



# 2019

URÍA  
MENÉNDEZ

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## SUSTAINABILITY REPORT

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Statement of non-financial information as part of the  
management report

## CONTENTS

### 1. About us

Uría Menéndez in 2019	5
Key figures for the firm in 2019	7
Corporate governance	8
Mission, vision and values	9
Strategy	10
Ethics and professional conduct	12
Risk management and prevention	14
Knowledge-based culture	16
Recognition	17

### 2. How we work

Action framework	21
For our clients	23
For our professionals	28
For our future professionals	46
For our alumni	47
For our suppliers and collaborators	48
For the world we live in	49

### 4. Further information

Links with the Sustainable Development Goals (SDGs)	61
Materiality analysis	63
GRI content index	65
Table of requirements under Law 11/2018	70

### 3. About this report

Scope and coverage	58
Other information about this report	59

### Appendix 1: Other non-financial indicators

Indicators relating to social issues and workforce	77
Average remuneration of directors and board members	78
Tax information	79
Appendix 2	
Verification report	80

## MESSAGE FROM THE SENIOR PARTNER

Dear reader,

I am writing these lines from my home, in the hope that when you read them the extraordinary and difficult circumstances caused by the COVID-19 pandemic have come to an end and we are all working enthusiastically to return to normal.

I would like to begin by expressing the gratitude and admiration that all of us at Uría Menéndez feel for the professionals who have worked untiringly to alleviate the effects of COVID-19, and keeping citizens safe and united in the face of this unprecedented crisis that has marked the start of the new decade. I would also like to express my gratitude to all the members of our firm, who have continued to work resolutely with their characteristic calmness, commitment and flexibility, proving yet again that even at a distance, we remain a great team.

The scale of the consequences of COVID-19 in terms of public health and the global economy are difficult for us to predict at this stage. 2020 thus presents an unprecedented and uncertain scenario, but one which I am sure we will overcome with hard work, trust and solidarity.

The report I am introducing refers to 2019, which was a highly satisfactory year for Uría Menéndez during which we reached numerous milestones and achieved our aim: to be “more” and a “better” Uría Menéndez. Our financial results were also very pleasing. All of this is thanks to the respect and contributions of our main stakeholders. We are grateful to them all.

We have worked hard for our clients, to identify their concerns and address their needs through advice of the highest standard and added value. We have worked hard for our staff, to offer them a demanding, diverse, dynamic and modern environment where they can grow personally and professionally. We have worked hard to attract and retain the best talent at all levels of our organisation and so that young professionals can dream together with us, pursuing the best vision of themselves and fulfilling their aspirations. We have worked hard for our former members of the firm to whom we owe so much and who we hope will always consider this place “their” home. And we have also worked hard for our suppliers, so that the entire supply chain functions smoothly and proficiently and we make a decisive contribution to promoting the efficiency of our markets.

We work tirelessly to uphold legal certainty as the essential element of our rule of law, because this is unquestionably the purpose that unites all of us at Uría Menéndez: the defence of freedom through the study of law and promotion of justice. Our values, our mission and our vision all derive from this purpose. And the same purpose generates the dedication and sense of belonging that all of us at Uría Menéndez so proudly represent.

In addition to caring for our main stakeholders, in the past year we have worked on our duties to improve the environment and to contribute to the social and cultural development of our society, in close collaboration with the Professor Uría Foundation. This report – which has been checked by external auditors – represents our communication on progress concerning our commitment to the ten universal principles of the United Nations Global Compact. We also continue to work toward achieving the Sustainable Development Goals, and in 2019 we specifically focused our efforts on goals 4, 5, 8, 16 and 17.

We are at the start of a new decade. In addition to our essential contribution to job creation and to driving the economy – especially now, in light of the COVID-19 pandemic – businesses will need to be key drivers of a change that fosters understanding, reduces discrimination, encourages productivity, slows down climate change and, above all, enables us to realise the dream of a better world.

Many thanks.



Luis de Carlos  
**Senior partner**







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## ABOUT US

Uría Menéndez in 2019

The firm's key figures in 2019

Corporate governance

Mission, vision and values

Strategy

Ethics and professional conduct

Risk management and prevention

Knowledge-based culture

Recognition

URÍA MENÉNDEZ\* is a leading Ibero-American firm in the market, with seventy-four years' experience. The Firm's leading position is the result of its strong focus on talent, innovation and in-depth legal analysis, in addition to its respect for ethics and professional conduct.



**10**  
countries



**14**  
offices

Barcelona

Bilbao

Bogotá

Brussels

Mexico City

Lima

Lisbon

London

Madrid

New York

Porto

Beijing

Valencia

Santiago de Chile



### Practice areas

- Corporate and commercial law
- Public law and litigation
- Tax and labour law

### Sectors

- |  |                                   |                             |
|--|-----------------------------------|-----------------------------|
| • Finance  | • TMT                             | • Infrastructure            |
| • Chemicals, pharmaceuticals and health sciences | • Hotels, tourism and leisure     | • Real estate and planning  |
| • Industry                                       | • Energy and natural resources    | • Insurance                 |
| • Professional services                          | • Transport and mobility          | • Funds and fund management |
|  | • Consumer goods and distribution | • Public sector             |

\* Uría Menéndez Abogados, S.L.P and its subsidiary company, Uría & Menéndez México S.C. ("URÍA MENÉNDEZ" or the "Firm")



### WE HAVE

four offices in Spain (Madrid, Barcelona, Bilbao and Valencia), two in Portugal (Lisbon and Porto), three in some of the main global financial hubs (New York City, London and Beijing) and one in Brussels, the European Union's decision-making centre.



### WE BENEFIT

from our strategic non-exclusive alliance with our European "Best Friends" to create integrated teams together with top firms in Germany (Hengeler Mueller), France (Bredin Prat), the Netherlands (De Brauw Blackstone Westbroek), Italy (BonelliErede) and the United Kingdom (Slaughter and May).



### WE HAVE

a holding in the law firm PPU (Philippi, Prietocarrizosa, Ferrero DU & Uría) with offices in Chile, Colombia and Peru, our own office in Mexico and an extensive network of close relationships in the main markets in the region, so we can advise our clients on any kind of transaction in Ibero-America.



### WE ARE

the Spanish member of Lex Mundi, a world's largest network of independent law firms with vast experience in more than one hundred countries. As part of the Lex Mundi global network, we can provide our clients with preferential access to 160 firms with more than 21,000 lawyers around the world, from a single point of contact.



### WE HAVE

regional practice groups (country desks) made up of URÍA MENÉNDEZ and, as appropriate, PPU lawyers who specialise in the areas or regions of greatest strategic interest for our clients.



## KEY FIGURES FOR THE FIRM IN 2019

### Size



#### Billing

€252,316,483



#### Growth

4.8%\*



#### Countries

10



#### Offices

14

### Team



#### People

1,122\*\*



#### Partners

133



#### New hires

160



#### Training hours

6,129

### Knowledge



#### Publications

415



#### Chaired professors

8



#### University lecturers

67

### Clients



#### Clients from

67 countries



#### International clients

41%

(other than from Spain and Portugal)



#### Repeat business

92%

\*In relation to 2018

\*\*As at 31 December 2019, URÍA MENÉNDEZ had 948 employees other than partners and other contracted individuals, mainly graduates completing their Master's Degree to Access the Legal Profession.

## CORPORATE GOVERNANCE

URÍA MENÉNDEZ ABOGADOS, S.L.P., is a limited liability company with **133 partners**.

The board of directors is responsible for the administration and management of the Firm, under the leadership of the senior partner, the managing partner and several permanent committees:

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### **Management Support Committees:**

the Professional Practice Management Committee (PPMC) and the Professional Support Committee (PSC), which, among other duties, manage and supervise the day-to-day running of the business.

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### **Appointments Committee:**

it handles the appointment of new partners, counsels, senior associates and managing associates at the various stages of the Firm's career path.

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### **Partner Evaluation Committee:**

it appraises the activity of all the partners.

Each of the Firm's three practice areas (corporate and commercial law, public law and litigation, and tax and labour law) has an area head with supervisory duties. Each office also has a head of office who is responsible for its day-to-day management.

The Firm's administrative structure is divided into various departments whose professionals support the lawyers in their work.





### Mission

To provide our clients with the best comprehensive legal advice, wherever they need it.



### Vision



As a

#### **Firm:**

to be the most prestigious Ibero-American law firm, providing legal advice and client service of the highest standard.



As a

#### **Business:**

to be an ethical, efficient and innovative company and a good place to work that encourages personal and professional development.



As a

#### **School:**

to be a team and work as one to provide comprehensive training for the best legal professionals.



As an

#### **Institution:**

to be a socially responsible organisation, committed to justice, culture, education and the duty of public service that is inherent to legal practice.

### Values



**Excellence in our work and in our relationships**



**Passion for law**



**Ethical and socially responsible conduct**



**Humility, respect and sympathy**



**Intellectual leadership and continuous training**



**Commitment to talent, effort and diversity**



**Support for culture, education and the environment**

1 Internal cohesion



2 External reputation



3 Positioning as a leading Ibero-American law firm



4 Operational excellence



5 Social commitment

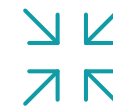


The common denominator of these pillars is the search for excellence across all fields of action, **within a framework of ethics, respect for the law and fulfilment of our obligations.**

## STRATEGY

### 1 Internal cohesion

The Firm's greatest asset is its people, who work as a team. We strive to build and maintain a high level of internal cohesion. We want URÍA MENÉNDEZ to be a good place to work and to attract the best talent.



### 2 External reputation

Our reputation is the result of more than seventy years' work and strong ethical principles that enable us to maintain top rankings year-on-year in the leading national and international directories, awards and publications.



### 3 Positioning as leading Ibero-American firm

The Firm's geographical and leadership reach focuses on Spain, Portugal and the Latin American market (with a presence in the Pacific Alliance region).



### 4 Operational excellence

We want to provide our clients the best service and our professionals to work with the most innovative tools. We invest in technology and innovation to have the best IT and knowledge management systems.



### 5 Social commitment

The highest expression of our social commitment is the involvement of our professionals in social projects and particularly our pro bono work. Through the Professor Uría Foundation, we also encourage education and training in addition to supporting solidarity initiatives for the benefit of underprivileged groups. The Firm is also committed to protecting the environment and strives to use natural resources more efficiently.



We work using a "guild" model, with masters, officers and apprentices.  
**The apprentices of today will be the masters of tomorrow.**





## ETHICS AND PROFESSIONAL CONDUCT

Since it was founded in 1946, URÍA MENÉNDEZ has been firmly committed to regulatory compliance, 2019 the board of directors approved the in terms of both the laws and professional regulations that govern our activity and, in general, the legal system as a whole.

Our principles and values are defined in the Firm's Code of Conduct, which sets out the ethical principles and general rules that everyone at URÍA MENÉNDEZ must follow. It was approved by the board of directors in December 2014 and it was last updated in September 2019. Every person at the Firm must read and comply with the Code of Conduct.

Of particular importance in the Code of Conduct are the rules on conflicts of interest, professional secrecy and privileged information, prevention of money laundering and the financing of terrorism, anti-corruption, criminal compliance and personal data protection.

We are aware that in order to observe the ethical principles set out in the Code of Conduct, we must also rely on the other people and entities with which we have relationships, seeking to establish relationships with them that are based on trust, mutual benefit and respect for free competition. This is why in 2019 the board of directors approved the Principles underlying the Code

of Conduct of Uría Menéndez and a Supplier Code of Conduct, which define the minimum conduct standards that we expect our suppliers to observe.

The Ethics, Risk and Compliance Department (ECD) at URÍA MENÉNDEZ is independent from the professional practice areas, has autonomous initiative-taking and supervisory powers and the following key functions:

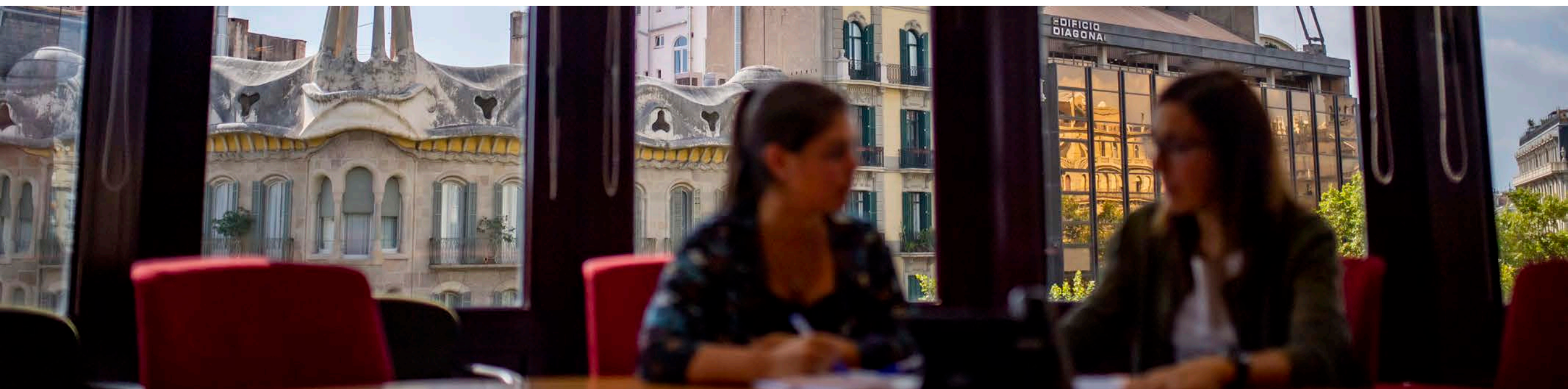
Supervising the Firm's activity in order to verify effective and proper compliance with regulations and ethical standards.

Implementing ethical policies and standards that develop the applicable

professional conduct rules to the extent necessary and adapt them to the Firm's professional practice and circumstances.

Making sure everyone at the Firm is aware of these areas and promoting continuous training.

However, as all the members of the Firm are responsible for complying with the laws and professional conduct rules that govern the activity of URÍA MENÉNDEZ, the Firm has established an "open doors" policy so that everyone has the right and the duty to disclose to the ECD their queries, issues or suspicions with respect to situations that concern them from an ethical, regulatory or criminal perspective. This can be



## ETHICS AND PROFESSIONAL CONDUCT

done by informal channels when the concern entails no risk or through the whistleblowing channel.

### Conflicts of interest

We have established strong standards of practice and advanced systems for detecting conflicts for each engagement the Firm receives from clients. The principles of independence, loyalty and professional secrecy that govern legal practice prevent us from accepting matters that may go against our clients' interests, even if this means that we have to refuse to advise on major transactions. For a firm of the size and characteristics of URÍA MENÉNDEZ, it becomes a requirement to have clear rules that enable us to identify and avoid professional conflicts of interest as well as to ensure that accepting a professional engagement does not and could not harm the principles and interests of the Firm and, fundamentally, of its clients.

### Prevention of money laundering and financing of terrorism

The Firm has a Prevention of Money Laundering Team that supervises

this area. It also carries out internal audits to ensure compliance with URÍA MENÉNDEZ's rules and acts as a consultative body and updates and disseminates these rules.

The Firm's prevention of money laundering and financing of terrorism procedures are checked every year by an external expert. In the financial year analysed, the audit relating to the period between 1 June 2018 and 31 May 2019 was satisfactory.

### Criminal compliance

The Crime Prevention Committee has autonomous initiative and control powers and supervises the operation of and compliance with the URÍA MENÉNDEZ Compliance Programme. It periodically checks compliance with the Criminal Risk Prevention rules and assesses any changes required to improve it.

The Firm's standards of practice are entirely incompatible with conduct that could compromise the objectivity of those we interact with in our professional activities. URÍA MENÉNDEZ has a zero-

tolerance policy on corruption, which is enshrined in the Code of Conduct and in anti-corruption policies that are overseen by the Criminal Risk Prevention Unit.

### Data protection

We have a data protection officer to advise on and oversee compliance with data protection regulations. The role falls within the scope of the ECD, although he or she is guaranteed to be able to perform his or her duties with independence and report directly to the Firm's highest management levels, as required by the General Data Protection Regulation (EU Regulation 679/2016).

### Training in ethics, professional conduct and compliance

To promote awareness of these matters among everyone at the Firm, the ECD organises specific annual training plans that cover four main areas: professional conduct and compliance, prevention of money laundering, crime prevention and data protection.

The ECD also collaborates in organising and providing other training in areas that

relate to these four main areas, such as cybersecurity.

In 2019, all the members of the Firm received training in all four areas depending on their responsibilities. In total, 14 courses were given in 45 sessions.

**The Firm's donations to foundations and other non-profits in 2019 are listed in Appendix 1.**



## RISK MANAGEMENT AND PREVENTION

The board of directors of URÍA MENÉNDEZ is responsible for the Firm's strategic planning, among other roles. Foreseeing, supervising and subsequently managing risk in order to prevent its materialisation are essential tasks.

The strategic and operational risks identified by the Firm are assessed and specific action plans are devised for their control and management, for which the Firm's technical, human and organisational resources are used.

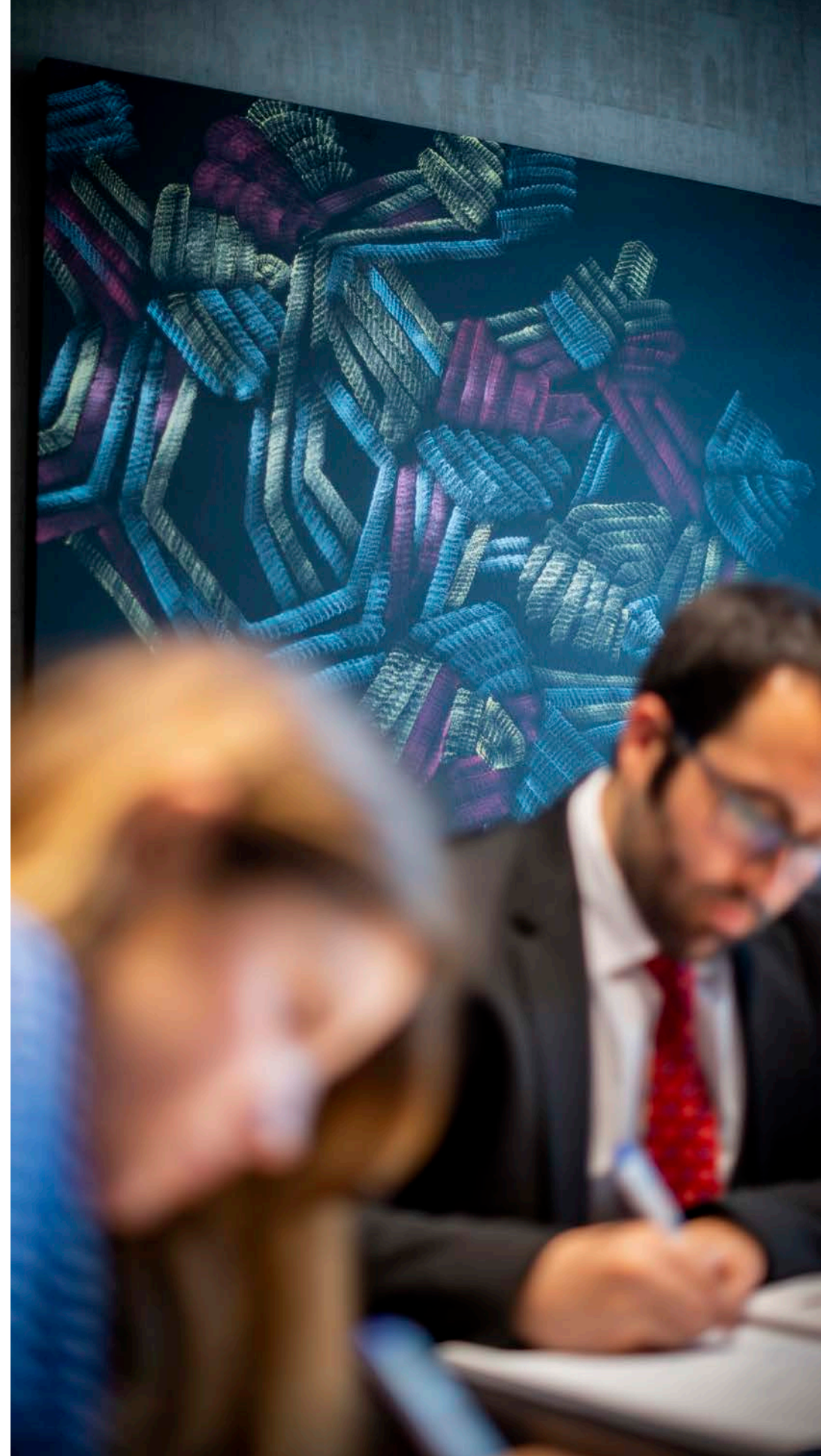
In this regard, we have a Business Continuity Plan which purpose is to ensure that our teams are able to continue providing services to clients after any potential crisis. The plan establishes the guidelines for appropriate and coordinated management of the various actions and identifies a Crisis Management Team that is responsible for implementing the plan.

The Firm also has modern, constantly updated systems for protection against external cyberattack, as well as anti-intrusion and information protection systems. We periodically carry out awareness-raising campaigns and specific

training for everyone at the Firm. In the event of any type of security breach, an action plan is set in motion to analyse and record the steps to be taken under the management of the Information Security Incident Response Office, created to react to any contingency of this type.

In terms of criminal risk, at URÍA MENÉNDEZ we pay special attention to the risks present in the activity of any company, to those specifically relating to the provision of legal services and also to risks arising from the involvement of members of the Firm in criminal offences committed by its clients. In order to prevent or mitigate the materialisation of these risks, we are continuously working to identify potential new risks and required improvements to existing measures, all using various techniques to identify risks and assess the design and effectiveness of the controls (including interviews, informal internal communication, whistleblowing channel for breaches and irregularities, audits, risk assessments and benchmarking).

