a Software Life Cycle Process Management System according to the ISO 12207 reference standard, assessing its maturity, reaching and certifying level 3 in accordance with the ISO 15504 and ISO 33001 standards, which guarantees quality and compliance with the requirements of our clients and interested parties in Software development and maintenance services. It currently covers four companies in the group and four different scopes.

Commitment to customers

As reflected in our Business Policy and Code, SEIDOR, with its management at the helm, is committed to the pursuit of excellence in the products and services it provides to our clients, developing our activity in a responsible and sustainable manner, contributing positively to the society in which we live and which, together with the rest of the interested parties, makes up the context of our company.

SEIDOR carries out its entire business strategy based on an exhaustive analysis of the context of the organization, the identification and management of the expectations of each of the interested parties and working to be able to offer quality and sustainable products and services, based on our principles of professionalism, integrity, honesty and respect for the law.

For all these reasons, we are committed to:

- Ensure the satisfaction of our clients and interested parties by fulfilling the agreed commitments, trying to meet their requirements and expectations in the course of our activity and the return of benefits to society as a fundamental part of SEIDOR's business strategy.

- Ensure the monitoring, maintenance and continuous improvement of the policies, standards and processes that make up the corporate management systems.

- Have a system for monitoring and controlling the satisfaction of our clients and an agile and effective procedure to manage, respond to and resolve any dissatisfaction, complaints or claims that may arise.

- Carry out our services and activities in a way that is respectful of the environment, efficient in the consumption of resources, managing the waste produced, in such a way that we effectively contribute to sustained development, without environmental degradation and prevention of pollution throughout the life cycle of the products and services we provide.

- Comply with the legislation applicable to our activity, the requirements subscribed to that apply to us, the voluntarily established requirements, the contractual commitments and all those internal rules or guidelines to which SEIDOR is subject.

- Guarantee ethical behavior in all our actions by all SEIDOR personnel, requiring its employees and collaborators to be honest, transparent and impartial in the performance of their tasks, rejecting and pursuing all forms of corruption, both direct and indirect.

- Ensure that the products and services that SEIDOR offers its clients and the activities it develops to provide them have an increasing level of information security and have passed the necessary tests.

- Identify, manage and deal with all those risks that may jeopardize the achievement and fulfillment of its objectives and the expectations of the interested parties, so that they are at acceptable levels.

- Provide our employees with all the physical, technical and knowledge resources necessary to carry out their responsibilities and enable them to comply with the established quality and safety parameters.

From the Quality Department, to guarantee services and projects with clients, SEIDOR carries out follow-ups and satisfaction surveys. Service follow-ups are carried out periodically to verify that the requirements established in the standards and with what is established in the contracts formalized with the clients are met. Satisfaction surveys measure the degree of satisfaction of the users of the services or clients, which will help us to identify weaknesses and opportunities for improvement. These are carried out through Microsoft Forms or through the SOLMAN tool.

Complaints and claims are detected via email, from the CASS system or in the satisfaction surveys themselves. Once a claim is received, it is managed by opening a ticket and is recorded in the CASS. The ticket is escalated to the Quality Department, which contacts the person associated with the department affected by the complaint and then the customer. If it leads to the application of corrective action, an action plan is generated, the compliance of which is subsequently verified.

Customer and stakeholder complaints management

SEIDOR has established a procedure for managing extrajudicial claims for its clients and other interested parties. This procedure is integrated into the management system and its main objective is to record, mediate, resolve potential conflicts, ensure continuous improvement and monitor proposed corrective actions.

The complaints and claims management process basically consists of carrying out the following tasks:

- Detection of the complaint or claim.

- Creation of the record.

- Transfer of the complaint or claim.

- Response to the affected person.

- Record of corrective actions.

The start o''f this procedure can occur through different routes:

- Email (calidad@seidor.com), which clients and/or any other interested party can contact.

- Request for intermediation to the Quality department expressed by any person at SEIDOR on behalf of any other interested party.

- Satisfaction survey through which the dissatisfaction of any of our clients is communicated.

All complaints are recorded in the corresponding management system and escalated to the Quality team, who carry out an initial internal investigation to analyse the causes of said complaints and propose corrective measures and actions. Subsequently, an action plan is agreed upon with the affected SEIDOR area (commercial, operations, administration, etc.) and subsequently with the client or the affected interested party; the quality department monitors the execution of said plan, as well as a final evaluation of the effectiveness of said actions undertaken and proceeds to close them once it has been verified that the cause of the original complaint has been mitigated or resolved and verified with the affected person.

