

# 2015 CORPORATE SOCIAL RESPONSIBILITY REPORT



*Innovation for growth*

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# Introduction

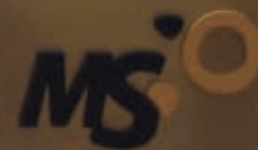
Management Solutions views Corporate Social Responsibility as acting in accordance with its corporate principles of trust and commitment to excellence and quality, going beyond the basic legal requirements.

The Firm recognizes the importance of carrying out its activity while contributing to society's sustainable growth. For this reason, Management Solutions takes on a commitment to help the communities of the countries in which it operates. Supporting the academic world and job creation, respect for human rights and care for the environment form a part of the Firm's business strategy, guiding its growth in a responsible manner.

The purpose of this publication is to provide Management Solutions' stakeholders with transparent and detailed information on the Firm's activities that have a significant impact on its wider environment, and could substantially influence our stakeholders' perceptions and decisions.



**ManagementSolutions**



# Message from the Chairman



Alfonso Serrano-Suñer, Chairman and CEO of Management Solutions

We live in a world in constant transformation, in which the way people and businesses relate is changing. One of the drivers of such transformation is innovation, especially digital innovation.

We are witnessing a technological revolution of a scale never seen before in terms of the size and variety of the data available, data access capacity, storage, processing, modeling and exploitation, as well as the reduction in related costs.

This technological revolution has also brought about the emergence of new players in the market who have developed innovative business models and, in many cases, have been able to create true ecosystems around them.

On the other hand, in a macroeconomic environment that is squeezing the margins of many industries and in which regulatory requirements have grown exponentially (and parallel to the related costs), it is especially important to create value by transforming data into knowledge.

In short, we cannot solve problems by acting in the same way as when they were created. The world is changing and is doing so rapidly, forcing us to reinvent ourselves. In this context, the winners are being those who, while staying true to their values, have been able to innovate and transform by redesigning their business models, adapting their organizational and governance structures, reviewing their processes and systems to achieve greater business and operational efficiency with increased customer focus, redefining their data reporting and governance frameworks and better identifying, managing and controlling their risks.

At Management Solutions we want to contribute to the growth of our clients by designing and implementing innovative solutions. Playing a decisive role in our clients' transformation through innovation requires us to constantly update our value proposition by increasing our international presence, specializing our industry knowledge, deepening and updating our service lines, and renewing our commitment to research and knowledge sharing; all of this as we make the most of our experience, gained while working for the leaders.

But, at Management Solutions, our concern has not just been what to do to make things happen, but also how to do it. Our actions are governed by principles and values that have been proven to generate value for our clients, professionals, business partners and society as a whole: unlimited commitment and dedication to service, humility, generosity, solidarity, team work, integrity, critical thinking and independent judgment, "meritocracy", a passion for work well done, an entrepreneurial attitude, perseverance in the pursuit of goals and the constant search for excellence, which in turn requires a combination of talent, effort and training.

Today we are a leading firm providing consulting services in business, finance, risk, organization, processes and technology. We have an extraordinary team of professionals with a strong analytical profile and in-depth knowledge of the industries in which they work, operating in more than forty countries across Europe, the Americas, Asia and Africa through twenty two offices. We serve global and local clients who are leaders in their respective industries and provide a differentiated value proposition supported by cutting-edge R&D.

The year 2015 has been very positive for Management Solutions, having achieved revenue growth and job creation in all our offices, increased our client base and attained greater industry and geographic diversification. We have also increased our investment in training and R&D, extended our links with universities, entered into further cultural and educational sponsorships, and significantly encouraged all activities in support of the community.

At Management Solutions we firmly believe that social responsibility is a strategic element in the management of our organization, a long-term commitment we acquire with our clients, professionals and communities in the countries in which we operate.

With the publication of our tenth Corporate Social Responsibility Report, at Management Solutions we aim to provide a true and detailed picture of the progress made in 2015 in different areas, particularly with regard to our social commitment.

A fundamental aspect of our social responsibility policy has always been our links with universities. We work with over 250 universities through the signing of agreements to provide internships and work experience; teach specialized Master's degrees, classes and seminars; cooperate in research programs; participate in job fairs; sponsor and support university foundations and associations.

Encouraging an entrepreneurial spirit is another line of action in our social responsibility policy. Initiatives in this respect have been extended to the field of education through our support of projects that pursue the development of entrepreneurial values, attitudes and skills through education in the early formative stages of children and youth.

Management Solutions' social commitment also includes having a presence in professional associations related to the Firm's activity as well as in cultural associations through sponsorship and patronage policies.

We are particularly sensitive to ensuring we all work together towards sustainable development and take care to observe



policies that contribute to preserving the environment, although the environmental impact of our activity is very limited.

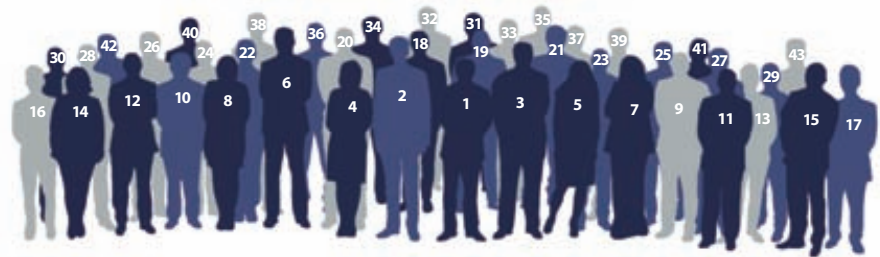
Finally, we continue to enthusiastically support and promote all community-service activities carried out by our professionals through Management Solutions' Social Action Group, whose selfless dedication to those who are less fortunate makes us especially proud.

At Management Solutions we accept with enthusiasm and confidence the challenge of providing and implementing innovative and value driven solutions to our clients' specific problems, clearly contributing to their profitable and sustainable growth.

Alfonso Serrano-Suñer  
Chairman and CEO of Management Solutions

## Partners Committee

- |                             |                           |                          |                      |
|-----------------------------|---------------------------|--------------------------|----------------------|
| 1. Alfonso Serrano-Suñer    | 20. Marcos Fernández      | 28. Jorge Monge          | 36. José Bielsa      |
| 2. Ignacio Layo             | 21. Julio Holgado         | 29. Juan García-Cascales | 37. Jesús Martínez   |
| 3. José Ramón Gorrochategui | 22. Eduardo Pérez-Hickman | 30. Antonio Oriol        | 38. Carlos Francisco |
| 4. Laura León               | 23. Hernán Enríquez       | 31. José Luis Carazo     | 39. Manfred Nolte    |
| 5. Sara de Francisco        | 24. Josep Rotes           | 32. Ricardo Gómez        | 40. José Arrieta     |
| 6. Pedro Martínez           | 25. Luis Lamas            | 33. Carlos Camps         | 41. Carlos Vilá      |
| 7. Nuria Navarro            | 26. Ángel García          | 34. Rafael Guerra        | 42. Ángel García     |
| 8. María José Leongentis    | 27. Carlos Suárez         | 35. Raúl García de Blas  | 43. Carlos Carnicero |
| 9. Diego Leis               |                           |                          |                      |
| 10. Marcos Izena            |                           |                          |                      |
| 11. David Coca              |                           |                          |                      |
| 12. Juan Fabios             |                           |                          |                      |
| 13. Rubén García            |                           |                          |                      |
| 14. Soledad Díaz            |                           |                          |                      |
| 15. José Manuel Suárez      |                           |                          |                      |
| 16. Tomás Gatti             |                           |                          |                      |
| 17. Javier Calvo            |                           |                          |                      |
| 18. Miguel Ángel Poblet     |                           |                          |                      |
| 19. José Manuel Navas       |                           |                          |                      |



# RSC Report

*Corporate Social Responsibility is a strategic element of Management Solutions' activity*



Aware that the growing success of our organization should lead to greater accountability in all areas and to all stakeholders (clients, employees, suppliers, universities and other institutions), in 2006 we published our first Corporate Social Responsibility Report.

Since then, we have prepared our annual Corporate Social Responsibility Report with the goal of sharing our experience and results with all our stakeholders, and to detail the most significant consequences of our activities, as well as our commitments regarding the future.

To this end, each year we update the milestones achieved by the Firm throughout the year, both in terms of employment and from an economic, social and environmental standpoint, in all countries where we operate, setting targets that will serve as guidelines for the coming year.

We wish to express our confidence in this responsible business model, to make public our commitment and to engage our stakeholders, who are the focus of our actions but may also help us achieve our objectives.

This Corporate Social Responsibility Report details Management Solutions' achievements for the period between January 1 and December 31, 2015 in our offices in Europe (Spain, UK, Germany, France Poland, Switzerland, Italy and Portugal), the Americas (USA, Mexico, Puerto Rico, Colombia, Brazil, Peru, Chile and Argentina) and Asia (China).



as an entity assumes towards its different stakeholders (commitment to the client, commitment to its own professionals and commitment to society); and, second, the Social Action approach, through supporting community service initiatives developed by our professionals, as well as encouraging and backing their collaboration with different NGOs and charities.

### **Report preparation process**

Since 2008, our CSR report preparation process has followed the guidelines and recommendations of leading international organizations such as the Global Reporting Initiative (GRI), an institution whose mission is to improve the quality, rigor and usefulness of Corporate Social Responsibility reports. The structure and content of our report is intended to be useful for all our stakeholders in strict compliance with the sustainability report preparation guidelines published by GRI.

We believe that our clients, professionals and society as a whole are our main stakeholders.

Satisfying these groups occupies a central place in our corporate strategy, therefore establishing an optimal relationship with them constitutes a key objective. For this reason, a section is devoted to each of these groups (Commitment to the client, Commitment to our

professionals and Commitment to the environment), indicating how we understand our relationship with them.

At Management Solutions, we are aware that the communication channels established with each of our stakeholder groups are key to identifying and understanding their needs and what allows us to successfully respond to them.

The information obtained through these communication channels is key to better understanding the environment in which Management Solutions operates, and represents an important asset that allows us to anticipate the needs of our stakeholders, identify paths for improvement as well as new opportunities, evaluate new ideas and initiatives and launch new projects.

This view of corporate social responsibility is addressed from a dual perspective at Management Solutions: first, the business approach, understood as the commitment the Firm

Solidarity Christmas in Chile





# CSR Road Map

*Management Solutions understands CSR as an undertaking with stakeholders in the daily performance of its activities*



The Firm's true commitment to responsible and sustainable practices means we don't just perform this important task, but also continue our ongoing search for the most appropriate formulas to maximize efficiency.

As could not be otherwise, the Firm's CSR is based on the business philosophy, culture and values that its ethical principles of conduct dictate. These values and principles are reflected in three key areas for the Firm: clients, team and environment.

This business philosophy is the basis or starting point of our commitment, which we decided to back with an international standard that would provide the Firm with a set of guidelines to help us channel our view of CSR and to direct our efforts towards working on a shared, long-term project.

For this reason, in December 2010, Management Solutions committed itself to the Millennium Development Goals (MDGs), an international initiative signed by the United

Nations member countries. The goals stated in the initiative summed up our thinking as an organization in the area of corporate social responsibility. Although the deadline for this international initiative has passed and not all the goals initially set have been attained, substantial progress has been made in all areas. This has encouraged us to join forces with a new initiative launched by the United Nations: Sustainable Development Goals (SDGs). In this way we seek to contribute to protecting the planet and the prosperity of all people, especially of those groups most at a disadvantage.

The responsibilities arising from this decision require commitment and cooperation to improve the lives of billions of people, particularly in certain areas where we believe we are able to contribute the most, such as combating poverty and hunger, promoting health and welfare, fighting against all forms of discrimination, protecting the environment, investing in a universal quality education and contributing to entrepreneurship and quality jobs.

## Approach

Management Solutions understands CSR as a commitment it undertakes in the daily performance of its business. Thus, respect for human rights is always present in the exercise of its activity, guiding its growth in a manner consistent with the principles of sustainable development.

We take on a commitment to supporting the local communities in the countries in which we operate, as we believe that our involvement with society must go beyond the economic development and job creation aspects inherent in our activity. Precisely because our commitment goes further, we collaborate as far as possible in initiatives aimed at improving our socio-economic environment through social action as well as sponsorship and patronage activities.

## Goals

A few years ago, we established a series of general CSR commitments. These commitments, which are a true reflection of Management Solutions' business philosophy, allow us to coordinate and further advance our efforts in the area of corporate social responsibility.

First, commitment to the excellence and quality that define all our action, and that are achieved by minimizing any negative impacts that may arise from our business activity.

While the environmental impact of our activity is very limited (typical office aspects), there is a special sensitivity towards this subject in the Firm.

Another key objective is to continue to advance social values. For this reason, we intend to further increase the number of communitive development initiatives we carry out in line with Sustainable Development Goals.

Finally, we will continue to work to increase the global reach of our CSR activities, strengthening Social Action efforts in all countries in which we operate.

## Management system

Every year, we strive to improve our internal corporate social responsibility management system, enhancing CSR area functions. This area, reporting directly to the Firm's Executive Committee, has primary steering and management responsibility for CSR matters and performs the following functions:

1. Ensure CSR is integrated into our strategic business vision. CSR has to be a cross-cutting area affecting all business lines and present throughout the value chain.
2. Promote programs that meet the SDGs, both from the business standpoint and in terms of the work carried out by our Social Action Group.
3. Foster initiatives that add value to the different stakeholders. This requires integrating the expectations of both our clients and professionals and the societies in which we operate.
4. Involve all of the Firm's areas and units in CSR, instilling the necessary attitudes and procedures.
5. Monitor and evaluate the commitments and obligations voluntarily included in our Master Plan, following up on the extent to which objectives have been met and analyzing the reasons for any deviations.

## Millennium Development Goals



During 2015, Management Solutions has carried out the following actions to support the Millennium Development Goals:

### 1. Eradicate extreme poverty and hunger:

- Volunteer program in Latin America, working with ActionAid to help people without resources.
- Organization of social action events (in Europe and the Americas to collect food, clothing and essential goods).
- Social action campaigns to assist shelters in Latin America.
- Organization of fund-raising concerts to finance voluntary and cooperation activities promoted by the Firm's professionals.
- Participation in charity races in different countries in Europe and the Americas to support foundations and NGOs working for social and labor integration of people experiencing social exclusion.
- Collaboration with foundations for the development of microfinance.

### 2. Achieve universal primary education

- Collaboration with Entreculturas Foundation to build classrooms for underprivileged children in Latin America and Africa.
- Collaboration with Proniño Foundation with the goal of eradicating child labor and supporting quality schooling in Latin America.
- Educational activities in collaboration with ActionAid during our Solidarity Summer program in Ecuador.
- Collaboration with Créate Foundation, which promotes entrepreneurship in schools in Spain.
- Participation in the UNICEF race in Colombia in support of children's rights and in community support races in Mexico to fight against early school-leaving due to lack of income.

### 3. Promote gender equality and empower women

- Development and monitoring of equality plans (in all countries in which Management Solutions has a presence).
- Collaboration, through our Solidarity Christmas Cards, with the maintenance of a rehabilitation center for women with mental illness that Calcutta Ondoan has launched in Kerala (India).

### 4. Reduce child mortality

- Participation in programs to support disadvantaged children in partnership with ActionAid.
- Dental Health and Padrinho de Natal campaigns (Brazil) with collection of basic goods and gifts for children's centers.
- Solidarity Christmas campaign with collection of basic goods and gifts for children's centers (Spain, Portugal, UK, Germany, Argentina, USA, Mexico, Brazil, Peru, Chile, Colombia and Argentina).
- Collection of bottle tops to raise funds to fight childhood diseases.

### 5. Improve maternal health

- Implementation of favorable maternal health policies for our professionals.
- Contribution towards the funding of a Health Center-Home for women at high risk of vulnerability, run by Calcutta Ondoan in India.

### 6. Combat HIV/AIDS, malaria and other diseases

- Organization of blood donations in the Firm's offices.
- Participation in solidarity races to support the fight against cancer and the integration of people with Down syndrome.

### 7. Ensure environmental sustainability

- Reducing the environmental impact and carbon footprint of the Firm's activities (mainly through implementing energy efficiency, recycling and paper usage reduction policies) in all countries in which Management Solutions has a presence.
- Collection of office supplies in order to raise funds to plant trees.
- Participation in the First Green Race in Bogota to promote the recovery of local forests.

### 7. Global partnership for development

- Donation of computers and cell phones to disadvantaged groups in Spain.
- Cooperation with the World Bank and other supranational organizations in the dissemination of knowledge.



# Management Solutions, Making things happen

Management Solutions is an international consulting Firm whose core mission is to deliver business, risk, financial, organizational and process-related advisory services, targeting both functional aspects and the implementation of related technologies.

Over 1,700 professionals

22 offices

Over 10% of capacity invested in R&D





# Strategic principles

*We create value propositions for our clients and commit to their effective implementation*



Today, Management Solutions is a leader in business consulting services to regulated industries. This leadership translates into approximately two million consulting hours delivered each year; a global team of more than 1,700 professionals; 22 fully operational offices in the Americas, Europe and Asia; more than 600 clients, all leaders in their respective industries; and over 900 projects varying in nature and size. The key to our Firm's success lies in our strategic principles, shared by all professionals at Management Solutions.

## **Positioning**

Our positioning is based on a single concept: leadership. A leadership that shows on a day-to-day basis in all our areas of activity, in the services we provide and in the markets in which we are present, as we take on our clients' challenges. This leadership is made possible by a global, multidisciplinary, young and responsible team that is able to provide the best solutions to the challenges our clients face.

## **Mission**

Our motto is a perfect summary of our mission as an organization: Making things happen. At Management Solutions, we create value propositions for our clients and commit to their effective implementation. We focus far beyond the standard provision of advisory services to partner with our clients in the pursuit of their objectives.