Risk supervision and management are defined in the Code of Conduct, with which all members of the Firm must comply.





### Main risk management mechanisms

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#### Standards of practice in relation to professional and business conflicts of interest

These standards of practice are in place to identify and avoid professional conflicts of interest and ensure that work that may be contrary to the clients' and the Firm's interests is not accepted.

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#### Anti-corruption policy

The URÍA MENÉNDEZ standards of practice are incompatible with any conduct that could compromise the objectivity of those we interact with in our professional activities, be they in the public or private sector. The Firm has a zero-tolerance policy on corruption.

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#### Whistleblowing channel for breaches and irregularities

The Firm has a whistleblowing channel through which all the Firm's members must disclose any potential breach of the regulations in force. This channel was developed in 2019 to make it more accessible to users, allowing specific circumstances to be disclosed but with the aim of turning it into a specific channel for everyone at URÍA MENÉNDEZ to consult or raise doubts regarding the lawfulness of conduct or the use of the channel itself.

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#### Prevention of money laundering and financing of terrorism guidelines

These guidelines set out the measures and processes that everyone at URÍA MENÉNDEZ must follow with respect to clients and matters entrusted to the Firm.

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#### Privileged information rules

These rules set out the conduct from which the Firm's members must abstain, whether directly or indirectly and on their own behalf or for a third party.

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#### Supplier Code of Conduct and Purchasing Policy

We are committed to providing services of the highest standard and our suppliers play a vital role in safeguarding our values and principles. Our Supplier Code of Conduct sets out the minimum standards that suppliers are expected to meet throughout their relationship with the firm.

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#### Action in the event of security breaches

We have measures that regulate disclosure to the competent body of potential security breaches and the guidelines that such body must follow to address them. The objective scope of these measures has also been extended to apply to cases affecting personal data and other confidential information.

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#### Criminal Risk Prevention rules

The rules set out the principles and procedures to enable early detection and reduce the risk of crimes being committed at the Firm.

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#### Confidentiality and professional secrecy rules

These rules are in place to secure the maintenance of a complete internal and external safe-harbour mechanism for the information that URÍA MENÉNDEZ receives from its clients and collaborators.

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#### User rules and cybersecurity

These rules are fundamental to prevent and reduce risks. URÍA MENÉNDEZ has specific rules relating to the use of IT systems and mobile devices, the monitoring and audit of those systems and rules, and security recommendations.

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#### Document retention policies

We have a document retention and destruction procedure that fulfils the obligations set out in the General Data Protection Regulation (Regulation (EU) 769/2016), Basic Law 3/2018 of 5 December on personal data protection and digital rights guarantees, and the provisions established in other regulations in this area, such as prevention of money laundering and financing of terrorism regulations.

## KNOWLEDGE-BASED CULTURE

As a school for lawyers, URÍA MENÉNDEZ has a firm commitment to provide training to all its staff.

We have a conviction that it is only possible to provide our clients with excellent and high-added-value legal advice based on in-depth knowledge of the law and its sources. The Firm therefore offers its professionals a broad range of ongoing training in law, languages, technology, professional conduct and other skills, and provides the facilities required to foster teaching.

The academic world permeates our activities and we aspire to remain an intellectual touchstone in the world of law, strengthening our close ties to teaching that nurture our spirit of constant legal innovation.

From the Firm's earliest days, its founders conveyed their passion for teaching and research and their role in the creation of law. Rodrigo Uría González and Aurelio Menéndez Menéndez were awarded the Prince of Asturias Award for Social Sciences in 1990 and 1994, respectively, in recognition of their extensive teaching work and prolific research record.

Most of our lawyers actively participate in university life, meeting the constant need for analysis and research of legal affairs, and they are keen participants as speakers at legal conferences and seminars relating to their practice areas. URÍA MENÉNDEZ has eight tenured professors and 67 lawyers who teach at Spanish, Portuguese and Latin American universities and business schools.



Our lawyers' knowledge benefits our service to clients. To ensure that it can be found and shared, we have developed a complete knowledge management programme that provides access to an extensive database of annotated internal templates, memoranda, precedents and other useful documents depending on the professional needs of each practice area. Moreover, an experienced group of lawyers and researchers from the Knowledge Management Department ensures that the databases are continuously updated, and is responsible for uploading daily summaries on our intranet concerning the rules, judgments and documents of legal interest published by the main regional, state and European Union sources of information.

The Knowledge Management Department also has a language consultancy service that addresses queries regarding the use of the Spanish language raised by members of the Firm, reviews documents, conducts assessments and offers linguistic training.

We also have a Languages Department made up of a team of lawyer-linguists who resolve queries and review documents drafted in English and French to promote quality and continuous language training. Our lawyer-linguists also perform level tests, coordinate legal English courses and provide seminars to help lawyers and staff at the Firm reach their training targets. The Languages Department also oversees the quality of translations provided by external suppliers.

The Firm was internationally recognised as one of the ten best companies in Europe in knowledge management and innovation by the MAKE (Most Admired Knowledge Enterprises) studies in 2003, 2008, 2009 and 2017. These studies identified the leading European companies on the market by their ability to use knowledge as a means to achieve optimal levels of innovation, efficiency and excellence in their services or products.

## Awards received in 2019

### National

#### Expansión Legal Awards 2019

- Best firm of the year
- Best transaction of the year as advisor in the sale of 20% of Gas Natural to the CVC fund

#### Forbes Abogados Awards 2019

Best lawyer aged under 40 - Carolina Albuerne

#### Iberian Lawyer 2019. 40 under Forty Awards

- Best firm in M&A
- Best firm in Securities Market
- Best firm in Life Sciences Pharma
- Best firm in Litigation

### International

#### Mergermarket Europe M&A Awards 2019

Best Spanish firm of the year in M&A

#### IFLR European Awards 2019

- Most innovative firm of the year in Spain
- Advisors in the best private equity transaction of the year for advice to Hispania in Blackstone takeover bid

#### GRR Awards 2019

Noteworthy Spanish restructuring matter 2019 GRR Award for the judgment of Commercial Court 2 of Madrid of 14 January 2019 upholding the terms of the restructuring of Isolux

#### Euromoney Rising Stars Awards 2019

Rising Stars: Spain - Blanca Arlabán and David López Pombo

#### Chambers Latin America Awards 2019

Firm of the year (International Counsel) in Cuba

#### International Tax Review

- European Tax Awards 2019
- European Impact Deal: acquisition of Abertis by Atlantia and ACS.
- European Impact Deal: advice to Banco Santander on Blackstone's acquisition of Banco Popular's real estate assets
- European Tax Policy firm of the Year – awarded to the Best Friends Tax Network

#### Chambers Diversity & Inclusion Awards 2019

- Highly Commended in the category of Outstanding Firm for Diversity & Inclusion
- Highly Commended in the category of LGTB+ lawyer of the year - Borja Sainz de Aja

#### Benchmark Litigation Awards 2019

- Best firm in Spain
- Best lawyer in Spain - Patricia Vidal

#### TrustLaw Awards 2019

TrustLaw Domestic Law Firm of the Year Award 2019 for our pro bono work

#### Who's Who Legal 2019

Best law firm in Spain

#### Chambers Spain Awards 2019

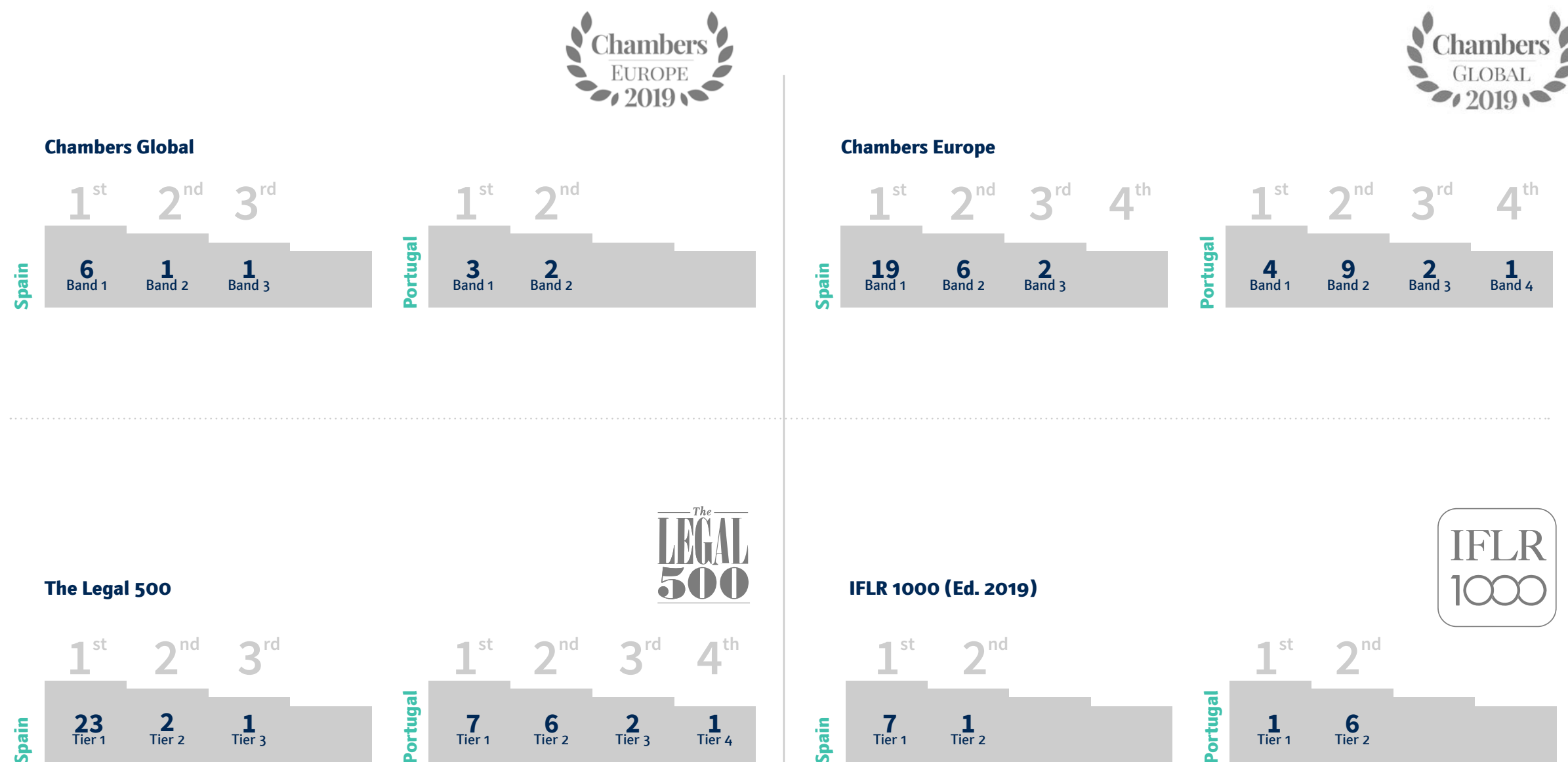
Best firm of the year in Commercial/M&A

#### Chambers Lisbon Awards 2019

Best firm of the year in Dispute Resolution



## Ranking in the leading international legal directories in 2019



### RANKED THIRD IN DEALS BY VALUE IN SPAIN IN 2019



**Uría Menéndez**

€11,989M

#### RANKING IN SPAIN

By value in millions of euros.

	Firm	Value*	No.
1	Linklaters	16,677	32
2	Latham & Watkins	13,380	19
3	Uría Menéndez	11,989	58
4	Garrigues	11,640	94
5	Clifford Chance	10,089	24
6	Cuatrecasas	9,058	93
7	Allen & Overy	8,886	17
8	Freshfields Bruckhaus Deringer	7,918	22
9	PwC Legal	6,701	31
10	Davis Polk & Wardwell	6,356	9

\*Currency conversion as at 20-1-20.  
Source: Mergermarket.

### RANKED SECOND IN DEALS BY VALUE IN THE IBERIAN PENINSULA IN 2019



**Uría Menéndez**

€13,948M

#### "TOP TEN" IN THE IBERIAN PENINSULA

By value in millions of euros.

	Firm	Value*	No.
1	Linklaters	19,193	35
2	Uría Menéndez	13,948	61
3	Latham & Watkins	13,382	19
4	Garrigues	11,668	102
5	Cuatrecasas	11,306	99
6	Clifford Chance	10,100	25
7	Allen & Overy	8,888	17
8	Freshfields Bruckhaus Deringer	7,919	25
9	PwC Legal	6,701	33
10	Davis Polk & Wardwell	6,357	9

\*Currency conversion as at 20-1-20.  
Source: Mergermarket.

### RANKED FIRST IN DEALS BY VALUE IN THE IBERIAN PENINSULA IN 2019



**Best Friends Group\***

€265,650M

#### "TOP TEN" IN EUROPE

By value in millions of euros.

	Firm	Value*	No.
1	Best Friends Group	265,650	250
2	Kirkland & Ellis LLP	172,861	103
3	Freshfields Bruckhaus Deringer LLP	133,038	149
4	Linklaters	128,981	171
5	Weil Gotshal & Manges LLP	128,486	93
6	Davis Polk & Wardwell LLP	123,046	25
7	Latham & Watkins LLP	115,265	128
8	Clifford Chance LLP	105,884	158
9	Sullivan & Cromwell LLP	101,337	32
10	Debevoise & Plimpton LLP	98,413	15

Source: Mergermarket

\* Made up of BonelliErede, Bredin Prat, De Brauw Blackstone Westbroek, Hengeler Mueller, Slaughter and May and Uría Menéndez.



## HOW WE WORK

Action framework

For our clients

For our professionals

For our future professionals

For our alumni

For our suppliers and collaborators

For the world we live in



## ACTION FRAMEWORK

We strive to carry out our activity responsibly and contribute to economic, social and environmental progress, through our core values and the will to be a source of support to society by using the law as a tool to foster harmony and protect vulnerable groups.

We are fully committed to sustainability, and our priorities are the wellbeing of people, respect for the environment and economic and social progress in the settings in which we work. In this regard, we have adopted as our own the sustainability pathway proposed by the United Nations 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (SDGs).

Our commitments to human rights, people, the environment and the settings in which we operate are set out in our Corporate Social Responsibility Policy. Everyone at URÍA MENÉNDEZ has the duty to know, understand and comply with the commitments in it.

Our relationships with stakeholders (clients, lawyers and staff, partners, law students, former professionals of the Firm and suppliers and collaborators) are fundamental to our sustainability strategy, and we seek to develop transparency and effective dialogue with our stakeholders to build relationships of trust.

We have global policies that set out guidelines for relationships with our stakeholders, including the Code of Conduct, the Corporate Social Responsibility Policy and the Supplier Code of Conduct.

## Main channels of communication with our stakeholders

### INTERNAL CHANNELS

#### Written:

- Sustainability report
- *UM Noticias* magazine

#### Digital:

- Intranet
- Partner and counsel portals
- Suggestion box
- Activities programme
- Communications from the senior partner and managing partner
- Internal assessment platform

#### Presentations and events:

- Annual strategic presentation by the managing partner
- Monthly partner breakfasts
- Partner and counsel restaurant
- Mentoring and support programmes
- Annual practice area meetings
- Forums for debate
- After-work social events

### EXTERNAL CHANNELS

#### Written:

- Sustainability report
- External publications
- *Actualidad Jurídica* law journal
- Media presence: articles, interviews, etc.

#### Digital:

- Firm's website: [www.uria.com](http://www.uria.com)
- Social media
- Digital publications: announcements, circulars, newsletters, etc.
- Alumni portal

#### Presentations and events:

- Presentations at universities and business schools
- Trade fairs and open days for students
- In-person events

Our sustainability strategy in 2019 was focused on people: clients, professionals, partners, alumni, law students and suppliers and collaborators. We have put all our efforts into meeting their expectations and creating shared value. This report offers a compendium of the actions taken by URÍA MENÉNDEZ to meet the expectations of its stakeholders in 2019.

### Human rights

With regard to human rights, as a signatory of the United Nations Global Compact, URÍA MENÉNDEZ supports and respects the protection of fundamental human rights, and it strongly rejects forced and compulsory labour as well as child labour.

The Firm also complies with the International Labour Organization's fundamental conventions on freedom of association and the right to collective bargaining.

We are aware that we do not face significant risks arising from the violation of human rights owing to the nature of our activity. Therefore, the due diligence procedures to mitigate, manage and repair potential abuses are in line with this assessment of risk. The firm has not received any complaints alleging human rights violations.

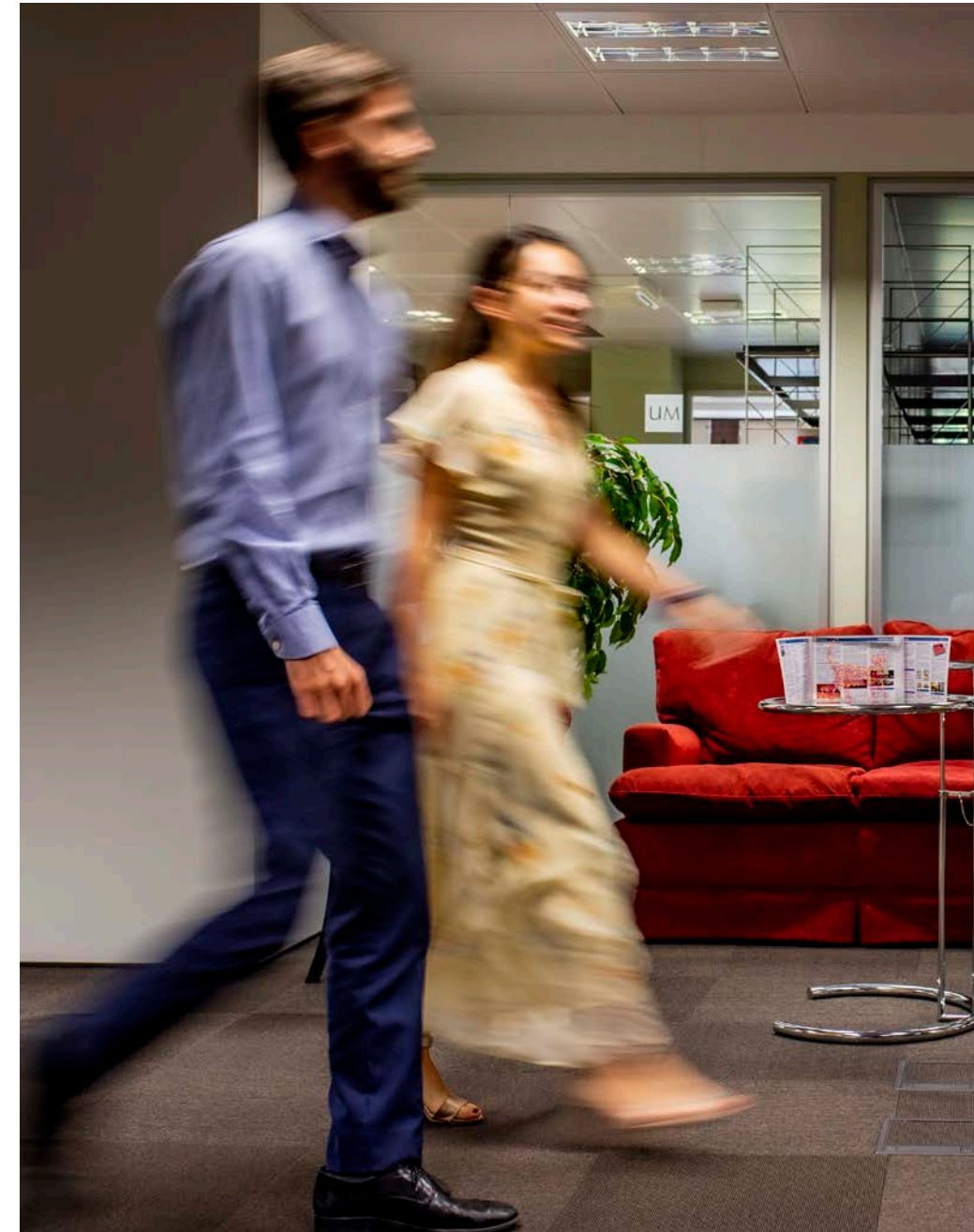
The Supplier Code of Conduct approved in 2019 expressly sets out the Firm's aim

to promote human rights in its supplier relationships and its resolve to prompt suppliers to respect and protect human rights at all times.

A significant part of the Firm's pro bono work in 2019 (led by the Professor Uría Foundation) was focused on human rights-related matters, such as advising not-for-profit entities on the rights of asylum seekers, the rights of non-national minors and the rights of non-nationals being held in detention facilities.

A seminar was also held in 2019 at the Firm regarding the protection of refugees, aimed at lawyers and staff from all offices with an interest in training on refugees and immigration.

We celebrated Human Rights Day (10 December) in 2019 with the theme of "defending human rights" to emphasise the leadership role of young people as a source of inspiration for a better future.





### Legal advice of the highest standard

Clients are at the centre of our strategy and represent the leading stakeholder for the Firm. We aspire to provide them with legal advice of the highest standard that covers all areas of law, and to support them in all the markets in which they need us.

Our culture is strongly oriented toward understanding, meeting and anticipating the needs of our clients in order to make a sustained contribution to the creation of value.

For this purpose, we have a global client strategy that is designed based on three pillars of work:

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#### Clients

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#### Sectors

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#### Strategic markets

Each of these pillars has a specific working plan, with assigned heads, specific targets and associated indicators to enable us to assess our performance and our level of progress in terms of our strategic plan.

We strive to achieve an in-depth understanding of our clients' expectations, of company regulation and of the latest market trends, in order to efficiently, proactively and flexibly meet the needs of our clients.