In 2023, no complaints from clients or interested parties were recorded.

Monitoring and auditing process

Within the monitoring tasks of the Quality department for the control and continuous improvement of our integrated management system and its associated processes, we carry out the following actions:

• **Annual audit and monitoring plan**, detailing the schedule for the different types of activitie:

  • **Internal audits: these are carried out by specialists belonging to or collaborating with the Quality department of SEIDOR in accordance with the requirements established for acting as internal auditors.**

  • These audits review the procedures, records, monitoring of indicators, compliance with objectives and systems included in the scope of the audit to be carried out, seeking to demonstrate compliance with the requirements of the management system.

  • As part of the audit process, periodic monitoring of processes and systems is carried out in the different projects and services provided by SEIDOR: these are carried out by the technicians of the Quality department, who review and supervise the execution of the processes in the provision of services, according to the procedures, records and monitoring of the established performance indicators.

  • **External audits: these are carried out annually by auditors from the OCA certifying companies, who review the evidence of compliance of each of the management systems with the different ISO reference standards.**

  • **Monitoring of processes and systems: carried out by the technicians of the Quality department, who review and supervise the execution of the processes in the provision of services, according to the procedures, records and monitoring of the established performance indicators.**

  • **Monitoring activity reports and minutes: At the end of each of the monitoring actions, the person responsible prepares a report/minute showing the different actions carried out, the evidence collected, the results and conclusions.**

Continuous improvement process

SEIDOR's strategy for measuring and improving service levels is based on the following strategic objectives:

  • Immediate and continuous monitoring of the status of service levels and their risks of non-compliance (alarms).

  • Guarantee the service, by measuring the committed response and attention times through continuous monitoring and planning by the responsible teams.

  • Continuous review and improvement system for compliance, use and effectiveness of the established procedures.

  • Plan of innovation proposals that improve the performance of the systems that support the current services.

  • Planned analysis and monitoring of the status of the systems. Through analysis of the data obtained from the implemented monitoring tools.

  • Manage the competence of the service technicians through specific training plans for the service.

  • Structure of multidisciplinary work teams.

  • Promote knowledge management, access to service information and the transmission of knowledge between the different work teams.

- Promote the flexibility of resources, through their management according to the needs of the service (resource flexibility).

- Implementation of measures and processes that promote self-service by users and thus increase the efficiency of the work teams and the resolution of incidents.

- Proposals for technological improvements aimed at increasing the availability of services, based on our experience in similar services that we are providing for other clients.

- Conducting periodic audits, at least annually, of the Integrated Management System and the provision of services.

SEIDOR designs, in agreement with its clients, a continuous improvement procedure within the service management system as we propose in our IT service management model.

Customer satisfaction study

During 2023, SEIDOR has conducted a study of its customers' satisfaction, through satisfaction monitoring surveys on projects and services provided by the different SEIDOR business units.

In 2023 the following results have been obtained:

- Overall satisfaction with the Services is 3.46 out of 4

  - 80.23% rate all the issues positively

  - 88% of clients fully agree

- The overall satisfaction of the Projects is 3.24 out of 4

The following graphs have been obtained with the evolution of the surveys, for each question:

SERVICES - Average annual evolution of satisfaction by issues
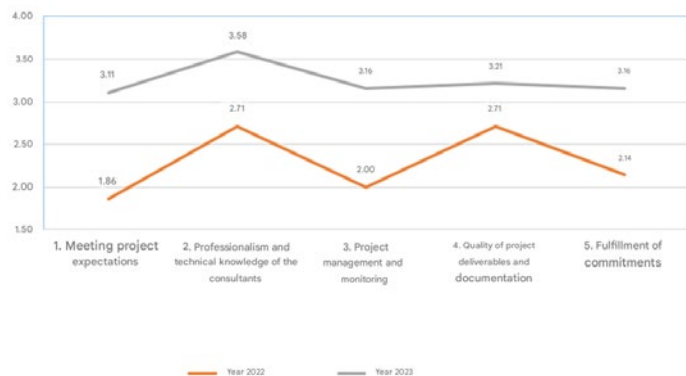
Year 2022 ——— Year 2023
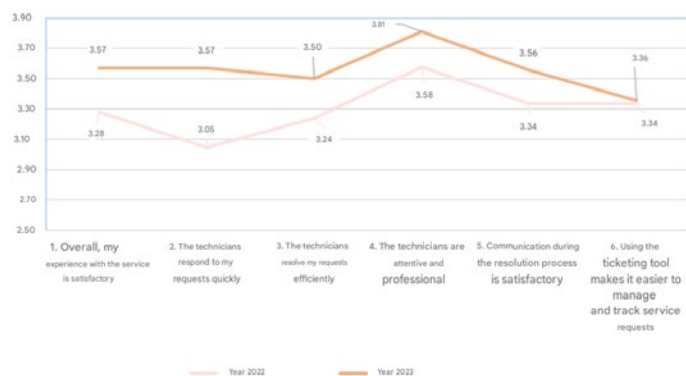
PROJECTS - Average annual evolution of satisfaction by issues