## **Objectives**

Our main goal is to exceed the expectations of our clients and to become their trusted partners. All this can only be achieved by implementing concepts such as responsibility, rigor, high standards, preparation and training. Ensuring that our clients feel our Firm as their own, involving them in the definition of our own strategic challenges.





## Committed to excellence...

...in the relationship with clients and in our level of service and performance, by giving our best in each project...

...in the development of our professionals' skills, by providing the best possible environment to foster potential and retain talent...

...in our support of society's progress and the environment in which we operate.

### **Culture and values**

Commitment to excellence, client focus, teamwork and organizational flexibility are cornerstones of our corporate culture, a culture that sets standards in the industry and is governed by strict ethical principles.

Making things happen requires a strong corporate culture that fosters unity and solidarity and is merit-based, results-oriented and constantly dedicated to service. A culture and values shared by all our professionals.

### **Commitment to our clients**

Our commitment to our clients goes beyond the standard threshold for advisory services to partner with their goals, which we take on as our own and strive to achieve through our work and commitment. We are well aware that if we are where we are, it is because our clients want it to be so.

It is for this reason that at Management Solutions we feel our clients' challenges as if they were our own and facilitate them the best path towards meeting these challenges.

### **Commitment to our professionals**

Management Solutions provides its professionals with a clearly defined career plan based on results, which allows them to develop and enhance their abilities.

These results translate into personal achievements, but getting there involves overcoming barriers. Our professionals are, however, not alone in this journey, as they have the backing of the entire organization. For this reason, the values of generosity and pride in belonging develop naturally, as it becomes clear that the team adds more value than the sum of its parts. At Management Solutions, the client is first, followed by the team and the individual.

The Firm strives to retain talent by trying to provide the best environment for personal and professional development within the organization. We are what we are thanks to our talented professionals.

### **Commitment to society and the environment**

Management Solutions has a commitment to society and the environment in which it conducts its business activities. This commitment takes the form of job creation for young people, contributing to their comprehensive training and promoting their integration at work.

The Firm also organizes other initiatives which are carried out by the Social Action Committee, such as sponsorship and patronage activities as well as internal environmentally-friendly policies.

# Ethical principles in our code of conduct

*Principles that govern the conduct of all our professionals*



## ***Integrity and honesty***

We commit ourselves to acting with integrity and honesty at all times, consistently applying the highest ethical standards.

Integrity and honesty are the values underlying the trust we share with our clients and others within our Firm.

Our performance is based on ethical behavior, achieving the highest levels of quality, excellence in the provision of our services and long-term development of relationships based on trust and mutual respect.

## ***Dedication to excellence***

We take on a full commitment to our clients, the members of our Firm and to society as a whole to maintain the level

of excellence in all aspects of our professional performance.

We deliver our best effort in managing client relationships and in the service provided to our clients to offer high quality projects.

We commit to developing and strengthening the abilities of our professionals by providing the best working environment in order to foster potential and retain talent.



### **Commitment**

We take on our clients' challenges as our own while focusing on excellence and results, supported by a strong culture of commitment. This commitment is evident in our management approach, relations and service provided to our clients, and in our ongoing effort to deliver the best consulting services on the market.

We meet our clients' highest demands, going beyond their expectations in an environment of trust and close cooperation between the client and Management Solutions' professionals.

Management Solutions management take on the commitment to create opportunities for all professionals and it is their duty and responsibility to transmit the Firm's values and corporate culture.

### **Professionalism**

Each employee stands out for their high level of professionalism. We aim to get the best results by cooperating with other teams and staff members, while seeing to our own training and that of our colleagues. We make an effort to convey an unrivaled image of correctness and professionalism in all situations.

We comply with all legal requirements, taking the professional standards and rules established in each case as our guide, while avoiding any situation which could compromise the reputation of the Firm.

### **Emphasis on the human factor**

Beyond what is required for an acceptable working relationship, we realize that both employees and clients are people, and therefore deserve to be treated as such. This involves both respect for human rights in all our actions and

the desire to contribute to the personal growth of all those who form part of the Firm.

We favor a working environment that stimulates personal growth, development and success, supported by an atmosphere of continuous collaboration and teamwork, which is made possible by the generosity of each one of its members, with the team's objectives prevailing over individual aims.

Our success is dependent on our professionals and, accordingly, we select and train employees so that they can provide services of the highest quality in all areas of our professional practice. We evaluate performance through objective and agreed-upon criteria, offering a professional career without limitations in which employees earn their own promotion based on merit.

We commit ourselves to investing time, effort and resources into selecting top professional talent, as well as developing and maintaining their abilities through training plans adapted to each level and category.

### **Confidentiality**

No member of our organization is allowed to provide confidential information of our clients to third parties, and all employees are obliged to keep the Firm's reports and internal documentation confidential, treating all information with particular responsibility, control and protection, without using it for personal gain or for that of third parties.

All of the Firm's strategic client and employee information accessed in the course of professional activity is considered confidential.

We use Management Solutions' communication systems in a responsible and productive way.



### **Responsibility to society**

Our services and client-oriented focus allow us to deliver projects of considerable added value, which makes it possible for the Firm to positively contribute to society's economic environment. This responsibility takes the form of job creation for young adults, as we contribute to the provision of comprehensive training and promote their entry into the job market.

The Firm also promotes initiatives that facilitate employee participation in different volunteering activities (Social Action).

# Our brand

*Our brand conveys  
our culture and values*



The purpose of the Management Solutions brand is to convey the Firm's culture and values to all stakeholders while strengthening the sense of belonging among Management Solutions professionals in all countries where the Firm operates.

Our name, logo, colors and lettering represent the Firm's identity, convey our values and differentiate us from our competitors. It is therefore essential to protect them, to use them appropriately and to ensure we instill them with our principles, including most notably reliability, trust, leadership and teamwork. Our logo was reinforced by the inclusion of our motto: Making things happen, which summarizes the Firm's mission.

Consequently, all the places where our brand is displayed automatically become a vehicle through which our values are transmitted, whether these are sponsored initiatives, publications, fairs, events, presentations, business proposals or deliverables.

For this reason, we must carefully select the means we use for communicating the Management Solutions brand, and work towards ensuring that it conveys a level of quality commensurate with our high standards. Only by doing this will we be able to consolidate our brand position in the market place.

Moreover, brand uniformity becomes particularly significant in the current context of our Firm's international expansion. Our brand plays an integrating role, since it represents those values that are shared by over 1,700 Management Solutions professionals around the world who, in turn, project it on a daily basis in the relationship they establish with their clients and stakeholders.



### Management Solutions website

Our corporate website ([www.managementsolutions.com](http://www.managementsolutions.com)) constitutes our main vehicle for reaching out to society, and is therefore one of the fundamental pillars supporting our external communications.

Our site, delivered in three languages (Spanish, English and Portuguese), meets accessibility guidelines set by the World Wide Web Consortium (W3C), and includes general information about Management Solutions, the industries in which we operate, service lines offered, a specific section on careers especially targeted at potential candidates interested in participating in our selection process, and publications prepared by the Firm.

At the end of 2015, our website was strengthened with the addition of new content, mainly in the Publications and Events sections, a further example of the Firm's commitment to sharing knowledge.

## Corporate Image

Our corporate culture is reflected by a particular image, covering all areas:

- ▶ Image conveyed to the Client by our professionals.
- ▶ Style and format of our presentations, proposals, deliverables and any other documents, such as publications, advertisements, campaigns, etc. in all formats.
- ▶ Presence of our image in society: universities and job fairs as well as foundations and sponsorships.
- ▶ Design of our offices.

Some of the content added included macroeconomic outlook reports (expectations for the macroeconomic indicators of the economies in which Management Solutions has a major presence), and regulatory developments at industry level.

The Events section was also expanded to include some of the Firm's new developments in relation to the academic, professional and cultural worlds as well as news about our community development campaigns and sports competitions.

During 2015, visits to our website (from 170 different countries) increased by 25% compared to the previous year.



*"Our brand is a reflection of who we are"*

Laura León,  
Management Solutions Partner

We have a strong corporate culture based on commitment and dedication to service.

We are proud to see how our way of doing things is identified as unique no matter where in the world we are working (Europe, Americas, Asia or Africa).

It is our way of doing consulting and a true reflection of our principles and values.

Our brand ultimately reflects the strong commitment of everyone at Management Solutions to a mission: "making things happen"; and a goal above others: to exceed our clients' expectations, thus becoming their trusted partners.

# Geography

*An international outlook remains one of the Firm's strategic priorities*



Management Solutions' strong international vocation since inception has made its global approach one of its hallmarks. Currently, our presence concentrates in four major geographical areas: Europe, the Americas, Asia and Africa, with 22 offices from where we serve more than 40 countries.

Covering the needs of our clients in all countries in which they are present has consolidated our Firm as a leader in the provision of business consulting services in regulated industries. This leadership has been achieved through the committed work of our professionals on a day-to-day basis, always on the look-out to identify opportunities.

Our geographical positioning responds to the "one team" and "multi-location" principles. By thinking globally and acting locally we have been able to reinforce the importance of our offices within their markets while, above all, maintaining a global view of our business.

During 2015 we continued to expand our scope of action, not only in countries that have historically been the focus of our growth, and where we already have well-established offices, but also extending our reach beyond their borders.

In the United States we have once again achieved excellent results, with a 70% increase in operations as a result of the consolidation of our activities in New York and the remarkable growth of our new offices in Boston, Atlanta and Birmingham.

Meanwhile, all Latin American offices have achieved excellent organic growth of over 30%, led by Mexico and Brazil as the major pillars of growth in the region and followed closely by Chile, Peru, Argentina, and especially by Colombia, which has not only doubled in size but has also supported the Firm's positioning in the entire Central American region.

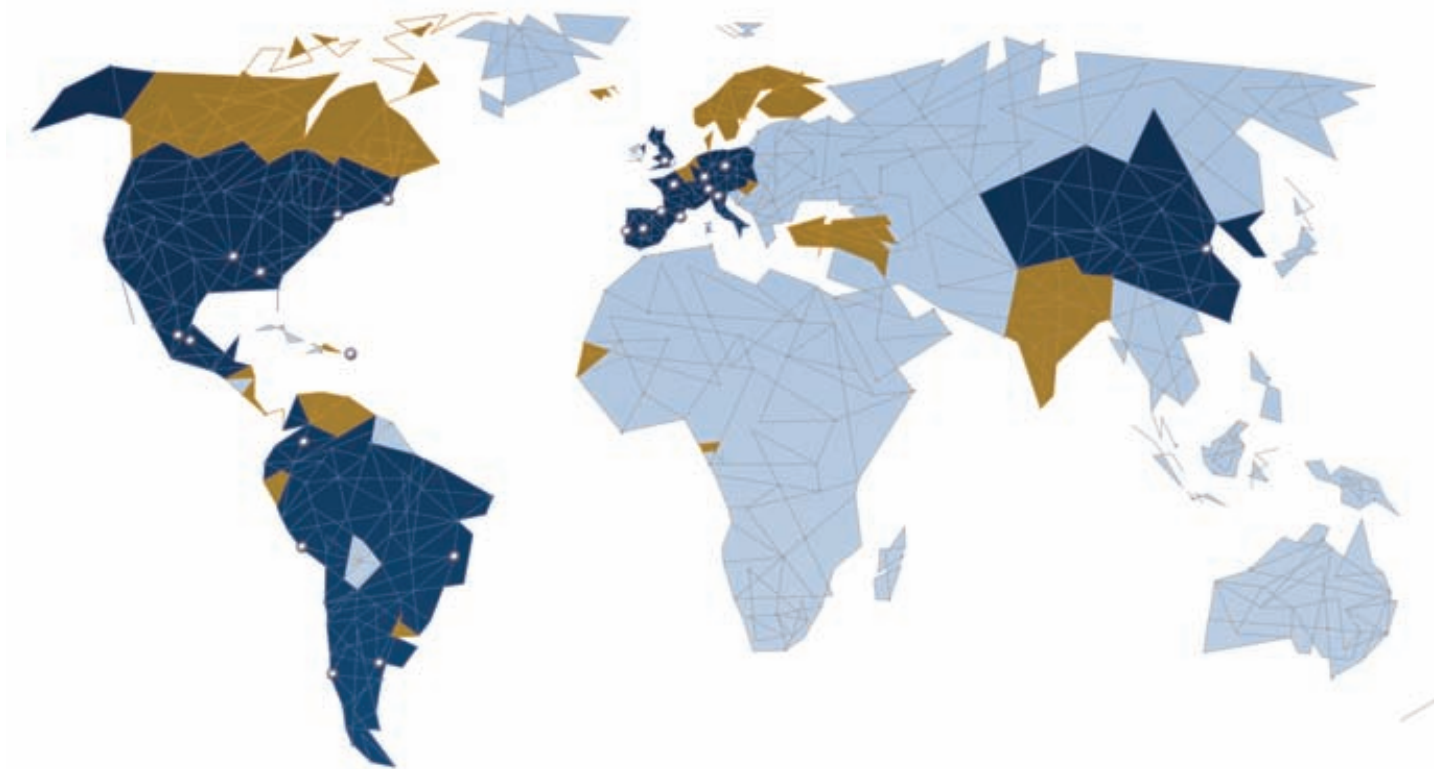
In Europe we have also achieved strong growth, especially in the UK (25%), Germany (which has doubled in size), Spain (which is reinforcing its current leadership) and Portugal (with over a 40% increase in activity). In addition, the Firm has increased its activity in key countries such as France (which has facilitated the opening of an office in Paris), Italy, Poland, Switzerland and the Nordic countries (Denmark, Sweden, Norway and Finland).

With regard to Asian markets, Management Solutions continues to gain ground in the region's main economies (China, Korea and Singapore) through its office in Beijing.

Finally, Management Solutions has expanded operations in some of Africa's main economies, such as Senegal and Equatorial Guinea.



## Permanent Management Solutions offices



- Management Solutions offices
- Permanent presence
- Regular activity

### Europe

#### Madrid

Pza. Pablo Ruiz Picasso, 1  
28020 – Madrid

#### Barcelona

Avda. Diagonal, 654  
08034 – Barcelona

#### Bilbao

C/ Elcano, 9  
48008 – Bilbao

#### London

6 Bevis Marks  
EC3A 7BA – London

#### Frankfurt

Bockenheimer Landstraße, 51-53  
60325 – Frankfurt am Main

#### Paris

Rpt. des Champs Elysées, 12-14  
75008 – Paris

#### Warsaw

Emilii Plater, 53  
00-113 – Warszawa

#### Zurich

Bellerivestraße, 201  
8034 – Zürich

#### Milan

Via Visconti di Modrone, 11  
20122 – Milano

#### Lisbon

Avenida da Liberdade, 245  
1250-143 – Lisboa

### Asia

#### Beijing

1 Jian Guo Men Wai Avenue  
100004 – Beijing

### Americas

#### New York\*

1120 Avenue of the Americas  
NY 10036 – New York

#### San Juan de Puerto Rico

154 Calle Rafael Cordero  
PR 00901 – San Juan

#### Mexico City (Santa Fe)

Prol. Paseo de la Reforma, 1015  
01376 – Ciudad de México

#### Mexico City (Anzures)

Mariano Escobedo, 748  
11590 – Ciudad de México

#### Bogota

Carrera 7, 71-21  
110231 – Bogotá

#### São Paulo

Rua Samuel Morse, 120  
04576-060 – São Paulo

#### Lima

Avda. Coronel Andrés Reyes, 437  
San Isidro 27 – Lima

#### Santiago de Chile

Enrique Foster Norte, 21  
755-0163 – Santiago

#### Buenos Aires

Avda. Alicia Moreau de Justo, 140  
C1107AAD – Buenos Aires

\* From which Boston, Atlanta and Birmingham are managed





# Industry

*We strive to develop an in-depth understanding of the industries in which our clients operate*



Thanks to our industry focus, at Management Solutions we are able to understand the specific needs of our clients and provide a solution to all their challenges.

Above the particularities of each company, the industry environment in which they do business shapes their key action strategies. Our professionals work in multidisciplinary teams that have a deep knowledge of the industry in which their clients operate. Only then is it possible to make a proper assessment and to implement methodology that is suitable for each market.

Management Solutions' practices are structured around three main industry areas (Financial Institutions, Energy and Telecommunications), with professionals dedicated exclusively to the industries they cover. The Firm also dedicates resources to other industries, specifically focusing on the market leaders in each industry.

## Financial Institutions

The financial industry is undergoing a period of significant change, which is particularly intense given the role it played as the epicenter of a crisis that has lasted nine years, and its special position in the economic measures that were taken in an attempt to leave the crisis behind.

After years marked by a deterioration of its institutional image, the need to inject public capital to sustain the balance sheets of major financial institutions, a credit crunch and reduced margins, the financial industry is facing a new reality, much more complex than it was in prior times.

Also, the financial industry has been immersed in a true regulatory tsunami characterized by a proliferation of stricter and more globalized regulations. To requirements related to credit, market, structural (exchange and interest rate) and operational risks, one must now add new requirements on strategic and business risk, conduct risk, model risk, etc., which makes the proper management of all of these risks essential to ensuring sustainability over the medium and long term.

This costly process to comply with regulations is however strengthening the balance sheets and operating processes of financial institutions. Today we have a more regulated and supervised as well as recapitalized financial system that has put the focus on revitalizing the business as well as on efficiency and risk control.

In addition, changes in society and the rapid advancement of technology are bringing about a paradigm shift in customer management.

The industry faces the need to rethink strategy in a way that will help it to adapt its business, financial, risk, operational and technology models to the new environment (thereby improving ROE). These reasons make the financial sector one of the most complex industries in the current economic context, where contributing value to the new approaches will require solutions that can draw on expert insight.

## Energy

Progressive deregulation in the industry has revealed that there is little perceived product/brand differentiation in traditional utilities (water, electricity, gas, etc.). The customer, used to contracting utilities from Government-designated suppliers, does not associate certain qualities to the supplying brand as it is the case in other industries. This has coincided with the emergence and consolidation of technological advances and mass data processing capabilities, as well as with a changing environment due to regulatory changes, a modified global energy map and a complex economic situation that affects energy consumption.