Excellence in our practice and a client-focused approach are core values throughout the organisation. We strive to ensure that our values guide our practice across all teams and organisational levels, fostering a system of continuous and open communication that guarantees the achievement of our ultimate goal: client satisfaction and market differentiation.





### International strategy

Our business model is focused on the Iberian market (Spain and Portugal) and Latin America (through Philippi, Prietocarrizosa, Ferrero DU & Uría, with offices in Chile, Colombia and Peru and our own office in Mexico). Twenty-five years' experience of gaining the trust of our Latin American clients has enabled us to secure market recognition and a solid leading position in the region as a top Latin American firm.

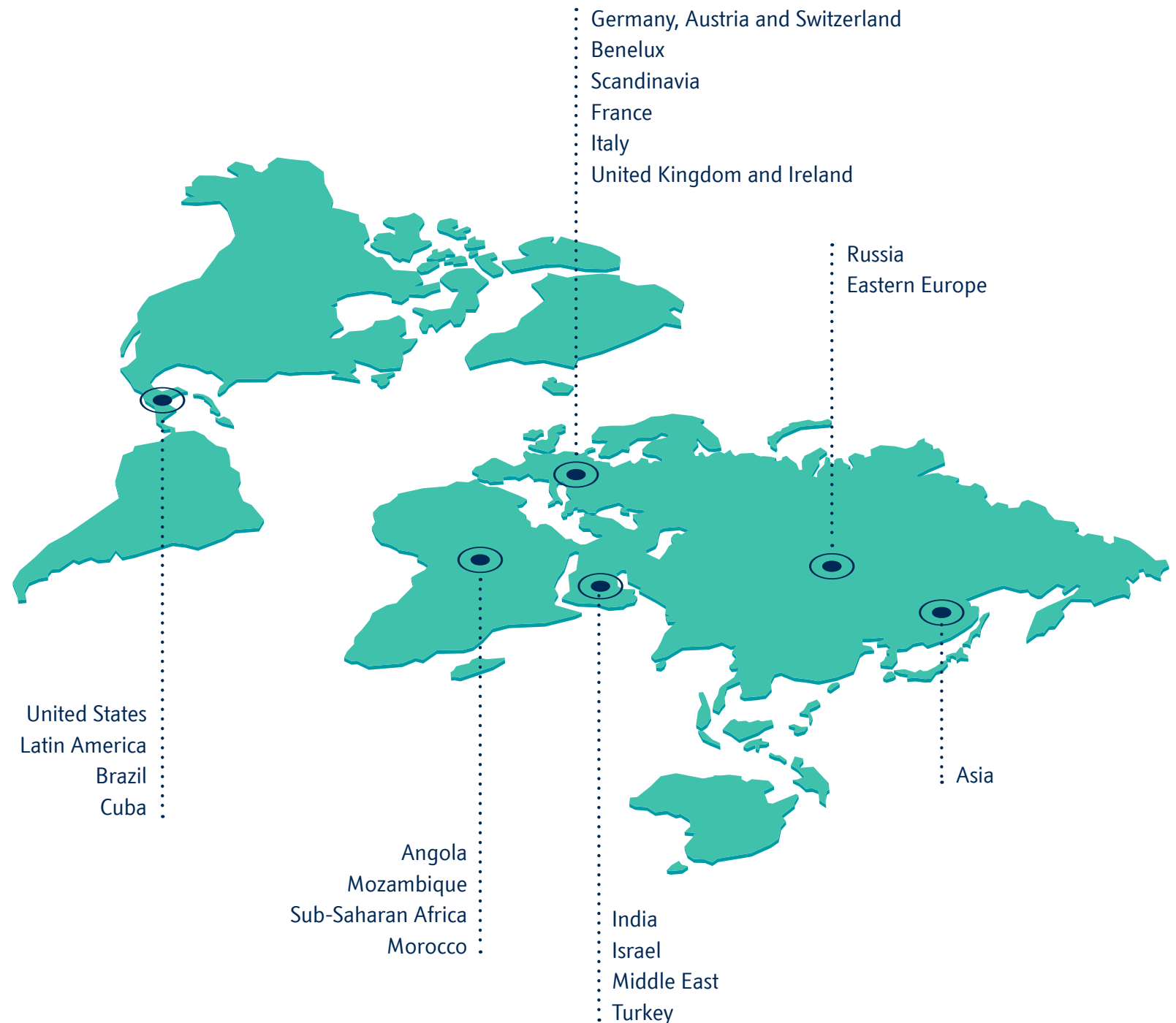
We are also present in several international finance hubs (London, New York City and Brussels) and in other areas or regions of strategic interest for our clients, which we monitor by country desks.

Country desks are a fundamental element in the design and implementation of URÍA MENÉNDEZ's international strategy; the aim is to have a group of professionals with detailed and up-to-date knowledge of countries/regions that are of particular strategic interest for our clients. Country desks centralise and coordinate all our experience in these key regions.

**More than half of the Firm's clients are from markets outside of Spain and Portugal.**



### Country Desks (countries or regions)



## FOR OUR CLIENTS



PPU: the Ibero-American firm



**An established team.**  
**Regional and multidisciplinary reach**

**PPU is the leading**  
**Ibero-American firm** due to its:

- direct presence in Latin America
- comprehensive service provision; and
- vocation for excellence

**3**  
countries

Chile, Colombia  
and Peru

**640**  
people

240 staff

**4**  
offices

Santiago, Bogota,  
Barranquilla and Lima

**400**  
lawyers

52 partners



**International reputation.**  
**Regional leader**

**Leaders** in the top international  
legal directories

**15 Band-1 areas**  
**83% of partners included in rankings**  
**25 lawyers recognised as leading lawyers**  
Chambers & Partners 2019

**7 international awards**

**CHILE**

**"Best firm in Chile"**

Euromoney Legal Media Group  
(LMG) Awards 2019

**COLOMBIA**

**"Infrastructure Law Firm of the Year"**

Project & Infrastructure Finance Awards 2019 - Latin  
Finance

**PERU**

**"Best firm in Peru"**

Euromoney, Americas Women in Business Law Awards 2019

Philippi  
Prietocarrizosa  
Ferrero DU  
&Uría



**Clients and**  
**experience**

More than  
**3,500** clients

**30%** multinationals

Support for **local and international**  
clients in their investments  
**in Latin America**

Many clients listed on the stock  
exchanges of **Chile, Colombia and Peru**

**Comprehensive legal advice**  
**to businesses for all their business**  
**needs** in the region

### Client satisfaction

Our primary objective at URÍA MENÉNDEZ is to create value for our clients; we aspire to be their advisor on strategic issues, on the basis of mutual trust. We develop medium and long-term relationships with our clients beyond the specific deal or matter, in order to be fully committed to their business goals and provide effective support.

We proactively encourage collaboration with clients to offer added value and guarantee a service of the highest standard and enhance efficiency.

We believe that investing in technology and the transfer of knowledge and know-how is a distinguishing feature that builds trust and helps achieve targets, for both the client and the Firm.

A fundamental key to our strategy is the effort to identify and drive initiatives that give us the chance to listen to our clients, contribute to developing our understanding of their business and allow us to share knowledge and benefit from experiences.

We reinforce our commitment to providing legal advice of the highest standard with first-rate management systems that ensure our service fulfils the strictest quality standards, from a technical, know-how and experience viewpoint and from an operational perspective.

Client satisfaction is one of the fundamental and transversal keys to the Firm's client strategy. We proactively monitor our client relationships through various channels, such as the client partner (who conducts periodic performance reviews with the client), annual meetings, deal or matter reviews and compiling information to supplement the feedback provided.

### Initiatives

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Lawyer secondment programmes to client offices.

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Reverse seminars. We invite our clients to identify their concerns and learn more about their business.

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Specific in-house training programmes on matters of interest for each client.

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Organisation of open seminars on current affairs, market trends, legal developments, etc.

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Delivery of tailored notes and key updates.

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Joint training sessions (boot camps) with our Best Friends.

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We believe that the most efficient way of guaranteeing complete client satisfaction and winning the trust of our clients is to maintain an open and ongoing communication channel with them. By encouraging fluid and transparent dialogue with our clients, we hope to ensure that we are anticipating their needs, meeting their expectations and proactively working on areas for improvement.

The main processes for analysing our work and identifying our clients' satisfaction levels are as follows:

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#### Analysis of clients and the Firm's performance

We analyse the evolution of our clients to identify and anticipate market trends in relevant sectors, which enables us to position ourselves and react ahead of time.

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#### Assessment of the quality of our services and client satisfaction

We hold internal meetings to assess all potential matters and clients (regardless of the outcome). We hold post-deal reviews and client meetings to assess our performance in the deal, the value we have added and the lessons we can learn.

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#### Deal and team management

As part of our performance assessments, we conduct internal audits of cases on which we have worked in order to assess whether we have met the required standards in terms of service and client satisfaction.





### Trust, security and data protection

In 2019, we maintained our commitment to compliance with data protection law and to the privacy of our clients, employees, suppliers and other professional contacts. While 2018 involved a major effort to implement the General Data Protection Regulation (EU Regulation 679/2016), that implementation was reinforced in 2019. Additionally, policies have been adapted to the new rules on personal data protection and to the new digital rights approved by Basic Law 3/2018 of 5 December on personal data protection and digital rights guarantees.

Among other initiatives in 2019, members of URÍA MENÉNDEZ received further training on data protection and information security, action protocols were created and specific sections were introduced on the Firm's intranet offering extensive information on these areas.

### Innovation and technology in all processes

We strongly support innovation and make ongoing efforts to identify technology that will allow us to be more efficient and provide the best possible service to our clients. In 2019 and as part of the Strategic Systems Plan 2017-2020, we focused on adapting new technologies (legaltech) to professional practice and training legaltech users, on the security of our systems, and keeping our workplaces updated with the latest available technology, such as connection to various videoconferencing systems and wireless audio and video systems.

#### Legaltech

In 2019, we continued to invest in and develop projects aimed at implementing new legaltech approaches in various areas:

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##### Artificial intelligence

We have completed our projects to "train" artificial intelligence systems and these tools are being used to carry out document reviews, enabling us to optimise the time that our professionals dedicate to these tasks.

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##### Automation of documents

We have implemented a new document automation system that makes it possible to convert frequently used documents and forms into ready-to-use templates, in addition to automatically producing drafts that make it easier to create documents.

We are also continuing to make efforts to assess and trial other technologies that can offer future improvements to our systems, such as audio/video transcription systems, online board meeting record-keeping systems, chatbots for accessing information, etc.

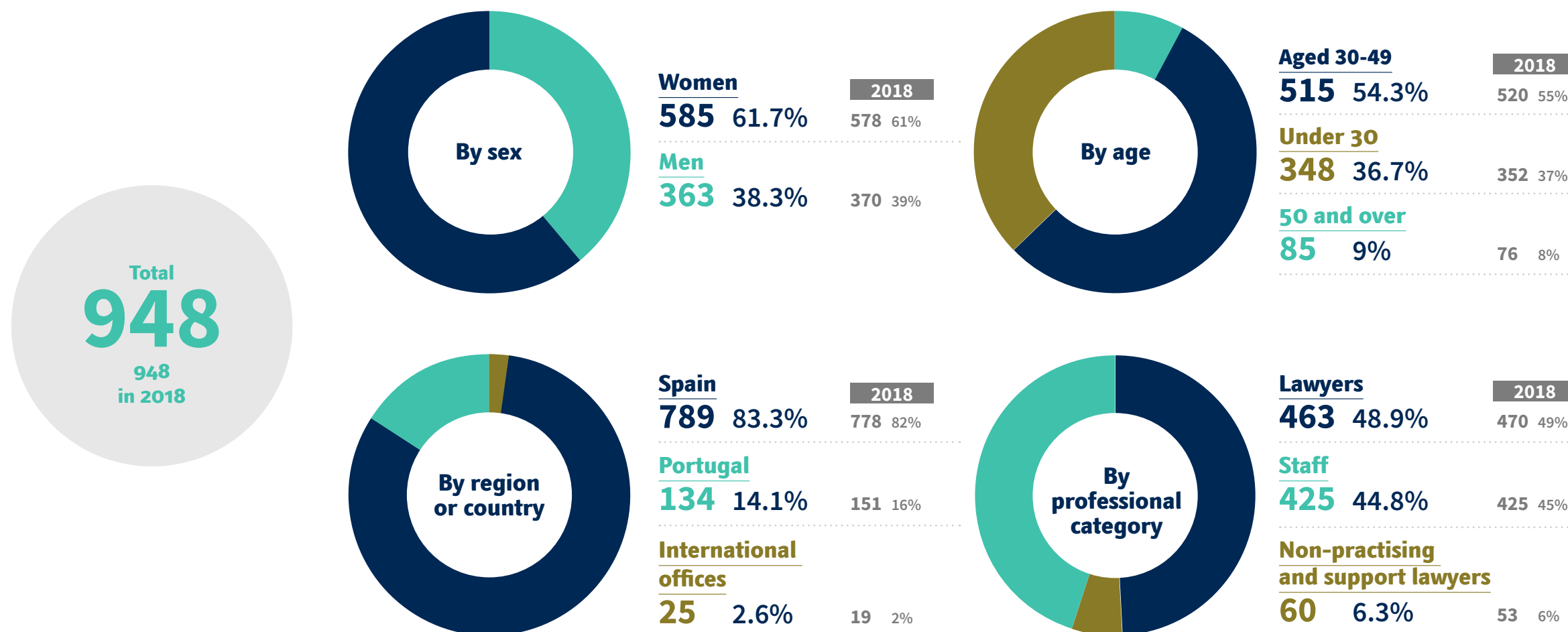
#### Cybersecurity

Concern for information and system security is a constant in all of our projects. We improved our systems and processes in 2019 to reinforce our cybersecurity position against internal or external attacks. We have also strengthened our systems for vulnerability analysis, control over network access, event auditing, etc.

### Professional team

People are the Firm's main asset. Attracting, retaining and recognising the best talent is therefore a strategic priority for the Firm.

In 2019, 948 professionals, excluding partners, worked at URÍA MENÉNDEZ. The level of diversity at the Firm in terms of demography (gender, language, age and culture) and experience is high\*.



\* The workforce includes employees across all offices, including lawyers in the Portuguese offices in Lisbon and Porto, even though they are not subject to Spanish labour law. As at 31 December 2019, the Firm had 92 Portuguese lawyers and trainees.

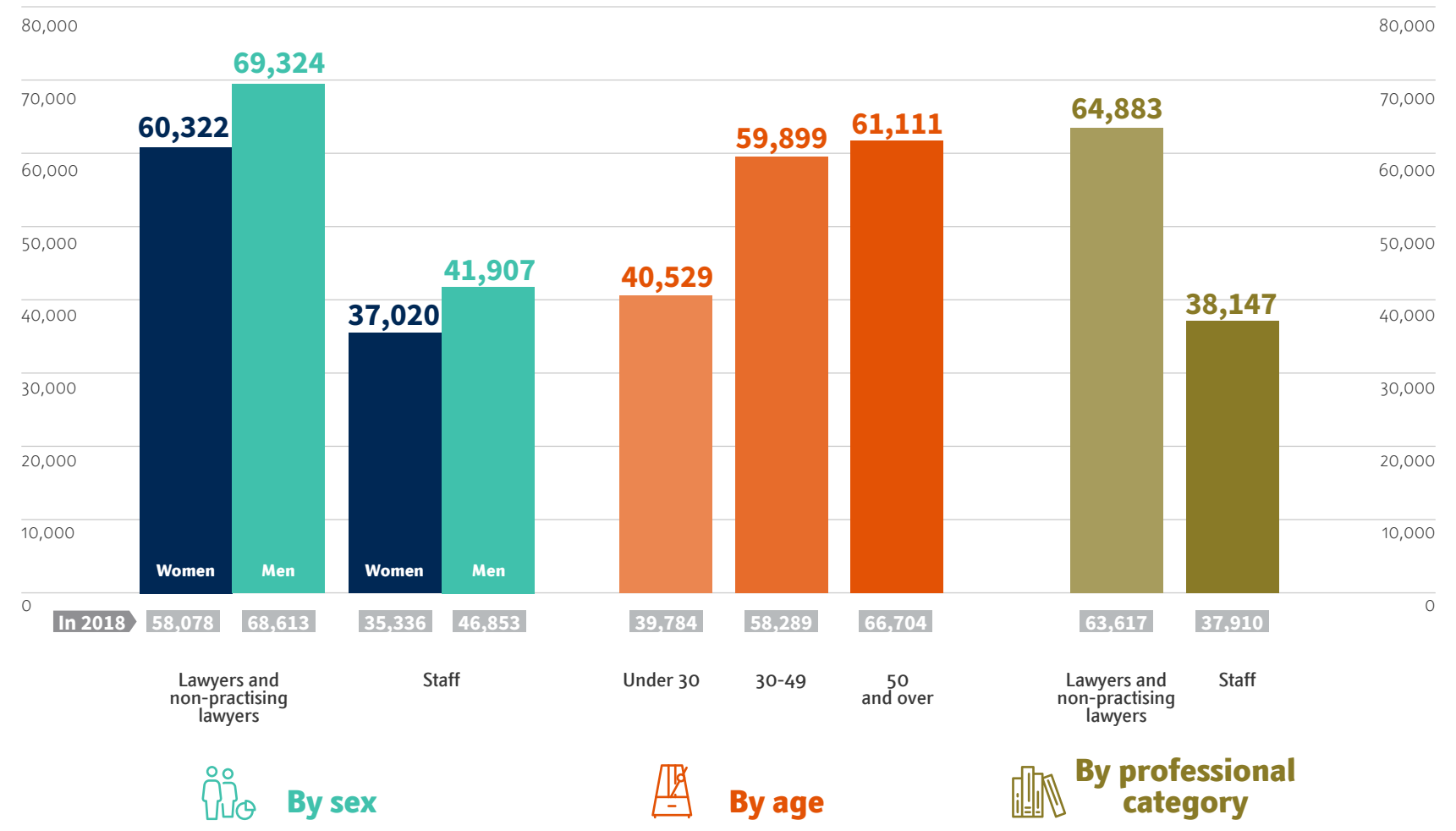
## FOR OUR PROFESSIONALS

94% of the workforce with whom the Firm has an employment relationship have a permanent contract. Appendix 1 describes the distribution of types of contract and working day by sex, age, professional category and country, as well as dismissals, also classified by sex, age and professional category.

In Spain, 100% of the staff with whom the Firm has an ordinary employment relationship are covered by a collective bargaining agreement. Lawyers fall within the special employment regime established by Royal Decree 1331/2006 of 17 November and they are not covered by a collective bargaining agreement as there is no specific agreement for law firms. Lawyers at the Portuguese offices in Lisbon and Porto do not have employment contracts with the Firm. In Portugal, 98% of staff are covered by a collective bargaining agreement.

### Average distribution of remuneration for the Firm's workforce in 2019\*

Figures in euros



\* Average remuneration has been calculated based on total salary, including variable remuneration, per working day, divided by the number of people without taking into account whether personnel are full time or part time.



## FOR OUR PROFESSIONALS

Our remuneration policy does not distinguish between men and women; it is based on performance as well as other contributions such as teaching activity and publications. There is no discrimination in the remuneration established for the career path on grounds of sex or any other condition.

The equal pay gap – calculated as a weighted average of the percentage difference in hourly salary (including fixed and variable remuneration) for male and female employees who perform similar duties or are in the same professional category (adjusted pay gap)\* – reflects minimal differences for lawyers and staff. These minimal differences are mainly due to identical factors for men and women which give rise to different results year on year, for instance each professional's level of achievement of his or her objectives has a bearing on variable remuneration.

Equal pay gap	2018	2019
Lawyers	3.48%	3.66%
Staff	3.29%	1.16%
Firm total	3.39%	2.48%

The structure and composition of the Firm's workforce, in which men have a longer length of service and represent a higher proportion of top hierarchical positions, is progressively changing with an unbiased recruitment process and actions intended to offer all our employees a fair and non-discriminatory professional career.

*\* Foreign law consultants have been excluded from this calculation.*



### Professional development for our lawyers

For us, the Firm is not only a place of work but also where one can develop as a person, build friendships and share interests and concerns regarding the issues facing society.

We offer a defined career path that enables lawyers to know how their professional career is likely to progress, from the moment they join the Firm until they are potentially appointed partner.

Career path	Training programme
<p><b>1*</b> <b>GRADUATE MASTER'S DEGREE TO ACCESS THE LEGAL PROFESSION</b> Mandatory practical master's studies.</p> <p><b>GRADUATE</b> Employment contract until qualification as a lawyer.</p> <p><b>FIRST-YEAR LAWYER</b> Qualification and permanent employment contract subject to Royal Decree 1331/2006 of 17 November. We offer all master's degree students employment after the mandatory practical period, with two seats in different practice areas or offices during the first year. Duration: one year.</p>	<p><b>GRADUATE MASTER'S DEGREE TO ACCESS THE LEGAL PROFESSION + GRADUATE + FIRST-YEAR LAWYER</b> A tutor, partner or counsel of the Firm is assigned to each lawyer to guide them throughout their professional career at URÍA MENÉNDEZ. During the first months, internal training will focus on providing support to prepare for the national skills test and developing the skills required to handle professional matters (use of legal information resources, drafting, professional conduct and prevention of money laundering, case studies on matters handled by the Firm, etc.).</p>
<p><b>2</b> <b>JUNIOR ASSOCIATE</b> Assignment to a practice group. Duration: three years.</p>	<p><b>JUNIOR ASSOCIATE. Training programme at IE Business School: IE-UM Professional Development Program for Lawyers</b></p> <ul style="list-style-type: none"> <li>• Aimed at junior associates from all Iberian offices.</li> <li>• 110 hours of training at IE Business School premises in Madrid.</li> <li>• Sessions in March, June, September and November over a three-year period.</li> <li>• Legal content mainly provided by URÍA MENÉNDEZ lawyers; sessions on economics, business and professional skills taught by IE Business School teachers in English.</li> <li>• Lawyers receive annual certificates and an IE-URÍA MENÉNDEZ diploma upon completion.</li> </ul>
<p><b>3</b> <b>ASSOCIATE</b> Duration: three to four years.</p> <p><b>4</b> <b>SENIOR ASSOCIATE/MANAGING ASSOCIATE</b> Duration: three years.</p> <p><b>5</b> <b>PARTNER/COUNSEL</b></p>	<p><b>ASSOCIATE, SENIOR ASSOCIATE, PARTNER</b> Training at URÍA MENÉNDEZ continues throughout a lawyer's professional career, with specific training programmes in collaboration with Spain's leading business schools (associates, for example, have a training programme organised by ESADE and senior associates have a programme organised by IE Business School). These programmes reinforce legal knowledge as well as important skills such as leadership, time management, networking, team management, business development and project management.</p>

\* Portugal:  
TRAINEE LAWYER

#### Career path:

Four six-month seats in different practice areas.  
Assignment of a partner or counsel as tutor.