Year 2022 ——— Year 2023

Commitment to suppliers

SEIDOR's policy in its relationship with its suppliers and partners is based on the following commitments, as described in our policy and SEIDOR Ethical Code:

- Interact with our suppliers of goods and services in an ethical and lawful manner.
- Only seek and select suppliers whose business practices respect human dignity, do not

violate the law and do not endanger the company's reputation.

- Select suppliers based on the suitability of their products or services, as well as their price, delivery conditions and quality, not accepting or offering gifts or commissions, in cash or in kind, that may alter the rules of free competition in the production and distribution of goods and services.

- Promote activity with suppliers and local trade with the different offices and delegations, both national and international.

To this end, SEIDOR has designed a series of procedures and activities to manage its supply chain, which seek to guarantee the quality and sustainability of our products and services.

Purchasing Policy

SEIDOR ensures that the purchasing process for products and services acquired or contracted with third parties complies with the established purchasing requirements, by carrying out compliance controls and the commitments acquired by suppliers through specific clauses in the contracts signed.

SEIDOR has a purchasing and supplier evaluation procedure that describes the established system, as well as the establishment of the guidelines to follow for the selection, approval and evaluation of suppliers.

SEIDOR's supply chain focuses on suppliers of two types. On the one hand, the suppliers of infrastructure, equipment and software, with which partnership contracts are established (SAP, Microsoft, IBM and Adobe, mainly), as well as their wholesalers, and, on the other hand, the professional collaborators for the provision of services. In general, in the latter case, these are local companies in each of the countries in which the group operates.

In 2023, there have been no significant changes in the organization, at the level of introducing new countries or suppliers.

Supplier approval

SEIDOR aims to establish guidelines to follow for the selection, approval and evaluation of suppliers of products and services. It is necessary to distinguish between several types of suppliers: Strategic supplier, historical/regular supplier, general supplier, new supplier, small supplier.

SEIDOR carries out, both at the beginning and periodically, an approval of its suppliers and providers based on their categorization consisting of:

- Dissemination and request for acceptance of the SEIDOR policy and SEIDOR Ethical Code.

- Completion of a series of commitment questions, with the aim of guaranteeing:

- The existence of business codes of conduct and legal compliance.

- The management of the quality of its products and services.

- The sustainability and environmental management of its processes.

- Commitment to human rights and the principles of the United Nations Global Compact.

- Information security and protection of personal data.

- Zero tolerance policies on corruption and money laundering.

Periodic monitoring and evaluation of suppliers

The Supplier Evaluation and Monitoring process is carried out continuously by each SEIDOR Operations Department, by the Purchasing Department and by the person responsible for the Integrated Management System, in which it is verified that they are aligned with the definition of the management policies and procedures defined by SEIDOR. The evaluation of suppliers assesses the level of satisfaction of the general operations carried out each year.

During the activities and operations, with each of the suppliers, as well as in the internal and external audits, SEIDOR carries out the following actions:

- Management of incidents that occur during the supply or provision of services.

- Evaluation of the following items related to operations and related management processes:
  - Flexibility and ease of payment methods.

  - Quality and compliance with commitments.

  - Commercial communication.

  - Compliance with deadlines.

  - Easy of access to administrative documentation.

  - Ease of communication.

  - Response time to incidents.

  - Incident resolution time.

The supplier evaluation procedure consists of approving the suppliers each year, which is recorded in a register that allows the process to be controlled on a day-to-day basis. In this procedure, once the service has been contracted, the provision of the service begins and with it, the monitoring of said service begins to ensure that it is provided in accordance with the provisions of the agreement. The results serve to detect possible non-conformities and observations.