These circumstances pose many management challenges related not only to the effort of “defending” the current positioning and to diversification, but also with how to measure, support and effectively manage business with proper monitoring and control of the various risks and opportunities associated with these activities, as well as with ensuring best practices are implemented with a view to complying with business obligations.



# Industry

Additionally, corporations face a transformation challenge (as a result of the global macroeconomic environment and of numerous mergers, acquisitions, business segregations etc.), which requires them to focus on improving efficiency and on their ability to create value for their customers and shareholders. Organizations are thus focusing on innovative initiatives that will allow them to maximize their potential.

## Telecommunications

The telecommunications industry is still undergoing a profound transformation, derived from both technological advances and changes in the behavior patterns of users, who increasingly demand mobile services, immediacy and interaction, both in the personal and in the professional

sphere. These circumstances combined have led to the emergence of new business models, players and services, adding additional complexity to a market that is already saturated.

Incumbent operators are investing heavily to adapt their access networks to geometric growth from different demand groups. They are also seeing margins from traditional revenue sources (voice and data) decrease rapidly, while new revenues generated by the "new economy" go to new entrants (the so-called over the top entrants).

The challenges facing this industry in the coming years will require further industry concentration and simplification at all levels (regulation, organization, business, technology, etc.) to allow players to achieve the efficiency, speed and flexibility needed to adapt to the current changes and future challenges.

## Other sectors

### Consumer and Industry

Through this practice, Management Solutions responds to the needs of industry from the point of view of both the producer and the distributor (channel to final consumers). After two years of a sharp decline in activity, with the resulting impact on the adequacy of existing production and distribution capacity, economic prospects are showing signs of improvement. Globalization as well as differences in the speed at which large geographical areas are coming out of recession are uprooting much of the value chain: purchasing, production, manufacturing as well as sales and marketing now require "thinking globally and acting locally", which involves permanent transformation of the organizational, operational and technological structures of the companies operating in these markets.

### Government

The current market environment is demanding substantial budget reduction efforts in the public sector. This necessarily requires improved productivity and efficiency in all government agencies, which focus much of their efforts on maintaining or improving service quality by optimizing their structure costs.

To this type of actions, which are commonplace in the private sector, must be added a growing interest in reducing the time to market between political decisions and their effective implementation in each policy area.







This puts the focus on approaches that will enable public service transformation through the implementation of improvements in organization, processes and systems.

#### *Construction*

The industry has been marked by a low growth scenario in most mature economies. Today, while the outlook for public works remain closely linked to state budget cuts, the housing market (both residential and non-residential) is showing clear signs of having bottomed out and entered a slow recovery phase.

Deleveraging, cost control, process optimization, etc. continue to be key elements in the more mature economies, though growth strategies are once again being implemented, adapted to new demand for residential and non-residential property.

In emerging countries, the growth in activity seen in recent years as a result of the rapid modernization of their infrastructure work (civil engineering), homes (residential), the business sector (offices) and their consumption habits and needs (shopping malls, health care, etc.) is being affected by a changing macroeconomic environment.



*"We adapt our value proposition to the new challenges faced by our clients"*

Ricardo Gómez,  
Management Solutions Partner

The true differentiating factor we face today is the IT revolution. A revolution that has had a profound change on how clients view their relationship with providers of products and services.

In this scenario, innovation and especially digital innovation has become a clear driver of growth.

At Management Solutions our aim is to play a decisive role in our clients' transformation through innovation, an innovation that will contribute strongly to profitable and sustained growth. This is why we have gradually been adapting our value proposition to the new needs our clients come to us with.

Responding to needs that are constantly evolving requires having highly specialized and multidisciplinary teams, as well as cutting-edge R&D.

At Management Solutions, specialization takes place at three different levels: service lines (where we structure our knowledge and expertise by competency area); industry (which allows us to tailor solutions to the specific sectors in which our clients operate; and geography (allowing us to consider the regulatory, sociological, cultural and other characteristics of the economies in which our clients carry out their activity).

# Service lines

*Our functional specialization allows us to offer high-value added services to our customers*



To cover client needs, Management Solutions' practices are structured by industry and by business line (Financial & Commodities Risk Consulting, Retail Business Consulting and New Technologies), which in turn encompass a wide range of competencies.

## **FCRC (Financial and Commodities Risk Consulting)**

The wholesale business, more specifically treasury and capital market operations, is developing at a speed that makes it difficult for entities to adapt their processes and control structures to this ongoing change.

The growing sophistication of corporate and institutional clients, as well as the increase in the volume and complexity of transactions and their progressive contribution to the global bottom line, call for the parallel adaptation of trading, administration, control and risk supervision processes.

Similarly, making the most of transaction-based services, which involve managing large transaction volumes, requires advanced support structures, posing new challenges for the industry.

Other challenges faced by different industries are the current sophistication of methods used in measuring and controlling risks, the integration of advanced metrics (capital) in business management (largely driven by new regulatory frameworks), and the estimates of impact under stress scenarios.

From the FCRC line we help our customers to optimize and adapt their processes and systems architecture to the new business logic and nature of financial risks (credit, market, operational, liquidity and structural) and non-prudential risks (paying special attention to compliance and conduct as well as model risk).

## **RBC (Retail Business Consulting)**

The retail business is making great efforts to identify customer clusters or segments to target, adjusting their product and services to the needs of each segment. This change from a "selling products" approach to an approach based on "managing customer needs" requires the complete transformation of an organization's value chain, its processes and the activities of its main business and support areas (management control, sales, marketing, organization, resources, etc.).

This trend is taking place in a market environment where a "pre-digital" and a "digital" generation co-exist, which requires developing very different relationship models. At the same time, it is already a fact that customers are becoming increasingly demanding, sales margins are getting slimmer and economies of scale need to be attained.

In this context, the focus of the RBC line is to help clients achieve their goals and objectives by supporting them along the way, from the planning of their strategic needs through effective implementation of their functional requirements.

## **NT (New Technologies)**

The world is changing, and doing so at high speed. We are witnessing a technological revolution of a magnitude never seen before. This is not a transitory event. The paradigm shift rate (the rate at which new ideas are adopted) doubles every decade: while it took nearly half a century for the telephone to be adopted, and while acceptance of television and radio took several decades, it took under 10 years for computers, internet and mobile phones to catch on.



## Core competencies



### **Strategy**

We accompany Management from client companies in their strategic decisions, providing our view of the challenges they face, both from a global perspective (trends, best practices, etc.) and from the standpoint of each individual company (alternative courses of action, planning, recommendations for implementation, etc.



### **Sales and Marketing Management**

We design and develop commercial efficiency multi-channel and business intelligence programs, thereby supporting our clients in their growth efforts.



### **Financial Information**

We address information requirements for management by validating, modifying and determining the information sources, defining transformation processes (calculations and metrics), and becoming involved in the implementation of the required technology for its proper deployment.



### **Risk Management and Control**

We provide the best solutions to effectively manage and control the risks associated with doing business: credit, market, operational, liquidity, structural, reputational, conduct, model, business, and other risks, and to provide an integrated view of them (and of their impact on capital requirements or provisions).



### **Transformation: Organization and Processes**

We tackle our clients' transformation projects from three different perspectives – organizational, operational and technological – achieving significant improvements in the effectiveness and control of the tasks performed, increased user and customer satisfaction and appropriate cost reductions.



### **Technology**

We specialize in defining and implementing the technology which is most suitable for the needs and possibilities of each organization and help them to design data and reporting governance frameworks.

The result is exponential growth in the technology available and an equivalent reduction in cost, regardless of the crises experienced over the past few years, and this trend is expected to continue in the coming decades.

But this technological revolution has taken on a new dimension in recent years: along with increased technical performance has come increased capacity to generate, store, and process information, and at an exponential rate too, a situation that has been called the “big data” phenomenon.

All of this is giving rise, among other things, to a discipline which is the fundamental axis for transformation in the industry: data science, which is also the study of the generalizable extraction of knowledge from data through the combined use of automated learning techniques, artificial

intelligence, mathematics, statistics, databases and optimization, together with a deep understanding of the business context.

From the NT line, we help our clients to enhance the value of technology. We also develop and provide support for technological solutions with a high level of penetration in the industries in which the Firm operates.

### **Core competencies**

Management Solutions aims to turn its clients' objectives into tangible realities, from strategic guidance to implementation of the required technology (Making things happen).

Our teams offer concrete solutions and commit to their implementation and operation. At Management Solutions we are able to lead the different stages that result in a project being successful, from initial strategic analysis, to the functional, organizational and operational phases, to effective implementation.

In this section, rather than including a product and services catalog, our aim is to highlight Management Solutions' work around the key competencies it has developed.

*Our value proposition is supported by a cutting-edge R&D department*



The current global environment is characterized by weak economic growth, low inflation and low interest rates in mature economies and slower growth in emerging economies, along with a stricter regulatory environment and accelerated technology transformation. In this context, anticipating change is more important than ever. Faced with this, Management Solutions' R&D department reflects the Firm's strong commitment to stay at the forefront of the industry and to meet the growing need for innovation in the market.

R&D's mission revolves around creating and disseminating knowledge to all of Management Solutions' stakeholders: clients, professionals, collaborators and universities, thus driving the Firm's pro-active approach to anticipating change.

From a methodology standpoint, the R&D team provides advisory services to Management Solutions' professionals and their clients in quantitative aspects that are necessary to undertake projects with rigor and excellence through the implementation of best practices and the continuous monitoring of the latest trends in data science and modeling.

With this purpose, the R&D department works in close collaboration with different universities, participates in applied research conferences and directs projects in postgraduate and doctoral studies as well as professional practices in Mathematics, Statistics and Physics faculties and Engineering Schools. R&D's commitment to training is also evident at the internal level through its role as the Firm's Director of Studies, coordinator of the Chair of Knowledge and active involvement in managing the Master's degree in Business Consulting offered jointly by Management Solutions and ICADE Business School.

With regard to knowledge management, the R&D team directs and coordinates Management Solutions' publications system, both external (white papers), and internal (regulatory publication alerts, economic outlook reports, documents summarizing and explaining the implications of new regulations, etc.), which helps our professionals to update their knowledge on a daily basis.

This knowledge management activity is possible thanks to intensive collaboration from all our offices in all countries in which Management Solutions operates. To monitor policy developments in these countries, the R&D team draws on a network of experienced partners from all our offices who detect, analyze and submit this information periodically.

To facilitate access to the information, R&D continues to make progress in establishing the corporate Intranet as the key channel for knowledge dissemination within the Firm through the Publications and New Regulations sections in the Knowledge Area, which draw on corporate publications and original document sources (regulations, scientific articles, etc.).

Also, in terms of methodology, R&D has established itself as a quality assurance service through the rigorous review of ongoing projects and new project proposals.

R&D focuses its efforts on four fields (methodology, economic analysis, regulatory analysis and monographic studies). Its goals are set according to a multi-year plan approved and monitored by the Firm's Executive Committee:

#### Methodology (R&D&I)

- Research: design best practice on regulatory compliance and management for clients/industries (credit, market and liquidity risk, economic capital, stress tests, business models, etc.).
- Innovation: a number of models are developed through a center specialized in data science, including classification,

regression, optimization and simulation models, covering all areas in the industries served by the Firm.

- Prototypes: development of support tools to verify and demonstrate the correct operation of methodologies in real client environments (pilot testing), in order to facilitate the implementation of global corporate solutions.
- Software: maintenance of the data science tools developed, and relationship management with scientific software providers.
- Quality Assessment (QA): certification of the quality and consistency of the methodologies applied in projects.

#### Economic analysis

- Outlook reports: the R&D area is expanding the coverage of its quarterly outlook reports both in countries and in industries. Currently produces reports on sixteen countries with the support of experts from the Firm's network of offices: Spain, the United Kingdom, Germany, France, Poland, Portugal, Italy, the Nordics, the United States, Mexico, Brazil, Argentina, Peru, Chile, Colombia and China.
- Benchmark analysis: based on the knowledge drawn from these reports, R&D also carries out benchmark analysis from public information on the clients and countries in which the Firm operates.

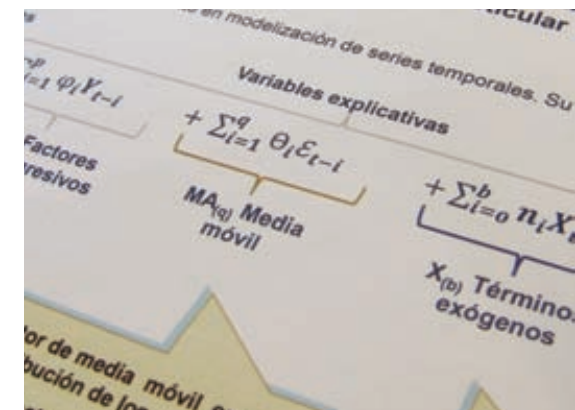
#### Regulatory analysis

- Regulatory monitoring: the R&D area has an active system in place to monitor regulations on the Firm's areas of activity, which enables R&D to anticipate and detect regulatory publications at an early stage.
- Alerts: publication alerts allow for immediate knowledge of regulatory changes by our professionals and clients.

- Analysis: on those new regulations with a greater impact on or interest for clients, R&D prepares overviews and analysis of implications, contributing their synthesis and critical thinking capabilities; for instance, on the single supervisory mechanism in Europe or regulations for the resolution and recovery of financial institutions.

#### Monographic studies

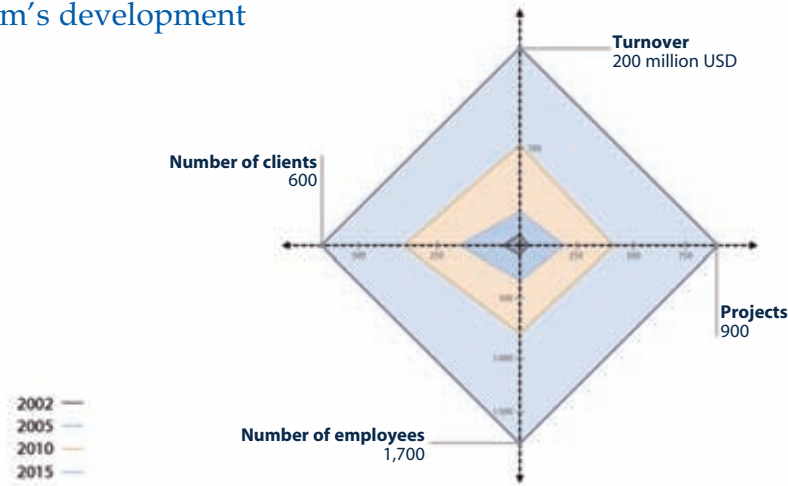
- White papers: the R&D department produces in-depth, innovative and concise monographic studies on hot topics within the Firm's areas of activity that are of interest for our clients and professionals. An example of this would be the newsletters prepared by R&D dealing with topics such as data science and the transformation of the financial industry, or model risk management.



# Making things happen

*We have seen organic and sustained growth to 20 times our original size*

## The Firm's development



What we are, we owe to the trust our clients have placed in us. They have made it possible for Management Solutions to be a leading international firm in business consulting just 13 years after its incorporation. It is a great pleasure for us to present the achievements listed throughout this publication.

Management Solutions was formed on December 30, 2002. At inception, the Firm had 80 professionals and three offices in Spain (Madrid, Bilbao and Barcelona).

Thirteen years later, Management Solutions is more than twenty times bigger, with a multidisciplinary team of over 1,700 top professionals, more than 600 clients, all global or local leaders in regulated industries, and 22 offices world-wide from which projects are regularly conducted in more than 40 countries in Europe, the Americas, Asia and Africa.

The Firm has continued to grow at all times since inception. In each and every one of our past 10 years as a firm, we have seen growth in revenue, number of professionals, number of clients and number of countries in which we operate.

It should be emphasized that these results have been achieved organically, with a well grounded growth model. Therefore, a model based on the organized transmission of a culture, values and principles that we understand to be differential and that have remained unchanged regardless of economic cycles.

During this fiscal year, the Firm has faced a complex macroeconomic scenario, though far less difficult than other situations it has had to face since its incorporation. The beginnings were particularly demanding, with reduced critical mass, no brand recognition and lacking the capacity to respond globally in all geographies in which our client base operated. Two years later, when Management Solutions began to consolidate in the market, there was a fire at our headquarters in Madrid (the Windsor building), which led to its complete destruction but served to demonstrate the resilience of our team of professionals, who were able to keep focused on their projects with clients.





Despite these initial difficulties, our development has been extraordinary, with average annual double-digit growth over the years.

At Management Solutions we have remained true to our founding culture: a strong culture that unites us and, at the same time, sets us apart from our competitors. A culture based on the principles of commitment and dedication to service, delivered with humility, generosity and integrity.

We have also sought to perform our profession by relying on in-depth knowledge of the business and the social reality, with the necessary critical approach. We have always understood that if something has value to our clients then it makes sense and, as difficult as it may seem, can be achieved.

In short, we understand that our constant pursuit of excellence, based on talent, effort and training, is a necessary requirement to meet our goals.

### ***An equally promising future***

Management Solutions looks to the future with the same enthusiasm today as it did in year one. We are facing major challenges, but if something has defined Management Solutions throughout its history, it has been its desire to excel and deliver.

We intend to continue to achieve our ambitious new goals to lead the consulting business in regulated industries in all geographies in which we operate, always for the benefit of our clients, who are the most important stakeholders we look to support.



*"The client is at the center of all our actions"*

José Ramón Gorrochategui,  
Management Solutions Partner

At Management Solutions we have been able to set clear priorities:

First the client, then the team and finally our individual self.

Our clients are the reason we are in business. If we are where we are today it is because this is what our clients have wanted and we are very aware of that when we plan our future.