#### Training programme:

Weekly training sessions with in-house lawyers and reputed professors, judges and legal experts.

#### Specific training:

Legal reasoning and drafting, writing legal opinions and reports, drafting due diligence reports, etc.

## FOR OUR PROFESSIONALS

Lawyers have an annual appraisal process that involves reviewing skills, technical knowledge and contributions to the Firm and enables them to advance in their career path.

In 2019, the career path rules were changed offering lawyers who are parents more options to decide how they wish to organise the timescale of their progression at the Firm. If lawyers who would be due to participate in the partner/counsel appointment process in the ordinary course of the career path become parents in the same or the preceding year, they can choose to postpone their candidature and not to participate in the appointment process for either or both of those years. This right to postpone participation in the appointment processes is limited to two years, although the Appointments Committee can authorise a longer postponement in exceptional circumstances.

The Firm launched the Professional Talent Development Plan (PTDP) for its lawyers five years ago. This ambitious plan is the fruit of our drive for excellence and our efforts to be the best organisation to work for. We know that we need to retain the best – diverse, committed and loyal – talent. These are the people we want to find a home and build a professional career at URÍA MENÉNDEZ.

We promote the utmost flexibility and efficiency in management of working time through the PTDP, providing measures for achieving work-life balance.

The PTDP also fosters the growth, promotion and professional development of our lawyers through programmes such as the following:

### **Mentoring and support programmes,**

aimed at guiding associates and senior associates, respectively, at various stages of their professional careers by offering them support, guidance and the tools required to fully develop their capabilities at that specific time in their careers.

### **Leadership programmes,**

intended to strengthen the leadership of our female associates, offering them tools to facilitate their professional development and effective team leadership.

Some are organised internally, and others are national and international programmes organised by third parties.

### **Networking programmes,**

aimed at fostering personal relationships in the professional environment and encouraging increased internal and external visibility of the lawyers participating in the programmes. Lawyers are encouraged to take part in third-party events, and internal client events are organised. Particularly noteworthy is the programme of breakfasts with leading women from various industry sectors.

In 2019, 106 lawyers participated in mentoring leadership courses. Our lawyers also participated in 50 networking initiatives.



**106**

**lawyers participated  
in mentoring and  
support programmes**



**20**

**lawyers participated in  
leadership courses**



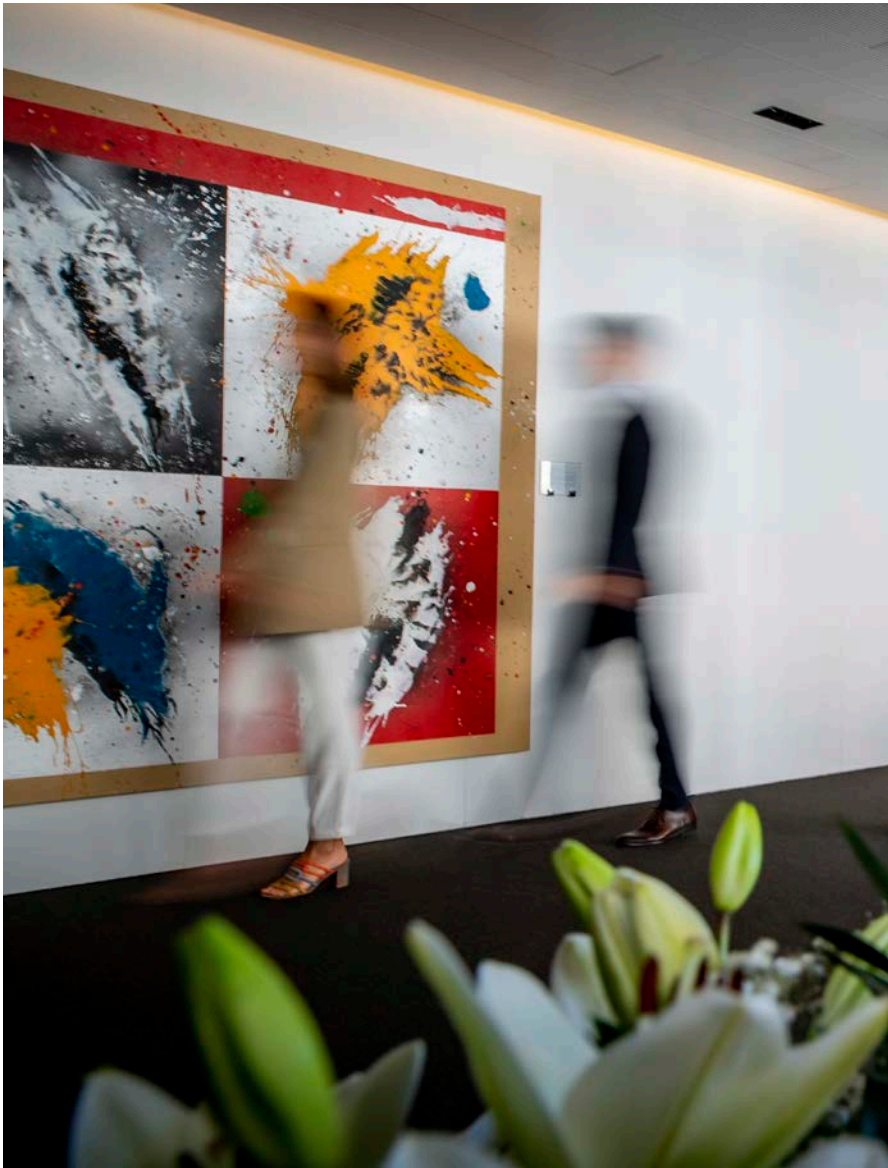
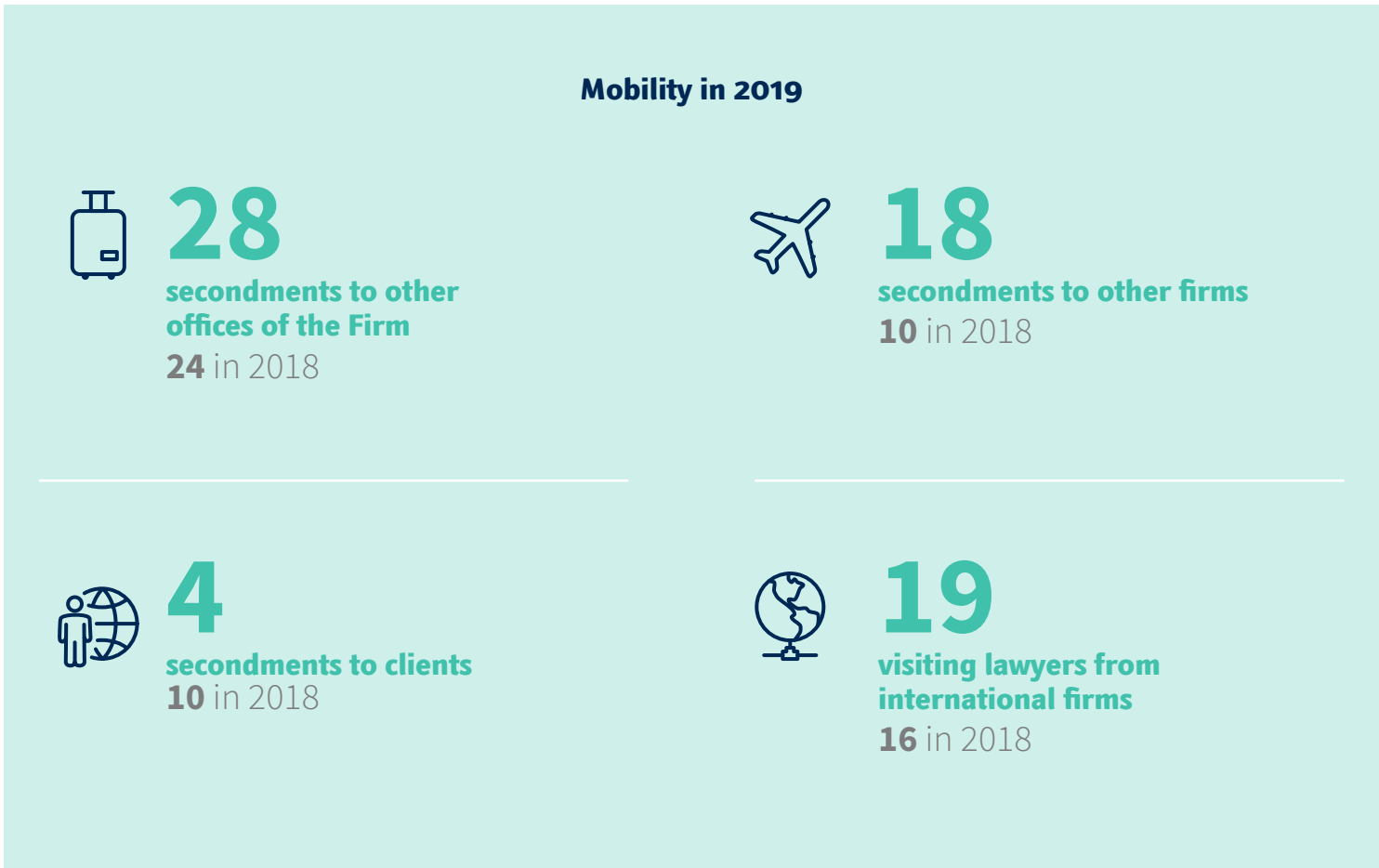
**50**

**networking initiatives  
in which the Firm's  
lawyers participated**



## FOR OUR PROFESSIONALS

Our lawyers also have the opportunity to work abroad as part of their professional development. In 2019, 28 of our lawyers were seconded to other offices of the Firm, 18 to other foreign firms and four to clients. We received 19 visiting lawyers from international firms.



## FOR OUR PROFESSIONALS

### Professional development of our staff

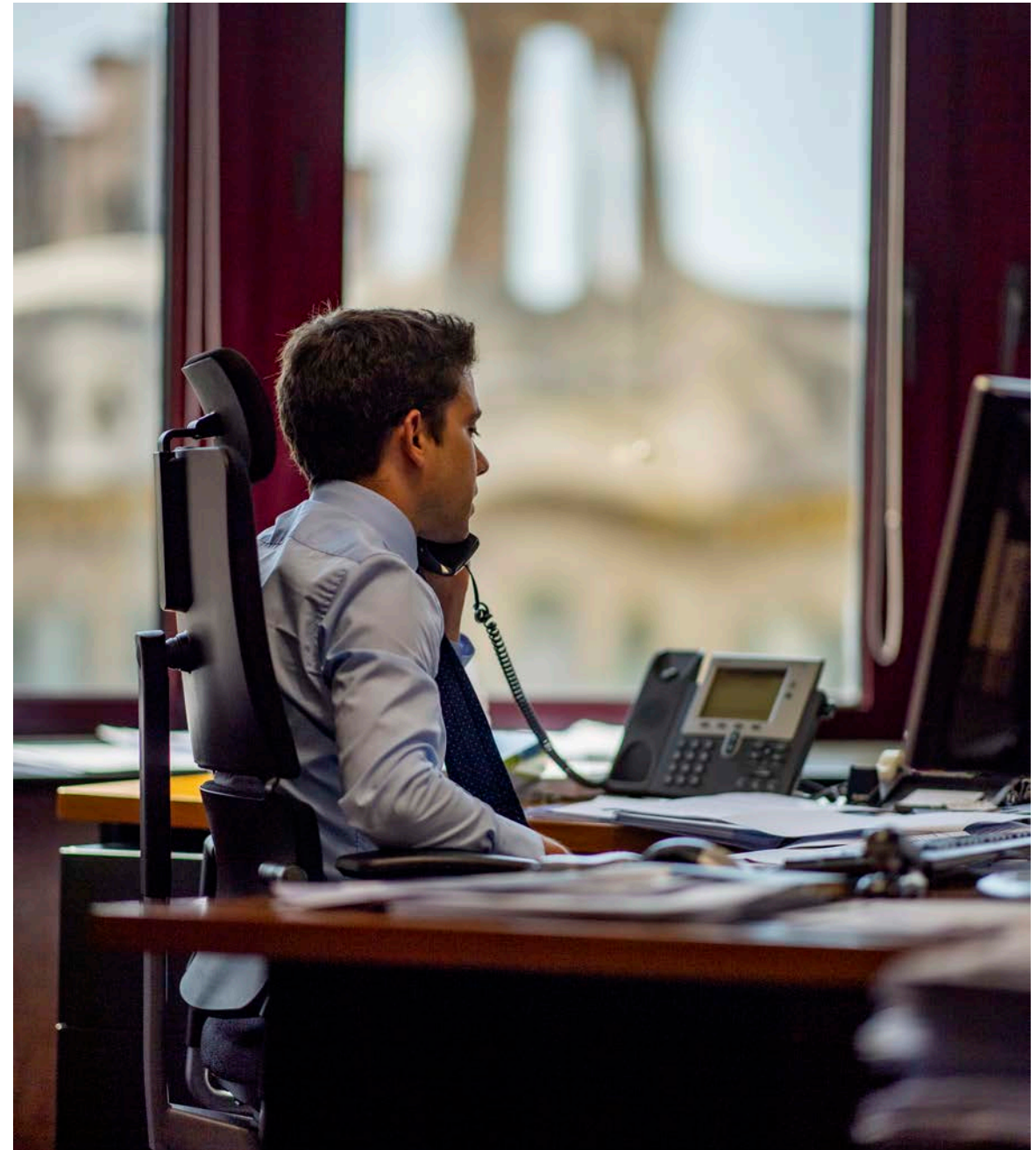
Our staff includes highly-skilled professionals from a broad range of areas, who work with our lawyers to provide our clients service of the highest standard.

They are committed, proactive and detail-oriented individuals. Quality and excellence are key to all our recruitment processes for these professionals.

The Firm's support departments are horizontally structured and customarily made up of small and specialist teams.

These professionals undergo a performance appraisal process each year, with a model that uses a tailor-made tool and which enables us to objectively appraise performance in order to reinforce learning and professional skills through development and training plans focused on technical knowledge, skills and working tools. This process also facilitates efficient communication between appraiser and appraisee.

There is an internal mobility programme for members of staff who are interested in changing posts or seeking promotion within the Firm. They can apply to fill vacancies in other departments, provided they fulfil the requirements of the new post. The Human Resources Department announces vacancies on the intranet, and suitable candidates from within the Firm have priority over other candidates. Four internal positions were offered through this programme in 2019.



## FOR OUR PROFESSIONALS

### Remuneration

The Firm's remuneration policy is aimed at optimising our employees' performance by rewarding excellence, dedication, career progression, responsibility and commitment to the Firm. It is managed through the HR portal.

The remuneration policy includes three components:

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#### Fixed remuneration:

determined based on internal professional category.

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#### Variable remuneration:

set for each financial year based on the Firm's results and in accordance with standardised criteria linked to performance, technical knowledge and other contributions.

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#### Flexible remuneration:

the *UM Flexible* programme offers our employees, voluntarily and at their discretion, the possibility of modifying the structure of their gross annual remuneration, exchanging part of it (cash remuneration) for certain goods

and services (health insurance, meal vouchers, childcare, public transport card, etc.), depending on the individual's needs.

The Firm has also contracted various life, accident and orphan's pension insurance policies in order to protect its members against certain contingencies. The Firm assumes the negotiation, contracting and cost of all of these policies.

The Firm pays 100% of its staff's salary during maternity, paternity and temporary disability leave.

In addition to salary, the Firm offers its members onsite services that enable them to better manage their personal lives (gym, physiotherapy and osteopathy service, employee health support programme, breastfeeding room, canteens, dry cleaning, shoe repair and tailoring, travel agency, multi-user smart letterboxes, etc.) and special offers or agreements with suppliers on favourable conditions (banks, hotels, car hire, gyms, opticians, restaurants, travel agencies, etc.).

### Innovation

The *Flexible Workplace* project was introduced in 2019. It represents a commitment to mobility and flexibility by using the capacities that contemporary technology offers us.

This new model enables our professionals to work from any location without putting at risk the security of the information they are handling, which facilitates work-life balance.

Also in 2019 and in order to comply with the new law regarding the recording of working hours as non-intrusively as possible, at URÍA MENÉNDEZ we have developed a system that is tailored to our flexible and remote working practices. The system also offers integrated management of absences and annual leave.





### Training

The development and growth of all our professionals is a priority for the Firm. At URÍA MENÉNDEZ, we mainly rely on internal training and we coordinate the majority of training initiatives through the UM Campus.

The UM Campus Council was set up in 2016 to organise, coordinate and develop the training programmes and the content, quality, efficiency and visibility of all training activities. It has a rector and five deans, one for each school, and various directors who lead the different programmes.

The UM Campus has its own space on the Firm's intranet. It is designed as a simple interactive platform that allows students to participate and set training objectives. The UM Campus provides access to all information regarding ongoing training programmes and activities, access to programmes from previous years, publications by lawyers, videos and training session materials.

The training that we offer to our professionals covers technical issues – which vary depending on the individual's specialist area – in

addition to personal skills such as leadership, motivation and communication, which facilitates the development of positive knowledge and skills that improve personal satisfaction and wellbeing.

The UM Campus offers a digital platform that contains a library and organises the training of all our professionals.

The UM Campus is structured in five schools:

#### Law School

#### Skills School

#### Professional Conduct and Compliance School

#### Technology School

#### Language School

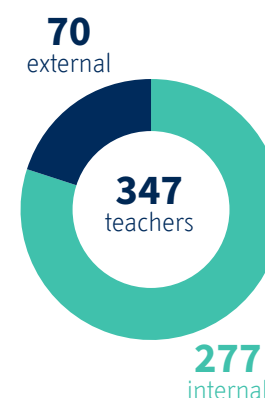
The schools propose training programmes and activities, which they subsequently organise, implement and monitor subject to discussion and approval by the UM Campus Council.

### Internal training by school in 2019

INTERNAL TRAINING	No. of sessions	No. of attendees	Duration (h)
Law School	441	9,741	574
Skills School	297	3,404	531
Language School	784	4,231	1,181
Technology School	192	1,355	397
Professional Conduct and Compliance School	49	1,103	62
<b>Total internal training</b>	<b>1,763</b>	<b>19,834</b>	<b>2,744</b>

The Firm also encourages its professionals to attend external training sessions.

EXTERNAL TRAINING	No. of sessions	No. of attendees	Duration (h)
Law School	164	229	2,975
Language School	3	3	8
Technology School	4	4	10
Skills School	7	9	392
<b>Total external training</b>	<b>178</b>	<b>245</b>	<b>3,385</b>



347 teachers took part in the **training programmes**, of whom 277 were internal (80%) and 70 external (20%).

## FOR OUR PROFESSIONALS

The hours of training received by the Firm's members vary depending on the circumstances of their career path and on the UM Campus schools. Each professional category received the following training in 2019:

### Hours of training/year, by employee and job category, in 2018 and 2019

Professional	No. of sessions		No. of attendees		Duration (h)	
	2018	2019	2018	2019	2018	2019
Lawyers and graduates	1,607	1,616	19,331	16,939	5,255.05	5,189
Staff	128	89	804	778	926.7	529
Joint training	262	236	2,338	2,362	472.35	410
<b>Total hours</b>	<b>1,997</b>	<b>1,941</b>	<b>22,473</b>	<b>20,079</b>	<b>6,654.1</b>	<b>6,129</b>

A quantitative analysis of the level of satisfaction with training activities showed that 86.3% of sessions where attendees were asked to complete an anonymous survey received an average overall score of 3 or higher, on a scale from 1 to 4 where 4 is excellent.

Beyond the UM Campus, we offer our lawyers a range of international training activities together with our best friends, including the Autumn School, Multilateral Training Asia, the Competition Academy, the Arbitration Academy, the Tax Associates Academy and the OSR Leadership Programme. The Associates Workshop and Lex Mundi Institute are organised together with Lex Mundi. In addition, the March School is organised with PPU and our Latin American best friends.

Finally, the Professor Uría Foundation collaborates with the Firm on training, organising sessions and debates on matters that are important for society as a whole and of interest to all URÍA MENÉNDEZ members, such as politics, international relations, art, education and gastronomy.

#### DEBATES HELD IN 2019:

**The government's Latin American policy**

**Target Tokyo 2020: achieving the difficult, attempting the impossible**

**2019 general elections**

**Spain: facing an unprecedented political cycle**

**Climate change: how to protect the environment for future generations**

#### Key figures for 2019



Hours taught

**6,129**

6,654 in 2018



Attendees

**20,079**

22,473 in 2018



Sessions

**1,941**

1,997 in 2018



Teachers

**347**

312 in 2018



Average number of internal sessions/day

**4.8**

4.8 in 2018

REVISTA  
DE  
DERECHO MERCANTIL

ENERO FEBRERO  
MADRID

Núm. 1

## Our partners

Partners (**133 in 2019**) are key stakeholders for the Firm.

