



URÍA  
MENÉNDEZ

2018

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**SUSTAINABILITY**  
REPORT

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





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# Introductory letter

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Publishing this *Uría Menéndez Sustainability Report* for the first time is a significant milestone for our firm.

The concept of corporate social responsibility is not new or unfamiliar to us. At Uría Menéndez, we have worked for years to engage in responsible and committed activity, to offer our team the best possible surroundings for their personal and professional development, to understand our clients and to provide them with excellent, creative and high value-added legal advice: in short, to consolidate our commitment to the setting in which we provide our services.

This report shows our commitment and is a great source of satisfaction for everyone at the Firm; it represents a compendium of the effort made by many individuals to make the firm “more” Uría Menéndez and a “better” Uría Menéndez.

Over the following pages, the reader can form an accurate view of the milestones achieved by the firm in 2018. We report on our principles and strategy, emphasising in particular the key role that ethics, professional conduct and risk management play in our activities. We also review the extensive amount of

knowledge generated over the past twelve months and dedicate a large part of the report to talent, which is our firm’s main asset. We describe our policies for recruiting, retaining and training the best professionals (both lawyers and support staff). Finally, we highlight our firm commitment to the environment and the implementation of our social and cultural policies through work coordinated with the Professor Uría Foundation (the Uría teaching foundation). All of the above is also in compliance with Law 11/2018 of 28 December 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.

In 2018 and thanks to our clients’ support, we have received numerous prizes and awards. We take this opportunity to thank all those clients for placing their trust in us.

This report has been verified by external auditors and represents the Communication on Progress concerning our commitment to the ten universal principles of the United Nations Global Compact. Furthermore, at

Uría Menéndez we have undertaken to carry out our activities so as to make a contribution to the achievement of the Sustainable Development Goals (in 2018, we focused our efforts on goals 4, 5, 16 and 17). The report also sets out the direct contribution of our business to achieving these goals.

The world is constantly evolving. And the future is filled with new challenges due to the sophistication of the legal sector, and technology and diversity, among other factors, as well as the current geopolitical landscape. In this setting, as a professional services firm, we must consolidate our capacity to quickly adapt to both the needs of our key stakeholders (clients, employees and students) and the requirements of the global environment. Therefore, from our organisation as a whole we present these pages with pride as a sample of the contribution Uría Menéndez is making to today’s construction of a sustainable tomorrow.

Luis de Carlos  
**Senior partner**



A decorative diagonal banner runs from the top-left towards the bottom-right of the page. It contains a photograph of a modern house with large windows and a green lawn, partially obscured by lush green trees. The banner has a dark green border.

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## ABOUT THIS REPORT

## SCOPE AND COVERAGE

*The Sustainability Report for Uría Menéndez Abogados, S.L.P. ("URÍA MENÉNDEZ" or the "Firm") for 2018 provides information that is relevant to the Firm's various stakeholders regarding its business model and strategies, as well as the main economic, environmental and social impacts of its activity in 2018. 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 2018.

The Firm is aligned with the United Nations Global Compact; this report constitutes the Communication on Progress concerning its commitment to the ten

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

The Firm has also undertaken the commitment to carry out its activities so as to make a contribution to the achievement of the United Nations Sustainable Development Goals (SDGs). In this regard, we have focused our efforts on SDGs 4, 5, 16 and 17.

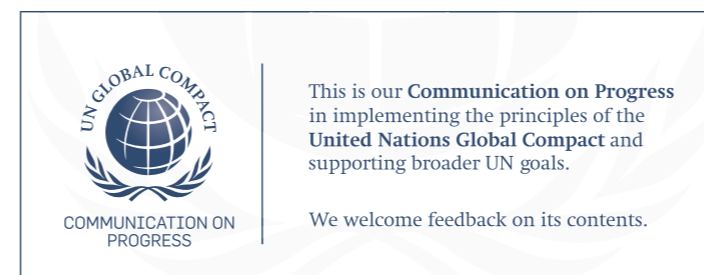
**SDG 4** (quality education)

**SDG 5** (gender equality)

**SDG 16** (peace, justice and strong institutions)

**SDG 17** (partnerships for the goals)

Section 4 of this report maps the contribution of the Firm's activity to the SDGs.



## STANDARDS AND PRINCIPLES FOR PREPARING THE REPORT

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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

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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

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The 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
- ▶ Materiality
- ▶ Completeness

### Principles for defining report quality

- ▶ Accuracy
- ▶ Balance
- ▶ Clarity
- ▶ Comparability
- ▶ Reliability
- ▶ Timeliness





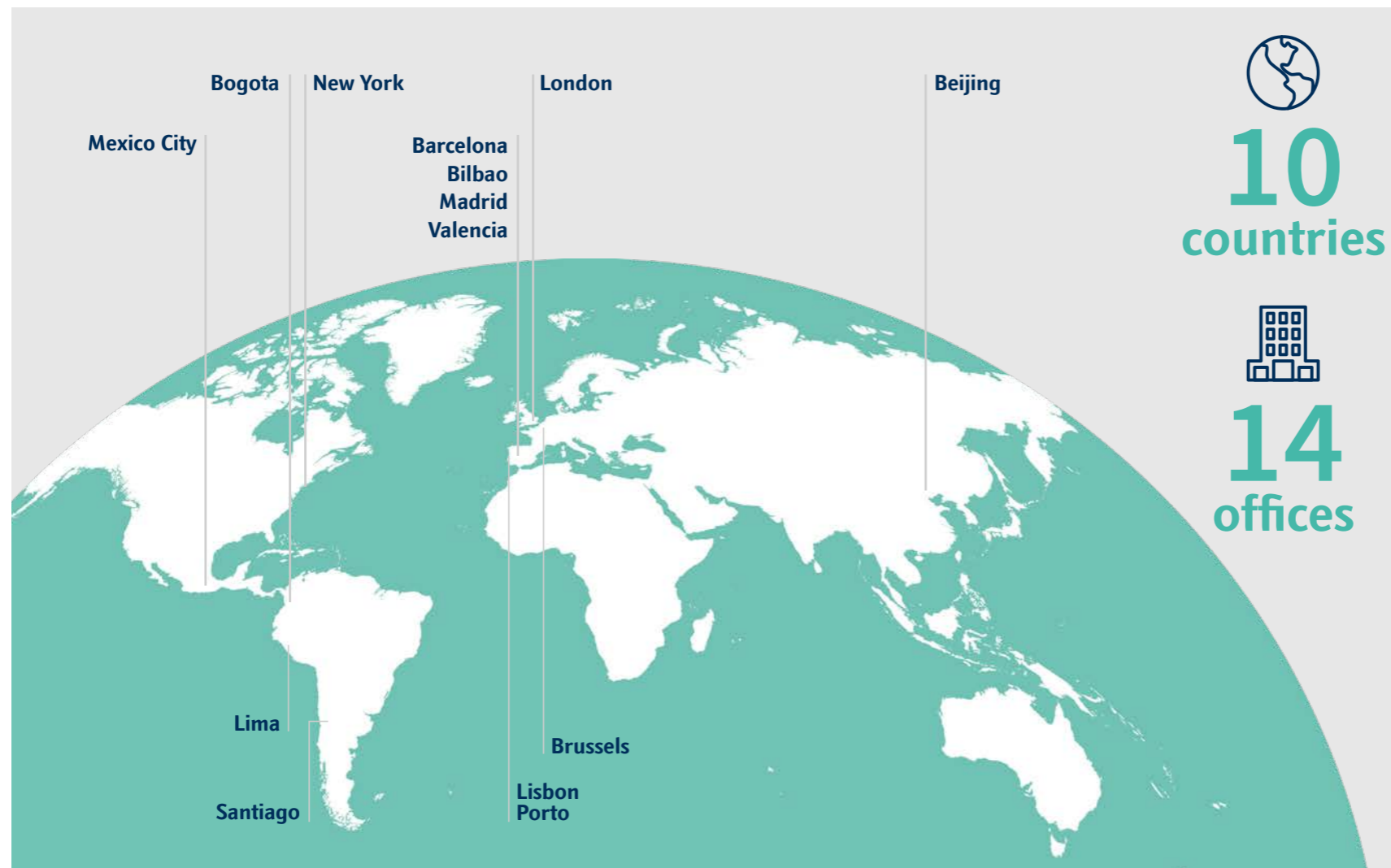
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ABOUT US

## URÍA MENÉNDEZ IN 2018

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



### Practice areas

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

### Sectors

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

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

We have a large European best friends network that enables us 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 advise clients on all kinds of deals in Ibero-America through our own office in Mexico and our holding in the Ibero-American law firm PPU (Philippi, Prietocarrizosa, Ferrero DU & Uría), with offices in Chile, Colombia and Peru.

The Firm is also the exclusive member firm in Spain for Lex Mundi, the world's leading network of independent law firms with in-depth experience in more than one hundred countries. As part of the Lex Mundi global network, we can provide our clients with preferential access to more than 21,000 lawyers around the world – all from a single point of contact.

In our desire to accompany our clients wherever they need us, we use regional practice groups (country desks) made up of URÍA MENÉNDEZ lawyers who specialise in the areas or regions of greatest strategic interest for our clients.



*Façade of the library at the Madrid office during the Firm's 70th anniversary celebrations*

## Key figures for the Firm in 2018

### Size

 **Billing**  
**€240,696,500**

 **Growth**  
**2.32%\***

 **Countries**  
**10**

 **Offices**  
**14**

### Team

 **People**  
**1,124\*\***

 **Partners**  
**132**

 **New hires**  
**102**

 **Training hours**  
**6,654 hours**

### Knowledge

 **Publications**  
**433**

 **Tenured professors**  
**7**

 **University professors**  
**61**

\* In relation to 2017

\*\* As at 31 December 2018, URÍA MENÉNDEZ was composed of 948 employees in addition to partners and other contracted persons.

Corporate Governance

### Clients

 **Clients from**  
**74 countries**

 **% of international clients**  
**52.2%**  
(other than from Spain and Portugal)

 **Repeat business**  
**93%**

## Corporate Governance

URÍA MENÉNDEZ ABOGADOS S.L.P. is a limited liability company with **132 partners**.

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

### ► Management Support Committees

the Professional Practice Management Committee (PPMC) and the Professional Support Committee (PSC), which duties include managing and supervising the ordinary course of professional practice and handling the operational side of the support of the practice.

### ► Appointments Committee

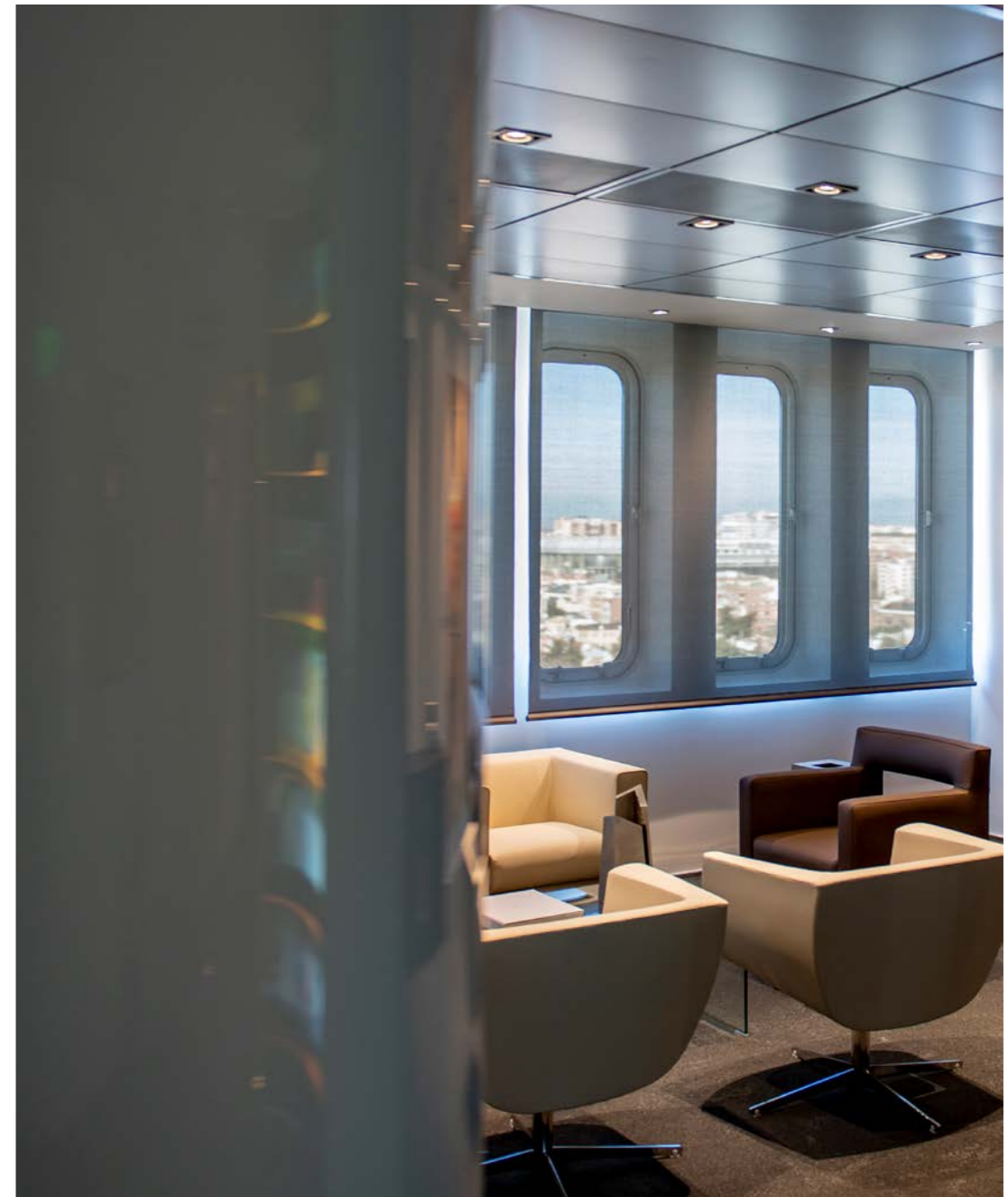
responsible for appointing new partners, counsel, senior associates and managing associates at the various stages of the career plan.