We have an unwavering commitment towards those who place their trust in us. We work enthusiastically, combining talent, knowledge and ability, to effectively solve the problems our clients ask us to tackle.

Our goal is to become their trusted partners and to develop lasting relationship models that create value on both sides.

# Making things happen



## Management Solutions was incorporated on December 30, 2002

### 2003, Commitment to Excellence

With 80 professionals from Arthur Andersen and offices in Madrid, Barcelona and Bilbao, Management Solutions set out on a journey at the end of 2002. The trust placed by clients in this new business project made the launch of our Firm possible. Committed to a strong global presence from the very beginning, the Firm gained a foothold in Spain, the United States, Puerto Rico, Mexico, Chile, Brazil and Argentina in our first fiscal year.

### 2004, Making things happen

The first fiscal year closed with growth of 18%. Management Solutions won its first projects in Europe (Italy, United Kingdom and Portugal) while expanding its presence in the Americas with the opening of a new office in São Paulo, going from 80 professionals to over 200 in only one and a half years.

### 2005, A world of solutions

The year began with a fire at the Windsor building (our headquarters in Madrid), a significant challenge that was successfully overcome and did not prevent us from increasing our staff by 46% and strengthening our activity with major international players. In 2005, we enlarged our Mexico City and Santiago de Chile offices and also strengthened our Support Services Unit.

### 2006, The value of a committed team

With an increasingly expanding brand, the New York office was enlarged, the milestone of 500,000 consulting hours was exceeded and the Firm threw its weight fully behind the creation of a R&D unit to be at the forefront of knowledge. Social action and sport became part of the Firm's everyday life.

### 2007, One Team

In 2007 Management Solutions had over 500 professionals, growth of 40%, and a client portfolio of more than 300

leading organizations. Year 2007 also saw the publication of our first Corporate Social Responsibility Report.

### 2008, Passion for the future

The Firm's strategy going forward included expanding our presence in other markets and geographies. This fact led to the launch of our first projects in Asia, entry into the Portuguese market, the opening of our London office, and to our expanding the energy and telecommunications practices to other countries and organizing the first regional conventions in Latin America.

### 2009, New challenges, same principles

In 2009, despite an increasingly adverse scenario, we reached one million consulting hours and initiated activities in Germany, while maintaining a sustainable and diversified growth strategy. The Firm expanded its presence to other geographies and industries, and reinforced its support of universities.



### 2010, Spirit of achievement

A permanent effort was made to extend and adapt our range of solutions in order to provide the best response to our clients' needs. Also this year, we expanded our horizons by opening new markets such as Switzerland and Peru, and globalizing the social action and the sports club with activities in all our offices.

### 2011, Values that make the difference

Despite a market in decline, at Management Solutions we were able to increase our activity to achieve a growth rate of 19%, strengthening its commitment to talent, reaching the size of 1,000 professionals and opening new offices in Beijing and Warsaw, as well as enlarging our offices in Lisbon, Lima and Buenos Aires.

### 2012, Generating trust

2012 was another successful fiscal year in which we collaborated with more than 450 clients and expanded our

boundaries with the opening of a new office in Bogota and two more offices in the United States (Massachusetts and Alabama). We continued to foster knowledge-sharing with new regional conventions in the Americas. Our commitment to training was further demonstrated through the launch of the first Master's Degree in Business Consulting, developed jointly with the Comillas Pontifical University in Spain.

### 2013, Focused on our clients

With growth over 15%, 2013 was a successful year, especially in the Americas. We reached more than 500 clients (large global or local leaders in their respective markets), the activity with regulators and supervisors was strengthened and internal functions were enhanced to improve efficiency and control of our activity (creation of the Internal Audit function, review of global and local policies and procedures, external certification on the quality of processes –ISO 9001, etc.).

### 2014, Managing transformation

In 2014 Management Solutions saw growth in all its: i) offices (especially in the US), also initiating activities in Africa, ii) industries (particularly in Telecommunications) and iii) service lines (undertaking more than 800 projects whose common denominator is transformation). Governance of the relationship with strategic suppliers was enhanced, as was investment in R&D and training (which grew around 20% with respect to the previous year).

### 2015, Innovation for growth

In 2015 we achieved growth above 16% and exceeded two million consulting hours (900 projects were formalized). During this year, Management Solutions France was created, new offices were opened in the United States (Boston, Atlanta and Birmingham), and we expanded our offices in the UK, Germany, Chile and Mexico (by opening a second office in Mexico City). We also established closer links with regulators (particularly with the European Central Bank) through the creation of a regulatory hub in our Frankfurt office.

## 2015 milestones

Management Solutions continues to focus on profitable growth and is becoming increasingly international and more diversified from both an industry and a geographic viewpoint. Above all, Management Solutions has an outstanding portfolio of global and local clients who are leaders in their respective industries.

16% growth

More than 900 projects

... 400 of which are new





# Innovation for growth

*At Management Solutions we seek to be prominent players in our clients' transformation through innovation*



Yearly Meeting 2015, Spain

Under the motto "Innovation for growth", Management Solutions organized its Yearly Meeting in July to review the Firm's achievements after analyzing the international environment, and set goals for the next year. This section sums up some of the ideas expressed during the Meeting.

After a long period of deep economic crisis, we seem to be entering a new growth cycle slowly but steadily. However, the new environment is not without complexity. In developed economies, the macroeconomic environment is characterized by growth levels that are still weak, low interest rates and low inflation. Emerging economies, heavily reliant on public investment and expansionary fiscal policies, are seeing a slight slowdown in growth and a rise in default levels.

Some strategic economic sectors, such as the financial industry, have been immersed in a veritable regulatory tsunami characterized by the proliferation, tightening and increasing globalization of regulations. This costly process of

regulatory adaptation is however leading to stronger company balance sheets and operating business processes, particularly in financial institutions. Today we have a recapitalized, more regulated and supervised financial system that is focused on revitalizing the business as well as on efficiency and risk control.

But the real differentiating factor we face today is technological revolution. A revolution that is evidenced by the sheer volume, variety and speed of information produced (the volume of data in the world doubles every 18 months); level of data access (through mobile devices, particularly smartphones, wearables, internet of things); storage capacity and reduced data storage costs (three times what it was two years ago at a cost that has dropped from ten million dollars to ten cents of a dollar per gigabyte in thirty years); processing capacity, (the transactions per second potential has increased over three hundred-fold in the past fifteen years which, coupled with the possibilities brought about by distributed computing, raise this figure to

the nth power); and modelling and exploitation capabilities (the number of automated decisions taken each minute, supported by properly systematized mathematical algorithms is incalculable which brings enormous benefits in terms of efficiency and objectivity, but also adds new risks).

One of the effects of this has been a profound change in customer behavior and in the way customers relate to suppliers of products and services. Customers are permanently connected, use mobile 110 times a day, consult networks before buying, have become used to a personalized experience, but, at the same time, are confused by the abundance of the offer and vulnerable to the persuasiveness of opinion leaders.

This technological revolution has also brought about the emergence of new players in the market that have developed innovative business models and, in many cases, have been able to create true ecosystems around them.

In short, the world is changing and doing so at high speed, forcing us to reinvent ourselves. We cannot solve problems by approaching them in the same way as when they were created. In this scenario, innovation, especially digital innovation, has become a clear driver of growth.

At Management Solutions we aim to play a decisive role in customer transformation through innovation, an innovation that will make a definite contribution towards profitable and sustainable growth. Playing a decisive role in customer transformation through innovation requires us to continuously update our value proposition:

- Advance research and development to help us generate innovative approaches that add value to our customers. With an investment of 10% of the Firm's capacity, with more than 200 research initiatives and 80 specialized publications annually; striving to be a step ahead of our customers' concerns.
- Incorporate the new possibilities introduced by the digital world into our core competencies: transform data and reporting into value through improved governance, business model redesign with a customer-centric approach, commercial and operational efficiency (with a focus on the sales force), identification, measurement and control of actual and potential risks, etc.
- Adapt our capabilities to the changing needs of our customers and further explore the new dynamics in regulated industries: new channels, new customers, new products, new pricing techniques; in short, new value propositions.
- Ensure the ongoing acquisition of talent in the Firm, as well as continuous professional development and training: more than 150,000 candidates to fill 300 annual vacancies, more than 150 partnership agreements with universities, more than 150,000 hours of specialized training over the year; in other words, a team of 1,700 top qualified and trained professionals ready to support our clients.

- Intensify our international presence to capture the local idiosyncrasies without losing sight of the overall picture: more than 600 clients that are market leaders in more than 40 countries, more than 900 ongoing projects (of which 50% have been generated within the past year), more than two million consulting hours throughout the year.

All this while always staying true to our values and principles: commitment and dedication to service, teamwork, critical thinking and meritocracy, an entrepreneurial spirit, the constant pursuit of excellence, focus on results. All in all, a passion for good work.

But we are ready to face this challenge successfully as our history backs us up. We know well what transformation means because we have spent more than a decade adapting to a constantly changing environment, facing very different circumstances, always aware of what we are and what we want to be.

In 2015 we exceeded the qualitative and quantitative objectives we had set ourselves a year before, growing above expectations, once again increasing our market share and doing so in a diversified, sustained and profitable way, always in spite of the economic cycle. Geographically, we have expanded our scope of action to cover new markets in addition to consolidating our presence in the countries in which we already operated. All of our service lines have grown in a balanced way and we have taken important steps in the process of industry diversification.

The result of all this has been that we have increased our presence in many of the organizations with which we were already collaborating, extending the provision of our services to new areas and business divisions, and have continued to increase our client base. A portfolio of large multinationals, corporations and leading local entities to which we have added sixty new clients, all of them of strategic importance in their respective markets. Also,

during the year we have developed our relationship with regulators and supervisors in the markets in which we operate.

Such growth would not have been possible without the extraordinary team of professionals that make up our Firm. A talented, committed team that has inherited a strong corporate culture based on a set of values that make a difference. A global, multicultural, multidisciplinary, fully integrated team that has grown from the base. A young, principled and responsible team capable of providing solutions to the challenges our clients bring to us.

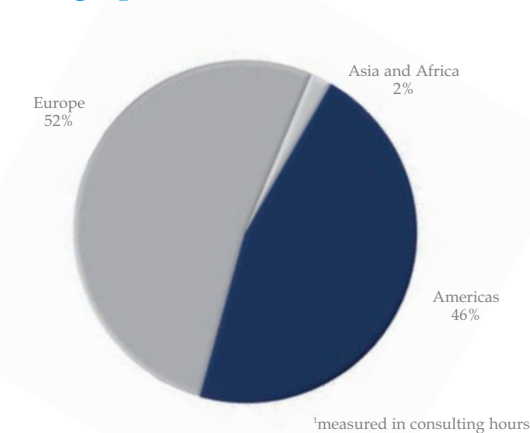
In short, for yet another year we have exceeded all our goals in all the regions in which we have a presence, in all the industries in which we operate and in all our service lines. We face the future with tremendous excitement and confidence and do so with the firm purpose of helping our clients grow profitably and sustainably through innovation.

# Diversification

During 2015 we continued to pursue our diversification strategy:

- ▶ Achieving consistent growth in the Americas, Europe and Asia, and consolidating our activity in Africa.
- ▶ Intensifying our activity in all regulated industries, maintaining our leadership in Finance, gaining market share in Energy and becoming increasingly active in Telecommunications.
- ▶ Expanding our client portfolio.
- ▶ Updating our solutions offer:
  - Strategy
  - Sales and Marketing Management
  - Financial Information
  - Risk Management and Control
  - Transformation: Organization and Processes
  - Technology

## Geographical diversification<sup>1</sup>



### Americas

- ▶ Strong growth in the US (+70%)
- ▶ Organic growth in Latam (+30%)
- ▶ Significant growth in Colombia (x2)
- ▶ Consolidating our activity in Central America

### Europe

- ▶ Market leaders in Spain
- ▶ Strong growth in the UK (+25%)
- ▶ Soaring activity in Germany (x2)
- ▶ Organic growth in Portugal (+40%)
- ▶ Sustained growth in Spain in spite of the crisis (+4%)
- ▶ Recurrence in the rest of Europe and a recently launched office in France

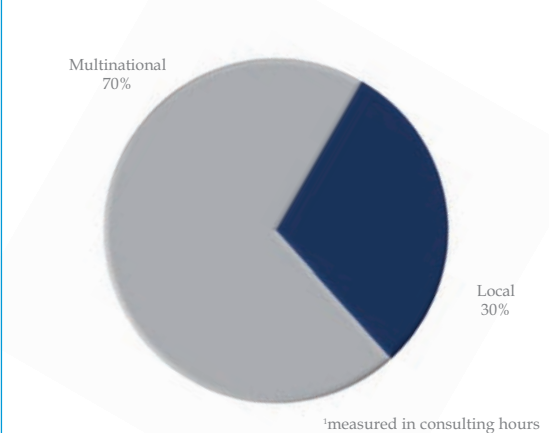
### Asia

- ▶ Consolidating our activity in Asia (x2)

### Africa

- ▶ Recurrent activity in Africa

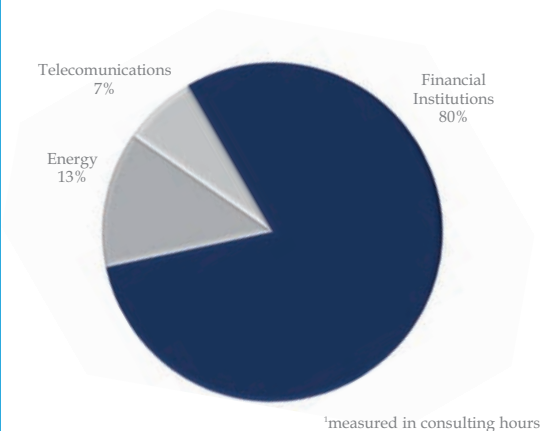
## Client diversification<sup>1</sup>



- ▶ More than 600 active clients
- ▶ More than 60 new clients
- ▶ Intensified our relationship with Regulators and Supervisors and well as with Multilateral Bodies.
- ▶ Reinforced relationship model with strategic suppliers



## Sectorial diversification<sup>1</sup>



### Finance

- ▶ Growth of our operations in finance (+14%)
- ▶ Greater specialization by industry
- ▶ Focus on the regulatory compliance process (RDA, SREP, CCAR, ICAAP, IFRS9, AMA, AQR2, BIS, etc.)
- ▶ At the forefront of industry knowledge (Model Risk Management, Data Science, etc.)

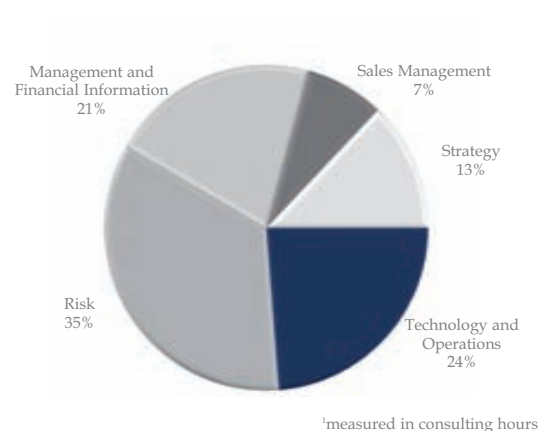
### Energy

- ▶ Strong growth of our Energy operations (+40%)
- ▶ Expanded service offering
- ▶ Business intelligence, efficiency, risk governance, etc.)
- ▶ International consolidation (globalizing our teams and adding new clients)

### Telecommunication

- ▶ Substantial growth in operations (+30%)
- ▶ Recurrence in projects related to structural functions (organization, finance, risks, technology...)
- ▶ International deployment of our relationship model

## Diversification of solutions<sup>1</sup>



- ▶ More than 900 projects (more than 400 new) across our competency areas:
  - Business plans for banks
  - New commercial models, customer journey models, distribution models, pricing models, etc.)
  - Review of risk frameworks (prudential and non prudential)
  - Balance sheet, P&L and Capital
  - Data and reporting governance
  - Organization and process reengineering (efficiency, control and quality)
  - Digital Agenda (SWOT analysis and digital plans)



*"We intend to be decisive in our clients' transformation through innovation to help them to achieve profitable and sustainable growth"*

Nuria Navarro,  
Management Solutions Partner

We live in a world of constant transformation, a transformation that has been affected by an unprecedented technological revolution.

The winners are being those who have been able to reinvent business models by effectively incorporating innovation as a growth driver, adapting their organizational and governance structures, redesigning their systems and processes, reviewing their information frameworks and reinforcing their risk management and control.

At Management Solutions we have set out to design innovative solutions that will contribute to our clients' sustained and profitable growth. This means we need an in-depth understanding of the new dynamics to accurately identify the problems our clients are facing and to be able to propose solutions that take all of the information within our reach into account.

# Growth

## Profitable growth

Our high internal organic growth levels guarantee a career progression model far superior to that of our competitors.

## R&D&innovation

Investing in R&D&I and training as key differentiating elements in our value proposition to the market.

## Organizational flexibility

A fluid and continually adapting organizational structure oriented towards value creation allows us to adequately respond to our high growth levels.

## Human Resources Management

Our partnership model guarantees career progression that rewards individual merit for all our professionals.