The group of partners includes a higher percentage of men than women, but we are striving to gradually change this gender composition and achieve a more balanced position. Promotions to partnership in the last two years have been gender-balanced, with the percentage in 2019 being 50% male and 50% female.

The partners take part in an annual self-assessment process in which they analyse and assess their professional activity, as well as their contributions, plans and future targets. The Partner Assessment Committee oversees this process, which ends with an interview with the senior partner or managing partner.

**6** There were six new appointments in 2019, including three women.

An annual introductory programme is also organised, which is attended by the new partners and counsel appointed or hired by the Firm during the previous financial year and in which a number of partners of the Firm actively participate. There are also specific training initiatives for partners. These initiatives are external, such as the Executive Education Program: Leading Professional Services Firms (taught at the prestigious Harvard Business School) and the Partners Leadership Programme (organised by Slaughter and May in association with the University of Oxford and the Saïd Business School), and internal, such as stand-alone seminars on academic

and professional matters of interest. These initiatives are attended by partners of the Firm on an annual basis and comprise a varied training programme that consolidates a range of professional skills and abilities.

The partners have access to a partner's portal, which is an IT platform offering full and frequently updated information on the Firm's activity, corporate affairs, strategic and organisational issues and other matters, including reports on local and international economic affairs that are prepared by the research service of a renowned financial advisory firm.

Other tools are also aimed at promoting cohesion among the partners, such as the Annual Partners' Meeting, the (also annual) meetings of each of the three practice areas into which the Firm is divided, and the partner and counsel restaurant in the Madrid office.

### Equality

URÍA MENÉNDEZ has had an Equality Plan since 2008, in compliance with Law 3/2007 of 22 March on effective equality of women and men. New measures were incorporated after the entry into force of the Equality Plan, which were included and standardised in the new version approved in July 2018.

Of particular note among the range of specific measures adopted to facilitate work-life balance and the organisation of working time as efficiently as possible are:

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Measures aimed at incorporating flexibility into our working day, with respect to both working hours and the workplace (flexible workplace and remote working plans).

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Commitment to investing in technology that makes it easier and more efficient to work from outside the Firm (laptops, VPN connections, free connectivity, smartphone management tools, etc.).

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Increase in annual leave, active planning and management of holiday periods and free afternoons every other Friday.

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Possibility of converting breastfeeding leave into full days of leave.

The Equality Plan also includes four other focus areas: culture and leadership, access to employment,



promotion and prevention of harassment. Each area offers a wide range of tools to achieve the stated aims.

The Firm benefits from a respectful working environment and we ensure respect at all times for equality of treatment and non-discrimination, among other fundamental principles. If conduct is detected that deviates from these principles, corrective and disciplinary measures are put into place as well as measures to protect those affected.

No case of discrimination has been reported to date at URÍA MENÉNDEZ.

As part of the Equality Plan, the Firm has an Action Protocol to prevent harassment in the workplace, with a commitment to prevent sexual harassment, harassment on grounds of sex and bullying. All the actions provided for in the Protocol, an updated version of which was approved in April 2019, guarantee confidentiality and the protection of the identity of those affected and of all parties involved in a case or in an investigation of workplace harassment.



### Diversity

We are particularly proud of being a diverse firm. The Firm is made up of people spanning three generations, twenty-eight nationalities and different abilities, genders and sexual orientations, who all share the same values.

Our strategic aim is to drive the development of diverse talent within an excellent organisation. We believe that the ways of development and managing talent are also diverse.

As evidence of our commitment, URÍA MENÉNDEZ signed a Diversity Charter in 2018, while in 2019 our managing partner adhered to the CEOPorLaDiversidad (CEOsForDiversity) alliance launched by Fundación Adecco and Fundación CEOE. The mission of this alliance is to unite the CEOs of major Spanish companies around a common and innovative vision of diversity, equity and inclusion and for them to act as promoters and ambassadors who help to drive diversity policies at their companies.



In 2019, we were recognised as the “Outstanding Diversity & Inclusion Firm” in the highly commended category at the Chambers D&I Awards: Europe 2019.

### Diverse talent



Universities

67



Languages

16



Nationalities

28



Generations

3

## FOR OUR PROFESSIONALS

### Disability

We participate in various disability-related initiatives as part of our search for professional talent and excellence.

We seek to cover the reserved quota of positions for disabled persons established by Royal Legislative Decree 1/2013 of 29 November approving the restated text of the General Law on rights of disabled persons and their social inclusion through the hiring of disabled workers, and we are close to achieving this aim. The Firm currently employs ten disabled employees, and we are working to increase this number.

We have a Family Plan in collaboration with Fundación Adecco since 2008 to support the social and workplace integration of disabled members of the families of URÍA MENÉNDEZ personnel (parents, children and siblings), from which 12 people benefit annually.

Of note in 2019 is our collaboration with the entities Down Madrid and Casa de Santa Teresa, supporting the workplace integration of people with Down's syndrome, and Prodis, for the workplace integration of people with intellectual disabilities via administrative tasks that are carried out in the Firm.

The Madrid office building at calle Suero de Quiñones, 42 ("Edificio Aurelio Menéndez") is fully accessible, including stair-free access routes, disabled-access

### Family Plan supports social and workplace integration of disabled family members

doors and passageways designed to allow wheelchair access and disabled toilets.

URÍA MENÉNDEZ participates together with other firms in the Good Disability Practices in Law Firms working group, led by the Foundation for Legal and Business Research (FIDE, for its Spanish acronym), which discusses the legal practice sector's approach to disabled workers and the particular characteristics of the sector. The working sessions held by this group produced a good practices guide relating to the incorporation of disabled people in law firms and their subsequent development, which was published in May 2019.

We celebrated the International Day of People with Disabilities (3 December) in 2019 by signing up to the "Job Filter" campaign launched by Fundación Adecco, and by distributing the *"good practices guide for the incorporation and professional development of disabled people in law firms"* to all the members of the Firm.

**10 disabled persons  
employed by the Firm as  
at 31 December 2019**

**12** in 2018



## FOR OUR PROFESSIONALS

### LGBTI & Allies Desk

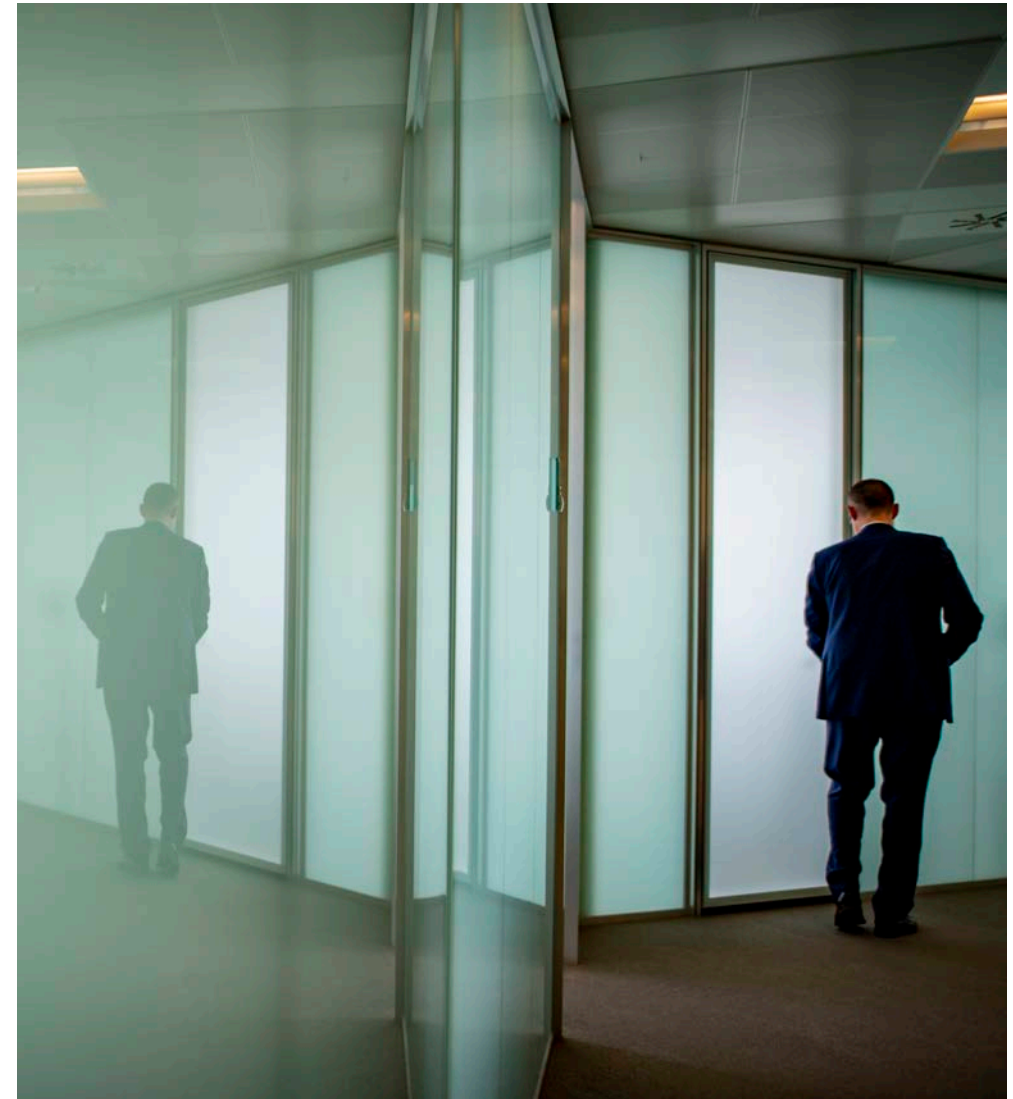
We encourage a respectful and inclusive environment so that all our LGBTI professionals feel accepted and motivated, and we express this support both internally and publicly.

Our LGBTI & Allies Desk is a group made up of more than 50 members of URÍA MENÉNDEZ – LGBTI or otherwise – who are committed to the integration of this diversity.

The group promotes networking activities to maximise the human and professional development of its members, giving them the opportunity to interact with other professionals from the business world who are committed to this cause.

In 2019, one of our partners who is a member of the LGBTI & Allies Desk was highly commended for the “LGBT+ Lawyer of the Year” category at the Chambers D&I Awards Europe. We inaugurated a series of lunches with LGBTI leaders, which are open to anyone who is interested. We also hosted the 4<sup>th</sup> Annual LGBTI D&I Event for our Best Friends in Madrid, with lawyers from Slaughter and May, Hengeler Mueller, BonelliErede, Bredt Prat and DeBrauw, as well as companies such as Amadeus, Microsoft and Santander. In 2019, we also completed our participation in the “Advancing in LGBT Diversity Management in the Public and Private Sector” project financed and managed by the EU and the Spanish and Portuguese governments, and we were listed among the fifteen most inclusive businesses for LGBTI professionals in the Emidis FELGBT directory.

And, of course, we have continued our activity as part of the Business Network Association for LGBTI+ Diversity and Inclusion (REDI, for its Spanish acronym), of which we are its founding member and secretary to its managing board.



**The LGBTI & Allies Desk**  
is made up of over 50 people who are  
committed to the integration of LGBTI  
diversity

### Occupational health and safety

At URÍA MENÉNDEZ, we aim to guarantee the highest possible level of protection against occupational risk for all our professionals, through continuous improvement and maintaining the highest standards of occupational health. In order to achieve this, while we are aware that our activity does not involve particularly serious occupational risks, we pay special attention to all aspects relating to the safety, health and wellbeing of our professionals.

At URÍA MENÉNDEZ, we comply with all health and safety requirements established by applicable law, including developing and implementing an occupational risk prevention plan and drawing up and disseminating an occupational risk prevention policy, both of which are tailored to the Firm's activity. We have our own prevention service for technical preventive specialties and a third-party occupational medicine service.

A total of 307 workplace medical check-ups were performed in 2019, including analyses beyond the levels required by law in appropriate cases. Additionally, the Prevention Service provides personalised responses to any queries, requests or suggestions raised by the Firm's members with respect to occupational health and safety issues. Approximately 350 requests were answered in 2019.

As part of the *humanum* Health Promotion Programme, which encompasses activities relating to occupational wellbeing, an employee health and wellbeing support service was launched in 2019 aimed at providing medical and psychological aid to all the Firm's members and their immediate family. This service provides advice on emotional and medical issues with the goal of fostering a positive state of health in the broadest sense. In 2019, the service handled a total of 35 cases, via 63 telephone calls and seven face-to-face sessions with psychologists.

Various health campaigns have also been launched as part of the *humanum* Programme, including campaigns for flu vaccination (162 people vaccinated in 2019) and blood donation (125 volunteer donors).

With the aim of encouraging healthy habits, the Firm offers on-site physiotherapy services at the Madrid office (as well as beneficial agreements with external centres in the other offices), offers free fruit at all Iberian offices and promotes sporting activities (in collaboration with ClubUM) such as the running club, keep-fit and mindfulness sessions in Madrid, basketball and yoga classes in Barcelona, an office gym in Lisbon and one coming soon in Madrid, charity runs in Madrid, Barcelona and Bilbao, and football, basketball and padel competitions.

A total of 283 hours' health and safety training was delivered in 2019 (57 training initiatives with 228 attendees).

The *humanum*  
Health Promotion  
Programme encompasses  
all the activities relating  
to occupational wellbeing

### The absenteeism rate in 2019 was 1.28%

	Spain	Portugal	International offices*
Women	1.69	1.40	-
In 2018	1.80	1.38	-
Men	0.68	0.46	-
In 2018	0.86	1	-

\*Figures not available for international offices.



## FOR OUR PROFESSIONALS

We have also taken part in the “VIVE” family days in collaboration with the Pro CNIC and SHE Foundations. This initiative is specially focused on children, with the aim of developing healthy habits for their future lives through games.

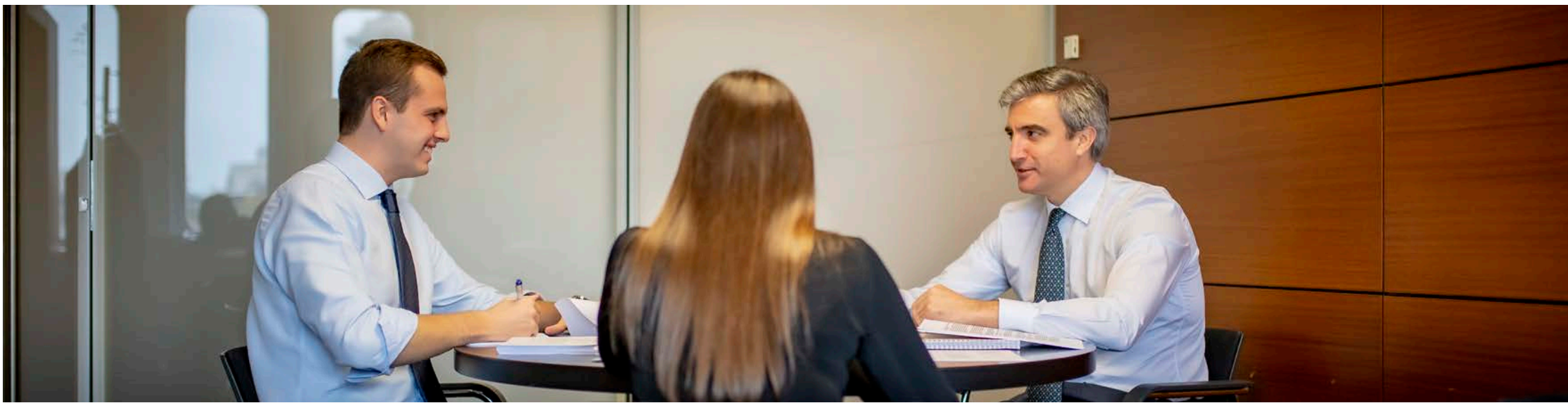
We maintain updated and operational emergency plans for the various offices, with annual drills in the majority of them. A legal audit of the occupational risk prevention system was performed during November and December 2019, with a satisfactory outcome. In December 2019, a consultation process was carried out regarding the most significant health and safety issues with all the members of the Lisbon office, with the aim of assessing new initiatives.

There were no workplace accidents causing absence or recorded occupational illnesses in 2019:

Health and safety at work*	2018		2019	
	Women	Men	Women	Men
Frequency of workplace accidents	3.44	2.07	0	0
Seriousness of workplace accidents	0.009	0.0014	0	0
Frequency of occupational illness	0	0	0	0
Seriousness of occupational illness	0	0	0	0

*\* Information not available for non-Iberian offices; figures hence valid for 97% of the workforce. The frequency index represents the number of accidents per million hours worked.*

*The seriousness index shows the number of working days lost per thousand hours worked.*



ClubUM

We use ClubUM to foster and strengthen relationships among the people who are part of URÍA MENÉNDEZ by coordinating and organising cultural, sporting, leisure and charity initiatives, the latter in coordination with the Professor Uría Foundation.

ClubUM has a steering committee with a presence across practically all offices, which decides on the initiatives to be implemented and encourages participation by as many people as possible.

Participants in the various initiatives organised by ClubUM in 2019:

ClubUM



## FOR OUR FUTURE PROFESSIONALS

We look for enthusiastic and friendly law graduates with a passion for learning to join the Firm. We offer excellent opportunities for personal and professional development, continuity at the Firm during the first introductory and training stage (barring exceptional circumstances), a clear career path and a highly competitive remuneration package.

We also select students in the final two years of their law degree to pursue summer internships at the Firm, who are given the opportunity to learn about the legal profession on the job. We assign them to a senior tutor and a junior tutor within a practice area. Most of these interns attend tailored training sessions (including analysis of real cases handled by the Firm, skills sessions and attending trials).

Our lawyer recruitment process is friendly but at the same time demanding. Every year, we hire young professionals out of university to start their professional careers at the Firm. Each professional is assigned a tutor (partner or counsel) who takes responsibility for showing them the profession, guiding them and facilitating their professional development.

We offer new hires a stimulating and dynamic workplace that prioritises an ongoing search for excellence, camaraderie and solidarity.

We take part in job fairs that are organised by universities and postgraduate centres, hold open days for students and make presentations at numerous universities, largely in Spain and Portugal. In addition to the information we provide to candidates in our recruitment materials (promotional brochure and video, etc.), at URÍA MENÉNDEZ we involve our lawyers in recruitment activities so that candidates have first-hand information regarding daily life in the Firm.

All of our recruitment process interviews are conducted by the Firm's partners and counsel, who dedicate an average total of 2,000 hours per year to finding talent. Interviewers try to obtain an overall view of each candidate, so they focus on legal and linguistic knowledge but also on candidates' interests and inquisitiveness, with the aim of assessing the candidate's personal suitability for the Firm.



# 2,000

hours per year dedicated  
by partners and counsel  
to capturing talent

1,500 in 2018



# 116

professionals hired in 2019,  
of which 61 were women

102 in 2018



# 6

promotions to partner in  
2019, of which 3 were women

5 in 2018

## FOR OUR ALUMNI

Our alumni have made a substantial contribution to making URÍA MENÉNDEZ what it is today. We owe them a great deal and we hope that they will always see the Firm as their home. They are our great ambassadors and are important stakeholders for the Firm.

Our Alumni Programme was officially created in 2004 with the publication of the first directory. The Alumni Programme acts as a point of contact between alumni and the current members of URÍA MENÉNDEZ. It includes lawyers who have left the Firm and lawyers from our Best Friends who have completed a secondment at URÍA MENÉNDEZ. We organise meetings with our alumni every two years at different offices (Barcelona, Bilbao, Brussels, Lisbon, London, Madrid, New York City and Valencia).

The Programme also has an exclusive extranet, which offers alumni access to varied content including the directory, the *UM Noticias* magazine, the Languages Department newsletters, the monthly Spanish language update and news on Professor Uría Foundation projects.

The Programme currently has 1,353 alumni participants, mainly located in Spain and Portugal, but also spanning over 30 countries and 5 continents. Our alumni work in a variety of sectors, mainly in the legal and academic fields, and are usually members of other law firms, companies, institutions or public bodies.

We launched the new “AIUMni” brand in 2014, and 2015 saw the inaugural section dedicated to alumni in the *UM Noticias* magazine, to bring together our alumni and the members of the Firm.

In 2020, we plan to launch an AIUMni-UM group on LinkedIn to encourage interaction among our alumni, as well as between our alumni and the Firm. It will replace the extranet website and through it we will share news and publications and remain in contact with our alumni.



Members of the Alumni Programme

**1,353**  
lawyers



## FOR OUR SUPPLIERS AND COLLABORATORS

We consider suppliers and collaborators to be essential in achieving our aim of providing services of the highest standard to clients, and we seek to establish relationships with suppliers and collaborators that are based on trust, transparency, mutual benefit and respect for free competition.

Our suppliers and collaborators are identified as significant stakeholders in the Firm in our Corporate Social Responsibility Policy, and in all our dealings with them we seek to convey the Firm's culture, our excellent service and the Firm's principles of responsible action.

In 2019, we addressed the integration of suppliers into our responsible management strategy with the approval of the Supplier Code of Conduct and the Purchasing Policy. The Supplier Code of Conduct defines the minimum standards of conduct to which we expect our suppliers to adhere when they supply us with goods and services. For its part, the Procurement Policy sets out the Firm's principles of responsible action, encourages the incorporation of sustainability criteria into procurement processes and promotes the hiring, whenever possible, of suppliers who adhere to responsible social practices, human rights, professional conduct and environmental practices.