### ► Partner Evaluation Committee

responsible for evaluating the activity of all the partners.

Each of the 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 has a head of office who is responsible for the day-to-day management.

The Firm also has an Advisory Board made up of eight external members who advise on medium- and long-term strategic issues.



*Meeting room, Rodrigo Uría building, Madrid office*

## MISSION, VISION AND VALUES

### Mission

To provide our clients with the best comprehensive business legal advice, wherever it is needed.

### Vision

As a  
**firm:**



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

As a  
**business:**



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

As a  
**centre of learning:**

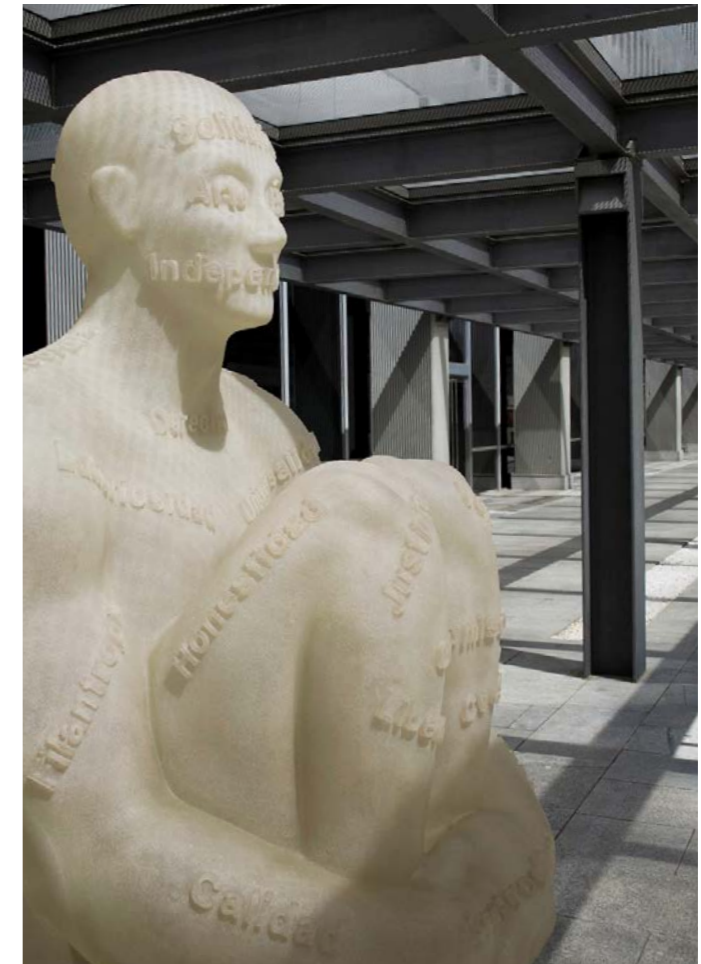


to be a team and work as one to provide comprehensive training for the best legal professionals.

As a  
**institution:**



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



Jaume Plensa, "Sitting Tattoo X", 2008.  
(Madrid office, view of installation)

### 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 and education**

# STRATEGY

URÍA MENÉNDEZ has a long-term strategy based on five fundamental pillars:



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.**

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 at which to work and to attract the best talent.

2

## External reputation



Our reputation is the result of more than seventy years' work and of strong ethical principles and it is confirmed by our top rankings, year on year, in the leading national and international directories, awards and publications.

3

## Positioning as leading Ibero-American firm



The geographical and leadership reach of the Firm is focused on Spain, Portugal and the Latin American market (with a particular presence in the Pacific Alliance region).

4

## Operational excellence



We want to give our clients the best service and our professionals to work with the most innovative tools. We invest in technology and innovation in order to have the best IT and knowledge management systems. All our offices have sites that meet the highest standards of quality and comfort and have been designed with respect for the environment.

5

## Social commitment



The highest expression of URÍA MENÉNDEZ's social commitment is the involvement of its professionals in social projects, and particularly the *pro bono* work done by its lawyers. Through the Professor Uría Foundation, we also stimulate education and training in addition to supporting solidarity initiatives for the benefit of disadvantaged groups.

We work using a "guild" model, composed of 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 maintained a firm commitment to regulatory compliance, in terms of both the laws and professional regulations that govern its 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 to be followed by everyone who is part of URÍA MENÉNDEZ. It was approved by the board of directors in December 2014 and its last significant update took place in February 2016. The Code of Conduct is published and available for consultation by all at the Firm on the intranet.

Every person at the Firm must be aware of and comply with the Code of Conduct. Of particular importance are the rules on conflicts of interest, professional secrecy and privileged information, anti-money laundering and financing of terrorism, anti-corruption policy, crime prevention and protection of personal data.

The Ethics, Risk and Compliance Department (ECD) at URÍA MENÉNDEZ is independent from the professional practice areas. It has autonomous initiative-taking and supervisory powers. The ECD ensures compliance with the Code of Conduct by members of the Firm. The ECD's activity is focused on the following areas:

- **Supervising the Firm's activity in order to verify effective and proper compliance with regulation 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.**
- **Directing the Technical Unit for Information Processing and Analysis relating to anti-money laundering and financing of terrorism, and supporting the Anti-Money Laundering Group, which is the anti-laundering internal control and communication body at URÍA MENÉNDEZ.**
- **Acting as a consultative and decision-making body with respect to professional conduct and anti-money laundering and financing of terrorism issues that arise for the Firm's lawyers and support staff in the course of their professional activity, without prejudice to the duties allocated to the Anti-Money Laundering Group.**
- **Supervising the application of the Crime Prevention Handbook, making periodic checks to monitor compliance and assessing any changes required to improve it, and periodically reporting to the Crime Prevention Committee.**
- **Advising on the resolution of queries that may arise regarding the application of the Crime Prevention Handbook.**
- **Advising on and ensuring compliance with data protection regulation.**

- **Raising awareness of these areas among everyone at the Firm and promoting continuous training.**

As all the members of the Firm have a responsibility to ensure compliance 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 done by informal channels when the concern entails no risk or through the whistleblowing channel.

### Conflicts of interest

URÍA MENÉNDEZ has established strong action principles and advanced systems for detecting conflicts among the parties for each engagement that it 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 matters. For a firm of the size and nature 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 the acceptance of professional engagements does not and could not harm the principles and interests of the Firm and, fundamentally, of its clients.

## Anti-money laundering and financing of terrorism

The Anti-Money Laundering Group is the internal control and communication body of URÍA MENÉNDEZ, with hierarchical and functional independence, although its members are appointed by the board of directors. The ECD directs the Technical Unit for Information Processing and Analysis and acts as a support body to the Anti-Money Laundering Group. It also performs internal audit duties, verifying compliance with URÍA MENÉNDEZ's rules in this area. It also acts as a consultative body and updates and disseminates these rules. The internal anti-money laundering and financing of terrorism procedures are subject to annual audit by an external expert. In the financial year analysed, the audit relating to the period between 1 June 2017 and 31 May 2018 was satisfactory.

## Crime prevention

The Crime Prevention Committee has autonomous initiative and control powers and supervises the operation of and compliance with the URÍA MENÉNDEZ Compliance Programme. The ECD directs the Crime Prevention Unit, which supervises the application of the Crime Prevention Handbook, with periodic checks to monitor compliance and the assessment of any changes required to improve it; it periodically reports to the Crime Prevention Committee on the achievement of milestones.

The Firm's action principles are wholly incompatible with any conduct that could compromise due objectivity in the decision-making processes of the people with whom we have relationships in the performance of our

work, whether they are from the public sector (domestic and foreign civil servants) or the private sector (such as clients, suppliers, other professionals in the legal sector). URÍA MENÉNDEZ hence has a zero-tolerance policy on corruption, which is enshrined in the Code of Conduct and also in anti-corruption policies that are overseen by the Crime Prevention Unit.

## Data protection

The position of Data Protection Officer was created during the financial year analysed to advise on and oversee compliance with data protection regulations. This role falls within the scope of the ECD, although its duties are performed independently, and the Data Protection Officer reports directly to the Firm's highest management levels, as required by the General Data Protection Regulation.

## Training in ethics and professional conduct

Finally, to promote awareness of these matters among everyone at the Firm, the ECD prepares specific annual training plans that cover four main axes: professional conduct and compliance, anti-money laundering, crime prevention and data protection. This training is predominantly conducted in person for purposes of obtaining real-time interaction among students, peers and trainers. However, this is supplemented with e-learning via the URÍA MENÉNDEZ Virtual Learning Classroom, through which concepts and knowledge acquired in person are consolidated and the student development is tracked through activities and tests that confirm such consolidation.

In 2018, all the members of the Firm received training in all four axes depending on their responsibilities. All the members of URÍA MENÉNDEZ were offered at least one training course on these matters. In total, 14 courses have been given in 79 sessions.

**The Firm's donations to foundations and other non-profits in 2018 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. Anticipating, supervising and subsequently managing risk in order to prevent its materialisation are essential tasks.

The strategic and operational risks identified by the Firm are evaluated and specific action plans are devised for their control and management, making use of the technical, human and organisational measures available to the Firm.

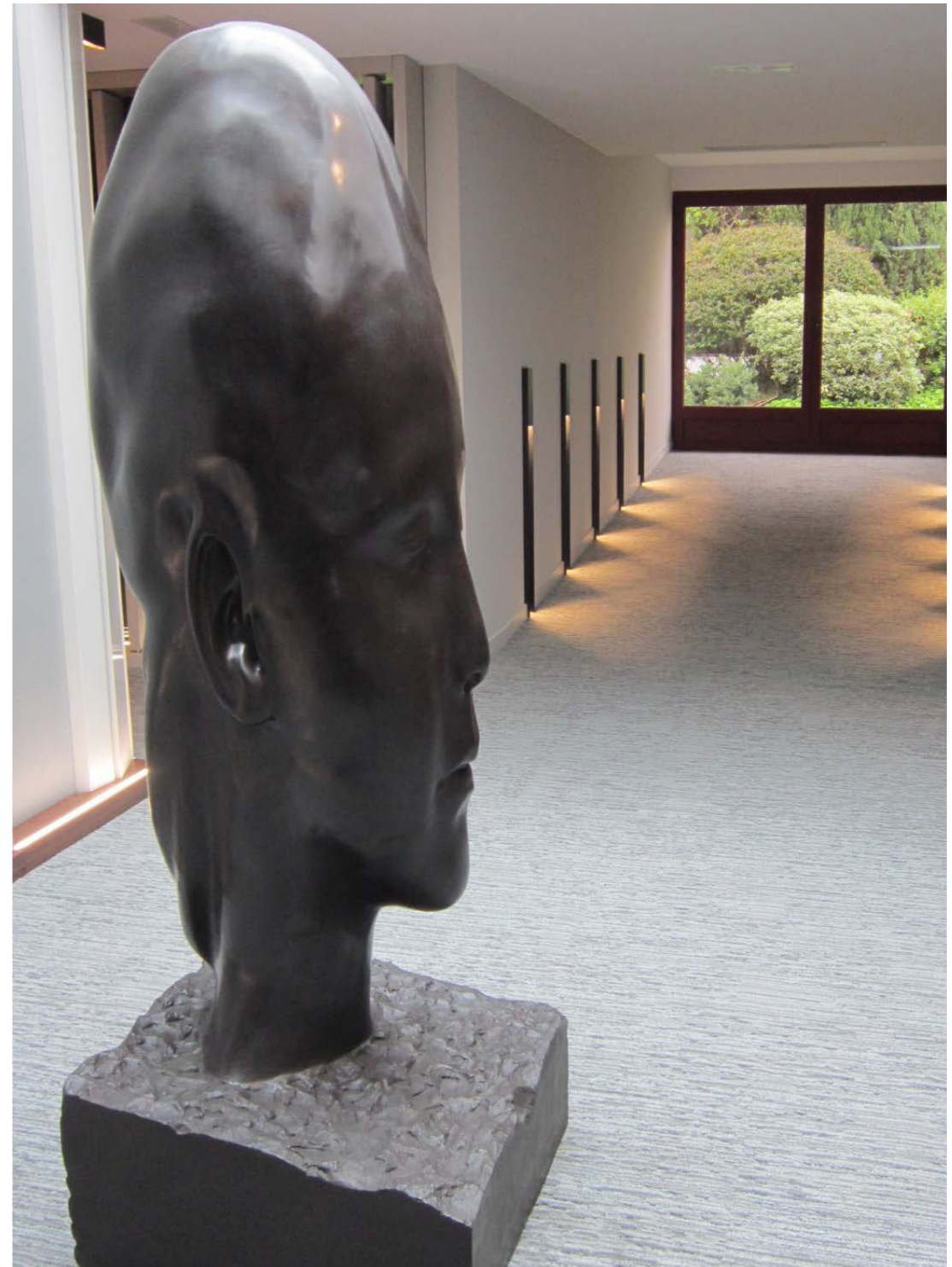
In this regard, URÍA MENÉNDEZ has a Business Continuity Plan that is aimed at ensuring that our teams are able to continue providing services to our clients after the occurrence of any crisis. The plan establishes the guidelines for appropriate and coordinated management of the various actions and identifies 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 activated to analyse and record the steps to be taken under the management of the Information Security Committee, which is created to react to any contingency of this type that may arise.