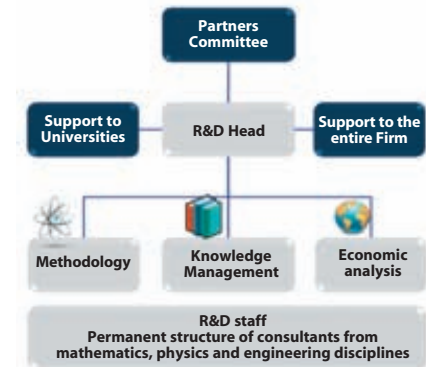
## Profitable growth



- ▶ Growth above 16%\*
- ▶ More than 2 million consulting hours
- ▶ Gaining share in leading markets
- ▶ Organic and sustained growth
  - All types of clients
  - All countries
  - All industries
  - All service lines
- ▶ Proactively managing inventories, billing, accounts receivable and liquidity...
- ▶ Meeting our strategic plan for Y15 and setting goals for Y20

\* Exceeding annual revenue of USD 200 million in consulting hours

## R&D&innovation



- ▶ Investment equivalent to 10% of the Firm's capacity
- ▶ Global permanent structure made up of 3 teams:
  - Methodology (Innovation)
  - Knowledge management (Regulations, Benchmarks, Publications, Training, etc.)
  - Economic analysis
- ▶ Global coverage (all countries, industries and service lines)
- ▶ Regulatory hub in Frankfurt, seat of the ECB
- ▶ "Joint Ventures" with universities
- ▶ Global R&D Plan:
  - Over 200 actions (IFRS9, model governance, stress test,...)
  - More than 80 internal and external publications
  - Regulatory alert service
  - Quarterly economic Outlook reports on 18 countries
  - Coordination of the Firm's global training plan
  - Delivery of quantitative training

## Human Resources Management

Annual percentage increase in number of employees



- ▶ Growing from the base, with more than 300 new recruits and 150 internships during the year
- ▶ Promotion based on merit for the entire pyramid structure:
  - Reinforced top management (8 new Partners and 8 new Directors)
  - Increased managerial capacity (62 new Managers and Supervisors)
- ▶ Globally managed pyramid ("one team")
- ▶ Excellence in talent recruitment (150,000+ candidates screened)
- ▶ Reinforced links with Universities at graduate and postgraduate level:
  - Presence at more than 240 faculties in Europe, the Americas and Asia
  - More than 150 cooperation agreements
  - Teaching courses at some of the most prestigious universities in Europe and the Americas

Training hours



- ▶ Ongoing evaluation process (with enhanced executive evaluation programs)
- ▶ Strengthened biannual mentoring program (doing our best to match the needs of our professionals with the opportunities offered by the Firm)
- ▶ Emphasis on training:
  - More than 150,000 hours invested in training
  - More than 400 courses taught (60 are new)
  - Continuously improved training plan:
    - Second Class of the Management Solutions - ICADE Business School's Masters Degree in Business Consulting
    - New content
  - External complement: with a focus on the management team (MBA, FRM, CFA, etc.)

## Organizational Flexibility



- ▶ Reinforced Internal Corporate Services areas and functions (maximizing their value contribution):
  - HR: structure consolidation in the Americas and Europe
  - Finance: international team reorganization reinforcement
  - IT: Systems Plan (process systematization, Data Processing Center migration and reinforced communications)
  - Marketing and Comunicación: Global Plan (with involvement from all our offices)
  - Infrastructures: opening/expansion of offices (Germany, Chile, Mexico, UK and Spain)
  - Fiscal, Legal and Compliance: focus on corporate policies
- ▶ Internal Audit and Quality Plan:
  - Annual audit reports by Office
  - Monthly quality reports

# Communication

- ▶ Promoting the Management Solutions brand to our stakeholders.
- ▶ Sharing value-adding content (specialized publications, regulatory analysis, economic outlook reports...).
- ▶ Maintaining a presence in prestigious institutions for all our activity areas.
- ▶ Supporting the academic world through partnerships, internships and specialized courses.
- ▶ Acting as benefactors and sponsors in order to support culture, sports and the arts.
- ▶ Becoming involved with those most in need through community outreach initiatives within our scope of action.

## Communication



- ▶ New content on both our website and the corporate intranet
- ▶ More specialized publications
  - 9th Corporate Social Responsibility Report
  - 9th financial white papers (Data science and the transformation of the financial industry)
  - Economic Outlook reports (18x4)
  - Regulatory alerts and technical notes
- ▶ Greater presence in professional and supervisory forums
- ▶ More Social Action, patronage and sponsorship:
  - More than 25 community support activities organized by Management Solutions: Solidarity Summer, Solidarity Concert, Solidarity Cinema, Solidarity Christmas, blood donations, IT equipment donations, solidarity races, etc.
- ▶ Partnerships with NGO's and foundations
- ▶ More support to the Sports Club in all our offices (over 500 participants in internal and external sports tournaments)





*"We have exceeded the goals we set for the year, achieving organic, sustained and profitable growth"*

Ignacio Layo,  
Management Solutions Partner

We are delighted and proud to see how, for yet another year, we have exceeded our targets despite the complex macroeconomic environment the main economies in which we operate are still facing.

This year's results have been excellent and the merit lies with the extraordinary team of professionals that make up Management Solutions. We have a capable, well-trained team that has demonstrated a commendable determination to always do better.

The team is able to make the most of the transformation potential of the new digital economy for the benefit of our clients.

Our aim is to play a crucial role in effectively incorporating innovation into our clients' business models, and I sincerely believe that we are achieving it.



## Committed to our clients

Consistently exceeding the expectations of our clients is instrumental to building our leadership position in the business consulting industry.

Over 600 clients

... 60 of which are new

Operating in more than 40 countries







# Client focus

*The client is the reason we are in business and is our main management priority*



Our success is due to our clear focus on the client, with whom we work closely and whose expectations we strive to exceed in order to become a trusted partner. We implement a client relationship model that allows us to be aware of each client's specific needs and for us to be in a position to offer each client a differentiated value proposition.

Management Solutions provides value-added services that stand out for the durability of results and practicality in implementation.

## ***Client diversification***

Management Solutions pursues sustained growth supported by client diversification, seeking a balance between large multinational and national leaders. At year end, Management Solutions had over 600 active clients (60 new clients during the year), grouped into three major segments: multinationals of an American or European origin, local entities, and national or regional confederations, all leading institutions in their respective markets.

In addition, Management Solutions has continued to strengthen its relationship model with regulators (central banks, international organizations, national regulators and supervisors, etc.) of the main industries in which it operates.

## ***Global Model***

Management Solutions has a strong presence in local markets, but always under the umbrella of global corporate policies. The whole of the Management Solutions group operates as a single unit rather than an association of local firms under one brand.

Acting and feeling as part of a team, sharing the Firm's mission, goals, culture and values, is essential to successfully meeting our clients' transformation processes and strategic challenges, wherever they arise.



*Providing top quality service is at the core of our business*

## Quality Control Methodology

### Activities

- ▶ Review of project scope
- ▶ Definition of review milestones
- ▶ Design reviews
- ▶ Intermediate review
- ▶ Final review
- ▶ Project file

### Deliverables

- ▶ Review plan
- ▶ Review reports
- ▶ Design intermediate review reports (for internal use)
- ▶ Final analysis
- ▶ Final report
  - Proposal accepted by quality control
  - Document of acceptance from client
  - Authorized quality control documents
  - Finance and billing structure
  - Project plan with assigned responsibilities for each task
  - List of deliverables
  - Client satisfaction survey

As a professional services firm, our mission is to develop solutions that help our clients to fulfill their objectives as effectively as possible. We are firmly committed to offering services of the utmost quality, as this is the underlying motive of all our actions and the driving force behind our growth.

For this reason, all our internal processes are subject to strict quality rules in the belief that, with the support of our highly conscientious professionals, they will facilitate the achievement of this fundamental aim. This level of quality is based on the expert training of our professionals, for whom there are ongoing training and refresher plans, and on the direct and active participation of more experienced members of staff in each project.

### Quality control methodology

The main aim of our quality system is to guarantee that every job meets the levels of quality, value and service expected by the client. Accordingly, as a minimum, we must ensure that:

- ▶ There is coherence and consistency between the job to be done and the final product, both being clearly documented.
- ▶ The necessary knowledge and experience have been applied.
- ▶ The specified work has been carried out competently and has been correctly documented.
- ▶ The final products satisfy the specific requirements and have been produced within the agreed upon timescale.

The methodology applied begins by breaking down each project into its different vertical stages or activity groups as well as horizontally into the tasks of which it is composed.

Furthermore, for each stage we detail the activities to be performed, the techniques required to tackle them, their order, and, for each activity, the resulting products or deliverables as well as those involved according to their degree of responsibility.

We perform quality control from the beginning to the end of all projects in order to guarantee quality levels both internally and externally.

Management Solutions has a Quality and Internal Audit Area whose aim is to strengthen the Firm's control framework and to comply with regulatory requirements (certifications, audits, etc.).

This area is global in scope and covers functions related to both business activities and providing support to our professionals across the Firm's units, and is responsible for the following:

- ▶ Corporate policies.
- ▶ Quality (certifications from quality assurance agencies, Quality Assurance process, etc.).
- ▶ Criminal risk management and proposal contract clauses.
- ▶ Internal audit.

### ISO 9001 quality certification

The Spanish Association for Standardization and Certification (AENOR) acknowledges that Management Solutions' management system is compliant with the ISO 9001 standard for business consulting activities and related technologies.

UNE-EN ISO 9001 certification shows that the management system implemented in the Firm meets the highest quality standards, ensuring the availability of resources, process control and continuous improvement in the provision of services.

# Commitment to the industry

*We share the expert knowledge generated by the Firm*



In addition to conducting specific conferences on relevant topics of interest in the Firm's operating areas, we have an ongoing schedule of external distribution activities, some of the most significant being our publications and our presence in professional forums.

## **Publication of studies and industry reports**

### *Data science and financial sector transformation*

In 2015, Management Solutions published a financial white paper aimed at providing a practical description of what is data science and the current role of this discipline, in particular in the transformation of the financial industry.

Data science is the study of the generalizable extraction of knowledge from data through the combined use of automated learning techniques, artificial intelligence, mathematics, statistics, databases and optimization, together with a deep understanding of the business context.

All of these areas were already put to use in the financial industry to varying degrees, but this discipline has characteristics that make it essential for tackling the industry transformation that is already underway.

Specifically, addressing all elements in the complex environment the financial industry is facing requires large data volumes and elaborate analytical techniques, which is exactly the specialty field of data science. Also, data science as a discipline has become more prominent as a result of the big data phenomenon, therefore the utilization of data scientists, professionals that are qualified to handle massive quantities of unstructured data (such as those from social networks), is increasingly significant for financial institutions.

Moreover, this explosion in data creation, access, processing and storage, as well as in data-based decision making, together with other circumstantial factors, has not gone unnoticed by regulators. Indeed, there is a global trend, substantiated among others by the Basel Committee on

Banking Supervision (through BCBS 239), towards a requirement for a robust data governance framework that will ensure data quality, integrity, traceability, consistency and replicability for decision-making purposes, especially (but not only) in the field of Risk.

To this trend we must add the US Federal Reserve and OCC regulations requiring entities to implement robust model governance frameworks to control and mitigate the risk arising from the use of models, known as «model risk».

Financial institutions are taking decisive steps to develop these governance frameworks (data and models), which together make up the governance of the data science capabilities.

In this changing environment, the transformation of financial institutions is not just a possibility: it is a necessity to ensure survival. This transformation is closely linked to intelligence, which is ultimately the ability to receive, process and store information in order to solve problems.

Against this backdrop, the study conducted by Management Solutions aims to provide a practical description of the role played by data science, particularly in the financial industry. To this end, the document is divided into three sections which respond to three objectives: i) Describing the IT revolution in which the financial industry is immersed and its consequences, ii) Introducing the data science discipline, describing the characteristics of data scientists and analyzing the trends observed in this respect as well as their impact on governance frameworks for data and data models

in financial institutions, and iii) Providing a case study to illustrate how data science is used in the financial industry, consisting of the development of a credit scoring model for individuals using data from social networks.

#### *Economic outlook report*

Management Solutions conducts ongoing monitoring of key macroeconomic indicators in the economies in which it has the greatest presence, drawing conclusions on likely future trends.

This monitoring effort is embodied in our quarterly “Macroeconomic Outlook Report”, a document that also provides insight into the indicators affecting Financial Institutions (Banking and Insurance) as well as the Energy and Telecommunications industries.

#### *Regulatory notes*

As a firm providing professional consulting services for regulated industries, Management Solutions specifically monitors the regulatory environment affecting the industries in which it operates. On a weekly and quarterly basis, the Firm tracks major regulatory developments in the industries to which it provides advice and compiles technical notes on regulatory developments that have the greatest impact for those industries. These notes seek to summarize the rule, put it into context and explain some of its potential impacts.



## Commitment to the industry

*We implement an ongoing program of outreach activities and participation in specialized forums*

### **Organization and participation in specialized conferences and seminars**

*Congress on BCBS 239 organized by the BBA, UK*

Management Solutions was one of the main sponsors of the Congress on BCBS 239 (Risk Data Aggregation and Reporting) organized by the British Bankers' Association.

The Firm moderated a panel discussion on the matter with the participation of experts from local and global financial institutions. The list of participants also included representatives of the Basel Committee on Banking Supervision and the PRA (Prudential Regulatory Authority).

*Seminar on Conduct Risk, UK*

Management Solutions organized a seminar on Conduct Risk in London that was attended by representatives from innovative financial institutions in the field of Conduct Risk as well as from the British Bankers' Association in representation of the rest of the industry.

Amongst the topics discussed during the seminar, which was moderated by the Firm, were aspects such as the challenges facing global banks in terms of defining appropriate culture and behavior standards. This included how to estimate current and future Conduct Risk or how to set the boundaries between regulatory requirements and sound business conduct.

*Felaban's Third Latin American Congress on Banking and Economics, Colombia*







XIV CGRE Annual Risk Conference, Spain



XIV CGRE Annual Risk Conference, Spain

#### *BVI's Annual Conference on Asset Management, Germany*

After joining the BVI (German Investment Funds Association), in August, Management Solutions sponsored and took part in their annual conference, in which speakers such as Peter Praet, Senior Economist at the ECB, and Felix Hufeld, President of BaFin, among others, contributed their views on the current economic situation in the EU and in the industry.

The event was attended by senior executives from leading financial institutions in the German market.

#### *Event on Model Risk Management, Germany*

Management Solutions, together with the BVI (Bundesverband Investment und Asset Management), organized an event on model risk management in Frankfurt that was attended by experts from across the industry.

The event began with a presentation by Management Solutions on model risk management that reviewed

regulations and international best practices in this area. This was followed by a panel discussion with the heads of Methodology from two major local banks, which shared their experience in this field and answered numerous questions from the audience.

Those attending the event included representatives of the European Central Bank as well as leading financial institutions in Germany. The event was part of the Facts, Funds and Food conference that the BVI holds periodically at its headquarters in Frankfurt.

#### *XIV CGRE Annual Risk Conference, Spain*

Management Solutions participated at the XIV Annual Conference on Risk organized by the CGRE (Risk Management Club of Spain), which was attended and addressed by representatives of regulatory and supervisory bodies as well as senior managers from major Spanish financial institutions.

Under the title "European Supervisory Mechanism (SSM) and economic environment: Incentives to improve risk management", the purpose of the conference, which was attended by over 150 people involved in the risk function, was to share the views of regulators and financial institutions on current issues of particular interest to the industry, such as new supervisory trends, risk management in a growth environment and company restructuring.

Management Solutions, a Patron Member of CGRE, actively participated in the event as moderator for one of the sessions that formed part of the conference agenda and was led by Mr. Angel Mencía (Head of Credit, Portfolio and Operational Risk Section - Internal Models Division (SSM), European Central Bank), under the title "Challenges in the Supervision of Internal Models in the SSM".

## Commitment to the industry

### *Master's degree in the Supervision of Credit Institutions in Spain*

Through the ICADE Business School, and together with AFI's Applied Finance School and the Bank of Spain, Management Solutions participated in the teaching of the Master's Degree in Supervision of Credit Institutions, targetted at Bank of Spain professionals that will join the Institution's team of inspectors.

The Firm was responsible for teaching one of the most extensive program modules, which deals with banking risks and addresses issues such as operational risk, credit risk and exchange risk management and control, among others.

### *8th Rural Savings Banks Wealth Management Forum, Spain*

Management Solutions participated at the annual event on Wealth Management in Spanish Rural Savings Banks (Banca Patrimonial de Cajas Rurales españolas) organized by Banco Cooperativo. The event was attended by leaders from the industry and by Private Banking representatives of the main Rural Savings Banks in Spain.

The event aimed to share the latest business and regulatory trends in the industry with the Rural Savings Banks. Management Solutions' presentation dealt with the foreseeable impacts of the new MiFID II European Directive on the Private Banking business, highlighting the importance of the regulations and the need to proactively analyze their impact on the business model for Private Banking.

### *Stress Testing conferences, USA*

Management Solutions sponsored the Stress Testing USA conferences held in New York during the months of March and October.

During both events, the Firm had the opportunity to share approaches and experiences in stress testing, model risk

management and risk management in general with all kinds of organizations in the US market.

### *V International Risk Management Congress organized by FEBRABAN, Brazil*

In addition to its role as a sponsor, Management Solutions participated as a speaker for the fourth consecutive year at the International Risk Management Congress organized by FEBRABAN (Brazilian Federation of Banks), the most important event on risk management organized in Brazil.

The congress was attended and addressed by representatives of regulators, financial institutions and professional services providers from Brazil and from across the world, with the aim of sharing views on different trending issues and risk management challenges for financial institutions.