Extraordinary events

The year 2023 has been characterised by the stagnation of the conflict caused by the invasion of Ukraine, as well as the escalation of the previously latent conflict between Israel and Palestine. The effects of the former – of which no signs of resolution were seen in the year – and the uncertainties and regional tensions caused by the latter have not only been sustaining the consequences already known in 2022 (lack of supplies, constant inflation, etc.), but have also added significant difficulties in the supply routes of raw materials and consumer products (significantly, through the Red Sea).

At SEIDOR we have continued to adopt measures to counteract this situation, continuing with our commitment to supporting and promoting remote work – which has allowed us to continue generating significant savings in travel costs –, particularly with regard to covering the costs associated with teleworking.

At the same time, and as an influential player in the business sector, SEIDOR has continued to carry out its activity taking into account essential aspects of life, such as human rights, the well-being of people, equal opportunities, the environment and scrupulous respect for transparency measures and good business practice.

Summary

Below we summarize the main highlights of SEIDOR's Sustainability report in 2023:

- SEIDOR has achieved a turnover of 894 million euros in the 2023 financial year and a workforce made up of more than 8,500 professionals, which puts it very close to achieving the goal of 1,000 million euros in turnover set for the year 2025.

- Promotion of the brand strategy as the axis of the corporate identity, linking SEIDOR with technological humanism.

- Commitment to the connection with talent to increase attraction and loyalty in a context of scarcity. The employer brand strategy has been redefined to enhance SEIDOR's positioning among talent. The turnover is below 7%, a value lower than the previous year and much lower than the sector average. In addition, during 2023, initiatives have continued to be carried out to increase the presence of women and enhance their role in the technology sector. ·

- Commitment to good corporate governance and information security by both SEIDOR and our collaborators.

- Care for the environment:

  - During 2023, local initiatives have been developed to promote environmental awareness.

  - Around 85% of energy has been secured from renewable sources, thus significantly reducing the impact on the environment.

  - Offsetting the carbon footprint generated, thus making SEIDOR a NET-ZERO organization for the second consecutive year. In addition, for the first year, triple certification has been obtained, validating the measurement, reduction and offsetting of the carbon footprint.

SEIDOR has prepared the report in accordance with the GRI Standards for the period between January 1, 2023 and December 31, 2023.

Annex I: Table of contents of the Sustainability report

SEIDOR has prepared this report following the standards set by the Global Reporting Initiative (GRI).

Scope and Contents of Law 11/2018 of December 28	GRI standards relationship	GRI Description	Page	Section Title	REASON FOR OMISSION	NECESSARY EXPLANATION
1. Business model						
Brief description of the group's business model						
Business environment	GRI 2-1, 2-2, 2-3, 2-4, 2-5	Organizational detailsEntities included in sustainability reportingReporting period, frequency and point of contactInformation updateExternal verification	6	Introduction to the Sustainability report See contact point in the Content section	–	–
Organization and structure	GRI 2-6	Activities, value chain and other business relationships	8, 13	Business environment and organization of the Innovation group	Confidentiality restrictions	Governance charts are not included due to confidentiality
Markets in which it operates	GRI 2-6	Activities, value chain and other business relationships	8 – 9	Markets Served Major Brands	–	–
Objectives and strategies	GRI 2-23, 2-24	Commitments and policies Incorporation of commitments and policies	11	Strategy and objectives	–	–
Main factors and trends that may affect its future development	GRI 1	Fundamentals	9, 10, 71	Global context and evolution of the sector Technological trends Extraordinary events	–	–
Policies						
Due diligence procedures applied for the identification, evaluation, prevention and mitigation of significant risks and impacts.	GRI 2-23, 2-25	Commitments and policies Processes to remedy negative impacts	16, 21, 22	Risk management Regulatory structure and proceduresPrinciples, standards and procedures	–	–
Verification and control procedures, including what measures have been taken.						
Risks to cp , mp and lp						
Description of the main risks related to the different issues and linked to the activity of the entity or group	GRI 2-22, 2-25,2-29,3-1,3-2,3-3	Statement on sustainable development strategy Processes to remedy negative impacts Approach to stakeholder engagement Process for determining material issues List of material issues Management of material issues	5, 14, 16, 6, 17	Message from the CEORisks and opportunitiesRisk managementMateriality analysisContext analysis	–	–
Management of these risks, explaining the procedures used to detect and evaluate them in accordance with the national, European or international reference frameworks for each subject.						
Effect of the impacts that have been detected, offering a breakdown of them , particularly regarding the main short, medium and long-term risks.						
KPIs						
Key non-financial performance indicators that are relevant to the specific business activity and that meet the criteria of comparability, materiality, relevance and reliability. - In order to facilitate the comparison of information, both over time and between entities, non-financial key indicator standards will be used in particular that can be generally applied and that comply with the European Commission guidelines on this matter and the Global Reporting standards. Initiative , and the national, European or international framework used for each subject must be mentioned in the report. -The sustainability report key performance indicators must to be applied to each of the sections of the non-financial information statement. These indicators must be useful,	N/A	General or specific GRI standards for the Economic, Environmental and Social dimensions that are reported in the following blocks.		are identified throughout the chapters of the report.	–	–