In terms of criminal risk, URÍA MENÉNDEZ pays 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 potential active collaboration of members of the Firm in criminal offences committed by its clients.

URÍA MENÉNDEZ conducts high-quality and wide-ranging biannual internal audits aimed at anticipating and reducing these risks.

Risk supervision and management are defined in the Code of Conduct, which is binding on all members of the Firm.



*Jaume Plensa, "Chloe", 2014 (Barcelona office, view of installation)*

## Main risk management mechanisms

### Action principles in relation to professional and business conflicts of interest

Through them professional conflicts of interest are identified and avoided and they ensure that accepting a professional engagement does not and cannot harm the interests of clients or the firm.

### Anti-money laundering and financing of terrorism handbook

It secures URÍA MENÉNDEZ's due diligence measures and processes with respect to clients and matters entrusted to the Firm.

### Crime prevention handbook

It provides the rules and procedures to anticipate the commission of criminal offences in the Firm, so that they are detected early and thus the risk of them materialising is reduced significantly.

### Confidentiality and professional secrecy rules

They secure the maintenance of a complete internal and external safe-harbour mechanism for the information that URÍA MENÉNDEZ receives from its clients and collaborators.

### Privileged information rules

They establish the conduct from which the Firm's members must abstain, directly or indirectly and on their own behalf or for a third party.

### Anti-Corruption Policy

The URÍA MENÉNDEZ action principles are incompatible with any conduct that could compromise due objectivity in the decision-making processes of the people with whom we have relationships in the performance of our work, whether they are from the public sector or the private sector. The Firm hence enforces a zero-tolerance policy on corruption.

### Whistleblowing channel

Through it all the Firm's members disclose circumstances of which they are aware that entail a risk of commission of criminal offences within URÍA MENÉNDEZ or an infringement of its Compliance Programme. This channel guarantees whistleblower anonymity and respects the rights of the reported person, including those relating to data protection.

## KNOWLEDGE-BASED CULTURE

As a centre of learning for lawyers, URÍA MENÉNDEZ has a firm commitment to the training of all the Firm's professionals.

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

We aspire to remain an intellectual touchstone in the world of law, strengthening our close ties to the academic world that nurture our spirit of constant legal innovation.

From the Firm's earliest days, its founders communicated their passion for teaching and research and for the important role that these play in the creation of law. Rodrigo Uría González and Aurelio 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 seven tenured professors and 61 lawyers who teach at Spanish, Portuguese and Latin American universities and business schools.



*Library, Madrid office*



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.

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 identify the leading European companies on the market by their ability to use knowledge as a means to achieve innovation, efficiency and excellence in their services or products.

## Recognition

In addition to our professionals, the Firm's other great strategic asset is our reputation.

### Awards received in 2018

#### Domestic

##### Expansión

###### Expansión Legal Awards 2018

- Firm of the year
- Lawyer of the year – Luis de Carlos
- Best firm in commercial law
- Best firm in banking and finance
- Best firm in international arbitration
- Best deal of the year, as advisor in the Abertis bid

##### Forbes

###### Forbes Abogados Awards 2018

- Managing partner of the year – Luis de Carlos



###### Spanish Maritime Cluster Award 2018

- Education award

##### CONFILEGAL

###### Confilegal Awards 2018

- "Professional career" – Luis de Carlos



###### Legal Marcom Awards 2018

- Best reputation as a firm
- Best lawyer – Luis de Carlos

#### International



###### Chambers Europe awards for Excellence 2018

- Award for best client service in Spain



###### IFLR European Awards 2018

- Most innovative firm of the year in Spain and advisors in the best restructuring of the year, for its role advising in the restructuring of Abengoa



###### Global Competition Review 2018

- Regional firm of the year – Europe



###### International Tax Review European Tax Awards 2018

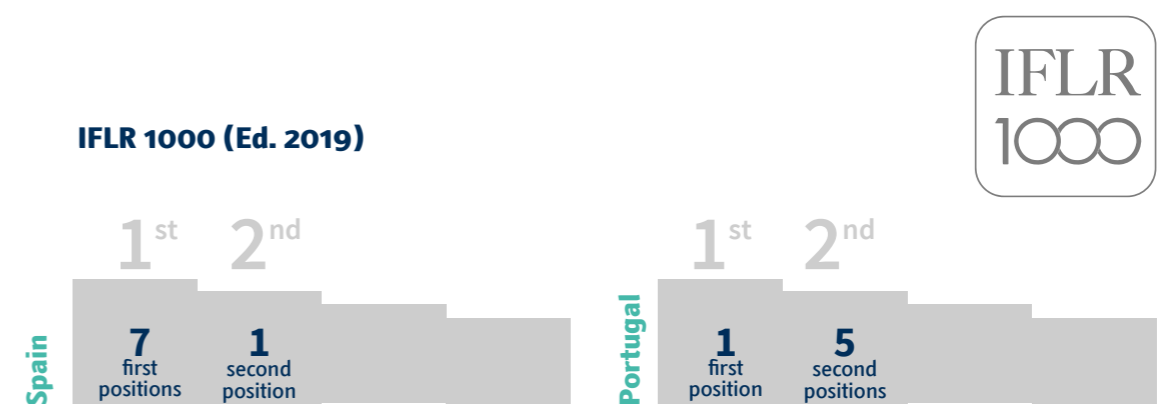
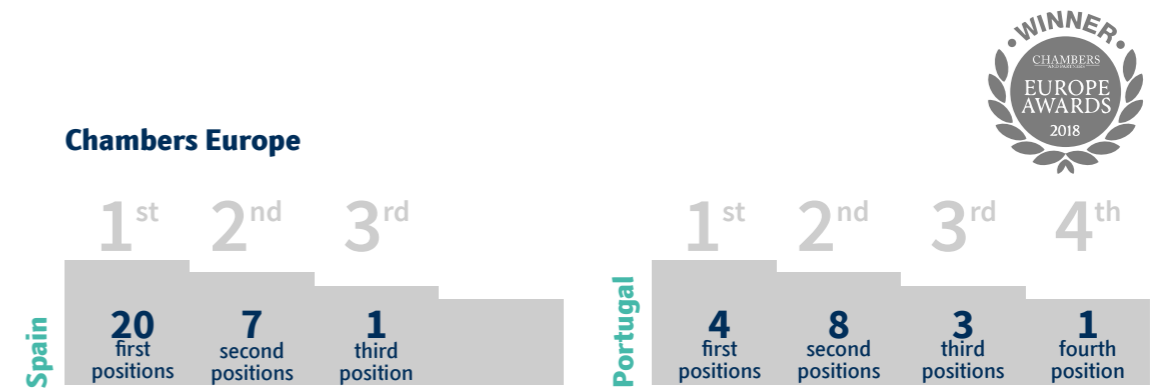
- European tax restructuring deal of the year for the restructuring of Abengoa



###### Who's Who Legal 2018

- Spanish law firm of the year

## Positions in the leading directories in 2018



## Top-ranked for deals by value in Spain in 2018



**Uría  
Menéndez 61,498**

### RANKING IN SPAIN

By value in millions of euros.  
Excluding firms without an office in Spain.

	Firm	Ranking	
		Value*	No.
1	Uría Menéndez	61,498	47
2	Freshfields	49,812	16
3	Allen & Overy	47,931	30
4	Garrigues	47,203	92
5	Clifford Chance	46,211	20
6	Davis Polk & Wardwell	42,954	5
7	DLA Piper	39,963	21
8	Herbert Smith Freehills	36,380	9
9	Linklaters	26,653	16
10	Pérez-Llorca	25,623	38

\*Currency conversion as at 19-1-19.  
Source: Mergermarket.



**Uría  
Menéndez 61,668**

### TOP TEN IN IBERIAN PENINSULA

Ranking by value. In millions of euros.

	Firm	Ranking	
		Value*	No.
1	Uría Menéndez	61,668	50
2	Linklaters	52,151	22
3	Freshfields Bruckhaus Deringer	49,812	16
4	Allen & Overy	49,740	31
5	Garrigues	47,415	96
6	Clifford Chance	46,211	20
7	Davis Polk & Wardwell	42,954	5
8	DLA Piper	39,964	22
9	Herbert Smith Freehills	36,380	9
10	Gianni Origoni Grippo	35,487	3

\*Currency conversion as at 19-1-19.  
Source: Mergermarket.

**URÍA MENÉNDEZ** was recognised as the most prestigious brand among Spanish law firms according to a study by Iberian Lawyer published in December 2018.

Iberian Lawyer

2018 Rank

**1**

2017 Rank

**1**

**Uría  
Menéndez**

2018 Rank	2017 Rank	Firm
1	1	Uría Menéndez
2	3	Garrigues
3	2	Cuatrecasas
4	6	Clifford Chance
5	4	Pérez-Llorca
6	7	Gómez-Acebo & Pombo
7	5	Baker McKenzie
8	18	Bird & Bird
9	14 =	PwC
10 =	10	Allen & Overy
10 =	n/a	Eversheds Sutherland
12	n/a	CMS
13	8	Linklaters
14	19	Herbert Smith
15	17	Ashurst
16 =	n/a	Roca Junyent
16 =	n/a	Watson Farley & Williams
18 =	14	EY
18 =	n/a	Ramón y Cajal
20	19 =	Freshfields

Source: Iberian Lawyer

A decorative diagonal band runs from the top-left towards the bottom-right of the page. It contains a collage of images: a modern interior with glass walls and wooden pillars, a lush green wall, and a dark interior with vertical glass panels.

3

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HOW WE WORK

## ACTION FRAMEWORK

The Firm responsibly carries out its professional activity so as to contribute to economic, social and environmental progress, maintaining a firm commitment to its values and the will to be a source of support to society as a participant in the public function of administration of justice.

URÍA MENÉNDEZ has a Corporate Social Responsibility Policy that sets out the firm's commitments to human rights, people, the environment and the surroundings in which it operates. Approved by the board of directors, this policy is part of our strategy of excellence and aims to place the Firm in the vanguard of practical improvements in this area.

The Corporate Social Responsibility Policy is available on the Firm's intranet. Everyone at the Firm has the obligation to read, understand and comply with the commitments it establishes.

URÍA MENÉNDEZ considers all people or groups who may be affected by the Firm's activity to be stakeholders. A process of analysis has led us to identify the following stakeholders: professionals (legal and non-legal), clients, partners, law students, former professionals of the Firm and suppliers and collaborators.

### Main channels of communication with our stakeholders

#### Internal channels

- ▶ Sustainability report
- ▶ Intranet
- ▶ Partner and counsel portals
- ▶ Monthly partner breakfasts
- ▶ Partner and counsel lunch
- ▶ Suggestion box
- ▶ Communications from senior partner and managing partner
- ▶ Internal assessment platform
- ▶ *UM Noticias* publication
- ▶ Forums for debate
- ▶ Annual strategic presentation by the managing partner
- ▶ Mentoring and support programmes
- ▶ Annual meetings of the practice areas
- ▶ After-work social events

#### External channels

- ▶ Sustainability report
- ▶ Firm's website  
[www.uria.com](http://www.uria.com)
- ▶ Social media
- ▶ *Actualidad Jurídica* publication
- ▶ External publications
- ▶ Digital publications: announcements, circulars, newsletters, etc.
- ▶ Media presence: articles, interviews, etc.
- ▶ Presentations at universities and business schools
- ▶ Trade fairs and open days for students
- ▶ Alumni portal
- ▶ In-person events

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



Brussels office

## TALENT: OUR GREATEST ASSET

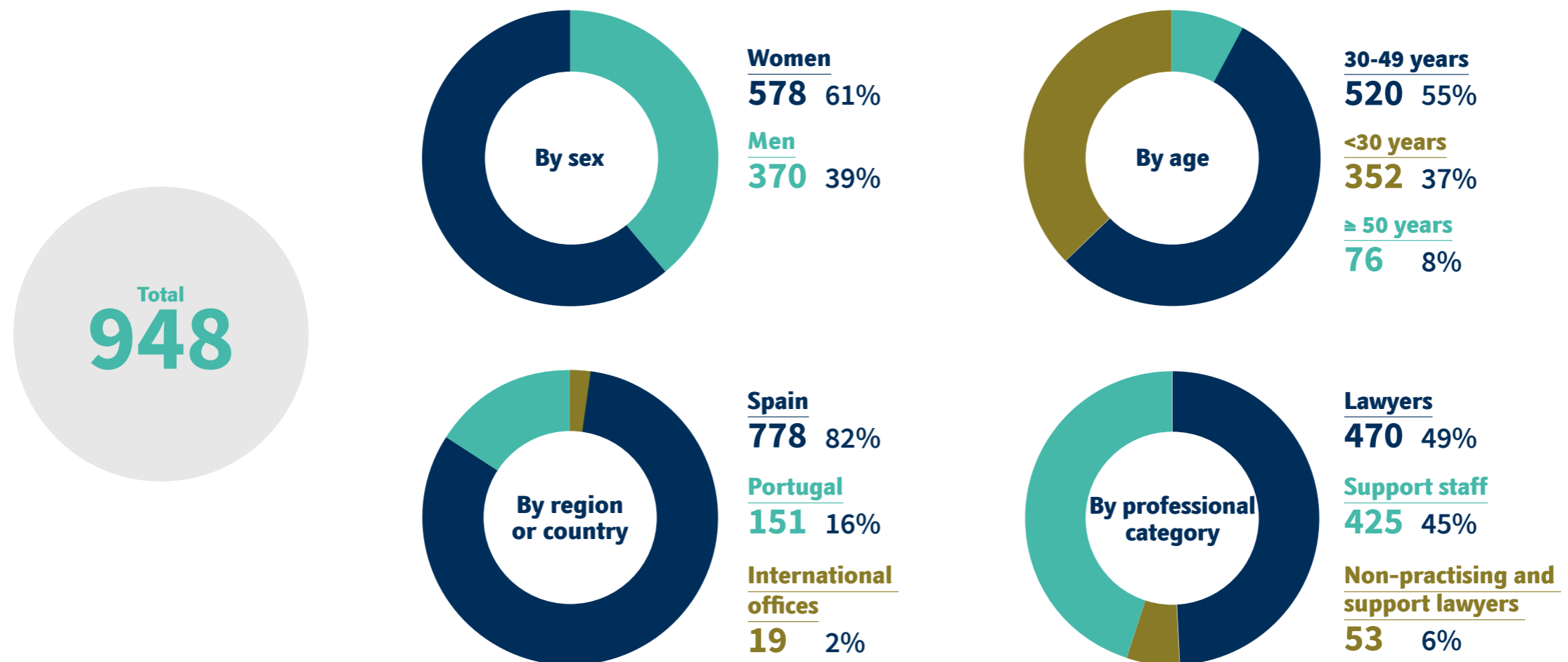
### Professional team

The people who work at URÍA MENÉNDEZ are the Firm's main asset. Attracting and retaining the best talent is therefore a strategic priority for the Firm.