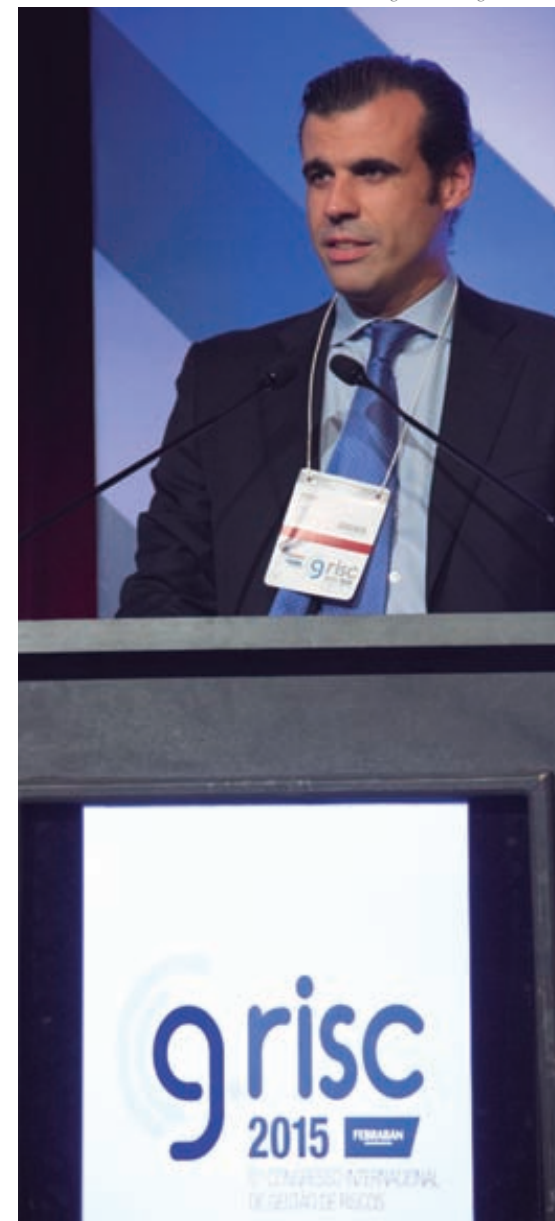
Management Solutions' presentation: "Treatment of systemically important financial institutions", explained the Firm's views on and experience of the treatment of systemically important institutions (reviewing the regulatory framework, its implications and related initiatives in different regions).

### *FEBRABAN Summit on LCR and leverage ratio, Brazil*

Management Solutions participated as a speaker at the LCR and Leverage Ratio summit organized by FEBRABAN in São Paulo, which was attended by representatives of local and global financial institutions as well as the regulator (BACEN).

The Firm's presentation on "Leverage Ratio" reviewed the main features of the regulatory environment in different geographical areas, as well as the impacts for the industry and the challenges arising from the inclusion of an additional restriction in terms of capital.

FEBRABAN's V International Risk Management Congress, Brazil



*ABM's Annual Symposium, Mexico*

Management Solutions sponsored the 2015 Risk Management Symposium organized by the Association of Banks of Mexico (ABM) and held in Mexico City.

This annual symposium is today a forum for discussion in the field of financial and banking risks in which, for more than 15 years now, Mexico's national financial authorities (Banxico and National Banking Commission), internationally recognized experts and risk heads from all financial institutions in the country, have been meeting to analyze and discuss current regulations and best practices for risk management.

*XXV Mexican Insurers Convention, Mexico*

Management Solutions participated in the XXV Mexican Insurance Convention, one of the most important financial industry events in Mexico.

The event was organized by the Mexican Association of Insurers (AMIS) and attended by prominent members of the financial, political and business sectors as well as by national and international insurance industry representatives, with eighty percent of Mexican insurers being present at the event.

*Felaban's III Latin American Congress on Banking and Economics, Colombia*

Management Solutions participated as a speaker at the III Latin American Congress on Banking and Economics organized by the Latin American Banking Federation (FELABAN) in Bogota.

At the event, attended by over 200 Latin American financial industry representatives, Management Solutions made the keynote address on "Changes in Regulation and Basel 3: Developments in Latin America". Following this speech, a panel discussion was held with participation from the Financial Superintendency of Colombia, the Brazilian Federation of Banks (Febraban), the Colombian Asobancaria and Management Solutions.

*Participants at the XIV CGRE Annual Risk Conference, Spain**Asobancaria's XIV Financial Risk Congress, Colombia*

Management Solutions participated at the XIV Financial Risk Congress held in Cartagena de Indias by the Association of Banks of Colombia (Asobancaria).

The event was attended by over 300 representatives from the financial sector in Colombia and in other countries in the region (Panama, Costa Rica, Ecuador, etc.).

Management Solutions was invited to present its international experience in capital adequacy assessment processes and economic capital models. In this regard, Vanessa Eirin made a presentation on "Methodologies for Integrated Risk Quantification" which was of great interest to the audience.



## Commitment to the industry

*During 2015, the Firm participated as a speaker at more than 20 specialized conferences and seminars organized by different institutions and regulatory bodies*



### *Seminar on Liquidity and Market Risk and the Internal Transfer Rate, Peru*

The Association of Peruvian Banks (ASBANC) invited Management Solutions to organize a seminar on Liquidity and Market Risk and the Internal Transfer Rate, which was attended by representatives of the most outstanding and innovative financial institutions in the field of Market Risk and Finance as well as by members of the Peruvian Association of Banks.

Among the key issues covered during the seminar was how changes in regulatory frameworks are impacting the different regions, with a particular focus on their impact on Peru. Also included were case studies on how Management Solutions' main customers are addressing these challenges in relation to both Market and Liquidity Risk Management and Balance Sheet Management through the Internal Transfer Rate.

### *First Conference of Actuaries, Peru*

Management Solutions participated in the first Conference of Actuaries in Peru, organized by ESAN University in Lima with the aim of sharing knowledge on financial management systems, as well as on their complexity and the way they work.

The event brought together more than 150 specialists in actuarial science, including experts on topics related to probability, statistics, finance and economics in addition to representatives of Actuarial Associations from countries such as the United Kingdom, Mexico, Argentina, Spain, Brazil and France, and regulators like the Superintendence of Banking, Insurance and Pension Funds, the International Actuarial Association (AAI) and Peru's Actuaries Association (AAP).

Management Solutions' presentation dealt with the role of actuaries in an organization's integral risk management process, with a particular focus on the potential benefits for insurers of implementing an integrated risk management process.

### *Seminar on Corporate Governance for SBS, Peru*

The Peruvian Banking and Insurance Superintendency (SBS) requested Management Solutions to organize a training course on Corporate Governance in the Financial System, Insurance and AFP for its top executives.

The Management Solutions team gave two full days of training based on key regulatory changes in corporate governance that have been introduced in Europe and the Americas in recent years. The seminars examined the impacts on the region and particularly in Peru, where the regulator is putting the main focus for the coming years.

### *ASBANC's International Seminar on Operational Risk, Peru*

In addition to being a sponsor of the event, Management Solutions was responsible for closing the International Seminar on Operational Risk organized by the Peruvian Association of Banks (ASBANC), which gathered more than 140 senior managers from different banks and countries (Peru, Colombia, Chile, Bolivia and Ecuador).

During the seminar, a number of internationally renowned speakers discussed key trends in operational risk, both from a regulatory point of view and from the perspective of effective integration in the management process. The seminar was concluded with Management Solutions' presentation on new developments in Basel III and capital calculation.



*Presentation on IFRS 9 in ADEBA, Argentina*

Management Solutions gave a presentation in ADEBA (Association of Banks of Argentina) on the principles of IFRS 9, their impact on the estimate of provisions under the expected loss approach, and their adaptation in Argentina.

The standard's requirements and challenges were shared with Risk and Finance heads from local financial institutions. The presentation also provided the opportunity to examine the process of compliance with the standard on which major international institutions have been working as well as the possibility to leverage the progress already made in Argentina in integrated risk management in order to adapt to the guidelines of the IFRS 9 approach.

*Presentation at AACH on the Solvency II ORSA Process, Chile*

Management Solutions participated at the event organized by the Association of Chilean Insurers (AACH) in Santiago de Chile on the ORSA (Own Risk and Solvency Assessment) process, attended by over 30 representatives of local and global insurance companies.

During the presentation, the Firm reviewed the main requirements set by regulators in different geographies as well as the impacts for the industry and the challenges for organizations in terms of implementation.

*Round table discussions on Model Risk in Latin America*

In Mexico, Colombia and Peru, Management Solutions organized a series of roundtable discussions on model risk management in financial institutions with the aim of sharing their view on this issue and to discuss major global trends with regulators and industry leaders.

The events, which included the participation of Heads of Risk from major financial institutions in their respective markets, reviewed global trends and regulations on model risk and their potential impact on Latin America.

The events also featured the presence of local regulators. In Mexico the panel included the National Banking Commission of Mexico - the local supervisor with whom Management Solutions had previously held a meeting on this specific topic (having obtained express recognition by the technical vice chair of this institution). In Colombia and Peru, Management Solutions also organized meetings with the respective national regulators prior to the roundtable discussions.



*"Staying at the forefront of industry knowledge is an essential requisite to be able to exceed our clients' expectations"*

Jesús Martínez,  
Management Solutions Partner

We strive to be at the forefront of industry knowledge, identifying trending issues in the industries for which we work. Our industry specialization allows us to anticipate clear answers to the main topics at hand.

We are committed to sharing our knowledge of the industry, which is why we opt for a selective presence at key industry events, and publish specialized studies on areas of interest for the industry.

We also seek to transfer best practice across industries, identifying issues that are better resolved in a particular industry compared to others. All of this is possible because we work for leading organizations in their respective industries in all the regions in which we operate.

## Committed to our professionals

The human factor is essential at Management Solutions. Engaging our professionals is a primary objective for us. For this reason, we strive to provide the best professional environment for them to develop their talent.

More than 150,000 résumés received

More than 300 new recruits hired

More than 150,000 training hours provided



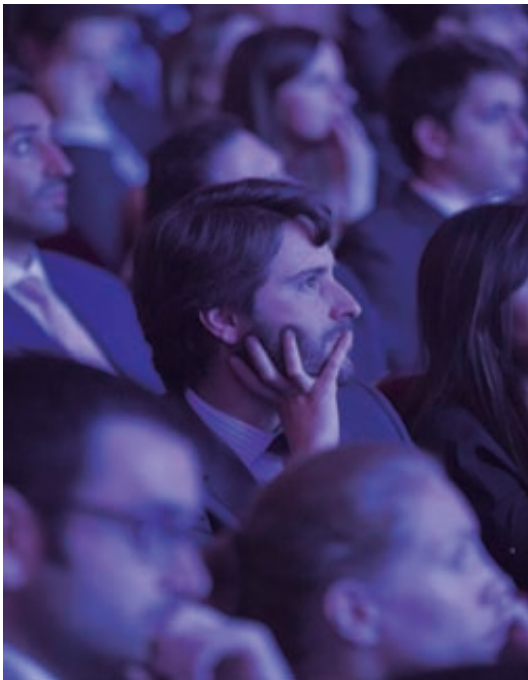






# One team

*We strive to provide our professionals with the best environment to develop their talent*



We are convinced that Management Solutions offers all its employees everything necessary for their maximum professional development, such as working:

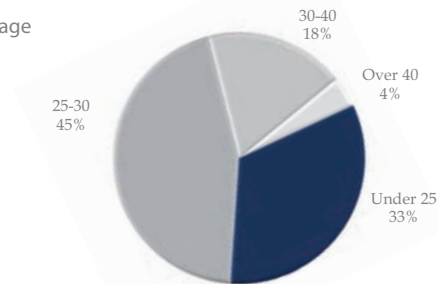
- ▶ in the industry's most relevant consulting projects,
- ▶ for major companies, leaders in their respective markets,
- ▶ next to top management at companies in their national and international challenges,
- ▶ with an extraordinary team of professionals, whose values and corporate culture are a reference in the industry,
- ▶ and all of this by following a clearly defined career plan and continuous training.

We are aware that optimum professional development and achieving excellence in our projects require effort and sacrifice; two words that form an undeniable part of our corporate culture. In our experience, this effort is rewarded by our clients' recognition and by the achievements attained by our professionals as they gradually shape their career.

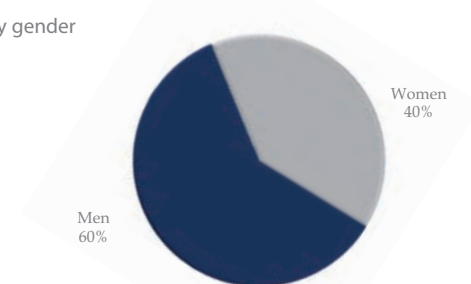
Regardless of this reward in the professional field itself, we pay special attention to facilitating the best work environment possible and supporting our professionals in everything we can: training, technological resources, supporting documentation, accessible internal communication (Intranet), Human Resources policies (employee benefits, mentoring programs, international relocations, evaluations), medical service, etc.

## Distribution of workforce

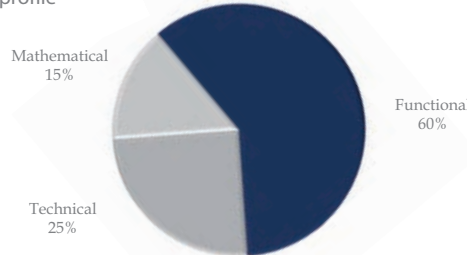
By age



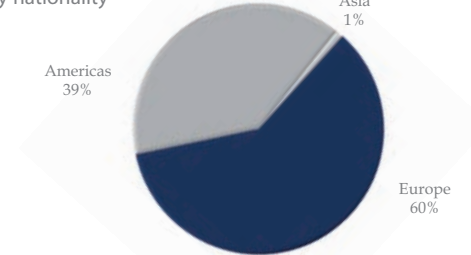
By gender



By profile



By nationality





*In 2015, more than 150,000  
résumés were received by  
Management Solutions offices  
world-wide*



## **Recruitment and selection**

Onboarding new professionals and therefore creating jobs for young people is one of our goals. Recruiting the best talent is one of our greatest challenges. Our Human Resources team is always on the look-out for professionals who share our corporate values and fit the right profile, people with a solid academic history, who are dynamic, have a drive toward self-advancement, have endurance, maturity, responsibility and the ability to integrate themselves into cross-functional teams.

Recruitment is essentially carried out through the following channels: presentations and seminars at universities, job fairs, our corporate website, contacts with career services at key European and American universities and business schools and employment portals. Our Human Resources team ensures that the selection process is transparent and fair, based on equal opportunities, objectivity and candidate confidentiality.

During the process, candidates have the opportunity to get to know the Firm, discover our values and become acquainted with our work methodology.

## **Mentoring program**

Our mentoring program, aimed at all professionals in the Firm up to Experienced Senior level, was created with the goal of listening and providing guidance to our professionals and helping us do our best to align their aspirations with the needs of the Firm.

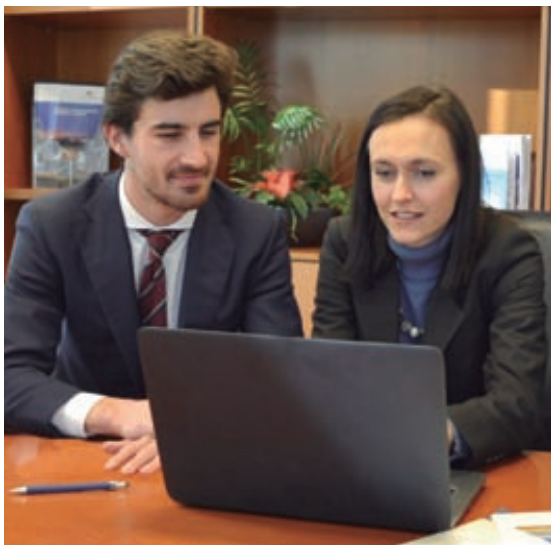
Mentorship is performed by Partners, Directors, Managers and Supervisors, and its main function is to identify the concerns of professionals, advise them and become fully involved in their future career. The scope of the mentoring program was expanded a few years ago to include future employees of the Firm (candidates who have passed the selection process and received a letter of offer). All of them are assigned a mentor (Senior or Experienced Senior) whose

mission is to guide them, answer any questions they may have, offer advice on project types and corporate culture and, thus, create a sense of belonging to facilitate their future onboarding.

Around 1,700 people participated in the mentoring program in 2015. More than 300 of the management team (Partners, Directors, Managers and Supervisors) acted as mentors for over 1,100 professionals in their first to sixth year, contributing to their professional development within the Firm. To these must be added the more than 300 candidates who also participated in the mentoring program.

The mentoring program forms part of our corporate policy, which is why it is applied on a global scale and on a uniform basis throughout all Management Solutions units.

## Human Resources policies



### **Internal career advancement**

Career development within the Firm is one of Management Solutions' basic pillars. Thus, a new graduate can progress quickly to become a qualified professional in highly sophisticated areas of business management.

This is possible mainly due to two factors: Management Solutions' professional career and hierarchical structure. The Firm guarantees a clearly defined career plan, where professional development depends only on own merit and proven results. This development is aided by our evaluation system, in which professional skills and possible areas for improvement are identified.

In the semiannual evaluation, project managers assess the performance of each professional and inform him or her of the assessment results. The evaluation is an excellent opportunity for improvement and for exchanging comments and views between the evaluatee and the evaluator and providing the correct guidance on the work to be carried out.

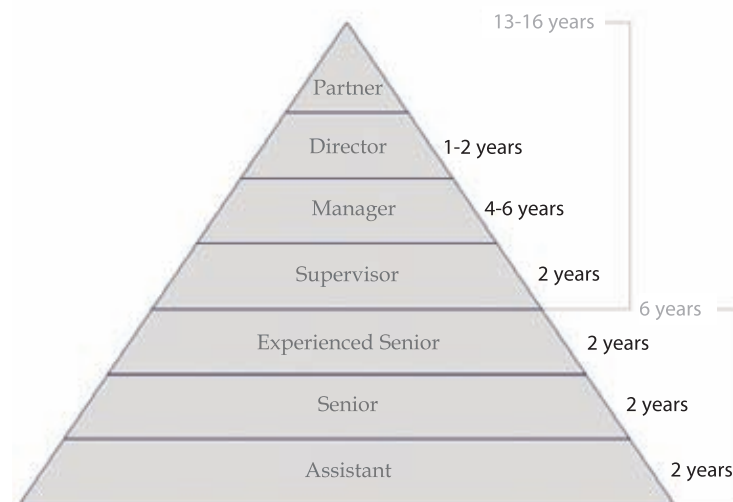
Management Solutions is a partnership, offering each professional the opportunity to become a partner in the Firm.

### **Career plan**

Management Solutions guarantees a clearly defined career path, where career development depends exclusively on individual merit, with no limit to professional growth.