taking into account the specific circumstances and consistent with the parameters used in their internal risk management and assessment procedures. In any case, the information presented must be accurate, comparable and verifiable.						

2. Environmental issues						
Global Environment						
Detailed information on the current and foreseeable effects of the company's activities on the environment and, where applicable, health and safety, environmental assessment or certification procedures. Resources dedicated to the prevention of environmental risks. The application of the precautionary principle, the amount of provisions and guarantees for environmental risks.	GRI 1	Fundamentals	23, 24, 26	Environmental Management System Environmental Management System Processes Environmental Management System Audits	-	-
Pollution						
Carbon emissions: measures to prevent, reduce or repair carbon emissions that seriously affect the environment Any form of activity-specific air pollution, including noise and light pollution.	GRI 305-5	Reduction of GHG emissions	27	Carbon footprint calculation (CO2 emissions reduction plan)	-	-
Circular economy and waste prevention and management						
Prevention measures, recycling, reuse, other forms of recovery and waste disposal. Actions to combat food waste.	GRI 306-3	Waste generated	24	Environmental Management System Processes	-	-
Sustainable use of resources						
Water consumption and water supply according to local limitations.	GRI 1	Fundamentals	30	Sustainable use of resources	Not applicable	It is not considered a material issue for the company.
Consumption of raw materials and measures taken to improve the efficiency of their use.	GRI 1	Fundamentals	24	Environmental Management System Processes	-	-
Energy: Consumption, direct and indirect, measures taken to improve energy efficiency, use of renewable energy	GRI 302-1, 302-4	Energy consumption within the organization Reduction of energy consumption	30	Sustainable use of resources	-	-
Climate change						
The important elements of greenhouse gas emissions generated by climate change are: result of the company's activities Measures taken to adapt to the consequences of climate change. GHG emissions and means implemented to this end.	GRI 305-1, 305-2	Direct GHG emissions (scope 1) Indirect GHG emissions associated with energy (scope 2)	27	Carbon footprint calculation	-	-
Protection of biodiversity						
Measures taken to preserve or restore biodiversity. Impacts caused by activities or operations in protected areas.	GRI 1	Fundamentals		-	Not applicable	It is not considered a material issue for the company.
3. Information on social and personnel issues						
Employment						

Total number and distribution of employees by sex, age, country and professional classification.	GRI 2-7, 401-1	Employees Hiring new employees and staff turnover	40	Key indicators on SEIDOR employees	-	-
Total number and distribution of types of employment contracts.						
Annual average of permanent, temporary and part-time contracts by sex, age and professional classification.						
Number of dismissals by sex, age and professional classification.						
Wage Gap.	GRI 1	Fundamentals	37	Wage gap	-	-
The average remuneration of directors and managers, including variable remuneration, allowances, compensation, payment to long-term savings pension systems and any other payment broken down by sex						
Implementation of work disconnection measures	GRI 1	Fundamentals	37	Occupational wellbeing: occupational health and safety	-	-
Organization of work						
Organization of working time.	GRI 2-7	Employees	40	Key indicators on SEIDOR employees	-	-
Number of hours of absenteeism.						
Measures aimed at facilitating the enjoyment of conciliation and encouraging the joint exercise of these rights by both parents.	GRI 2-19	Remuneration policies	36, 37	Conciliation and social benefits Social benefitsRemuneration models	-	-
Health and safety						
Health and safety conditions at work	GRI 403-1, 403-3,403-6,403-9,403-10	Occupational health and safety management system Occupational health services Promotion of workers' health	37	Occupational wellbeing: occupational health and safety	-	-
Work accidents (frequency and severity) broken down by sex.						
Occupational diseases (frequency and severity) broken down by sex.						
		Work-related injuries Occupational illnesses and diseases				
Social relations						
Organisation of social dialogue, including procedures for informing, consulting and negotiating with staff.	GRI 2-30	Collective bargaining agreements	37	Labor relations	-	-
Percentage of employees covered by collective agreement by country.						
Review of collective agreements, particularly in the field of health and safety at work.						
Training						
Policies implemented in the field of training.	GRI 404-1, 404-2,404-5	Average number of training hours per year per employee Programs to develop employee skills and transition assistance programsTraining of workers on health and safety at work	31, 32	Cultural transformation and talent management Talent attraction	-	-
Total number of training hours by professional categories.						
Accessibility						
Universal accessibility for people with disabilities.	GRI 405-1	Diversity of governing bodies and employees	40	Key indicators on SEIDOR employees	-	-
Equality						
Measures adopted to promote equal treatment and opportunities between men and women.	GRI 1	Fundamentals	33	Gender diversity strategy	-	-
Equality plans.						
Measures taken to promote employment.						