In 2018, our workforce was composed of 948 people in addition to our partners, with a high level of diversity in terms of demography (gender, language, age and culture) and experience.

### Our workforce in 2018\*

\* The team has been calculated taking into account 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 2018, the Firm had 102 Portuguese lawyers and trainees.



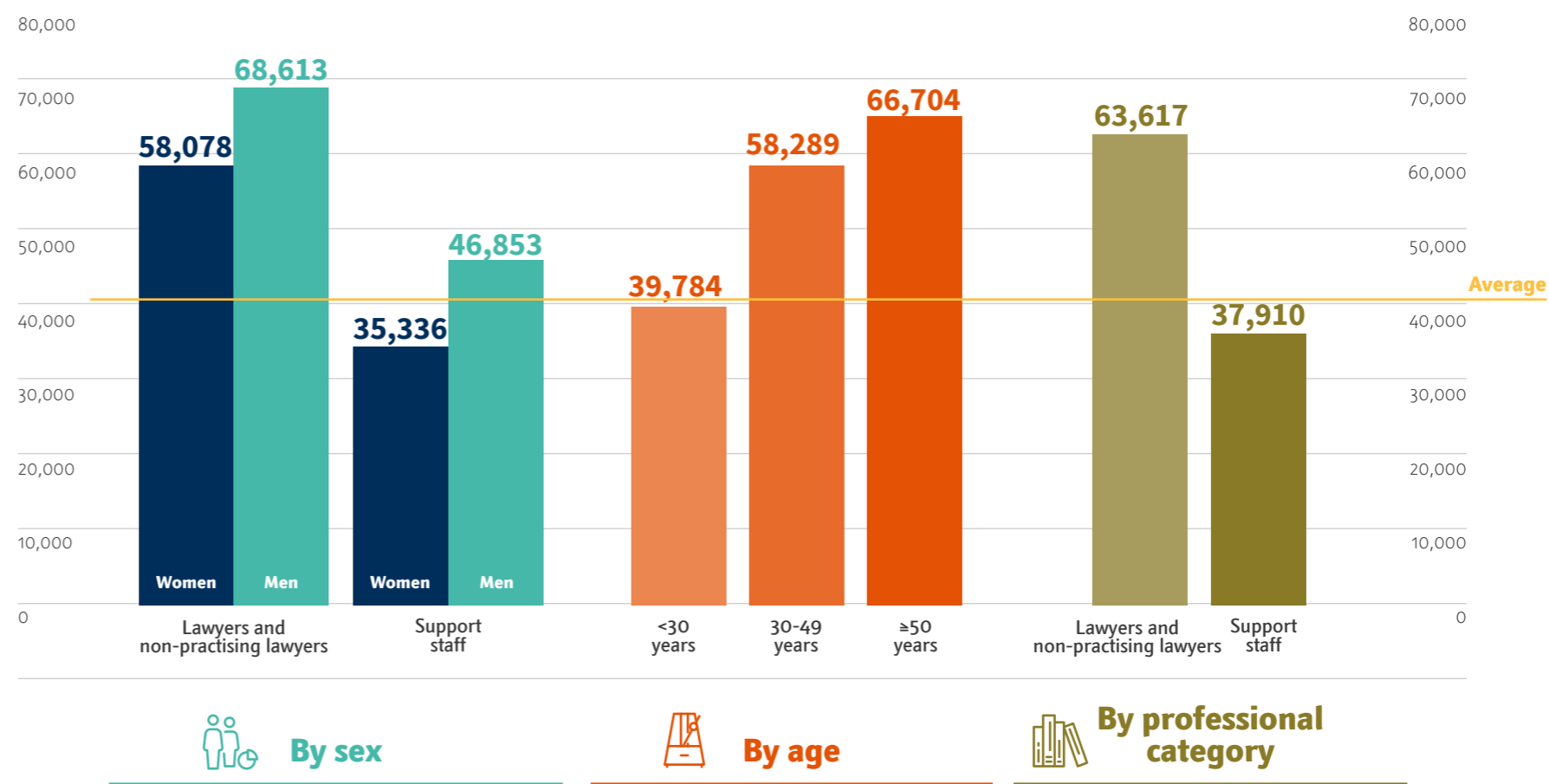
More than 95% of the workforce with whom the Firm has an employment relationship have a permanent contract. Appendix 1 describes the distribution of types of contract and working day by sex, age, professional category and country, as well as dismissals, also classified by sex, age and professional category.

In Spain, 100% of support 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 support staff are covered by a collective bargaining agreement.

## Average distribution of remuneration for the Firm's workforce in 2018\*

\* 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.

Figures in euros



Remuneration policy at URÍA MENÉNDEZ 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 plan on grounds of sex or any other kind of characteristic.

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 support staff. These minimal differences are mainly due to identical factors for men and women that produce different outcomes year on year, such as each person’s achievement of the targets that give rise to variable remuneration.

### Equal pay gap in 2018

Lawyers	3.48%
Support staff	3.29%
Firm total	3.39%

The structure and composition of the Firm’s workforce, in which males have a longer length of service and represent a higher proportion of top hierarchical positions, is progressively changing with a recruitment process that ensures a complete lack of bias on grounds of gender and with actions intended to secure an appropriate and non-discriminatory career pathway for all our professionals.

*\* Foreign law consultants have been excluded for purposes of this calculation.*



New York office



London office

# Professional development for our lawyers

## Recruitment process

Our lawyer recruitment process is friendly but at the same time demanding. It is based on a model consisting of hiring university students each year and assigning them a tutor or mentor who takes responsibility for showing them the profession and facilitating their professional development.

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

The Firm takes part in job fairs, holds open days for students and makes presentations at numerous universities, largely in Spain and Portugal. In addition to the information we provide to candidates in our promotional brochure and video, URÍA MENÉNDEZ seeks to involve its lawyers in all these presentation activities and in the recruitment process itself, so that candidates have first-hand information regarding daily life in the Firm.

We look for law graduates with a passion for law who are inquisitive, enthusiastic and friendly.

We offer excellent opportunities for personal and professional development, a two-year period as an employee in the Firm (excluding exceptional circumstances), a clear career plan and a very competitive remuneration package.

We also select students in the final years of their degree to pursue summer internships at the Firm.

Recruitment process interviews are conducted by the Firm’s partners and counsel, who dedicate an average total of 1,500 hours per year to capturing talent. Interviewers try to identify strong candidates based on their legal and linguistic knowledge, but also on the basis of candidates’ interest in and curiosity about their surroundings. Their personal suitability for the Firm is also assessed.

## International mobility in 2018

 **24**  
**Uría Menéndez lawyers were seconded to other offices of the Firm**

 **16**  
**Visiting lawyers from international firms**

Our lawyers also have the opportunity to work abroad as part of their professional development. In 2018, 24 URÍA MENÉNDEZ lawyers were seconded to other offices of the Firm, ten to firms in other countries and ten to clients. We received 16 visiting lawyers from international firms.



**1,500**

**Annual hours dedicated by partners and counsel to capturing talent**



**102**

**Professionals hired in 2018, including 52 women**



**5**

**Promotions to partner in 2018, including 2 women**

## Career development

For us, the Firm is a place not only for work but also for personal growth, and for building personal relationships and sharing interests and concerns regarding the issues facing society.

Career plan	Training plan
<p><b>1*</b> <b>GRADUATE IN LEGAL PRACTICE MASTER'S DEGREE</b> Mandatory practical master's studies at Uría Menéndez.</p> <p><b>GRADUATE</b> Employment contract until qualification as lawyer.</p> <p><b>FIRST-YEAR LAWYER</b> Qualification and permanent employment contract subject to Royal Decree 1331/2006 of 17 November. Uría Menéndez offers all Legal Practice Master's students employment after the mandatory practical master's studies period, with two rotations in the first year in different practice areas or offices. Duration: 1 year.</p>	<p><b>GRADUATE IN LEGAL PRACTICE MASTER'S DEGREE + GRADUATE + FIRST-YEAR LAWYER</b> Assignment to a tutor, partner or counsel of the Firm, who will accompany the lawyer through all their professional stages at Uría Menéndez. During the first months, internal training will be particularly aimed at preparation for the national skills test and at developing a closer understanding of the tools required to handle professional matters (use of legal information resources, drafting, professional conduct and anti-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: 3 years.</p>	<p><b>JUNIOR ASSOCIATE. Training programme with IE Business School: IE-UM Professional Development Program for Lawyers</b></p> <ul style="list-style-type: none"> <li>• Aimed at junior lawyers from all Iberian offices</li> <li>• 140 hours of training at IE Business School premises in Madrid</li> <li>• Sessions distributed across 3 years in March, June, September and November</li> <li>• Legal content provided by Uría Menéndez lawyers; economics-, business- and skills-based subjects taught by IE Business School teachers in English</li> <li>• Issuance of annual certificates and a joint IE-Uría Menéndez final diploma</li> </ul>
<p><b>3</b> <b>ASSOCIATE</b> Duration: 3-4 years.</p>	<p><b>ASSOCIATE, SENIOR ASSOCIATE, PARTNER</b> Training at Uría Menéndez continues throughout all stages of a professional career, with specific training programmes in collaboration with Spain's leading business schools (associates, for example, have a training programme organised by ESADE). These programmes reinforce legal knowledge as well as important skills such as leadership, time management, networking, team management, business development and project management.</p>
<p><b>4</b> <b>SENIOR ASSOCIATE/MANAGING ASSOCIATE</b> Duration: 3 years.</p>	
<p><b>5</b> <b>PARTNER / COUNSEL</b></p>	



### Alumni Programme

We like to stay in contact with the lawyers who have worked at the Firm, and so we run an Alumni Programme involving approximately 1,300 lawyers. The programme includes lawyers of 31 nationalities who work in 35 countries, with whom we keep in contact through various annual events.

#### \* PORTUGAL: TRAINEE LAWYER

**Career plan:** Four six-month rotations in different practice areas. A partner or counsel is assigned as tutor in each rotation.

**Training plan:** Weekly training sessions by 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.

## Professional Talent Development Plan

The Firm launched the Professional Talent Development Plan (PTDP) for its lawyers four years ago. This ambitious plan is the fruit of our vocation for excellence and our efforts to be the best organisation to work for. We know that we need to retain the best talent – diverse, committed and loyal. 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 and fostering professional development via plans such as:

- ▶ **Mentoring and support programmes aimed at accompanying associates and senior associates, respectively, at various stages of their professional careers and 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 women senior lawyers, 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. Our lawyers are offered the chance to participate in third-party events, and internal client events are organised. Particularly noteworthy is the programme of breakfasts with leading women from various sectors of the economy.**

In 2018, 82 lawyers participated in mentoring and support programmes and 25 took part in leadership courses. Our lawyers have also participated in 50 networking initiatives.



Barcelona office, open day

## Our support staff's professional development

### Recruitment process

Our support staff is composed of the best professionals who work in a broad range of areas, from activities that support the daily work of lawyers to financial management of the Firm and the development and application of cutting-edge technologies in the legal sector.

They are committed, proactive and detail-oriented individuals, their main target being to collaborate with our lawyers in achieving the Firm's mission: to provide our clients with excellent legal advice and top-level service in all respects.

Quality and excellence are key for all our recruitment processes.

### Career plan

The Firm's support departments are horizontally structured. They are customarily made up of small, specialist teams whose main objective is to provide support to our lawyers.

Our support staff undergo a performance appraisal process each year. The new Supera-T assessment model was introduced in 2018; this tool has enabled us to make progress in objectively appraising performance and monitoring the professional assessment and training of staff. This new tool also facilitates more efficient communication between the appraiser and appraisee.

There is an internal mobility programme to enable all support staff who are interested in changing position

or seeking promotion within the Firm to choose to fill vacancies arising in other departments, provided they fulfil the requirements for occupying the new position. The Human Resources Department announces vacancies on the intranet, and suitable internal candidates have priority over external candidates.