Local suppliers are a priority for the Firm, since they make it possible to reduce transport and contribute to our firm commitment to protecting the environment. In 2019, 90% of suppliers contracted by the Firm were local.

When we can, we acquire various services and products through special employment centres (*centros especiales de empleo*). In 2019, the total services and products acquired from these centres represented 5.9% of the Firm's total procurement.



  
**90%**  
of suppliers  
contracted by the Firm  
in 2019 were local  
90% in 2018

  
**5.9%**  
of total procurement in 2019  
was carried out via special  
employment centres  
5.6% in 2018

### Commitment to protecting the environment

Although the Firm's activity does not have a significant impact on the environment, it is fully committed to protecting the environment and making a more efficient use of natural resources.

As signatories to the United Nations Global Compact, we assume a preventive approach that is aimed at encouraging the protection of the environment in line with the Sustainable Development Goals.

The Firm's Environmental Policy was approved in 2019, in recognition of the Firm's strong commitment to the environment. This policy includes the following aims:

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To ensure compliance at all times with environmental law in the countries in which we operate.

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To establish a frame of reference for the implementation of actions and best practices to help meet our environmental protection commitments.

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To contribute to mitigating the possible effects of the Firm's activity in terms of climate change.

### Sustainable premises

The Firm does not own any of the premises where it carries out its activities.

As part of our commitment to provide safe, healthy and sustainable working environments, we implemented several initiatives in 2019 to improve efficiency of water and energy use at the premises where we conduct business activities. We installed a photovoltaic panel at the "Edificio Aurelio Menéndez" building (Madrid office) to supply hot water to its kitchens and toilets.

The two Madrid office buildings have received LEED (Leadership in Energy & Environmental Design) Gold and BREEAM (Building Research Establishment Environmental Assessment Methodology) energy efficiency certificates.

### Responsible use

In line with the circular economy principle, the Firm aims to achieve efficient use of resources and favours consuming materials in a way that contributes to improving protection of the environment.

The Management Department conducts daily monitoring of water consumption and monthly monitoring of electricity use in order to detect fluctuations and respond immediately if necessary.

The "Plant the UM Forest" challenge was launched as an initiative to fight climate change in 2019, with the aim of optimising paper usage and improving consumption habits. For each 10 kg of paper saved between 1 December 2019 and 1 December 2020, the Firm will plant a tree in the Sierra de Gredos or in the Montgrí Massif.

**In 2019 we changed  
the Barcelona office electricity supplier to a 100% renewable  
energy-based supplier**

Measures implemented in 2019 to foster responsible consumption



Energy

Electricity is our main source of energy consumption and comes entirely from external sources. A 100% renewable-based electricity supplier was contracted for the Barcelona office in 2019 and we have continued to introduce measures to reduce energy use, including the installation of solar panels to heat sanitary water and LED smart lighting with occupancy sensor dimmers.

Energy consumption\*

16,405.95  
gigajoules

15,752.58  
gigajoules (2018)

(\*) Consumption here refers to all offices except Mexico City and New York, which have no individual meter.



Water

We strive to consume water efficiently. In 2019, we continued to implement mechanisms for the reduction of consumption, such as installing taps with automatic sensors, aerators, dual-flush cisterns and signs to raise awareness regarding water savings.

Water consumption\*

9,842.33  
m³

9,462.03  
m³ (2018)

(\*) Consumption here refers to all offices, except the Mexico City office and other offices that have no individual meter (London and Brussels).



Paper and toner

The consumption of paper and toner is a significant issue for the Firm as it is closely related to our activity. We encourage the use of natural eco-friendly paper with the Ecolabel European ecological certificate, which complies with the sustainability standards established at European Union level. We have implemented initiatives to raise awareness among our professionals regarding the use of paper and toner, instilling good practices and promoting the use of technologies that mean paper can be replaced (or its use reduced), such as default duplex printing in black and white and the use of double screens to reduce printing. We use toner that is considered non-hazardous under applicable law.

Paper consumption\*

57,855  
kg

68,385.75  
kg (2018)

Toner consumption\*

1,394  
units

1,657  
units (2018)

(\*) Consumption here refers to all offices, except the Mexico City office.

### Waste management

The waste generated by the Firm is mainly domestic and non-hazardous. Our offices are equipped with containers to facilitate the separation and selective collection of paper and cardboard, packaging and other waste. Both this waste and the small amount of waste generated that is deemed hazardous (fluorescent tubes, batteries and electric and electronic appliances) are delivered to third parties for processing in accordance with applicable law.

As an additional initiative to fight climate change, a recycling policy was implemented in 2019 that has involved the installation of new containers for the removal, recycling and elimination of traditional waste and of other waste such as ink-based office supplies and small electronic devices, as well as new measures to raise awareness regarding the importance of recycling.

### Control of greenhouse gas emissions

Our activity does not have a significant, serious or important impact on the environment. In particular, it is not an intensive activity in terms of greenhouse gas emissions. In any case, we annually measure our greenhouse gas emissions by following the Greenhouse Gas Protocol methodology.

Our direct emissions represent a small percentage; the vast majority are indirect emissions due to electricity consumption at our offices and our staff's work-related travel.

#### Greenhouse gas emissions (tCO<sub>2</sub>) in 2018 and 2019\*

	2018*	2019*
Scope 1	16.16	96.87
Scope 2	1,404.99	1,294.11
Scope 3	1,749.78	1,954.59

(\*) This calculation refers to the Madrid, Barcelona, Bilbao, Valencia, Lisbon, London, Brussels, New York City and Mexico City offices.

### Environmental awareness

We believe that it is important to raise awareness among all our staff about the importance of attitudes and behaviours with respect to the use of our environment's resources, in both their daily lives and at work. This is recognised in the Firm's Environmental Policy; in this regard, the Firm has implemented measures aimed at providing training and raising awareness on environmental issues, such as posters describing good practices in terms of printing, recycling and the responsible use of plastic.

### Sustainable mobility

**In addition to measures focused on our main sources of consumption (energy, water, paper and toner), we implemented a series of measures in 2019 to promote sustainable and environmentally friendly mobility among our professionals. We have installed covered parking facilities for bicycles at the two Madrid office buildings and at the Barcelona office, and we offer electrical vehicle charging stations in the car parks of the two Madrid office buildings.**



### Commitment to society: the Professor Uría Foundation

Since the Firm's creation in 1946, URÍA MENÉNDEZ has fostered and implemented its social commitment based on a support for culture, education and the study of law as a vehicle for co-existence.

The Professor Uría Foundation was founded in 2005, in honour of Professor Rodrigo Uría González, as an independent institution to promote social volunteering within the Firm and to implement charitable initiatives for the benefit of the most vulnerable groups in society.

481 volunteers collaborated with the Professor Uría Foundation in 2019, with a total of 12,214 hours of volunteer work.



#### Volunteering in 2019

  
**481**  
volunteers  
523 in 2018

  
**12,214**  
hours of volunteer work  
13,301 in 2018

  
**4,084**  
beneficiaries  
4,695 in 2018

### Pro bono programme

URÍA MENÉNDEZ's commitment to society and to the communities in which it carries out its activities is also channelled through its pro bono work. We were pioneers with this programme, and its subsequent development – under the leadership of the Professor Uría Foundation – confirms our continued commitment to social work.

Pro bono work, understood as the voluntary provision of free-of-charge legal advice for the benefit of not-for-profit entities and, in exceptional cases, in favour of individuals who are in situations of social vulnerability or marginalised (and of the organisations that help them), brings meaning to the profession by reconnecting it with the value of justice.

For URÍA MENÉNDEZ, pro bono work is an exciting initiative that is integrated within its professional activity and inspired by the dream of one of the Firm's founders, Rodrigo Uría Meruéndano.

In this context, the Professor Uría Foundation promotes and coordinates a pro bono work programme with the participation of volunteer lawyers from all the URÍA MENÉNDEZ offices. It focuses on five priority areas: children, young people, immigrants, prisoners and the fight against poverty. The Firm provides all interested lawyers with the opportunity to voluntarily participate in pro bono legal matters.

## FOR THE WORLD WE LIVE IN

An important part of our pro bono work in 2019 was focused on human rights issues, such as advising entities on the rights of asylum seekers (for example, gender-based persecution to prevent female genital mutilation), on minors' rights (including production of a guide on the rights of foreign minors in Spain and advising on cases of children who have no official documentation or recognised nationality from any country, due to having been born as their mothers were travelling from their country of origin to Spain), and on the rights of foreign nationals interned in detention facilities (for example, concerning the rights of detainees to receive proper healthcare and regarding the prohibition to detain minors at such facilities).

We received the TrustLaw Domestic Law Firm of the Year Award 2019 in London as part of the TrustLaw Awards 2019, which celebrate remarkable pro bono projects undertaken by legal teams with NGOs and social enterprises around the world. This award represented recognition for the Firm's pro bono work during 2019, which involved more than one hundred lawyers participating in seventy matters for fifty-one social enterprises.

### *Pro bono in 2019*



**68**  
active matters  
68 in 2018



**109**  
participating lawyers  
106 in 2018



**51**  
beneficiary entities  
54 in 2018



Promoting education

The Professor Uría Foundation has designed a series of education and training programmes aimed at the most vulnerable groups in society. These programmes use knowledge of law and other fields to encourage co-existence, integration, equality of opportunity and non-discrimination.

Key education promotion programmes in 2019

Community Law School	Workshop for primary and secondary state school pupils resident in all the cities in which URÍA MENÉNDEZ has offices in Spain and Portugal.
CLS plus	Tailored support, guidance and training programme for pupils participating in the Community Law School in order to help them achieve their educational goals and develop their potential.
Law Workshop	Workshop for prisoners in Madrid.
Support for rehabilitation of young offenders	Workshop for minors serving sentences at young offenders' institutes in Madrid and Valencia.
Social and workplace integration workshops	Legal training and guidance workshops aimed at third-sector groups, entities and professionals.
Support for immigrants to pass the Spanish nationality test	Workshop for immigrants to pass the mandatory Spanish constitutional and socio-cultural knowledge test to obtain Spanish nationality by residence.



*"I have a dream: a legion of young lawyers who go to primary schools and talk about the meaning of law, the rule of law, human rights and the Spanish Constitution. There is also much to do in prisons, and many groups would greatly benefit from having a lawyer to help them resolve their problems."*

**(Mr Rodrigo Uría at the official opening of the Professor Uría Foundation in 2005).**



## FOR THE WORLD WE LIVE IN

### Fostering solidarity, justice and tolerance

The Professor Uría Foundation has launched various social initiatives, both independently and in collaboration with other entities.

The Social Action Committee is composed of 35 volunteer members of URÍA MENÉNDEZ and is the body of the Professor Uría Foundation that carries out this work. Its main objectives are to encourage volunteering among the members of the Firm and to implement the Foundation's charitable projects in Spain and Portugal and elsewhere.

### Charitable programmes and campaigns conducted by the Professor Uría Foundation in 2019

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**Aid for school canteens, textbooks and school materials for schools** in Madrid and Barcelona.

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**Project Dar+Vida**, in collaboration with the Mais Proximidade Melhor Vida association in Lisbon, which cares for elderly people who live alone and have limited resources.

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**Project Dream Big**, consisting of weekend outings with adolescents living in care homes in the Autonomous Region of Madrid to support them and prepare them for their future outside the care system.

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Helping with food services in collaboration with a **Cáritas Bilbao food bank**.

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**Accompanying patients from the Lescer Foundation** with acquired brain damage on leisure outings to expand their social activities.

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**Aid for emergencies, humanitarian crises and natural catastrophes** (in 2019, "Emergency Mozambique" – Cyclone Idai – with Cruz Vermelha Portuguesa).

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**Route Zero and Project Tandem** in collaboration with the Bokatas Association, supporting homeless people in Madrid.

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**Parties and benefit events in favour of various non-profit entities** at the Madrid, Barcelona, Bilbao, Valencia and Lisbon offices.

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**Support for the Miguel de Cervantes London day centre**, which cares for Spanish immigrants living in London.

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**Campaigns for blood donation and collection of food, toys and blankets**, in addition to Christmas gifts (for the elderly, children and homeless people) across all the Firm's offices.

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**Rock & Law** concert in Lisbon and Barcelona.

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## FOR THE WORLD WE LIVE IN

### Support for culture and art

URÍA MENÉNDEZ has maintained a special relationship with the world of culture and particularly art from its beginnings as a firm. It has close relationships with important cultural entities such as the Prado National Museum and the Thyssen-Bornemisza Museum in Madrid, the National Art Museum of Catalonia (MNAC) in Barcelona, the Guggenheim Museum in Bilbao, and the Lisbon MAAT.

URÍA MENÉNDEZ has its own art collection of more than two hundred works exhibited at the Firm's various offices, which follow two thematic lines: geometry and knowledge. Through its collection, the Firm supports Spanish, Portuguese and Latin American artists.

Other key goals of the Professor Uría Foundation are to promote culture and using the legal system to preserve and protect Spain's artistic and natural heritage.

Through the yearly Rodrigo Uría Meruéndano Art Law Award, the Professor Uría Foundation supports and incentivises innovative and high-quality legal studies relating to the art world (artistic creation, historical heritage in general and the conservation, transfer, circulation and exhibition of cultural assets).

This award was founded in homage to Rodrigo Uría Meruéndano (founder of URÍA MENÉNDEZ, president of the Prado Museum board of trustees between 2004 and 2007, first president of the Professor Uría Foundation and a renowned patron of the arts), and it entails the publication of the Ibero-American Art Law Yearbook. With the collaboration of the publisher Thomson Aranzadi, this work (which now extends to five volumes) contains a compendium of the most innovative Ibero-American scientific works on the subject of art. The 7<sup>th</sup> edition of the award took place in 2019.

In 2019, in collaboration with the Prado National Museum, the Professor Uría Foundation organised the third Rodrigo Uría Meruéndano Art Law Seminar to promote the study of art law and to contribute from a legal perspective to develop and protect Spain's rich and varied artistic heritage. The fourth Seminar is being organised for 2020.

In 2019, as part of the collaboration agreement that was also signed with the Prado National Museum in 2018, the Professor Uría Foundation implemented the #LASHILANDERAS Project, part of the Prado Social Programme and of the activities to celebrate the museum's bicentenary. With the collaboration of Spain's penitentiary institutions (*Instituciones Penitenciarias*) and through the Clara Campoamor Adult Learning Centre (CEPA, for its Spanish acronym), the main aim of this programme is to bring both volunteers and prisoners closer to the world of art and culture through various textile art and embroidery workshops, and guided visits to the Prado Museum.





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## ABOUT THIS REPORT

Scope and coverage

Other information about this report

## SCOPE AND COVERAGE

This report provides information that is relevant to the Firm's various stakeholders regarding the business model and strategies of URÍA MENÉNDEZ, as well as the main economic, environmental and social impacts of its activity in 2019. The information in this report relates to URÍA MENÉNDEZ ABOGADOS, S.L.P., and to its subsidiary company URÍA Y MENÉNDEZ MÉXICO, S.C.

This report fulfils the obligation to include a statement of non-financial information in the Management Report as established in Law 11/2018 of 28 December (Law 11/2018), amending the Spanish Commercial Code, the restated text of the Companies Law (Ley de Sociedades de Capital) approved by Royal Legislative Decree 1/2010 of 2 July, and Law 22/2015 of 20 July on statutory audit, with regard to non-financial information and diversity. This report, which forms part of the Management Report, constitutes the statement of non-financial information for URÍA MENÉNDEZ for the financial year ended 31 December 2019.

This report is the second edition of the URÍA MENÉNDEZ sustainability report. The first related to 2018 and was published in 2019.

The Firm is aligned with the United Nations Global Compact, and this report constitutes the second Communication on Progress concerning its

commitment to the ten universal principles regarding human rights, labour, the environment and anti-corruption.

The Firm has also joined the UN Global Compact and has embraced the Sustainable Development Goals (SDGs). In this regard, we are focusing on SDGs 4, 5, 8, 16 and 17.

We contribute directly to the SDGs through the way we practise law, and we believe it is important to identify the SDGs that are most clearly linked to our sector, our activity and our impacts on people, the economy and the environment. Therefore and as part of our commitment to the 2030 Agenda, we have examined the SDGs and identified the most important for the Firm's activity, so that we can focus our actions where we can make the greatest and best contributions. We have thus focused on two SDGs that are directly related to our activities (SDG 16 and SDG 17)



and selected another three (SDGs 4, 5 and 8) owing to our efforts in education, our impact on gender equality and our contribution to socioeconomic development.

### SDG 4

Quality education

### SDG5

Gender equality

### SDG8

Decent work and economic growth

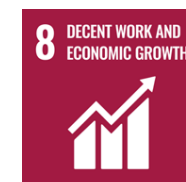
### SDG16

Peace, justice and strong institutions

### SDG17

Partnerships for the goals

Two SDG training sessions were organised in 2019 aimed at the members of the Firm, which were provided by the High Commissioner for the 2030 Agenda and by a representative of the Global Compact Network Spain.





## OTHER INFORMATION ABOUT THIS REPORT

### Standards and principles for preparing the report

The following standards and principles have been followed in preparing this report in order to ensure that the information reported is transparent, reliable and complete:

The core option of the Global Reporting Initiative (GRI) Standards, which applies the standards and principles defined in this guide and specifically the participation of stakeholders, the context of sustainability, materiality and completeness.

Principles established in the AA1000 AccountAbility Principles Standard 2008 on inclusivity, materiality and responsiveness to stakeholders.

Commitment to the Ten Principles of the United Nations Global Compact and the Sustainable Development Goals covered in the 2030 Agenda.

Section 4 includes the GRI Content Index, which lists the abovementioned GRI standards and where they can be found in the report.

### Definition of report content and quality

The content of the report concerns matters that are material for URÍA MENÉNDEZ and for its stakeholders according to the materiality analysis that we have carried out, which can be consulted in section 4. Therefore, the report does not include information on matters that are referred to in Law 11/2018 but are not material or relevant to the Firm's activity.

Both report content and report quality have been defined in accordance with the principles provided in the GRI standards.

### External verification

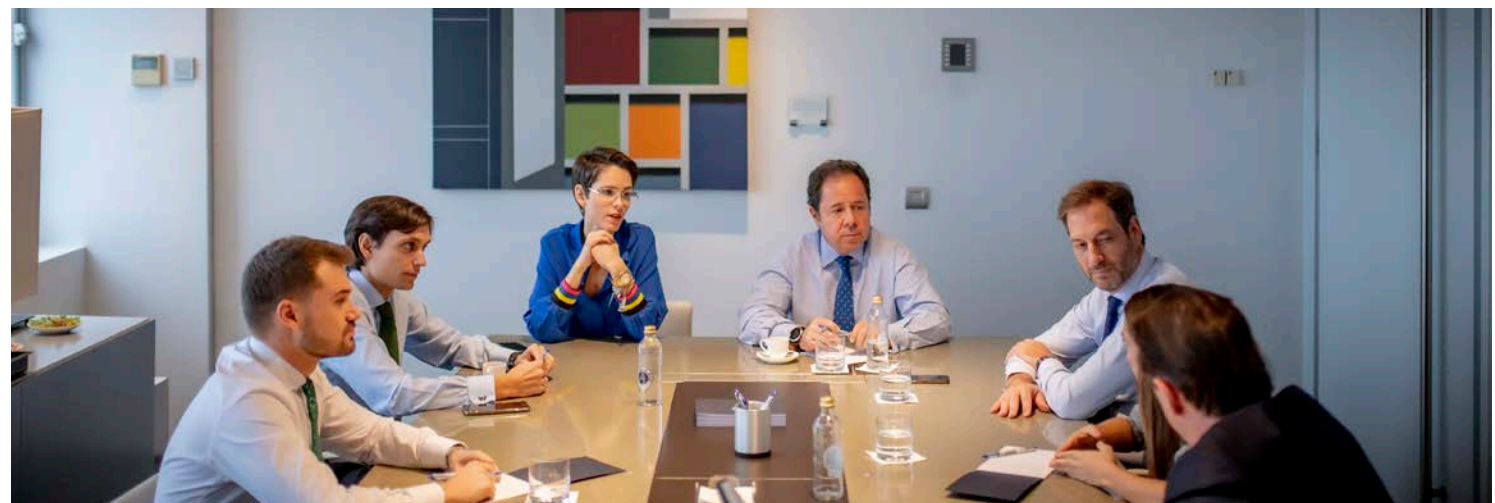
This report's content has been reviewed and verified by BLANCO, GONZÁLEZ Y MIER, S.L., DE AUDITORÍA.

#### Principles for defining report content

Inclusion of stakeholders  
Context of sustainability  
Materiality  
Completeness

#### Principles for report quality

Accuracy  
Balance  
Clarity  
Comparability  
Reliability  
Timeliness







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## FURTHER INFORMATION

Our commitment to the  
Sustainable Development Goals (SDGs)

Materiality analysis

GRI content index

Table of requirements under Law 11/2018

## LINKS WITH THE SUSTAINABLE DEVELOPMENT GOALS

In September 2015, the General Assembly of the United Nations approved the 2030 Agenda, an action plan for the benefit of people, the planet and prosperity made up of 17 goals and 169 targets. It is an ambitious, comprehensive and universal blueprint that aims to change the course of the planet and move toward more sustainable development.

At URÍA MENÉNDEZ, we contribute directly to achieving the SDGs through our activities and the programmes and initiatives of the Professor Uría Foundation. In this regard, below we map the contribution of the Firm's activity to the SDGs that we are best equipped to influence, highlighting the direct contribution of our business to the achievement of goals 4, 5, 8, 16 and 17.