From the time they join the Firm, all consultants embark on a professional career during which they will climb to different levels of our corporate ladder according to their merits, taking on new responsibilities and leaving their previous functions to the upcoming intake of consultants.

This annual promotion system supports ongoing development and ensures all professionals can, over time and depending on their achievements, potentially become partners in the Firm.



### **Employee benefits**

Management Solutions professionals receive a number of benefits in addition to their salaries. These benefits vary depending on regulations in each country, the most common being:

- Health insurance.
- Accident insurance.
- Life insurance.
- Luncheon vouchers.
- Childcare vouchers.
- Special conditions with financial institutions.
- Corporate agreements.

### **International assignments**

Management Solutions' multinational activity is on the rise. This growth calls for increased travel between offices and, in some cases, relocation abroad. Work in other locations provides an opportunity for the Firm's professionals to acquire international experience, working in teams that are not only multidisciplinary but also multinational.

In all cases, particularly with regard to long-term postings, the goal of the Human Resources department is to make relocation as smooth as possible by taking the following into account:

- The personal preferences of the professionals involved.
- Compensation and benefits (meals and accommodation, relocation bonus, flybacks, insurance and other benefits to facilitate relocation).
- Logistical support to relocate.
- Employment, tax advice and procedural formalities.

### **Equality plan**

Management Solutions' corporate culture establishes equal opportunities, without any form of discrimination, as one of its basic principles. For this reason, since its inception, the Firm has implemented measures to promote equality, regardless of the provisions of the legal system in each of the countries where it operates.

In order to articulate all measures implemented and to ensure strict compliance, Management Solutions has an Equality Plan that establishes the Firm's policies on equal treatment and opportunities for men and women, designed to prevent any situation of professional discrimination, direct or indirect, especially on grounds of sex, access to employment, professional classification, training, promotion, remuneration, working time arrangements, as well as the reconciliation of work, personal and family life.



# Training

*Management Solutions places special emphasis on training its professionals, investing in more than 150,000 training hours*



Management Solutions pays particular attention to training its professionals, spending more of 10% of capacity on this goal.

Our consultants join the firm with a wide variety of academic profiles. For this reason, professional life at Management Solutions begins with a training plan aimed at ensuring a strong common knowledge base that will prepare our people for the new challenges and responsibilities they will immediately assume.

The first two years of training in some of our offices are provided through a Master's degree, therefore all professionals who join the Firm in these offices study the Master's degree in Business Consultancy offered by Comillas Pontifical University and Management Solutions (with a duration of two years and around 600 hours of training).

The Master's program aims to provide the knowledge and skills needed to deliver excellent performance in the field of business consulting. This includes the following:

- Mastering the basic subjects essential for the performance of consultancy work, including economics, accounting, applied mathematics and statistics.
- Knowing the regulatory framework, market trends and the current situation of the financial sector.
- Acquiring advanced expertise of the financial sector, its products, and the management of its risks and processes.
- Mastering the technological tools necessary for undertaking professional consultancy work, including office automation, statistical software and database design.
- Applying the skills and knowledge acquired in different contexts and using them to solve a wide range of problems.



## Commencement ceremony for the second graduating class of the Master's degree in Business Consulting

More than 100 Management Solutions professionals received the Master's degree in Business consulting, offered jointly by Management Solutions - ICADE Business School.

The graduation ceremony was held at ICADE's Main Hall and was attended by the Master's first graduating class students, tutors and teachers in the Master's program, and friends and family who wanted to accompany students in their graduation. The event was hosted by Antonio Obregón (Vice-rector of Comillas Pontifical University), Alfonso Serrano-Suñer (Chairman and CEO of Management Solutions), Fernando Vives (Chairman and Managing Partner at Garrigues), Alfredo Arahuetes (Dean of ICADE's Economics and Business Studies Faculty),

Marta Muñoz (Director of ICADE's Business School) and M<sup>a</sup> Josefa Peralta (Director of the Master's program).

Before the graduates were handed their diplomas, attendees were addressed by Javier Carrizo, representing the students; Fernando Vives, acting as honorary mentor for this graduating class; and Alfonso Serrano-Suñer, who represented Management Solutions at the ceremony.

After the diplomas were presented, with a special mention to Juan Aramburu, Javier Carrizo, Adelaida Laguna and Carlos Martín for having achieved the best four academic records, the ceremony was closed by Antonio Obregón, Vice-rector of Comillas Pontifical University.

Mr. Fernando Vives, honorary mentor to the Master's II graduating class



In addition to the initial training plan, Management Solutions consultants have extensive training opportunities throughout their career, averaging 600 hours devoted to training in the first two years, 100 hours at senior and experienced senior level and 40 hours from supervisor level onwards.

Through our training courses, programs designed for each professional category and seminars to develop specific capabilities, we aim to provide the best training opportunities to expand knowledge and develop skills.

For the purpose of advancing the knowledge areas most relevant to each region, and thus contributing to local business growth, Management Solutions offers regional courses as part of an overall training program comprising local, global and regional courses.

- ▶ **Local courses.** Courses designed for professionals in the same office or unit, always supported by the Human Resources team.
- ▶ **Global courses.** Courses designed for professionals within a single category or across categories throughout all Management Solutions offices.
- ▶ **Regional courses.** Courses designed for all professionals within a particular region.

## One-day Executive Seminar

A one-day training course for Management Solutions' senior executives was held on June 18, 2015. The opening speech by Alfonso Serrano-Suñer, Chairman and CEO of Management Solutions, gave way to a number of presentations which dealt mainly with the current economic climate and the challenges facing financial institutions and were delivered this year by prominent speakers from the business and academic world.

- Mr. Julio Faura, Head of Innovation at Grupo Santander
- Mr. Vasco Duarte Silva, Managing Director at BDK
- Mr. Pedro Fernández Frial, Executive Director of Strategy, Sustainability and Technical Secretariat at Repsol Group
- Mr. Alberto Andreu, Chief Organization and Corporate Culture Officer at Telefónica
- Javier Calvo, Head of R&D at Management Solutions

# Training

## Specialized Knowledge courses

On-site courses involving an evaluation test and being delivered by the Firm's Partners, Directors, Managers and Supervisors throughout the first years of the professional's career.

## Specialized external courses

Specialized courses or seminars for professionals to update knowledge, obtain certifications or receive specialized training in a specific area or for a specific project or R&D&i.

## Skills courses

Courses aimed at developing the skills needed for professional practice (team management, leadership, development of lasting customer relationship models, etc.), mostly taught by leading outsourcers in the market, targeted at professionals from all our offices who have reached Senior level or above.

## Language courses

Language courses - English, Portuguese, Italian, German, Spanish, etc., are offered depending on the specific needs of our professionals in each of the Firm's units. These can be group courses (for all professionals) or one-on-one private lessons (for Supervisors and above).



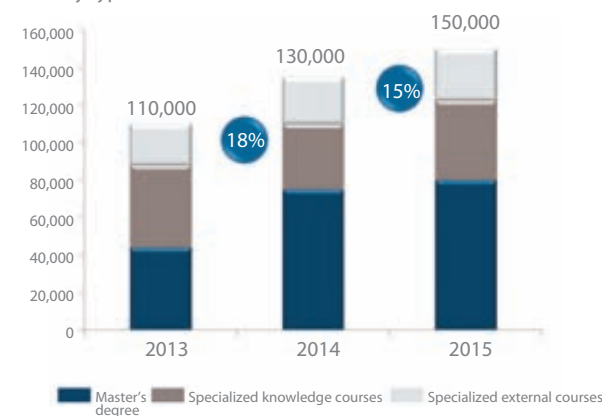
## Annual training hours

By category

Assistant 1 - 400 hours
Assistant 2 - 200 hours
Senior 1 - 100 + 130 <sup>1</sup> hours
Senior 2 - 100 hours
Experienced Senior - 80 + 16 <sup>2</sup> hours
Supervisor - 40 hours
Manager - 40 hours

<sup>1</sup>FRM  
<sup>2</sup>PMP

By type of course



## Management Solutions Training Plan

### Knowledge courses

<b>Business</b>	<b>Organization, Processes and Systems</b>
Financial System	Organization and Governance
Wholesale Banking	Process redesign and transformation
Retail Banking	MIS
Insurance	Efficiency
Energy	Processes
Telecommunications	Back Office processes (retail and wholesale)
Economic and Financial Situation Analysis	Settlement and custody
Financial Ethics	Marketing Management and CRM
Investment Banking	Management Control
Asset Management	Information Reporting
Private Banking	Cost-transfer ratio
Collections	<b>Regulatory Framework</b>
Corporate Strategy and Business Risk	Basel II and III
<b>Risk Management</b>	Solvency II
Market	SOX
Credit	Payments Directive
Operational	MiFID
ALM	Bank of Spain Circulars
Integrated Risk Management	Financial analysis and corporate management information
Project Risk Management	Analysis of Financial Statements
Capital and RAROC	Energy industry regulations
Risk-adjusted Return	Telecommunications industry regulations
Liquidity Risk	Regulatory changes in the banking industry
Counterparty Risk	Internal Control Implementation Principles and Methodologies
Market Data Management: Organization and Architecture for Market Data Management	Regulatory update
Applied Mathematics	<b>Tecnología/ Metodología</b>
Microfinance	Basic Technology
Conduct Risk and Non prudential risks	Development
<b>Mercados y Productos</b>	Systems Architecture
Fixed Income	Database Design and Modeling
Equity Income	ORACLE
Advanced Derivatives	Microstrategy
Credit Derivatives	Business Intelligence
Structured Products	Business Objects
Exotic Options	Trading Tools
Commodities	Workshop on Trading Tools
International and domestic financial markets	Methodology for the Design of Informational Systems
Project Finance and Corporate Finance	PMO Methodology
	Statistical and Datamining Tools
	Financial Modeling
<b>Specialized external courses</b>	<b>Skills courses</b>
Financial Risk Manager de GARP*	Effective presentations
PMP Certification	Negotiating
	Generatin business through the team
	Professional Coaching

\* Possibility to prepare for GARP's FRM certification for senior consultants and above, which provides 130 additional training hours.



*"We strive to provide the best possible environment for our professionals to develop their talent"*

María José Leongentis,  
Management Solutions Partner

Our professionals are truly unique, the result of a strict selection process that looks for both outstanding academic records and solid personal qualities.

We closely monitor the career of all our professionals in order to make the most of their talent, increase their knowledge and help them to acquire the abilities they need to successfully perform at their job.

Our training plan has earned highest market recognition for its quality and for the diversity of its content, and is the only program that awards a Master's degree in Business Consulting after the first two years of practice.

# Occupational risk prevention and medical service

*We have robust occupational risk prevention policies in place as well as an excellent on-site medical service*



Management Solutions implements occupational risk prevention and medical service policies that comply with current regulations in the countries that the Firm is located in. Our professionals are offered private medical assistance programs, as well as access to other services, depending on the country in which they are located.

For example, the following is a description of policies and services applicable to our main office in Spain.

Management Solutions' Work Health and Occupational Risk Prevention Service covers four preventive disciplines:

- ▶ Occupational Medicine
- ▶ Safety at work
- ▶ Industrial Hygiene
- ▶ Ergonomics and Applied Psychosociology

The Occupational Health Service works in four areas: prevention, care, counseling, and predictive medicine.

Prevention targets both the work environment and the workers themselves:

## *Environment*

Studies are conducted on environmental hygiene and noise levels. A risk assessment and a prevention plan are regularly updated. Prevention guidelines are issued, and are accessible to employees via the corporate intranet. Additionally, the following environmental controls are monitored on a regular basis:

- ▶ Indoor air quality, which requires monitoring of airborne bacteria, fungi concentration, and CO and CO<sub>2</sub> levels.

- ▶ Fitness of food supplied through the vending machines.
- ▶ Thermohygienic conditions of office space by monitoring temperature, relative humidity and light levels as well as air quality.
- ▶ Average air velocity in the air-conditioning system.

## *Employees*

All employees undergo a medical check-up upon joining the Firm and are offered optional health examinations on an annual basis.

Medical assistance covers work-related accidents, diseases, common illness, occupational accidents, vaccinations, and travel care. Travel care is reserved for employees who engage in international travel for personal reasons, professional work, or social action volunteering.

The medical services provided include a physiotherapy service on-premises, which is available to all Management Solutions employees as necessary.

## **Health insurance**

Furthermore, Management Solutions professionals can sign up for an optional private health assistance service, which is 50% subsidized by the Firm. In addition to the extensive catalogue of medical providers offered, this service includes an expense reimbursement method, reduced dental treatment rates, refractive surgery for short-sightedness and medical assistance while traveling.



## Health information

The service offered by Management Solutions surpasses the standards set by organizations and public institutions regarding health and safety at work. The Intranet establishes a system of communication with employees that offers professionals comprehensive information regarding health, as well as risk-prevention guides and news of interest.

The Intranet also offers useful professional information to the employees. The Health Service Department prepares a series of reports which are published in the news section, available to all professionals, on the main illnesses and risks that could affect staff.

## Special campaigns

### *Influenza vaccine*

Prevention of influenza development at the start of autumn.

### *Cardiovascular disease prevention plan*

Ongoing prevention of cardiovascular disease (heart attacks, strokes, etc.) through regular checkups, following the protocols established by the National Cholesterol Education Program, Adult Treatment Panel III.

### *Cancer Prevention*

During routine medical check-ups, colon cancer risk stratification tests are carried out and advice is given according to the check-up results and the personal and family history, based on guidelines from the Spanish Gastroenterology Association.

For women over 35, the risk of having breast cancer in the next 5 years or later in life has been calculated following models from the American Cancer Society.

### *Cervical Cancer Prevention Plan*

Depending on the personal characteristics of each patient, HPV tests are carried out to determine the presence of this virus in the cervix.

### *Anti-smoking treatments*

These are ongoing campaigns according to patients' needs.

### *Fight against high blood pressure*

Holter monitoring of blood pressure is carried out as part of the medical tests needed for accurate diagnosis.

### *Vaccines for international travel*

Protection against illnesses on trips to certain countries. These campaigns are carried out on an ongoing basis.

## Occupational risk prevention

The health service area on the Intranet contains a series of documents aimed at occupational risk prevention which can be highly useful.

### *Directory of risks and preventive measures*

This document is a summary of the possible circumstances that may lead to certain risks and preventative measures that can be taken to avoid them.

### *Basic rules on fire prevention and handling fire extinguishers*

Prevention is the key to fire safety.

### *Basic evacuation procedures*

Procedures to be followed should the building's evacuation alarm go off.

### *Security of facilities outside office hours*

Basic security rules to be followed while using any facilities outside office hours.

### *Basic safety rules to be followed while staying at clients' facilities*

A road safety plan has been carried out this year. This plan applies the scale of Epworth, including analysis on how lack of sleep can be perilous to drivers and lead to automobile accidents.

# Employee support services

*The main purpose of the Resources function is to generate value for the Firm*



## **Support areas**

The main purpose of the Resources Function is to generate value for the Firm. This value generation largely focuses on providing efficient administrative and support services to all professionals. Although some of these services have already been described in previous sections, they extend to other areas such as Information Technology, Documentation and General Services.

### *Information Technology*

The Information Technology area aims to provide the Firm with the technology (applications, systems and communications) required for developing and supporting the business under four fundamental criteria: security, functionality, mobility and connectivity; all of this is under the principle of maximum efficiency.

The Firm's professionals are provided with tools enabling them to work and access information quickly and securely from various locations: Management Solutions' offices, clients' offices, from their own homes and from transit areas (airports, employee support services hotels, etc.).

In 2015 we reviewed the Firm's technology plan to improve IT production management (infrastructures and service levels), and embarked on a Project to migrate corporate services from the current data processing center to a technology hub that provides a solution comprising two high availability Tier III data centers with implicit Disaster Recovery.

### *Documentation*

Knowledge sharing is very important at Management Solutions. Providing access to information is an essential element of support enabling our professionals to efficiently undertake their projects. The documentation service organizes the information generated, making a distinction between own and third party documentation:

- ▶ Own documentation: legislation and regulatory documents, training courses, presentations, in-house publications, macroeconomic outlook reports, etc., available via the corporate Intranet.
- ▶ Third party documentation: books, publications and specialized information sources, available upon request from the Firm's Library Services.

### *Infrastructure and General Services*

Infrastructure and logistics management, graphic design, translation, etc., are services that complement all the above and are aimed at facilitating the work of Management Solutions' professionals.

In this regard, in 2015 we set up new offices in London (UK), Frankfurt (Germany) and Santiago de Chile (Chile) and opened a second office in Mexico City (Anzures office).

### **Corporate agreements**

Every Firm employee is entitled to certain benefits due only to their employment at Management Solutions.

#### *Access to special deals on banking services for groups*

The Firm provides its professionals with some of the best deals on banking services available for groups, including special conditions for salary bank accounts, cards, loans, mortgages, virtual banking, etc.

#### *Credit card*

Two agreements are in place to enable Management Solutions' professionals to access credit cards that are totally free of charge and offer special terms regarding payment, credit limits, insurance and other advantages.

#### *Travel agent*

Management Solutions' professionals can benefit from a number of advantages and exclusive prices, both with regard to business trips and to personal travel and vacations. This service is managed through the Intranet and via a site customized for Management Solutions by our supplier.