**SUPERA-T**  
Performance Appraisal Model



Lisbon office



Lisbon office

## Training

The training of all URÍA MENÉNDEZ staff is coordinated via Campus UM, which is managed by a faculty made up of the Firm's members.

Campus UM offers a digital platform that contains a library and organises knowledge management and training into 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 faculty.

The Campus UM faculty was set up in 2016 in order to organise, coordinate and develop the programmes and the content, quality, efficiency and visibility of training activities. There is a rector and a dean for each school, in addition to various directors who are responsible for the different programmes.

Campus UM has its own space on the Firm's intranet. It is designed as a simple interactive platform that allows students to participate and become involved in the training objectives. Campus UM 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.

## Internal training by School in 2018

INTERNAL TRAINING	No. sessions	No. attendees	Duration (h)
Law School	449	10,255	563
Skills School	332	4,969	555
Language School	695	3,483	1,041.50
Technology School	185	1,176	375.25
Professional Conduct School	80	2,314	111.55
<b>Total internal training</b>	<b>1,741</b>	<b>22,197</b>	<b>2,646.30</b>

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

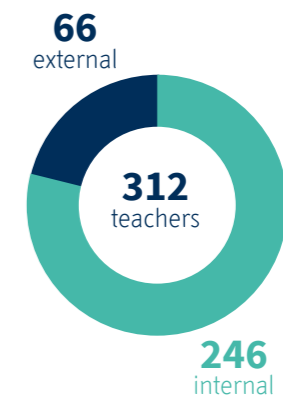
EXTERNAL TRAINING	No. sessions	No. attendees	Duration (h)
External training	256	276	4,007.80
<b>Total external training</b>	<b>256</b>	<b>276</b>	<b>4,007.80</b>

The hours of training received by the Firm's members vary depending on the circumstances of their career plan and on the Campus UM schools. Each professional category received the following total hours of training in 2018:

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

Professional category	No. sessions	No. attendees	Duration (h)
Lawyers and graduates	1,607	19,331	5,255.05
Support staff	128	804	926.70
Joint training	262	2,338	472.35
<b>Total hours of training</b>	<b>1,997</b>	<b>22,473</b>	<b>6,654.10</b>

In total, 312 teachers took part in the **internal training programmes**, of whom 246 were internal (79%) and 66 external (21%).



### Key figures for 2018



Hours taught

6,654.10



Attendees

22,473



Sessions

1,997



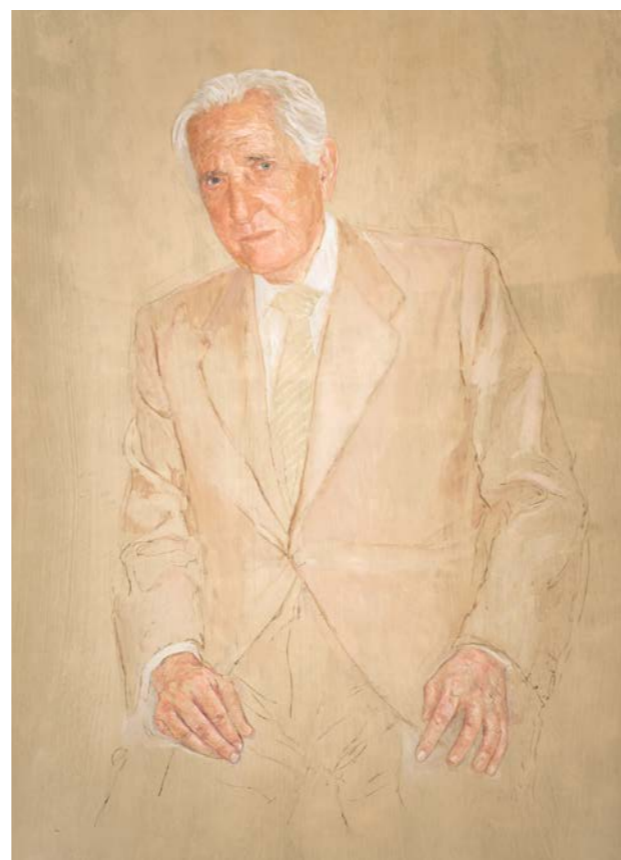
Internal training teachers

312



Average internal sessions per day

4.8



Daniel Quintero. "D. Rodrigo Uría González", 2001. Madrid office



Daniel Quintero. "D. Aurelio Menéndez", 2017. Madrid office

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 2018:

- ▶ Madrid culture as an economic driver for our region
- ▶ The digitisation of the financial sector: impact and outlook
- ▶ An economist answers questions from lawyers
- ▶ Learning from the past, contributing to the future
- ▶ Science challenges ageing

## 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 have been incorporated since the entry into force of the Equality Plan, which have been 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:

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

- ▶ Increase in annual leave, active planning and management of holiday periods and monthly free afternoons.
- ▶ 100% salary supplement during leave for maternity, paternity and temporary disability.
- ▶ Availability of certain services enabling better management of personal life (physiotherapy and osteopathy service, cafeterias, laundry service, footwear and sewing repair services, travel agency, etc.).
- ▶ Possibility of converting breastfeeding leave into full days of leave.

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 for the prevention of harassment in the workplace, with a commitment to prevent the occurrence of situations involving sexual harassment, harassment on grounds of sex and bullying. All the actions provided for in the Protocol guarantee confidentiality and the protection of the identity of those affected and of all parties involved.



*Images from 2018 Recruitment Brochure*

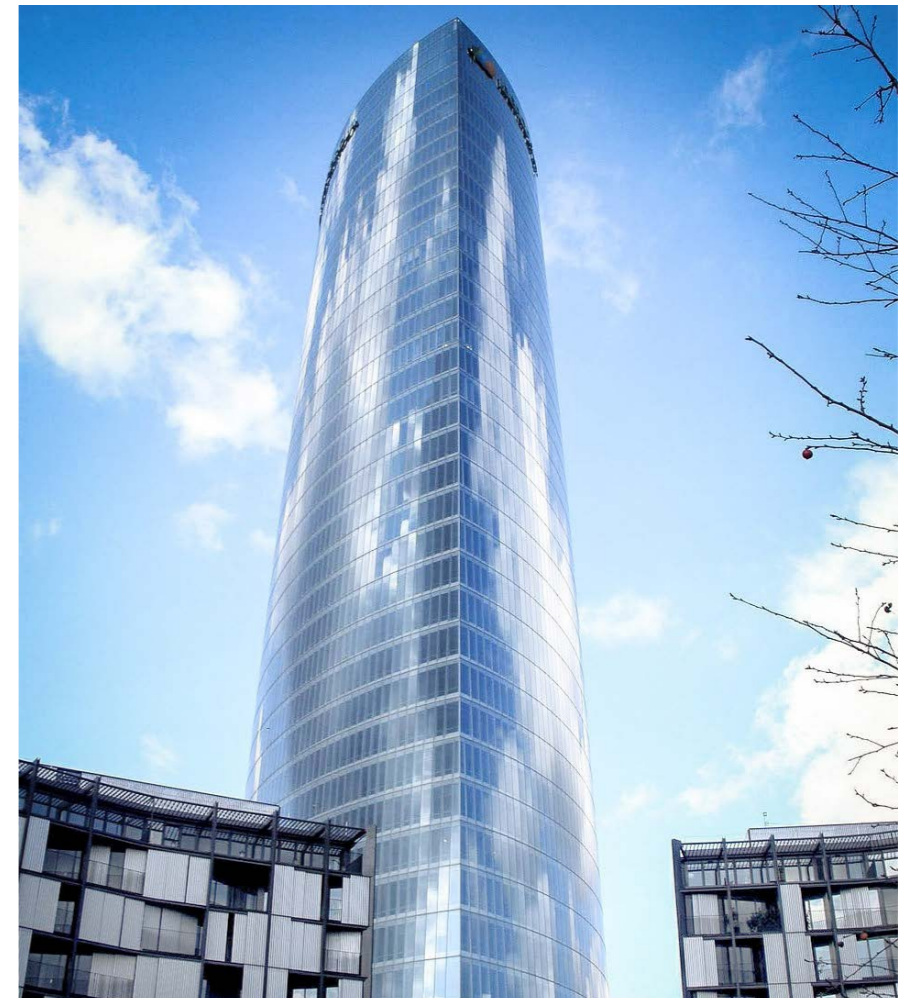
## Diversity management

Diversity in its broadest sense is something that we at URÍA MENÉNDEZ are particularly proud of. Different genders, groups (LGBTI, for example) and generations are represented at the Firm.

The challenge that we are facing, and tackling through various initiatives, is to integrate and value that diversity.

The strategic aim of URÍA MENÉNDEZ is to drive the development of talent within an excellent organisation. This talent is and will increasingly be diverse, and hence the ways in which it is developed and managed are and will be diverse.

Uría Menéndez has signed a Diversity Charter.



*Bilbao office (Torre Iberdrola)*

### Diversity of talent



Universities

63



Languages

13



Nationalities

25



Generations

3

## Disability

URÍA MENÉNDEZ participates in various disability-related initiatives as part of its search for professional talent and excellence. The Firm currently has 12 disabled employees and the aim is to continue working to increase this number.

We cover almost the entirety of 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.

## Family Plan

**supports the social and workplace integration of disabled family members**

We have maintained 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).

Of note in 2018 is our collaboration with the entities DOWN MADRID, 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.

In 2018, the URÍA MENÉNDEZ headquarters in Madrid added a new building at calle Suero de Quiñones,

42 ("Edificio Aurelio Menéndez"). This building is fully accessible, including stair-free access routes, disabled-access doors and passageways designed to allow wheelchair access and disabled toilets.

## 12 disabled persons in employment as at 31 December 2018

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, due to its initials in Spanish), 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 have produced a good practices guide relating to the incorporation of disabled people in law firms and their subsequent development.

## LGBTI & Allies Desk

The LGBTI & Allies Desk was launched in 2017 as an affinity group for LGBTI and other members of URÍA MENÉNDEZ who are committed to promoting the increased integration of this diversity. This is essentially a question of promoting the capture, retention and development of diverse talent, creating an inclusive environment and strengthening socio-professional development networks.

The LGBTI & Allies Desk promotes internal as well as external networking initiatives by participating in the main business forums relating to LGBTI diversity and inclusion. In 2018, the Firm was a founding entity in the creation of the Business Network Association for LGBTI+ Diversity and Inclusion (REDI, due to its initials

in Spanish), of which Managing Board it is a member. This association promotes LGBTI inclusion in the business environment. We also regularly participate in the Best Friends LGBT Group, composed of LGBTI affinity groups from the European firms with which we have the closest relationships, and in other diversity and inclusion events and forums organised by the Spanish Confederation of Business Organisations (CEOE, due to its initials in Spanish), the IE Business School and other public institutions.

The LGBTI & Allies Desk also seeks to raise awareness and knowledge regarding LGBTI diversity in the Firm through the Allies Programme, which includes promoting becoming an ally, training and recognition by awarding a yearly certificate to the Ally of Honour and holding diversity and inclusion information sessions.

In 2018, among other projects, the Firm participated in the EU-financed "Advancing in LGBT Diversity Management in the Public and Private Sector" project promoted by the Spanish and Portuguese governments, together with other Spanish and Portuguese businesses and universities. It also took part in the 2018 EMIDIS (FELGBT) competition and received a mention in the Aequalis Gender & LGTB Lab Report.

**We promote LGBTI diversity and inclusion through our**

## LGBTI & Allies Desk

**Occupational health and safety**

## Occupational health and safety

URÍA MENÉNDEZ is aware that its activity does not involve particularly serious occupational risks. However, our aim is to guarantee the highest possible level of protection against these risks for all our professionals. We pay special attention to all aspects relating to safety, health and wellbeing in order to achieve this. The Firm complies with all health and safety provisions established in applicable collective bargaining agreements.

URÍA MENÉNDEZ has its own prevention service for technical preventive specialties, and it has developed and implemented an occupational risk prevention plan and an occupational risk prevention policy.

Activities in 2018 included a total of 434 health and safety training hours (49 training activities and 312 attendees), periodic campaigns for workplace medical check-ups (309 check-ups), and the maintenance of updated and operational emergency plans for the various offices (with annual drills in the majority of them). The Prevention Service has a clearly service-based vocation vis-à-vis the Firm's members, which is apparent, among other things, in the personalised responses to queries, requests or suggestions raised by the Firm's members with respect to occupational health and safety issues. Approximately 300 requests were answered in 2018.

URÍA MENÉNDEZ has implemented the *humanum* Health Promotion Programme, which encompasses all the activities relating to healthcare and improvement to the health and safety of those working at the Firm.

In 2018, this programme included campaigns for flu vaccination (136 people vaccinated) and blood donation (115 donors). It has also incorporated various first-aid,



Best Friends football tournament

defibrillator management and cardiopulmonary resuscitation (CPR) courses.

As from 1 January 2019, the *humanum* Programme has launched an employee health and wellbeing support service aimed at providing medical and psychological aid. This service is open to everyone at the Firm and their immediate family, and it provides advice on emotional and medical issues with the goal of fostering a positive state of health in the broadest sense.

With the constant aim of encouraging healthy habits, the Firm offers on-site physiotherapy services at the Madrid and Barcelona offices (as well as beneficial agreements with external centres in the other offices), provides free fruit at all Iberian offices and promotes the activities of UM Sports Club, in collaboration with ClubUM, such as running clubs in Madrid, Valencia and Barcelona, tai-chi courses, keep-fit and mindfulness in Madrid, yoga classes in Barcelona, an office gym in Lisbon, and football, basketball and paddle competitions.