### **Goal 4:** **Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. Targets 4.3, 4.5 and 4.7**

We contribute to SDG 4 through:

- **Training** our professionals: **6,129** hours in 2019 to ensure their development.
- Teaching and research by our lawyers: **8 chaired professors** and **67 university lecturers**.
- Training our professionals in human rights.
- **Collaboration with universities** (ICADE-Uría Menéndez Market Regulation Chair, members of the ESADA professional board and board of trustees, the social board of Pompeu Fabra University, the board of trustees of the Pompeu Fabra Foundation and the Sarriá Institute of Chemistry, and participation on the advisory board of various legal practice master's degrees offered by universities).
- **Incorporation of interns and graduates** via 68 framework agreements with 40 universities and the Madrid Bar Association.
- **Open days** and support of school and university students.
- **Mentoring** and accompaniment programmes involving our lawyers.
- **The impact of education and training programmes** promoted by the Professor Uría Foundation.



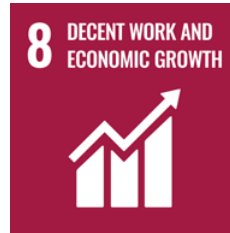
### **Goal 5:** **Achieve gender equality and empower all women and girls. Target 5.5**

We contribute to SDG 5 through:

- **Fostering a culture of equality** at URÍA MENÉNDEZ.
- **Promoting equality** of treatment and opportunities between men and women at the Firm, effectively and efficiently eliminating gender-based barriers.
- **Creating a Talent Development Plan** to manage diversity, particularly in terms of gender.
- **Fostering leadership programmes** involving our female associates.

## LINKS WITH THE SUSTAINABLE DEVELOPMENT GOALS

### GOAL 8:



**Promote inclusive and sustainable economic growth, employment and decent work for all. Targets 8.1, 8.2, 8.4, 8.5, 8.6 and 8.8**

We contribute to SDG 8 through:

- Direct job creation: 160 new hires in 2019.
- Managing the diversity of our team, particularly with the creation of the LGBTI & Allies Desk and disability-related initiatives.
- Indirect job creation and maintenance: over 350 suppliers, of which 90% are local.
- Continuous investment in innovation to improve productivity.
- Implementing measures to efficiently consume our main resources: energy, water, paper and toner.
- Employee health and wellbeing initiatives under the *humanum* programme.
- The impact of education and training programmes promoted by the Professor Uría Foundation.

### GOAL 16:



**Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Targets 16.3, 16.5 and 16.10**

We contribute to SDG 16 through:

- A zero-tolerance anti-corruption policy.
- Strict compliance with all legal provisions and rules of professional conduct.
- Our Code of Conduct, which sets out the ethical principles and general rules to be followed by everyone at the Firm, relating to issues such as conflicts of interest, confidentiality, privileged information, prevention of money laundering and financing of terrorism, anti-corruption policy, crime prevention and protection of personal data.
- Continuous training and awareness-raising for the Firm's professionals with regard to ethical and professional conduct issues.
- Support for the rule of law and its institutions.
- Pro bono work.

### GOAL 17:



**Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development. Targets 17.16 and 17.17**

We contribute to SDG 17 through:

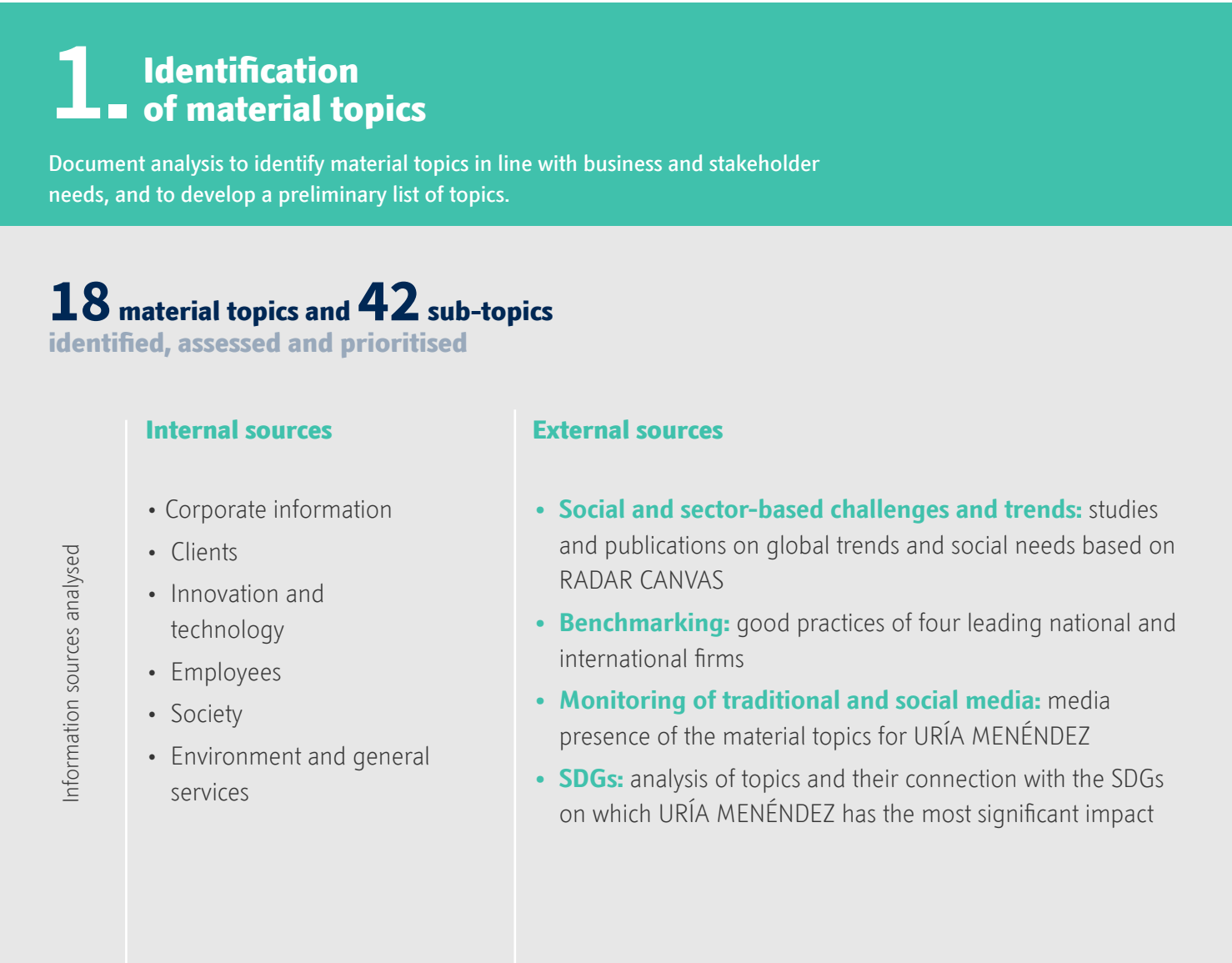
- Partnerships with other international firms.
- Partnerships with universities.
- Representation of lawyers on various committees of the most prestigious professional organisations, such as the International Bar Association, Union Internationale des Avocats, International Fiscal Association, American Bar Association and the International Trademark Association, as well as on Foundation Councils (Spain-Colombia, Spain-Peru, Spain-USA and the Chile Foundation) and on various Chambers of Commerce, such as the British Chamber, AmCham, the Spanish Chamber of Commerce in China and the Indian Chamber of Commerce.
- Collaboration with museums: Prado, Thyssen, MNAC, Guggenheim Bilbao, MAAT Lisbon, the Manuel Benedito Foundation and the Mapfre Foundation.
- Professor Uría Foundation projects and collaboration with other foundations.

# MATERIALITY ANALYSIS

Analysing material topics enables us to identify the priorities for URÍA MENÉNDEZ and its stakeholders in terms of our public reporting and accounting. Social, environmental and economic topics with a high likelihood of causing a significant impact on the business and on stakeholders' assessments and decisions are classified as significant or material.

This study enables us to analyse and understand the topics that are essential for our stakeholders, to be able to incorporate them into our activity and to better manage our business.

## Methodology





### 2. Assessment and prioritisation of material topics

Based on the map of topics identified, the most important topics are prioritised according to significance for the business of URÍA MENÉNDEZ and for its stakeholders

#### Consultations

**Interview with senior partner and managing director**

**16 assessments of the various URÍA MENÉNDEZ areas:**

**Consultations with CSR and External Relations**

**Assessment by CSR experts**

**Analysis of sector and social trends and sector benchmarking**

- Clients and business development
- Training
- Equality and diversity
- General secretariat
- Human resources
- Facilities
- Health and safety
- ClubUM
- Environment and general services
- Innovation and IT systems

### 3. Material topics

- Ethics and professional conduct
- Operational excellence
- Trust, security and protection of personal data
- Knowledge-based culture
- Risk management and prevention
- High-added-value legal advice
- Continuous improvement to meet client expectations
- Professional training and development
- Talent: our greatest asset
- Occupational health and safety
- Equality and diversity
- Focus on flexibility and balance
- Pro bono work
- Promotion of solidarity, justice and tolerance\*
- Focus on education and training\*
- Support for art and culture\*
- Commitment to protecting the environment
- Transparent and trust-based supplier relationships

*\*Material topics addressed through the Professor Uría Foundation.*

# GRI CONTENT INDEX

GRI Standards application option: core.

GRI Standard	Content	Page no. or direct response
<b>General disclosures</b>		
<b>GRI 101: Foundation</b>		
<b>GRI 102: General disclosures</b>		
<b>Organisational profile</b>		
GRI 102: General disclosures	102-1 Name of the organisation	5
	102-2 Activities, brand, products, and services	5-6
	102-3 Location of headquarters	Back cover
	102-4 Location of operations	5-6
	102-5 Ownership and legal form	8
	102-6 Markets served	5-24
	102-7 Scale of the organisation	5-7
	102-8 Information on employees and other workers	28, 77-78
	102-9 Supply chain	48
	102-10 Significant changes to the organisation and its supply chain	5-6, 48
	102-11 Precautionary principle or approach	14-15
	102-12 External initiatives	37, 40-42, 55-56, 58
	102-13 Membership of associations	40-42, 56
<b>Strategy</b>		
GRI 102: General disclosures	102-14 Statement from senior decision-maker	3
	102-15 Key impacts, risks, and opportunities	14-15
<b>Ethics and integrity</b>		
GRI 102: General disclosures	102-16 Values, principles, standards, and norms of behaviour	9, 12-15
<b>Governance</b>		
GRI 102: General disclosures	102-18 Governance structure	8
	102-35 Remuneration policies	35

## GRI CONTENT INDEX

GRI Standard	Content	Page no. or direct response
<b>Stakeholder engagement</b>		
GRI 102: General disclosures	102-40 List of stakeholder groups	21
	102-41 Collective bargaining agreements	29
	102-42 Identifying and selecting stakeholders	21
	102-43 Approach to stakeholder engagement	63-64
	102-44 Key topics and concerns raised	64
<b>Reporting practice</b>		
GRI 102: General disclosures	102-45 Entities included in the consolidated financial statements	5
	102-46 Defining report content and topic boundaries	58-59
	102-47 List of material topics	64
	102-48 Restatements of information	No significant changes during 2019
	102-49 Changes in reporting	No significant changes during 2019
	102-50 Reporting period	2019
	102-51 Date of most recent report	31 December 2018
	102-52 Reporting cycle	Annual
	102-53 Contact point for questions regarding the report	Back cover
	102-54 Claims of reporting in accordance with the GRI Standards	Report prepared in accordance with GRI Standards: core option
	102-55 GRI content index	65-69
	102-56 External assurance	59, 80
<b>Material topics</b>		
<b>Ethics and professional conduct</b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	12
	103-2 The management approach and its components	12-13
	103-3 Evaluation of the management approach	12-13
GRI 205: Anti-corruption	205-1 Operations assessed for risks related to corruption	13
	205-2 Communication and training about anti-corruption policies and procedures	13
<b>Operational excellence</b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	10-11
	103-2 The management approach and its components	11
	103-3 Evaluation of the management approach	17-19
URÍA MENÉNDEZ in-house indicators	Awards received and inclusion in rankings in 2019	17-19

## GRI CONTENT INDEX

GRI Standard	Content	Page no. or direct response
<b>Trust, security and protection of personal data</b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	12
	103-2 The management approach and its components	12-13, 27
	103-3 Evaluation of the management approach	13, 27
<b>Knowledge-based culture</b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	16
	103-2 The management approach and its components	16
	103-3 Evaluation of the management approach	16
URÍA MENÉNDEZ in-house indicators	Publications in 2019	16
<b>Risk management and prevention</b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	14
	103-2 The management approach and its components	14-15
	103-3 Evaluation of the management approach	14-15
<b>High-added-value legal advice</b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	5-6
	103-2 The management approach and its components	9-10
	103-3 Evaluation of the management approach	17-19, 23
URÍA MENÉNDEZ in-house indicators	Total number of offices in 2019 and Best Friends network	5, 6
<b>Continuous improvement to meet client expectations</b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	23
	103-2 The management approach and its components	23, 26-27
	103-3 Evaluation of the management approach	26-27
<b>Professional training and development</b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	36
	103-2 The management approach and its components	31-34, 36-37
	103-3 Evaluation of the management approach	36-37
GRI 404: Training and education	404-1 Average hours of training per year per employee	36-37
	404-2 Programmes for upgrading employee skills and transition assistance programmes	32, 36-37
	404-3 Percentage of employees receiving regular performance and career development reviews	32, 34
	412-2 Employee training on human rights policies or procedures	22



## GRI CONTENT INDEX

GRI Standard	Content	Page no. or direct response
<b>Talent: our greatest asset</b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	28
	103-2 The management approach and its components	28-30
	103-3 Evaluation of the management approach	31-34
GRI 401: Employment	401-1 New employee hires and employee turnover	7, 46
URÍA MENÉNDEZ in-house indicators	No. of annual hours dedicated to recruiting talent by partners and counsel in 2019	46
	No. of lawyers participating in mentoring and support, leadership and networking programmes	32
<b>Occupational health and safety</b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	43
	103-2 The management approach and its components	43-44
	103-3 Evaluation of the management approach	43-44
GRI 403: Salud y seguridad en el trabajo	403-2 Hazard identification, risk assessment, and incident investigation	43-44
	403-5 Worker training on occupational health and safety	43
	403-6 Promotion of worker health	43-44
<b>Equality and diversity</b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	39-40
	103-2 The management approach and its components	28-29, 39-42
	103-3 Evaluation of the management approach	28-29, 39-42
GRI 405: Diversity and equal opportunity	405-1 Diversity of governance bodies and employees	28, 78
	405-2 Ratio of basic salary and remuneration of women to men	30
<b>Focus on flexibility and balance</b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	32, 39
	103-2 The management approach and its components	32, 39
	103-3 Evaluation of the management approach	32, 39
<b>Pro bono work</b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	52
	103-2 The management approach and its components	52-53
	103-3 Evaluation of the management approach	52-53
URÍA MENÉNDEZ in-house indicators	No. of active matters, participating lawyers and beneficiary entities in the 2019 pro bono programme	53

## GRI CONTENT INDEX

GRI Standard	Content	Page no. or direct response
<b>Promotion of solidarity, justice and tolerance</b> (Material topics addressed through the Professor Uría Foundation)		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	55
	103-2 The management approach and its components	55
	103-3 Evaluation of the management approach	55
URÍA MENÉNDEZ in-house indicators	Charitable programmes and campaigns carried out with volunteers by the Professor Uría Foundation in 2019	55
<b>Focus on education and training</b> (Material topics addressed through the Professor Uría Foundation)		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	54
	103-2 The management approach and its components	54
	103-3 Evaluation of the management approach	54
URÍA MENÉNDEZ in-house indicators	Key programmes to promote education in 2019	54
<b>Support for art and culture</b> (Material topics addressed through the Professor Uría Foundation)		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	56
	103-2 The management approach and its components	56
	103-3 Evaluation of the management approach	56
URÍA MENÉNDEZ in-house indicators	Art law awards and seminars organised or held in 2019	56
<b>Commitment to protecting the environment</b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	49
	103-2 The management approach and its components	49-50
	103-3 Evaluation of the management approach	49-51
GRI 301: Materials	301-1 Materials used by weight or volume	50
GRI 302: Energy	302-1 Energy consumption within the organisation	50
GRI 303: Water and effluents	303-1 Interactions with water as a shared resource	50
	303-5 Water consumption	50
GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions	51
	305-2 Energy indirect (Scope 2) GHG emissions	51
	305-3 Other indirect (Scope 3) GHG emissions	51
GRI 306: Effluents and waste	306-2 Waste by type and disposal method	51
<b>Transparent and trust-based supplier relationships</b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	48
	103-2 The management approach and its components	48
	103-3 Evaluation of the management approach	48
GRI 204: Procurement practices	204-1 Proportion of spending on local suppliers	48

## TABLE OF REQUIREMENTS UNDER LAW 11/2018

In line with the requirements of Law 11/2018 of 28 December on non-financial information and diversity, this section includes the relevant indicators of non-financial results with respect to the activity of URÍA MENÉNDEZ which comply with the standards of comparability, materiality, significance and reliability, and provide accurate, comparable and verifiable information. They are also linked to the Global Reporting Initiative standards used to prepare this Report.

### Requirements under Law 11/2018 on non-financial information and diversity

### Link to GRI Indicators

### Page no. in this Report or direct response

#### BUSINESS MODEL

Corporate environment	102-4	Location of operations	5-6
Organisation and structure	102-18	Governance structure	8
Markets in which operates	102-6	Markets served	5-6
Objectives and strategies	102-6	Markets served	9-10
Main factors and trends that could affect future evolution	102-6	Markets served	9-10

#### POLICIES

Description of policies applied by the group with respect to the above issues, which will include:

• due diligence procedures applied to identify, assess, prevent and mitigate significant risks and impacts	103	Management approach	14-15
• verification and control procedures, including details of measures adopted	103	Management approach	14-15

## TABLE OF REQUIREMENTS UNDER LAW 11/2018

### Requirements under Law 11/2018 on non-financial information and diversity

### Link to GRI Indicators

### Page no. in this Report or direct response

#### RESULTS

Results of those policies, with the obligation to include key indicators of relevant non-financial results that permit:

- monitoring and evaluation of progress; and
- comparability between companies and sectors, in accordance with the leading national, European or international benchmarks used for each topic.

103 Management approach

65-69

#### RISKS

Main risks relating to the issues linked to the group's activities, including where relevant and proportionate its commercial relations, products or services that could have negative impact on those areas, and how the group manages those risks, explaining the procedures used to detect them and assess them in accordance with leading national, European or international benchmarks for each topic. Information on the impacts detected must be included and listed, specifically on the key short-, medium- and long-term risks.

102-15 Key impacts, risks, and opportunities

14-15

#### INFORMATION ON ENVIRONMENTAL ISSUES

Current and foreseeable impacts of the company's activities on the environment and, if applicable, on health and safety

103 Management approach

49

Environmental assessment or certification procedures

102-11 Precautionary principle or approach

49

Resources dedicated to the prevention of environmental risks

103 Management approach

49-51

Application of the precautionary principle, amount of provisions and guarantees for environmental risks

102-11 Precautionary principle or approach

14-15, 49



## TABLE OF REQUIREMENTS UNDER LAW 11/2018

### Requirements under Law 11/2018 on non-financial information and diversity

### Link to GRI Indicators

### Page no. in this Report or direct response

#### INFORMATION ON ENVIRONMENTAL ISSUES

##### Contamination

Measures to prevent, reduce or repair carbon emissions that seriously affect the environment	103	Management approach	50-51
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##### Circular economy and waste prevention and management

Measures for prevention, recycling, reuse, other forms of recovery and elimination of refuse	103	Management approach	51
Actions to combat food waste		Topic not material for the activity of URÍA MENÉNDEZ according to 2018 Materiality Analysis.	

##### Sustainable use of resources

Consumption and supply of water in accordance with local limitations	303-1	Interactions with water as a shared resource	50
Consumption of raw materials and measures adopted to improved efficiency of use	103	Management approach	50
	301-1	Materials used by weight or volume	50
Direct and indirect consumption of energy, measures taken to improve energy efficiency and use of renewables	103	Management approach	50
	302-1	Energy consumption within the organisation	50

##### Climate change

Significant elements of greenhouse gas emissions generated as a result of the company's activities, including use of the goods and services it produces	1103	Management approach	51
	305-1	Direct (scope 1) GHG emissions	51
	305-2	Energy indirect (scope 2) GHG emissions	51
	305-3	Other indirect (scope 3) GHG emissions	51
Measures taken to adapt to the consequences of climate change	103	Management approach	49-51
Voluntary medium- and long-term reduction targets established to reduce greenhouse gas emissions and measures implemented for this purpose	103	Management approach	49-51

## TABLE OF REQUIREMENTS UNDER LAW 11/2018

### Requirements under Law 11/2018 on non-financial information and diversity

#### Link to GRI Indicators

#### Page no. in this Report or direct response

### Protection of biodiversity

Measures taken to preserve or restore biodiversity

Topic not material for the activity of URÍA MENÉNDEZ according to the 2018 Materiality Analysis.

Impacts resulting from activities or operations in protected areas

Topic not material for the activity of URÍA MENÉNDEZ according to the 2018 Materiality Analysis.