Protocols against sexual and gender-based harassment.	GRI 406-1	Cases of discrimination and corrective actions taken	55, 57	Anti-harassment protocol Whistleblower Channel/Ethical Channel	Not applicable	There have been no complaints of discrimination
The integration and universal accessibility of people with disabilities.	GRI 1	Fundamentals	33	Managing diversity	-	-
Policy against all types of discrimination and, where appropriate, diversity management.			33	Gender diversity strategy	-	-
4. Information on respect for human rights						
Application of human rights due diligence procedures; prevention of risks of human rights violations and, where appropriate, measures to mitigate, manage and remedy potential abuses committed.	GRI 1	Fundamentals	53, 54, 55	Commitment to the protection of human rights Seidor's code of business conductEthics and compliance Compliance and prevention of criminal risks	-	-
Complaints about cases of human rights violations.	GRI 2-26, 2-27	Mechanisms for seeking advice and raising concerns Compliance with legislation and regulations	57	Whistleblower Channel/Ethical Channel Data Protection	-	-
Promotion and compliance with the provisions of the fundamental conventions of the International Labour Organization related to respect for freedom of association and the right to collective bargaining.	GRI 1	Fundamentals	37	Labor relations	-	-
The elimination of discrimination in employment and occupation; the elimination of forced or compulsory labour.	GRI 1	Fundamentals	-		Not applicable	There are no cases of forced or compulsory labor, nor of
						discrimination in employment and occupation.
The effective abolition of child labour.	GRI 1	Fundamentals		-	Not applicable	There is no child recruitment or subcontracting
5. Information relating to the fight against corruption and bribery						
Measures taken to prevent corruption and bribery. Measures to combat money laundering.	GRI 205-2	Communication and training on anti-corruption policies and procedures	59	Money laundering	-	-
Contributions to foundations and non-profit entities.	GRI 1	Fundamentals	59	Donations	-	-
6. Information about the company						
Company commitments to sustainable development						
Impact of society's activity on employment and local development.	GRI 413-1	Operations with local community engagement programs, impact assessments and development	59	Commitment to society	-	-
Impact of society's activity on local populations and the territory.						
Relationships maintained with local community stakeholders and the modalities of dialogue with them. (Participation of stakeholders)						
Partnership or sponsorship actions.						
Outsourcing and suppliers						
Inclusion of social, gender equality and environmental issues in purchasing policy.	GRI 308-1, 414-1	New suppliers that have passed selection filters according to	69, 70, 71	Commitment to suppliers Purchasing policy Supplier approval	-	-
Consideration of social and environmental responsibility in relationships with suppliers and subcontractors.						

Monitoring and audit systems and their results .		environmental criteria New suppliers that have passed selection filters according to social criteria		Periodic monitoring and evaluation of suppliers		
Consumers						
Measures for the health and safety of consumers.	GRI 416-1, 416-2,418-1	Assessing the impacts of product and service categories on health and safety Non-compliance cases relating to the impacts of product and service categories on health and safety Substantiated complaints relating to breaches of customer privacy and loss of customer data	65, 62, 63, 64, 65	Commitment to customers QualityIntegrated management systemQuality management systemIT service management systemInformation Security management systemSoftware cycle management system	-	-
Complaint systems, complaints received and their resolution .					Not applicable	No claims have been made
Tax information						
Benefits obtained by country taxes on profits paid	GRI 201-1	Direct economic value generated and distributed	60	SEIDOR tax information 2022-2023	-	-
Public subsidies received	GRI 201-4	Financial assistance received from the government	61	Grants	-	-