## The humanum Health Promotion Programme

encompasses all the activities relating to the wellbeing of those working at the firm

*humanum*

In 2018, the Firm took part in the "VIVE" family days in collaboration with the Pro CNIC and SHE Foundations. This initiative is specifically focused on children, with the aim of developing healthy habits for their future lives through games.

## The absenteeism rate in 2018 was 1.33%

Spain	Portugal	International offices*
Women <b>1.80</b>	Women <b>1.38</b>	-
Men <b>0.86</b>	Men <b>1</b>	-

\*Figures not available for international offices.

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

\* Information not available for non-Iberian offices; figures hence valid for 98% of the workforce.

The frequency index represents the number of accidents per million hours worked and the seriousness index shows the number of working days lost per thousand hours worked.



UM runners, Race against cancer 2018

## ClubUM

Participants in activities organised by ClubUM in 2018



132

Participants in  
padel tournaments



140

Participants  
in fun runs



147

Visitors at  
exhibitions



248

Participants at  
children's parties

81 adults 167 children



292

Attendees at  
after-work events



30

Attendees at  
fortnightly Reading  
Club meetings

The aim of ClubUM is 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. It decides on the initiatives to be implemented and attempts to secure participation by as many people as possible. In 2018, it organised activities such as padel tournaments, fun runs, exhibition visits and Reading Club meetings.

## IN SEARCH OF EXCELLENCE WITH OUR CLIENTS

### Excellent legal advice

The priority at URÍA MENÉNDEZ is to provide an excellent service to clients and to develop a culture that is strongly oriented toward understanding, satisfying and anticipating their needs.

The Firm has a client strategy that is designed based on three pillars of work: clients, sectors and strategic markets. We strive to achieve an in-depth understanding of needs across these three pillars, identifying their regulation, the competitive environment facing companies and the latest market trends, in order to efficiently and proactively meet our clients' needs.

There is a specific action plan for each pillar, with defined targets and associated indicators so that we can assess our performance and the degree to which we have reached the working standards that we have set in terms of quality of advice and service provided.

### 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).

We also maintain a presence in the main international financial hubs (London, New York, Brussels and Beijing) 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.

### Desks (country or region)



## 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

**4**  
offices

Santiago, Bogota,  
Barranquilla and Lima

**611**  
people

237 support staff

**374**  
lawyers

56 partners



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

**Leaders in the top international legal directories**

**13 tier-1 areas**  
**88% of partners included in rankings**

Chambers & Partners 2018

**7 international awards**

**CHILE**

**"Best firm in Chile"**

Euromoney Legal Media Group  
(LMG) Awards 2018

**COLOMBIA**

**"Woman in Law Awards:  
Latin America 2018"**

Chambers & Partners 2018

**PERU**

**"Deal of the Year 2018:  
Best Transport Financing"**

Latin Finance 2018

Philippi  
Prietocarrizosa  
Ferrero DU  
&Uría



**Clients and experience**

Accompanying **local and international** clients in their  
**Latin American** investments

**More than**  
**3,000** clients

**30%** multinationals

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

**Comprehensive 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 chosen advisor on strategic issues, based on a foundation of mutual trust. We develop medium- and long-term relationships beyond the specific deal or matter. We reinforce our commitment to excellence in legal advice with high-quality management systems that ensure our service meets the highest standards of quality from a technical, knowledge and experience-based perspective as well as in operational terms.

Client satisfaction is one of the fundamental keys to the Firm's client strategy. We proactively monitor our client relationships through various channels, such as the client partner (responsible for conducting a periodic performance review with the client), annual meetings, deal or matter reviews, and monitoring of indicators to supplement qualitative feedback.

We believe that the most effective 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 meeting expectations and proactively working on areas for improvement.

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

### ► Analysis of client and of Firm 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.**

### ► Assessment of quality and client satisfaction

**We hold internal meetings to assess all potential matters and clients (won or lost). We encourage post-deal reviews and client meetings to assess our performance in the deal, the value we have added and the lessons we can learn.**

### ► Deal and team management

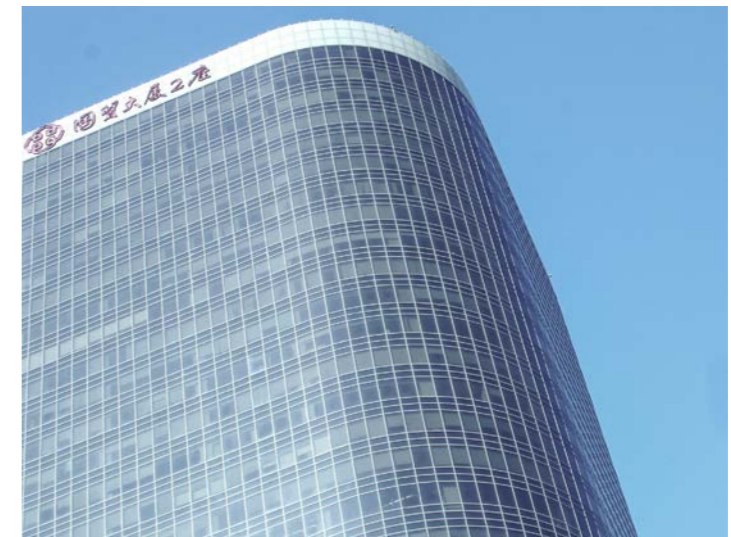
**As part of our performance assessments, we conduct internal audits of cases on which we have worked in order to assess whether we have met the required quality standards from a legal and a client relationship perspective.**

## Trust, security and data protection

URÍA MENÉNDEZ has implemented the General Data Protection Regulation (EU Regulation 679/2016) and has data protection policies that include updated and adapted policies on security, information and transparency, internal training, adaptation of contractual documents with clients, suppliers and employees, and other responsible policies.

A Data Protection Officer was appointed in December 2017. This appointment was registered with the Spanish Data Protection Agency and strengthened the team that is dedicated to internal personal data protection compliance.

Direct communication channels were created for data subjects in 2018.



*Beijing office*

## Innovation and technology in all processes

URÍA MENÉNDEZ strongly supports innovation and makes ongoing efforts to identify technologies that will allow us to be more efficient and provide the best possible service to our clients. In 2018 and as part of the Strategic Systems Plan 2017-2020, we invested in analysing new technologies, adapting them to professional practice and training users (both lawyers and support staff).

In 2018, the Technology and Innovation Department worked on various innovation projects focused on improving the efficiency of processes within the Management (new management system and improvements in the new matter opening procedure), Human Resources (development of a new assessment tool) and Business Development (new version of CRM software) Departments.

### Artificial intelligence: “training” two document analysis systems

We are participating in two projects with cutting-edge companies in this field that are already marketing their document review systems on the English-language market. In both cases, URÍA MENÉNDEZ is collaborating on “training” their systems to include and understand Spanish-language legal texts.

One of the projects offers one of the most modern artificial intelligence platforms in the legal sector. It was developed at the University of Cambridge, and it will enable the Firm to improve the efficiency of its contract review procedures.

## Programmes implemented by the Technology and Innovation Department in 2018



### Artificial intelligence

“Training” of two document analysis systems

The other offers an additional dimension, in that it will enable the Firm to influence the ongoing design of intelligent filing and archiving tools. These new features will allow URÍA MENÉNDEZ to save time in tasks with little added value and improve the quality of its document database.

### Transcribing audio from court hearings using speech-to-text technology

The aim of this project is to save time for the Firm’s lawyers and secretaries, facilitating transfer from audio to text.

### New development of intranet dedicated to practice areas

In the search for new communication mechanisms in the digital environment, the Firm has developed a new work environment in which users interact with information sources.

This new environment offers users a current and familiar format. Users receive on their desktop items of interest



### Speech-to-text technology

Transcripts of audio from court hearings

relating to legal news and legislation, additions to the library, template briefs and documents included in the Firm’s knowledge management databases, applications for training courses offered by the Firm, training videos uploaded to the video library, notifications from internal legal chat groups of which they are a member, publications about the platform and comments on their contributions.

All of this information appears on the screen of the computer or mobile device. The system offers selection and search tools that enable users to prioritise information and organise how they consume it. Professionals also receive this information tailored to their practice area in the Firm, though they can subscribe to receive information from other practice areas in which they have an interest.



### New intranet development

Development of practice areas

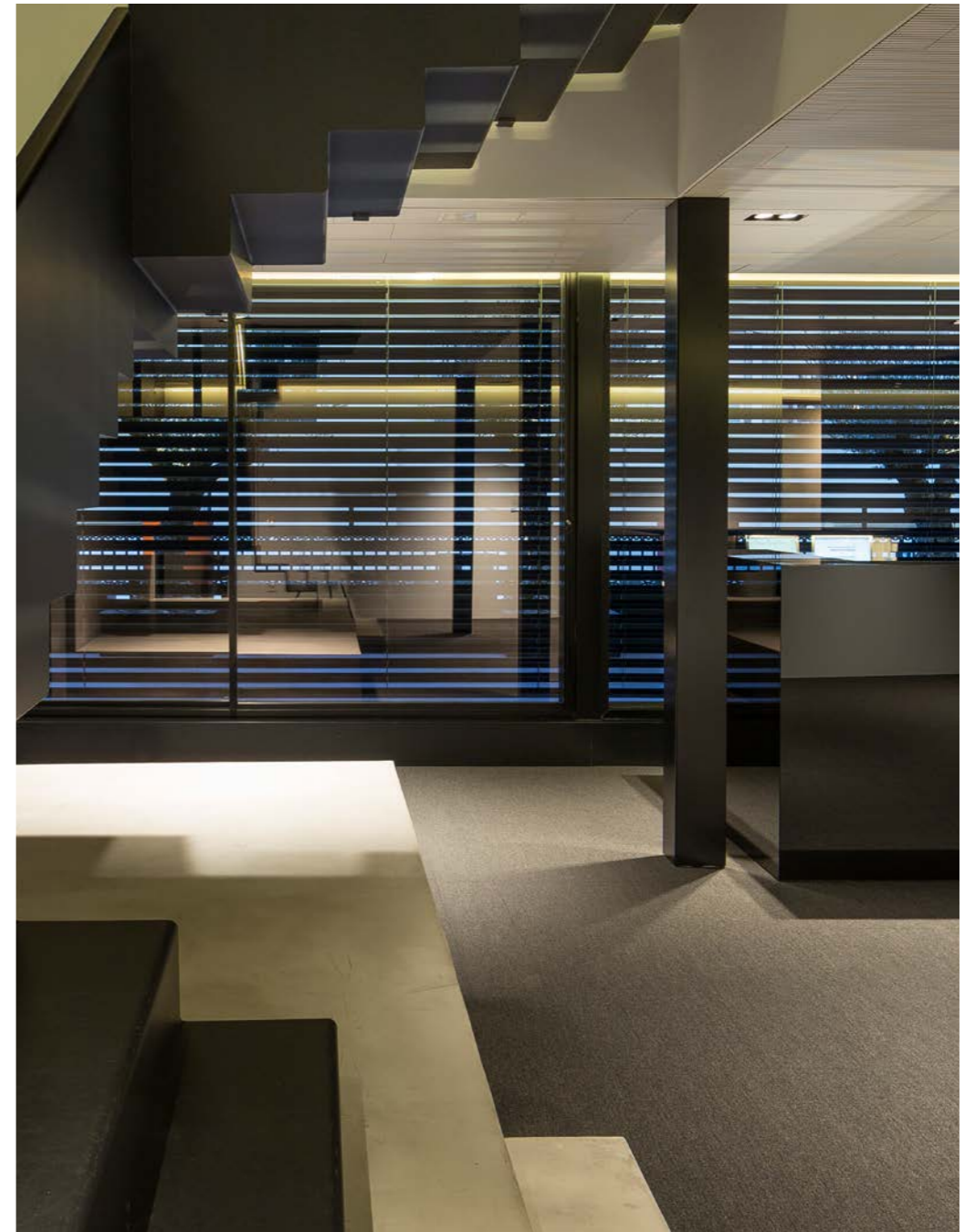
## TRUST IN OUR SUPPLIERS AND COLLABORATORS

The Firm leads and drives a commitment to quality and it considers suppliers and collaborators to be essential in achieving its aim of providing excellent advice to clients. The Firm hence seeks to establish relationships with suppliers and collaborators that are based on trust, transparency, mutual benefit and respect for freedom of 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 extend the Firm's culture, transmitting the objective of excellent service and the Firm's principles of responsible action. In this regard, we are developing a Procurement Policy to be published in 2019, in order to address social and environmental issues in the supplier and collaborator selection process as well as to establish dialogue mechanisms with our suppliers and collaborators.

The Firm is encouraging contracting with local suppliers, which represent almost 90% of all our suppliers, with the aim of making our procurement as responsible and sustainable as possible.

When we can, we acquire various services and products via special employment centres (*centros especiales de empleo*). In 2018, the total services and products acquired from these centres represented 5.6% of the Firm's total procurement.



Valencia office

## COMMITMENT TO PROTECTING THE ENVIRONMENT

The Firm's activity does not have a serious or significant impact on the environment. However, the ongoing search for excellence that characterises our Firm is also apparent in its commitment to cooperating to better protect the environment and achieve a more efficient use of natural resources.

The Firm is aligned with the United Nations Global Compact and assumes a preventive approach that is aimed at encouraging the protection of the environment in line with the Sustainable Development Goals.



Madrid office (Rodrigo Uría building)

### Sustainable premises

The Firm does not own any of the properties where it carries on its activities.