### INFORMATION ON SOCIAL AND WORKFORCE ISSUES

#### Employment

Total number and distribution of employees by sex, age, country and professional category	103	Management approach	28
	102-8	Information on employees and other workers	28, 77
	405-1	Diversity of governance bodies and employees	78
Total number and distribution of types by employment contract	102-8	Information on employees and other workers	28, 77
Annual average of permanent contracts, temporary contracts and part-time contracts by sex, age and professional category	102-8	Information on employees and other workers	28, 77
	405-1	Diversity of governance bodies and employees	78
Number of dismissals by sex, age and professional category	401-1	New employee hires and employee turnover	7, 78
Average remuneration and its evolution broken down by sex, age and professional category or equal value	405-2	Ratio of basic salary and remuneration of women to men	29
Salary and remuneration gap in equal job positions or on average in the company	405-2	Ratio of basic salary and remuneration of women to mens	30
Average remuneration of directors and board members, including variable remuneration, attendance fees, indemnities, payment to long-term savings schemes and any other remuneration, broken down by sex	103	Management approach	78
	102-35	Remuneration policies	35, 78
Implementation of work disconnection policies	103	Management approach	39
Employees with disabilities	405-1	Diversity of governance bodies and employees	28

#### Organisation of work

Organisation of working time	103	Management approach	31-39
Number of hours of absence	403-2	Hazard identification, risk assessment, and incident investigation	43
Measures aimed at facilitating work-life balance and promoting responsible co-parenting	103	Management approach	39

## TABLE OF REQUIREMENTS UNDER LAW 11/2018

### Requirements under Law 11/2018 on non-financial information and diversity

#### Link to GRI Indicators

#### Page no. in this Report or direct response

### Health and safety

Occupational health and safety conditions	103	Management approach	43
Workplace accidents, particularly their frequency and seriousness	403-2	Hazard identification, risk assessment, and incident investigation	44
Occupational ill health, broken down by sex	403-3	Occupational health services	44

### Social relations

Organisation of social dialogue, including procedures to inform and consult with workforce personal	103	Management approach	29
Percentage of employees covered by collective bargaining agreements, by country	102-41	Collective bargaining agreements	29
Balance of collective bargaining agreements, particularly as regards occupational health and safety	403-1	Occupational health and safety management system	29, 43-44
	403-4	Worker participation, consultation, and communication on occupational health and safety	29, 43-44

### Training

Training policies implemented	103	Management approach	36-37
Total number of training hours by professional category	404-1	Average hours of training per year per employee	36-37

### Accessibility

Universal accessibility for disabled persons	103	Management approach	41
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### Equality

Measures taken to promote equality of treatment and opportunity between men and women	103	Management approach	39-42
Equality plans, measures taken to promote employment, sexual harassment protocols	103	Management approach	39-42
Integration and universal accessibility for disabled persons	103	Management approach	39-42
Comprehensive anti-discrimination policy and, if applicable, diversity management policy	103	Management approach	39-42

## TABLE OF REQUIREMENTS UNDER LAW 11/2018

### Requirements under Law 11/2018 on non-financial information and diversity

#### Link to GRI Indicators

#### Page no. in this Report or direct response

### INFORMATION ON HUMAN RIGHTS

Application of human rights due diligence procedures	103	Management approach	22
Prevention of risks of human rights violations and, if applicable, measures to mitigate, manage and repair potential abuses	103	Management approach	22
	412-2	Employee training on human rights policies or procedures	22
Complaints of human rights violations	No complaints of this kind were recorded at URÍA MENÉNDEZ in 2019.		
Promotion of and compliance with provisions of the fundamental conventions of the International Labour Organization relating to respect for freedom of association and the right to collective bargaining	103	Management approach	22
Elimination of discrimination in employment and in the workplace	103	Management approach	39-42
Elimination of forced or compulsory labour	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	22
Effective abolition of child labour	408-1	Operations and suppliers at significant risk for incidents of child labour	22

### INFORMATION ON CORRUPTION AND BRIBERY

Anti-corruption and bribery measures	103	Management approach	12-13
	205-1	Operations assessed for risks related to corruption	12-13
	205-2	Communication and training about anti-corruption policies and procedures	12-13
Anti-money laundering measures	205-2	Communication and training about anti-corruption policies and procedures	13
Contributions to foundations and non-profit entities	413-1	Operations with local community engagement, impact assessments, and development programmes	78



## TABLE OF REQUIREMENTS UNDER LAW 11/2018

### Requirements under Law 11/2018 on non-financial information and diversity

#### Link to GRI Indicators

#### Page no. in this Report or direct response

### INFORMATION ON SOCIETY

#### The company's commitment to sustainable development

Impact of the company's activity on local employment and development	103	Management approach	52-55
	203-1	Infrastructure investments and services supported	52-55
Impact of the company's activity on local populations and on the territory	203-1	Infrastructure investments and services supported	52-55
Relationships with actors in local communities and forms of dialogue with them	102-43	Approach to stakeholder engagement	
Association or sponsorship initiatives	102-12	External initiatives	40-41, 55-56, 58
	102-13	Membership of associations	No sponsorship activities at URÍA MENÉNDEZ in 2019

#### Subcontracting and suppliers

Inclusion of social, gender equality and environmental issues in procurement policy	102-9	Supply chain	48
Consideration of social and environmental responsibility in relations with suppliers and subcontractors	103	Management approach	48
	308	Supplier environmental assessment	48
	414	Supplier social assessment	48
Audit and supervision systems and results	308	Supplier environmental assessment	48
	414	Supplier social assessment	48

#### Consumers

Measures for consumer health and safety	103	Management approach	26-27
Complaints mechanism, complaints received and their resolution	103	Management approach	26-27
	417-2	Incidents of non-compliance concerning product and service information and labelling	26-27

#### Tax information

Country-by-country profits obtained	201-1	Direct economic value generated and distributed	79
Taxes paid on profits	201-1	Direct economic value generated and distributed	79
Receipt of public subsidies	201-4	Financial assistance received from government	79

## APPENDIX 1: OTHER NON-FINANCIAL INDICATORS

### Indicators relating to social issues and workforce

#### Distribution of types of contract and working day by sex, age, professional category and country or region

##### By employment contract\*

By sex	Total 2018		Total 2019	
	Permanent	Temporary	Permanent	Temporary
Women	95.2%	4.8%	93.3%	6.7%
Men	96.3%	3.8%	95.3%	4.7%
<b>Total</b>	<b>95.6%</b>	<b>4.4%</b>	<b>94.0%</b>	<b>6.0%</b>

By age range	Permanent	Temporary	Permanent	Temporary
< 30 years	92.0%	8.0%	88.8%	11.2%
30-39 years	96.7%	3.3%	95.1%	4.9%
40-49 years	97.5%	2.5%	97.4%	2.6%
> 50 years	100.0%		100.0%	
<b>Total</b>	<b>95.6%</b>	<b>4.4%</b>	<b>94.0%</b>	<b>6.0%</b>

By professional category	Permanent	Temporary	Permanent	Temporary
Lawyers	100.0%		99.2%	0.8%
Non-practising & support lawyers	3.8%	96.2%	17.5%	82.5%
Staff	97.2%	2.8%	96.5%	3.5%
<b>Total</b>	<b>95.6%</b>	<b>4.4%</b>	<b>94.0%</b>	<b>6.0%</b>

By country or region	Permanent	Temporary	Permanent	Temporary
Spain	95.9%	4.1%	94.0%	6.0%
Portugal	98.0%	2.0%	100.0%	
International offices	77.8%	22.2%	83.3%	16.7%
<b>Total</b>	<b>95.6%</b>	<b>4.4%</b>	<b>94.0%</b>	<b>6.0%</b>

##### By working day

By sex	Total 2018		Total 2019	
	Full time	Part time	Full time	Part time
Women	80.3%	19.7%	82.1%	17.9%
Men	99.2%	0.8%	99.2%	0.8%
<b>Total</b>	<b>87.7%</b>	<b>12.3%</b>	<b>88.6%</b>	<b>11.4%</b>

By age range	Full time	Part time	Full time	Part time
< 30 years	96.0%	4.0%	96.6%	3.4%
30-39 years	88.4%	11.6%	89.0%	11.0%
40-49 years	73.0%	27.0%	75.3%	24.7%
> 50 years	93.4%	6.6%	92.9%	7.1%
<b>Total</b>	<b>87.7%</b>	<b>12.3%</b>	<b>88.6%</b>	<b>11.4%</b>

By professional category	Full time	Part time	Full time	Part time
Lawyers	97.2%	2.8%	97.8%	2.2%
Non-practising & support lawyers	98.1%	1.9%	98.3%	1.7%
Staff	75.8%	24.2%	77.2%	22.8%
<b>Total</b>	<b>87.7%</b>	<b>12.3%</b>	<b>88.6%</b>	<b>11.4%</b>

By country or region	Full time	Part time	Full time	Part time
Spain	85.5%	14.5%	86.7%	13.3%
Portugal	98.0%	2.0%	98.5%	1.5%
International offices	94.7%	5.3%	96.0%	4.0%
<b>Total</b>	<b>87.7%</b>	<b>12.3%</b>	<b>88.6%</b>	<b>11.4%</b>

\*For purposes of calculating these indicators, lawyers in the Portuguese offices of Lisbon and Porto have not been taken into account because they do not have an employment contract with the Firm; however, the other Portuguese professionals do and therefore have been taken into account.

## APPENDIX 1: OTHER NON-FINANCIAL INDICATORS

### Dismissals by sex, age and professional category

By sex	Total 2018		Total 2019	
Women	10	52.6%	16	51.6%
Men	9	47.4%	15	48.4%
<b>Total</b>	<b>19</b>	<b>100.0%</b>	<b>31</b>	<b>100.0%</b>

By age range	Total 2018		Total 2019	
< 30 years	1	5.3%	5	16.1%
30-49 years	17	89.5%	23	74.2%
> 50 years	1	5.3%	3	9.7%
<b>Total</b>	<b>19</b>	<b>100.0%</b>	<b>31</b>	<b>100.0%</b>

By professional category	Total 2018		Total 2019	
Lawyers	14	73.7%	23	74.2%
Non-practising & support lawyers	1	5.3%		
Staff	4	21.1%	8	25.8%
<b>Total</b>	<b>19</b>	<b>100.0%</b>	<b>31</b>	<b>100.0%</b>

### Anti-corruption and bribery indicators

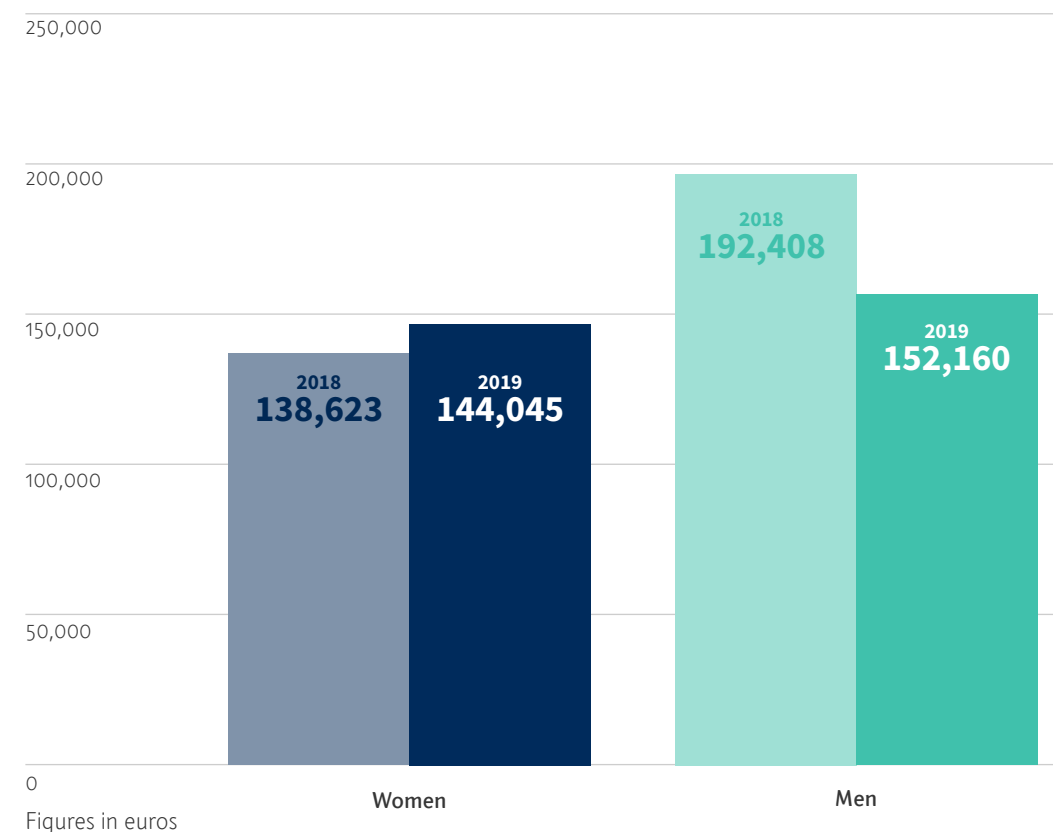
In 2019, the Firm made contributions to foundations and other non-profit entities in the amount of €772,005.30 (€688,110.81 in 2018). More than 50% of this amount corresponds to the contribution to the Professor Uría Foundation.

URÍA MENÉNDEZ has not made any donation or contribution to foundations or other non-profit entities with links to political parties.

### Average remuneration of directors and board members

The average remuneration of the Firm's directors in 2019 was €146,542 (€160,137 in 2018).

#### Directors



Board members do not have an employment relationship with the Firm and their position is not remunerated. In 2019, the board members did not receive any remuneration in their capacity as board members

## APPENDIX 1: OTHER NON-FINANCIAL INDICATORS

### Tax information

#### Profits obtained by the company and taxes paid on profits (figures in euros)

Profits obtained by each company of the group	2018	2019
Uría Menéndez Abogados, S.L.P	786,988	1,033,521
Uría Menéndez México, S.C	- 155,855	- 214,632
<b>GROUP TOTAL</b>	<b>631,133</b>	<b>818,889</b>

#### Receipt of public subsidies (figures in euros)

	2018	2019	AWARDING AUTHORITY
<b>Uría Menéndez</b>	<b>65,065</b>	<b>70,422</b>	<b>Forcem</b>
Spain	65,065	70,422	
Mexico	-	-	
<b>TOTAL</b>	<b>65,065</b>	<b>70,422</b>	

#### Taxes paid by country (figures in euros)

	VAT		Personal income tax <sup>1</sup>		Corporate income tax <sup>2</sup>		Other taxes	
	2018	2019	2018	2019	2018	2019	2018	2019
<b>Uría Menéndez</b>	<b>8,493,553</b>	<b>6,659,192</b>	<b>32,006,946</b>	<b>32,626,301</b>	<b>1,539,809</b>	<b>2,092,114</b>	<b>235,838</b>	<b>498,363</b>
Spain	8,260,107	6,435,947	24,918,166	24,969,413	364,886	964,779	107,009	364,149
Portugal	-	-	5,602,217	5,916,046	1,064,071	787,943	67	-
Belgium	201,487	211,032	54,778	65,908	-	169,873	17,246	17,202
United Kingdom	-	-	543,320	735,283	110,852	169,519	68,729	79,850
United States	-	-	795,148	861,144	-	-	28,547	31,084
China	31,959	12,213	93,316	78,507	-	-	14,241	6,078
<b>Uría Menéndez México</b>	<b>90,591</b>	<b>-</b>	<b>26,602</b>	<b>47,851</b>	<b>-</b>	<b>-</b>	<b>88,270</b>	<b>7,770</b>
<b>TOTAL</b>	<b>8,584,144</b>	<b>6,659,192</b>	<b>32,033,548</b>	<b>32,674,152</b>	<b>1,539,809</b>	<b>2,092,114</b>	<b>324,108</b>	<b>506,133</b>

<sup>1</sup> The figures for personal income tax refer to withholdings with respect to remuneration paid.

<sup>2</sup> The figures for VAT, personal income tax and other taxes (fundamentally local taxes and rates) refer to financial year 2019. The figures relating to corporate income tax correspond to the payment of the final corporate income tax settlement for financial year 2018 and the advance payments made for financial year 2019.



## APPENDIX 2: VERIFICATION REPORT



### INFORME DE VERIFICACIÓN INDEPENDIENTE DEL ESTADO DE INFORMACION NO FINANCIERA CONSOLIDADO DE URIA MENENDEZ ABOGADOS, S.L.P. Y SOCIEDADES DEPENDIENTES DEL EJERCICIO 2019

#### A los socios de URIA MENENDEZ ABOGADOS, S.L.P.:

De acuerdo al artículo 49 del Código de Comercio hemos realizado la verificación, con el alcance de seguridad limitada, del Estado de Información No Financiera Consolidado adjunto (en adelante EINF) correspondiente al ejercicio anual finalizado el 31 de diciembre de 2019, de URIA MENENDEZ ABOGADOS, S.L.P. y sociedades dependientes (en adelante el Grupo) que forma parte del Informe de Gestión del Grupo.

#### Responsabilidad de los Administradores

La formulación del EINF incluido en el Informe de Gestión del Grupo, así como el contenido del mismo, es responsabilidad de los Administradores de URIA MENENDEZ ABOGADOS, S.L.P. El EINF se ha preparado de acuerdo con los contenidos recogidos en la normativa mercantil vigente y siguiendo los criterios de los *Sustainability Reporting Standards* de *Global Reporting Initiative* (estándares GRI) seleccionados así como aquellos otros criterios descritos en el apartado "criterios y principios para la elaboración de la memoria" del citado Estado.

Esta responsabilidad incluye asimismo el diseño, la implantación y el mantenimiento del control interno que se considere necesario para permitir que el EINF esté libre de incorrección material, debida a fraude o error.

Los administradores de URIA MENENDEZ ABOGADOS, S.L.P. son también responsables de definir, implantar, adaptar y mantener los sistemas de gestión de los que se obtiene la información necesaria para la preparación del EINF.

#### Nuestra independencia y control de calidad

Hemos cumplido con los requerimientos de independencia y demás requerimientos de ética del Código de Ética para Profesionales de la Contabilidad emitido por el Consejo de Normas Internacionales de Ética para Profesionales de la Contabilidad (IESBA, por sus siglas en inglés) que está basado en los principios fundamentales de integridad, objetividad, competencia y diligencia profesionales, confidencialidad y comportamiento profesional.

Nuestra firma aplica la Norma Internacional de Control de Calidad 1 (NICC 1) y mantiene, en consecuencia, un sistema global de control de calidad que incluye políticas y procedimientos documentados relativos al cumplimiento de requerimientos de ética, normas profesionales y disposiciones legales y reglamentarias aplicables.

El equipo de trabajo ha estado formado por profesionales expertos en revisiones de Información no Financiera y, específicamente, en información de desempeño económico, social y medioambiental.

#### Nuestra responsabilidad

Nuestra responsabilidad es expresar nuestras conclusiones en un informe de verificación independiente de seguridad limitada basándonos en el trabajo realizado. Hemos llevado a cabo nuestro trabajo de acuerdo con los requisitos establecidos en la Norma Internacional de Encargos de Aseguramiento 3000 Revisada en vigor, "Encargos de Aseguramiento distintos de la Auditoría o de la Revisión de Información Financiera Histórica" (NIEA 3000 Revisada) emitida por el Consejo de Normas Internacionales de Auditoría y Aseguramiento

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33003 OVIEDO



(IAASB) de la Federación Internacional de Contadores (IFAC) y con la Guía de Actuación sobre encargos de verificación del Estado de Información No Financiera emitida por el Instituto de Censores Jurados de Cuentas de España.

En un trabajo de seguridad limitada los procedimientos llevados a cabo varían en su naturaleza y momento de realización, y tienen una menor extensión, que los realizados en un trabajo de seguridad razonable y, por lo tanto, la seguridad que se obtiene es sustancialmente menor.

Nuestro trabajo ha consistido en la formulación de preguntas a la Dirección, así como a las diversas unidades de URIA MENENDEZ ABOGADOS, S.L.P. que han participado en la elaboración del EINF, en la revisión de los procesos para recopilar y validar la información presentada en el EINF y en la aplicación de ciertos procedimientos analíticos y pruebas de revisión por muestreo que se describen a continuación:

- Reuniones con el personal del Grupo para conocer el modelo de negocio, las políticas y los enfoques de gestión aplicados, los principales riesgos relacionados con esas cuestiones y obtener la información necesaria para la revisión externa.
- Análisis del alcance, relevancia e integridad de los contenidos incluidos en el EINF del ejercicio 2019 en función del análisis de materialidad realizado por el Grupo y descrito en el apartado "estudio de materialidad", considerando contenidos requeridos en la normativa mercantil en vigor.
- Análisis de los procesos para recopilar y validar los datos presentados en el EINF del ejercicio 2019.
- Revisión de la información relativa a los riesgos, las políticas y los enfoques de gestión aplicados en relación a los aspectos materiales presentados en el EINF del ejercicio 2019.
- Comprobación, mediante pruebas, en base a la selección de una muestra, de la información relativa a los contenidos incluidos en el EINF del ejercicio 2019 y su adecuada compilación a partir de los datos suministrados por las fuentes de información.
- Obtención de una carta de manifestaciones de los Administradores y la Dirección.

#### Conclusión

Basándonos en los procedimientos realizados en nuestra verificación y en las evidencias que hemos obtenido no se ha puesto de manifiesto aspecto alguno que nos haga creer que el EINF del Grupo correspondiente al ejercicio anual finalizado el 31 de diciembre de 2019 no ha sido preparado, en todos sus aspectos significativos, de acuerdo con los contenidos recogidos en la normativa mercantil vigente y siguiendo los criterios de los estándares GRI seleccionados así como aquellos otros criterios descritos en el apartado "criterios y principios para la elaboración de la memoria" del citado Estado.

#### Uso y distribución

Este informe ha sido preparado en respuesta al requerimiento establecido en la normativa mercantil vigente en España, por lo que podría no ser adecuado para otros propósitos y jurisdicciones.

Oviedo, 25 de Mayo de 2020.

BLANCO, GONZALEZ Y MIER, S.L.  
Censores Jurados de Cuentas Asociados,

Fdo: MARIA BLANCO Y LARRAINZAR  
Socia-Auditora de Cuentas  
Nº R.O.A.C 16110





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