In 2018, an independent appraiser conducted environmental and energy efficiency audits for the Madrid, Barcelona, Bilbao and Valencia office facilities, with a satisfactory outcome.

The two Madrid office buildings have also received LEED (Leadership in Energy & Environmental Design) Gold and BREEAM (Building Research Establishment Environmental Assessment Methodology) energy efficiency certificates, these two systems having been established to evaluate and certify the sustainability of premises.



### 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.

A campaign for the responsible use of plastic was launched in 2018, with awareness-raising measures to reduce consumption and eliminate single-use plastic.



Madrid office (Aurelio Menéndez building)

Measures implemented in 2018 to foster responsible consumption

► Energy

Electricity is our main source of energy consumption and comes entirely from external sources. In 2018, our reduction of energy consumption continued with the installation of motion sensors and presence detectors in specific parts of buildings, incorporation of temporary lighting in parking zones, increased entry of natural light in common areas with the use of glass doors, control over air conditioning timetables and temperatures and the progressive introduction of LED lighting.



Energy consumption\*

15,752.58  
gigajoules

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

► Water

We strive to consume water efficiently. In 2018, we continued to implement mechanisms for the reduction of consumption, such as installation of taps with automatic sensors, aerators, dual-flush cisterns and signs to raise awareness regarding water savings.



Water consumption\*

9,462.03  
m³

(\*) 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 its 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 deemed non-hazardous under applicable law.



Paper consumption\*

68,385.75  
kg

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

Toner consumption\*

1,657  
units

## 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, 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.

## 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 (tCO2) in 2018\*

Scope 1	16.16
Scope 2	1,404.99
Scope 3	1,749.78

(\*) This calculation refers to the Madrid, Barcelona, Bilbao, Valencia, Lisbon, Porto, London, Brussels, New York, Beijing 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.



Marcelo Moscheta, "Relato de Expedição para Mensuração do Alcance dos Mananciais da Bacia do Rio Jequitinhonha", 2017. Lisbon office

## 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.

523 volunteers collaborated with the Professor Uría Foundation in 2018, with a total of 13,301 hours of volunteer work.



### Pro bono programme

The commitment of URÍA MENÉNDEZ to society and to the communities in which it carries out its activities is also apparent through its pro bono work. We were pioneers with this programme, and its subsequent development – under the leadership of the Professor Uría Foundation – places us in the vanguard of social commitment.

Pro bono work, understood as the voluntary provision of free-of-charge legal advice for the benefit of individuals or communities who are in need, underprivileged, 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.

*"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 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).**



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.

## Promoting education

The Professor Uría Foundation has designed a series of education and training programmes aimed at the most vulnerable groups in our 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 2018

<b>Community Law School</b>	Workshop for primary and secondary state school pupils resident in all the cities in which URÍA MENÉNDEZ has offices in Spain and Portugal.
<b>Law Workshop</b>	Workshop for prisoners in Madrid and Barcelona.
<b>Support for rehabilitation of young offenders</b>	Workshop for minors serving sentences at young offenders' institutes in Madrid and Valencia.
<b>Support for immigrants to pass the Spanish nationality test</b>	Workshop for immigrants to pass the test of Spanish constitutional and socio-cultural knowledge that is mandatory to obtain Spanish nationality by residence.
<b>Other workshops</b>	Social and workplace integration and legal guidance for third-sector groups, entities and professionals.

## 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 task. 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 with volunteers in 2018

- ▶ **Aid for school cafeterias, textbooks and school materials** for schools in Madrid and Barcelona.
- ▶ **Project Dar+Vida**, in collaboration with the association Mais Proximidade Melhor Vida in Lisbon, which cares for elderly people living alone and without resources.
- ▶ **Project Dream Big**, consisting of weekend outings with adolescents living in care homes in the Community of Madrid to support them and prepare them for their future outside the care system.
- ▶ Collaboration with a **Cáritas Bilbao food bank**, helping with food services.
- ▶ **Accompaniment of patients from the Lescer Foundation** with acquired brain damage on leisure outings to expand their social activities.
- ▶ **Aid for emergencies, humanitarian crises and natural catastrophes** (in 2018, "Emergency Indonesia" with Bomberos Unidos sin Fronteras).
- ▶ **Route Zero and Project Tandem** in collaboration with the Bokatas Association, supporting homeless people in Madrid.
- ▶ **Parties and benefit events in favour of various non-profit entities** at the Madrid, Barcelona, Bilbao, Valencia and Lisbon offices.
- ▶ Support for the **Miguel de Cervantes London day centre**, which cares for Spanish immigrants living in London.
- ▶ **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.
- ▶ **Rock & Law concert** in Lisbon and Madrid.



## 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 maintains close relationships with important cultural entities such as the Prado Museum, the Thyssen-Bornemisza Museum, the Guggenheim Museum in Bilbao, the National Art Museum of Catalonia (MNAC), and the Lisbon MAAT.

URÍA MENÉNDEZ has its own art collection, composed of a total of 196 works exhibited at the various offices of the Firm.

In 2018, 27 works were acquired due to the refurbishment or relocation of certain premises. This is an unusual volume of acquisitions and not repeated year-on-year. The works acquired and those comprising the collection in general follow two thematic lines: geometrics and knowledge. By maintaining this collection, URÍA MENÉNDEZ is providing support to Spanish, Portuguese and Latin American artists.

Another objective for the Professor Uría Foundation is to promote culture and the adaptation of the legal system to address the conservation and protection needs of Spain's artistic and natural heritage.

The Professor Uría Foundation awards the Rodrigo Uría Meruéndano Art Law Prize. This prize is intended to support and incentivise 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).

The prize 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 annual publication of the *Ibero-American Art Law Yearbook*. With the collaboration of the publisher Thomson Aranzadi, this work (which now extends to four published volumes) contains a compendium of the most innovative Ibero-American scientific works on the subject of art. In 2018, the 6th edition of the Rodrigo Uría Meruéndano Art Law Prize was announced.



In 2017 and 2018, in collaboration with the Prado National Museum, the Foundation organised various art law seminars to promote the study of art law and to contribute from a legal perspective to the development and protection of the rich and varied artistic heritage of Spain. A seminar is already being organised for 2019.

A collaboration agreement was also signed with the Prado National Museum in 2018 to participate in the



José Ramón Amondarain. "Rodrigo Uría Meruéndano", 2009. Madrid office

#LASHILANDERAS Project, part of the Prado Social Programme and of the activities to celebrate the museum's bicentenary.

In 2018, in collaboration with the Institute of Contemporary Art, the Association of Art Law and the Lázaro Galdiano Museum, the Foundation organised the "Art in Public Spaces" event and participated in the Professional Workshops for Contemporary Art Gallerists held in Santander.



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FURTHER INFORMATION



## 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.

URÍA MENÉNDEZ has assumed the commitment to contribute to achieving the SDGs in carrying out its activities. 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, 16 and 17.



### Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

We contribute to SDG 4 through:

- ▶ **Training** our professionals: **6,654.1** hours in 2018.
- ▶ Teaching and research by our lawyers: **7 tenured professors** and **61 university professors**.
- ▶ **Collaboration with universities** (ICADE-Uría Menéndez Market Regulation Chair, members of the ESADE professional board, the social board of Pompeu Fabra University, the board of trustees of the Pompeu Fabra Foundation and the Sarrià 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 framework agreements with 66 universities.
- ▶ **Open days** and support of school and university students.
- ▶ **Education and training programmes** promoted by the Professor Uría Foundation.



### Goal 5: Achieve gender equality and empower all women and girls

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**.



**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

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, anti-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

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 Museum, Thyssen, MNAC, Guggenheim Bilbao, 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 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 incorporate them into our activity and to better manage our business.

## Methodology

### 1 Identification of material topics

Document analysis to identify material topics in line with business and stakeholder needs, and to develop a preliminary list of topics.

**18 material topics and 42 sub-topics**  
identified, assessed and prioritised

Information sources analysed

#### Internal sources

- ▶ Corporate information
- ▶ Clients
- ▶ Innovation and Technology
- ▶ Employees
- ▶ Society
- ▶ Environment and General Services

#### External sources

- ▶ **Social and sector-based challenges and trends:** studies and publications on global trends and social needs based on RADAR CANVAS
- ▶ **Benchmarking:** good practices of four leading national and international firms
- ▶ **Monitoring of traditional and social media:** media presence of the material issues for URÍA MENÉNDEZ
- ▶ **Sustainable Development Goals (SDGs):** analysis of topics and their relation to the SDGs on which URÍA MENÉNDEZ has the most significant impact

## 2. Assessment and prioritisation of material topics

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

### Consultations

Interview with senior partner and managing partner

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 Systems

## 3. Material topics

- ▶ Ethics and professional conduct
- ▶ Operational excellence
- ▶ Trust, security and protection of personal data
- ▶ Knowledge 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

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	102-47 List of material topics	57
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	102-49 Changes in reporting	No changes as this is our first report
	102-50 Reporting period	2018
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	102-52 Reporting cycle	Annual
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	103-3 Evaluation of the management approach	34-35
GRI 404: Training and education	404-1 Average hours of training per year per employee	34-35
	404-2 Programmes for upgrading employee skills and transition assistance programmes	34-35

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	27
	103-2 The management approach and its components	27-29
	103-3 Evaluation of the management approach	30-32
GRI 401: Employment	401-1 New employee hires and employee turnover	30
Uría Menéndez in-house indicators	No. of annual hours dedicated to recruiting talent by partners and counsel in 2018	30
	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	39
	103-2 The management approach and its components	39-40
	103-3 Evaluation of the management approach	39-40
GRI 403: Occupational health and safety	403-2 Hazard identification, risk assessment, and incident investigation	39-40
<b>Equality and diversity</b>		
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	36
	103-2 The management approach and its components	27-29, 36-38
	103-3 Evaluation of the management approach	27-29, 36-38
GRI 405: Diversity and equal opportunity	405-1 Diversity of governance bodies and employees	27, 71
	405-2 Ratio of basic salary and remuneration of women to men	28-29, 71
<b>Focus on flexibility and balance</b>		
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	32, 36
	103-2 The management approach and its components	32, 36
	103-3 Evaluation of the management approach	32, 36
<b>Pro bono work</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
	103-3 Evaluation of the management approach	49
Uría Menéndez in-house indicators	No. of active matters, participating lawyers and beneficiary entities in the 2018 pro bono programme	49

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	50
	103-2 The management approach and its components	50
	103-3 Evaluation of the management approach	50
Uría Menéndez in-house indicators	Charitable programmes and campaigns carried out with volunteers by the Professor Uría Foundation in 2018	50
<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	50
	103-2 The management approach and its components	50
	103-3 Evaluation of the management approach	50
Uría Menéndez in-house indicators	Programas destacados de impulso a la educación en 2018	50
<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	51
	103-2 The management approach and its components	51
	103-3 Evaluation of the management approach	51
Uría Menéndez in-house indicators	Número de premios y seminarios sobre derecho del arte convocados en 2018	51
<b>Commitment to protecting the environment</b>		
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	46
	103-2 The management approach and its components	46-47
	103-3 Evaluation of the management approach	47-48
GRI 301: Materials	301-1 Materials used by weight or volume	47
GRI 302: Energy	302-1 Energy consumption within the organisation	47
GRI 303: Water and Effluents	303-1 Interactions with water as a shared resource	47
GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions	48
	305-2 Energy indirect (Scope 2) GHG emissions	48
	305-3 Other indirect (Scope 3) GHG emissions	48
<b>Transparent and trust-based supplier relationships</b>		
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	45
	103-2 The management approach and its components	45
	103-3 Evaluation of the management approach	45
GRI 204: Procurement Practices	204-1 Proportion of spending on local suppliers	45

## 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	10-11
Organisation and structure	102-18	Governance structure	13
Markets in which operates	102-6	Markets served	10-11
Objectives and strategies	102-6	Markets served	15-16
Main factors and trends that could affect future evolution	102-6	Markets served	15-16
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	19-20
▶ verification and control procedures, including details of measures adopted	103	Management Approach	19-20

## RESULTS

Results of those policies, with the obligation to include key indicators of relevant non-financial results that permit	103	Management Approach	58-62
<ul style="list-style-type: none"> <li>▶ monitoring and evaluation of progress; and</li> <li>▶ comparability between companies and sectors, in accordance with the leading national, European or international benchmarks used for each topic.</li> </ul>			

## 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 impacts in those areas. And how the group manages the risks, explaining the procedures used to detect them, and assessing them in accordance with leading national, European or international benchmarks for each topic. Information on the impacts detected must be included and listed, specifically the key short-, medium- and long-term risks.	102-15	Key impacts, risks, and opportunities	19-20
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## 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	46
Environmental assessment or certification procedures	102-11	Precautionary Principle or approach	46
Resources dedicated to the prevention of environmental risks	103	Management Approach	46-48
Application of the precautionary principle, amount of provisions and guarantees for environmental risks	102-11	Precautionary Principle or approach	19-20

## INFORMATION ON ENVIRONMENTAL ISSUES

### Contamination

Measures to prevent, reduce or repair carbon emissions that seriously affect the environment	103	Management Approach	48
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### Circular economic and waste prevention and management

Measures for prevention, recycling, reuse, other forms of recovery and elimination of refuse	103	Management Approach	
Actions to combat food waste		Topic not material for the activity of Uría Menéndez according to the 2018.	47

### Sustainable use of resources

Consumption and supply of water in accordance with local limitations	303-1	Interactions with water as a shared resource	47
Consumption of raw materials and measures adopted to improve efficiency of use	103	Management Approach	47
	301-1	Materials used by weight or volume	47
Direct and indirect consumption of energy, measures taken to improve energy efficiency and use of renewables	103	Management Approach	46-47
	302-1	Energy consumption within the organisation	46-47

### 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	103	Management Approach	48
	305-1	Direct (Scope 1) GHG emissions	48
	305-2	Energy indirect (Scope 2) GHG emissions	48
	305-3	Other indirect (Scope 3) GHG emissions	48
Measures taken to adapt to the consequences of climate change	103	Management Approach	48
Voluntary medium- and long-term reduction targets established to reduce greenhouse gas emissions and measures implemented for this purpose	103	Management Approach	48

## Protection of biodiversity

Measures taken to preserve or restore biodiversity	Topic not material for the activity of Uría Menéndez according to the 2018 Materiality Study.
Impacts resulting from activities or operations in protected areas	Topic not material for the activity of Uría Menéndez according to the 2018 Materiality Study.

## INFORMATION ON SOCIAL AND WORKFORCE ISSUES

### Employment

Total number and distribution of employees by sex, age, country and professional category	103	Management Approach	27
	102-8	Information on employees and other workers	27
	405-1	Diversity of governance bodies and employees	27
Total number and distribution of types of employment contract	102-8	Information on employees and other workers	70
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	70
	405-1	Diversity of governance bodies and employees	70
Number of dismissals by sex, age and professional category	401-1	New employee hires and employee turnover	71
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	28
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 men	28-19
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	71
	102-35	Remuneration policies	71
Implementation of work disconnection policies	103	Management Approach	32-36
Employees with disabilities	405-1	Diversity of governance bodies and employees	38

### Organisation of work

Organisation of working time	103	Management Approach	32-36
Number of hours of absence	403-2	Hazard identification, risk assessment, and incident investigation	39
Measures aimed at facilitating work-life balance and promoting responsible co-parenting	103	Management Approach	36

## Health and Safety

Occupational health and safety conditions	103	Management Approach	39
Workplace accidents, particularly their frequency and seriousness	403-2	Hazard identification, risk assessment, and incident investigation	40
Occupational ill health, broken down by sex	403-3	Occupational health services	40

## Social relations

Organisation of social dialogue, including procedures to inform, consult and negotiate with workforce	103	Management Approach	28
Percentage of employees covered by collective bargaining agreements, by country	102-41	Collective bargaining agreements	28
Balance of collective bargaining agreements, particularly as regards occupational health and safety	403-1	Occupational health and safety management system	28, 39
	403-4	Worker participation, consultation, and communication on occupational health and safety	28, 39

## Training

Training policies implemented	103	Management Approach	34-35
Total number of training hours by professional category	404-1	Average hours of training per year per employee	34-35

## Accessibility

Universal accessibility for disabled persons	103	Management Approach	38
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## Equality

Measures taken to promote equality of treatment and opportunity between men and women	103	Management Approach	36-38
Equality plans, measures adopted to promote employment, sexual and sex-based harassment protocols, integration and universal accessibility for disabled persons	103	Management Approach	36-38
Comprehensive anti-discrimination policy and, if applicable, diversity management policy	103	Management Approach	36-38

## INFORMATION ON HUMAN RIGHTS

Application of human rights due diligence procedures	103	Management Approach	26
Prevention of risks of human rights violations and, if applicable, measures to mitigate, manage and repair potential abuses	103	Management Approach	26
	412-2	Employee training on human rights policies or procedures	26
Complaints of human rights violations	No complaints of this kind were recorded at Uría Menéndez in 2018.		
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	26
Elimination of discrimination in employment and the workplace	103	Management Approach	36-38
Elimination of forced or compulsory labour	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	26
Effective abolition of child labour	408-1	Operations and suppliers at significant risk for incidents of child labour	26

## INFORMATION ON CORRUPTION AND BRIBERY

Anti-corruption and bribery measures	103	Management Approach	17-18
	205-1	Operations assessed for risks related to corruption	17-18
	205-2	Communication and training about anti-corruption policies and procedures	17-18
Anti-money laundering measures	205-2	Communication and training about anti-corruption policies and procedures	18
Contributions to foundations and non-profit entities	413-1	Operations with local community engagement, impact assessments, and development programmes	71

## INFORMATION ON SOCIETY

### The company's commitment to sustainable development

Impact of the company's activity on local employment and development	103	Management Approach	49-50
	203-1	Infrastructure investments and services supported	49-50
Impact of the company's activity on local populations and on the territory	203-1	Infrastructure investments and services supported	49-51
Relationships with actors in local communities and forms of dialogue with them	102-43	Approach to stakeholder engagement	49-51, 56-57
Association or sponsorship initiatives	102-12	External initiatives	6, 37-38, 51
	102-13	Membership of associations	No sponsorship activities at Uría Menéndez in 2018

### Subcontracting and suppliers

Inclusion of social, gender equality and environmental issues in the procurement policy	102-9	Supply chain	45
Consideration of social and environmental responsibility in relations with suppliers and subcontractors	103	Management Approach	45
	308	Supplier Environmental Assessment	45
	414	Supplier Social Assessment	45
Audit and supervision systems and results	308	Supplier Environmental Assessment	45
	414	Supplier Social Assessment	45

### Consumers

Measures for consumer health and safety	103	Management Approach	43
Complaints mechanisms, complaints received and their resolution	103	Management Approach	43
	417-2	Incidents of non-compliance concerning product and service information and labelling	43

### Tax information

Country-by-country profits obtained	201-1	Direct economic value generated and distributed	72
Taxes paid on profits	201-1	Direct economic value generated and distributed	72
Receipt of public subsidies	201-4	Financial assistance received from government	72

# Appendix 1: Other non-financial indicators

## Indicators relating to social issues and workforce

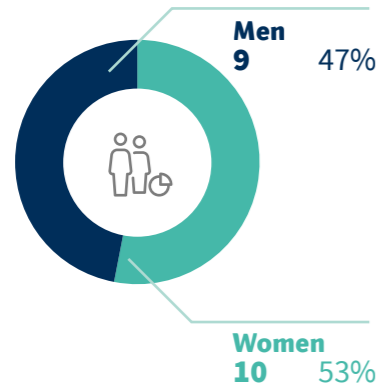
Distribution of types of contract and working day by sex, age, professional category and country or region.\*

	By employment contract		By working day	
By sex	Permanent	Temporary	Full	Partial
Women	95.2%	4.8%	80.3%	19.7%
Men	96.3%	3.8%	99.2%	0.8%
Total	95.6%	4.4%	87.7%	12.3%
By age range				
< 30 years	92.0%	8.0%	96.0%	4.0%
30-39 years	96.7%	3.3%	88.4%	11.6%
40-49 years	97.5%	2.5%	73.0%	27.0%
> 50 years	100%		93.4%	6.6%
Total	95.6%	4.4%	87.7%	12.3%
By professional category				
Lawyers	100%		97.2%	2.8%
Non-practising & support lawyers	3.8%	96.2%	98.1%	1.9%
Support staff	97.2%	2.8%	75.8%	24.2%
Total	95.6%	4.4%	87.7%	12.3%
By country or region				
Spain	95.9%	4.1%	85.5%	14.5%
Portugal	98.0%	2.0%	98.0%	2.0%
International offices	77.8%	22.2%	94.7%	5.3%
Total	95.6%	4.4%	87.7%	12.3%

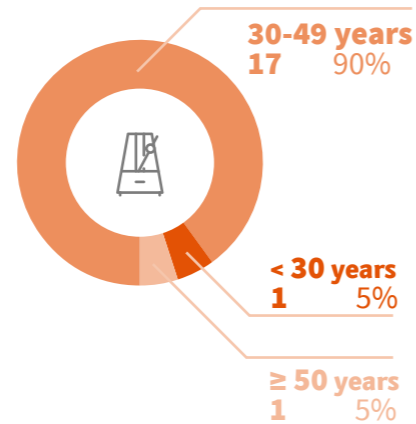
\*For purposes of calculating these indicators, lawyers in the Portuguese offices of Lisbon and Porto have not been taken into account because they do not have an employment contract with the Firm; however, the Portuguese support staff do and therefore have been taken into account.

## Dismissals by sex, age and professional category

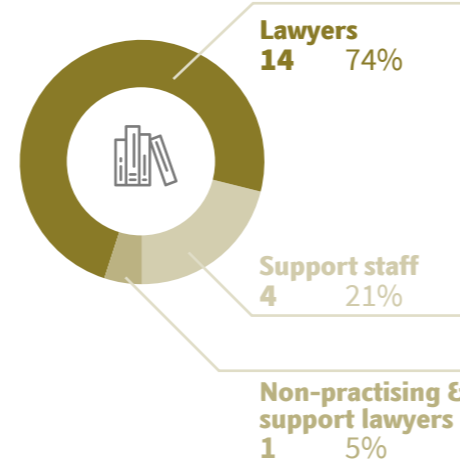
### By sex



### By age



### By professional category



## Anti-corruption and bribery indicators

### Contributions to foundations

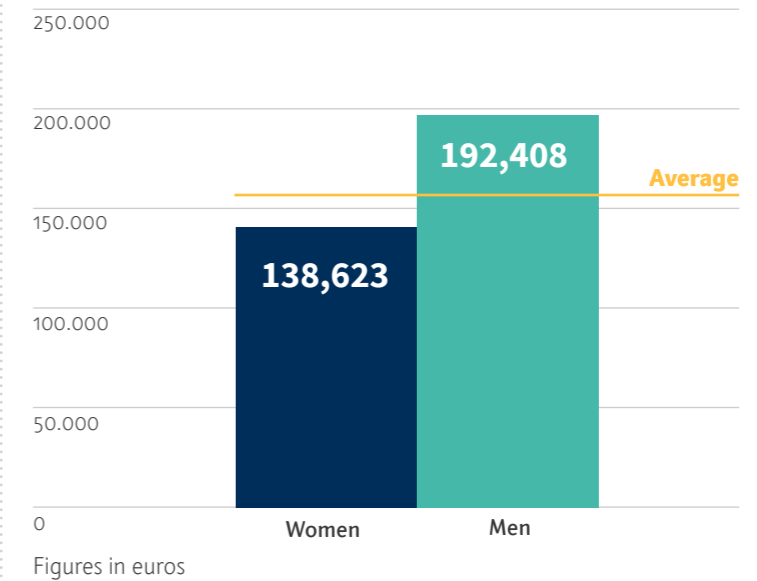
In 2018, the Firm made contributions to foundations and other non-profit entities in the amount of €688,110.81. More than 50% of this amount corresponds to the contribution to the Professor Uría Foundation.

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 board members in 2018 was €160,137.

### Board members



The directors do not have an employment relationship with the Firm and their position is not remunerated. In 2018, the directors did not receive any remuneration in their capacity as directors.

## Tax information

### Profits obtained by the company and taxes paid on profits

#### PROFITS OBTAINED BY EACH COMPANY OF THE GROUP IN 2018

Uría Menéndez Abogados, S.L.P	786,988
Uría Menéndez México, S.C	-155,855
<b>GROUP TOTAL</b>	<b>631,133</b>

#### TAXES PAID BY COUNTRY IN 2018

	VAT	Corporate Income Tax <sup>1</sup>	Corporate Income Tax <sup>2</sup>	Other taxes
<b>Uría Menéndez</b>	<b>8,493,553</b>	<b>32,006,946</b>	<b>1,539,809</b>	<b>235,838</b>
Spain	8,260,107	24,918,166	364,886	107,009
Portugal	-	5,602,217	1,064,071	67
Belgium	201,487	54,778	-	17,246
United Kingdom	-	543,320	110,852	68,729
United States	-	795,148	-	28,547
China	31,959	93,316	-	14,241
<b>Uría Menéndez México</b>	<b>90,591</b>	<b>26,602</b>	<b>-</b>	<b>88,270</b>
<b>TOTAL</b>	<b>8,584,144</b>	<b>32,033,548</b>	<b>1,539,809</b>	<b>324,108</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 tax (fundamentally local taxes and rates) refer to financial year 2018. The figures relating to corporate income tax correspond to the payment of the final corporate income tax settlement for financial year 2017 and the advance payments made for financial year 2018.

### Receipt of public subsidies

#### SUBSIDIES RECEIVED IN 2018

#### AWARDING AUTHORITY

<b>Uría Menéndez</b>	<b>65,065</b>	Forcem
Spain	65,065	
Portugal	-	
Belgium	-	
United Kingdom	-	
United States	-	
China	-	
<b>Uría Menéndez México</b>	<b>-</b>	
Mexico	-	
<b>TOTAL</b>	<b>65,065</b>	

## Appendix 2: Verification report



### INFORME DE VERIFICACIÓN INDEPENDIENTE DEL ESTADO DE INFORMACIÓN NO FINANCIERA CONSOLIDADO DE URÍA MENENDEZ ABOGADOS, S.L.P. Y SOCIEDADES DEPENDIENTES DEL EJERCICIO 2018

#### A los socios de URÍA 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 2018, de URÍA 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 URÍA 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 URÍA 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 que se refiere exclusivamente al ejercicio 2018. Los datos correspondientes a ejercicios anteriores no estaban sujetos a la verificación prevista en la normativa mercantil vigente. 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

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33003 OVIEDO



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 (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 URÍA 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 2018 en función del análisis de materialidad realizado por el Grupo y descrito en el apartado 4.1, 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 2018.
- 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 2018.
- Comprobación, mediante pruebas, en base a la selección de una muestra, de la información relativa a los contenidos incluidos en el EINF del ejercicio 2018 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 2018 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, 28 de Mayo de 2019.

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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