#### *Other offers*

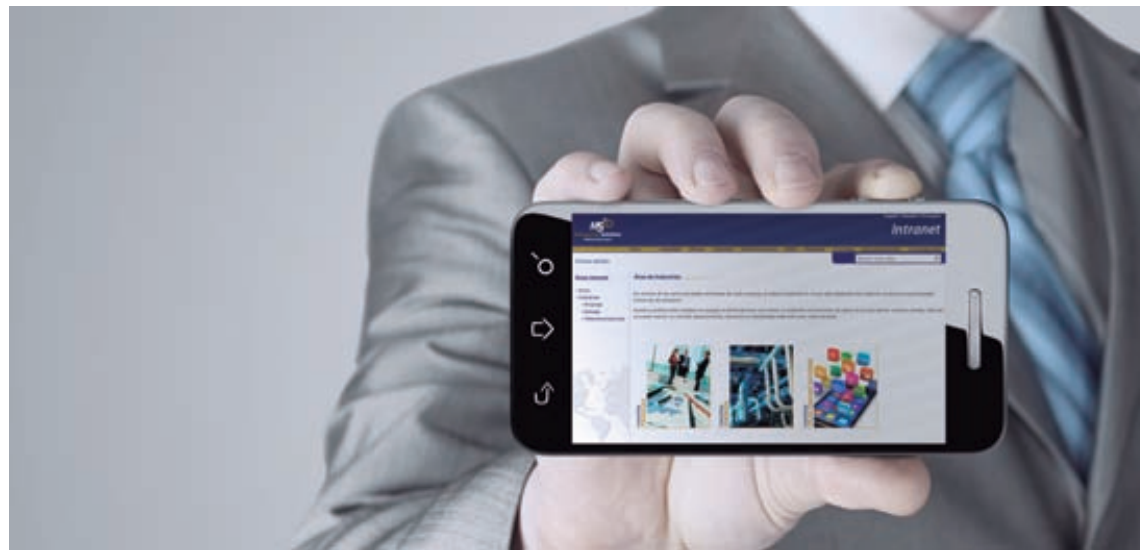
Apart from the corporate agreements, Management Solutions frequently receives offers addressed to its employees from financial institutions, automobile concession-holders, gymnasiums, etc.



Site of our new London office, UK

# Internal communication

*Internal communication is an element of integration for all Management Solutions professionals*



Internal communication is not just about conveying corporate messages, but is an element of cohesion and integration among the Firm's different offices and areas.

## **Corporate Intranet**

Provides the main channel for internal communication other than electronic mail, and is updated, maintained and improved by the Marketing and Communication Area.

Our VPN connection, My Office application and the recently launched MDM software for BYOD mobile devices enable all Management Solutions professionals to access the corporate intranet from anywhere in the world without having to be physically in the office.

Our Intranet contents translated into three languages (Spanish, English and Portuguese) are very wide ranging. Some of the most significant are the following:

- ▶ News: current news concerning both the Firm (key projects, new clients, links with universities, events, etc.) and industries or areas of activity in which we operate.
- ▶ Financial information: daily movements of major stock price indices and daily interest rate and exchange rate data.
- ▶ General Services: reprographic services and travel.
- ▶ Documentation: documents on rules and regulations, training courses, presentations, internal publications and reports, corporate policies, etc., classified under the Knowledge Area.
- ▶ Access to project management applications.
- ▶ Access to personal information: assignment to projects, payslips, etc.
- ▶ Marketing: corporate templates, request for merchandising material, audiovisual and photographic files of corporate events.
- ▶ Human Resources: training, social benefits, travel and relocation policies, evaluation process, medical services, corporate agreements, etc.
- ▶ Social Action Website: community and fundraising activities organized altruistically by this group of Management Solutions professionals.
- ▶ Sports Club website: general information, schedules, results and standings for the Firm's sports championships.



## Global Yearly Meeting

Management Solutions' main internal communication event is its Yearly Meeting. This is an annual global convention that brings together a large part of the Firm's professionals and is held in July in Madrid, marking the close of our fiscal year.

At this annual meeting, the partners offer Management Solutions' professionals a summary of the results for the fiscal year, the milestones achieved and the challenges for the upcoming year, all grouped according to our six strategic pillars: diversification, profitable growth, R&D innovation, human resources management, communication, and organizational flexibility.

Our Yearly Meeting includes the participation of some of our main clients' CEOs, directors and top executives as well as representatives from the academic world.

This gives our professionals the opportunity to listen to different approaches and perspectives on areas related to their activity, delivered by top leaders of great prestige.

## Guest speakers at previous Management Solutions Yearly Meetings

### **Yearly Meeting '14. Municipal Congress Palace**

D. Emilio Saracho, Deputy CEO, EMEA at J.P. Morgan  
D. Francisco Gómez, CEO of Banco Popular  
Dña. Eva Castillo, Director at Telefónica

### **Yearly Meeting '13. Royal Theatre**

Mr. Emilio Botín, Chairman of Santander Bank  
Mr. Antonio Brufau, Chairman of Repsol  
Mr. José Ignacio Goirigolzarri, Chairman of Bankia  
Mr. Julio L. Martínez, Rector at Comillas Pontifical University

### **Yearly Meeting '12. Municipal Congress Palace**

Mr. Manuel Soto, 4th Vice-Chairman of Grupo Santander  
Mr. José María Abril, Vice-Chairman of Telefónica  
Mr. Antonio Huertas, Chairman of Grupo Mapfre

### **Yearly Meeting '11. Municipal Congress Palace**

Mr. Alfredo Sáenz, 2nd Vice-Chairman and Chief Executive Officer of Grupo Santander  
Mr. José Luis San Pedro, Chief Operating Officer of Grupo Iberdrola  
Mr. Alfonso Alonso, Global Director of Transformation at Telefónica

### **Yearly Meeting '10. Municipal Congress Palace**

Mr. Jorge Morán, Head of Global Insurance and Direct Banking at Grupo Santander  
Mr. José Antonio Olavarrieta, General Manager of CECA  
Mr. José Luis López, Vice President and Director at Banesto

### **Yearly Meeting '09. Municipal Congress Palace**

Mr. Francisco González, Chairman of BBVA  
Mr. Juan Carlos Rebollo, Director, Accounting and Control at Grupo Iberdrola  
Mr. Fernando Madeira, CEO of Terra Latinoamérica  
Mr. José Antonio Álvarez, CFO of Grupo Santander

### **Yearly Meeting '08. Municipal Congress Palace**

Mr. Ángel Cano, CEO of BBVA Group  
Mr. Francisco Iniesta, Associate Director, IESE Business School  
Mr. Honorato López Isla, Vice-Chairman and CEO of Unión FENOSA  
Mr. José María Nus, Director at Banesto

### **Yearly Meeting '07. Meliá Castilla**

Mr. Adolfo Lagos, General Manager of Grupo Santander  
Mr. José Sevilla, General Manager, Risk Division at BBVA Group  
Mr. Gregorio Villalabeitia, Vice-Chairman and Director at Telefónica  
Mr. Marcel Planellas, General Secretary, ESADE

### **Yearly Meeting '06. Meliá Castilla**

Mr. Marcial Portela, CEO of Santander Brazil  
Mr. Manuel Méndez del Río, CRO of BBVA  
Mr. Jorge Gost, CEO of Banco Pastor  
Mr. Carlos J. Álvarez, CFO of Gas Natural  
Mr. Jaime Requeijo, Head of CUNEF

### **Yearly Meeting '05. Congress Palace Building**

Mr. Fernando Ramírez, CFO of Repsol YPF Group  
Mr. Ignacio Sánchez-Asiáin Sanz, CIO of BBVA  
Mr. Juan Andrés Yanes, Deputy General Manager, Global Risk Division at Grupo Santander  
Mr. Francisco Gómez Roldán, CEO of Abbey Nacional PLCD  
Ms. M<sup>a</sup>. Josefa Peralta Astudillo, Dean of Faculty of Economics and Business, ICADE

### **Yearly Meeting '04. Royal Theatre**

Mr. Matías Rodríguez Inciarte, Vice-Chairman and CRO of Grupo Santander  
Mr. José María Fuster, CIO of Banesto and Head of Strategic Technology at Grupo Santander  
Mr. Juan Antonio Hernández Rubio, CFO of Unión FENOSA  
Mr. Juan Hoyos, Managing Director of McKinsey Spain and Portugal  
Ms. Susana Rodríguez Vidarte, Director at BBVA Group and Dean of Deusto's Commercial University

## Internal communication





Brazil Yearly Meeting



Year-end closing party, Global Yearly Meeting in Spain

### Yearly Meeting 2015

Management Solutions' Global Yearly Meeting 2015 was held on July 17th, bringing together around one thousand professionals from the Firm under the theme "Innovation for growth".

As in previous occasions, the event included a review of the Firm's achievements in FY15 and challenges for FY16 and featured the participation of top executives from some of our main client companies.

The Yearly Meeting, held on this occasion at the Teatro Real in Madrid, began with a review of the market environment, by Ignacio Layo (Partner at Management Solutions), and continued with a presentation by Alfonso Serrano-Suñer (Chairman and CEO of Management Solutions) which described the progress made by the Firm during the year ending August 2015, and the challenges for the future in terms of diversification, innovation, human resource

management, profitable growth, organizational flexibility and communication.

On this occasion, Management Solutions professionals had the privilege of listening to presentations from Mr. Teppo Paavola (Sr. EVP, GM of New Digital Businesses at BBVA), Mr. Víctor Matarranz (Head of Group Strategy and of the Executive Chairman's Office at Banco Santander) and Mr. Juan Colombás, (Executive Director and Chief Risk Officer at Lloyds Banking Group).

### Local Yearly Meetings

In 2015, more than 800 professionals participated in the Yearly Meetings held in the UK, USA, Brazil, Mexico, Chile, Argentina, Peru, and Columbia. These meetings have served as an effective communication outlet, allowing professionals who have not attended the Global Yearly Meeting in Spain to access the same information and feel as they are a part of the Firm's achievements and challenges.

### Yearly Meeting United Kingdom

Management Solutions professionals from our UK office came together for the Yearly Meeting 2015, held at One George Street Convention Center, to review the Firm's achievements in the UK and the goals for the following year.

After the presentations, those professionals who attended the Yearly Meeting closed the day with a dinner at a well known venue in London.

### Yearly Meeting Brazil

Brazil's Yearly meeting, held at the Espaço Grand Hyatt in São Paulo, began by reviewing Management Solutions' performance in Brazil in fiscal year 2015. Also discussed were the Firm's global and local challenges for fiscal year 2016.

After the presentations, the more than 150 professionals attending the event enjoyed a cocktail in one of the hotel's halls, followed by a dinner held later in the day.



## Internal communication

### *Yearly Meeting Mexico*

Mexico's Yearly Meeting was once again held at the Marquis Reforma Hotel in Mexico City and attended by more than 200 staff.

Under the motto "Innovation for growth", the meeting reviewed the current economic environment, significant achievements of FY 2015 and ambitious challenges for FY16, both at the global level for Management Solutions and specifically for the Mexico office. The day concluded with a gala dinner at one of the halls where the convention was held.

### *Yearly Meeting Argentina*

Professionals from the Argentina office gathered at the Sofitel Cardales hotel for their Yearly Meeting. The meeting reviewed the Y2015 achievements and the challenges for the following year at both the global level for the Firm and specifically for Argentina.

### *Yearly Meeting Chile*

Chile's Yearly Meeting 2015 was held at the Monticello Convention Center on the outskirts of Santiago and attended by professionals from our Chile office as well as by those on assignment in Santiago from other Management

Solutions offices. More than 50 professionals attended the meeting to review the Firm's accomplishments in the past fiscal year in Chile and to discuss goals for the following year.

The Yearly Meeting in Chile ended with a dinner at a restaurant in the Convention Center.

### *Yearly Meeting United States*

The US Yearly Meeting, held at the Hyatt Regency hotel in Boston, was attended by Management Solutions professionals from the New York, Boston and Birmingham offices.

Participants at the Mexico Yearly Meeting







Argentina Yearly Meeting

Professionals attending the event had the opportunity to review the goals achieved by Management Solutions during the past year and to discuss the Firm's challenges for the following year in the US. After the meeting, attendees were able to enjoy the Yearly Meeting's closing dinner at a popular restaurant in Massachussets' capital city.

#### *Yearly Meeting Peru*

Management Solutions' professionals from our Peru office gathered at the Belmond Miraflores Park Hotel for their Yearly Meeting, where they reviewed the goals achieved during the past fiscal year and discussed the challenges set for the next year in Peru, both at the global level for the Firm and for the Peru office.

The day was concluded with a dinner at a well-known restaurant in Lima.

#### *Yearly Meeting Colombia*

Professionals from our Colombia office gathered at the 93 Luxury Suites & Residences hotel for their local Yearly Meeting, in which the past year achievements and goals for the following year were reviewed, both at the global level for the Firm and for the Colombia office.

The day concluded with a dinner at a well-known restaurant in Bogota.



*"Internal communication has proved to be key to ensuring the cohesion and integration of all our professionals"*

Sara de Francisco,  
Management Solutions Partner

In little more than a decade we have built a global Firm that operates in over forty countries in Europe, North America, Central America, South America, Asia and Africa.

This requires us to pay special attention to internal communication as it is the element that gives cohesion to our principles and values in each and every one of the territories in which we have a presence.

For this reason, we have a comprehensive internal communication plan in place that allows us to convey to all of our professionals alike, no matter where they may be, all kinds of information about the Firm, our values and principles, strategy, achievements and opportunities, and also to meet the specific needs of each office.

# Sports Club

*More than 500 professionals participated in the tournaments and activities organized by the Sports Club in 2015*

Women's soccer team from Madrid, Spain



Men's soccer team from our Peru office

The Sports Club started as part of an initiative by Management Solutions to promote and facilitate the practice of sports among its professionals by organizing internal championships and sponsoring participation in outside inter-company competitions.

## **Internal championships**

2015 saw our tenth indoor soccer and paddle tennis championships. More than 100 professionals (divided into 10 teams) participated at the Madrid indoor soccer championship, which consisted of a preliminary round and play offs for the title, while 72 professionals - 36 pairs, divided into two categories took part in the paddle tournament. Also, our office in Lima organized a paddle tournament for the first time with the participation of 12 professionals from the Firm, who formed 6 pairs.

## **External championship**

### *Inter-company team sports tournaments*

Management Solutions participated in the 17th RC Inter-company championship in Madrid 2015, finishing in the top ten. The winners of the Firm's male indoor soccer tournament are currently competing in the 18th tournament. Also in 2015, the female indoor soccer team, with a strong record of victories in the past, was reestablished and the new team is currently competing in the above tournament.

In the US, the soccer team from our Birmingham office competed for the second year running at the local inter-company tournament, achieving second place.

Also, the soccer team from our Santiago, Chile office achieved fourth place in the *Máster Empresas 2015* tournament held in March.





Participants at the Pão de Açúcar Marathon in São Paulo, Brazil



Winner of the Create Foundation's Entrepreneurs Run, Spain

In Mexico, Management Solutions' soccer team once again participated in an inter-company tournament held in Mexico City. In Peru, the Lima Office founded a soccer team which took part in the *Campeonato Inter Empresas Clausura 2015*, another inter-company tournament.

In Spain, the Management Solutions basketball team once again competed in the Madrid RC Sport tournament for the second year running. Additionally, MS's female basketball team was formed this year, and also competed in the tournament.

#### Races

Management Solutions professionals have participated in multiple races organized in different countries.

In Madrid, forty eight Management Solutions professionals participated in the "Corporate Run 2015", an event in which

participants run in teams of 2, 3, and 4 people over a distance of 5 or 10 km. The race gathered more than 10,000 runners.

This year, 25 professionals from our Bilbao offices participated in the "Bilbao Night Marathon" for the first time. This sporting event brought together more than 13,000 people who ran a 10K, half, or full marathon.

Professionals from our São Paulo office had the opportunity to participate for the fifth consecutive year in the "Pão de Açúcar Marathon", Latin America's biggest relay race with more than 35,000 participating runners. Twelve runners were divided into two teams, and ran a marathon relay race on behalf of Management Solutions.

Another six professionals from the São Paulo office, paired up into teams of two, participated for the first time in the "Green Half Marathon" organized by the Tiete Ecological

Park, consisting of a relay race in which participants had to run 21 km inside a park.

Additionally, many Management Solutions professionals took part in a variety of charity races held in various countries. Some examples include those organized by the Entreculturas Foundation, "Proniño Run" organized by Telefonica Foundation, Down Madrid "On you Own" race, the "Vertigo Race", and the "Create Foundation's Entrepreneurs Race". All of these events took place in Spain. Professionals from the Firm also participated in the "Montepio Race" in Portugal; "Somerville Homeless Coalition Race" in the United States; BBVA Bancomer and "Salvati" races in Mexico; the "Green" and "UNICEF" races in Colombia; and the BBVA charity race in Chile. All of these activities are described in further detail in the Social Action section.

## Committed to the environment

Management Solutions is aware of how its activities contribute towards sustainable growth, and is therefore committed to supporting society in the countries in which it operates. Working in partnership with the academic community, creating employment, upholding respect for human rights and caring for the environment are a part of its corporate strategy. The Firm's growth is managed as to be compatible with the principles of sustainable development.

More than 150 collaborations with universities

More than 7,000 Social Action volunteers

More than 30 Social Action campaigns









# University

*University interaction is key to our social responsibility policy*



Commencement ceremony for the II graduating class of the Management Solutions-ICADE Business School's Masters Degree in Business Consulting, Spain

Interaction with universities is an essential objective for Management Solutions. Management Solutions has always recognized the value in maintaining close relations with universities. Besides contributing towards employment for new graduates, Management Solutions has provided them with the opportunity to develop an excellent professional career. Management Solutions was able to do this through collaborative agreements to provide internships and work placement programs, teaching lectures and seminars, cooperating in research programs, presenting practical case studies, participating in job fairs, and supporting university foundations and associations.

In September 2012, Management Solutions reinforced its commitment to the university world with the creation of the first Master's degree in Business Consulting in Spain, organized in partnership with Comillas Pontifical University. The year 2015 saw the graduation of the Master's second class of students and the beginning of the fourth class.

## **Work experience programs**

Management Solutions contributes to knowledge transfer between the University and the Firm through agreements with the most prestigious universities to onboard interns who, depending on their merit, may become future Management Solutions professionals. More than 150 professionals carried out an internship in the Firm in 2015.

In any case, internships allow the students selected by the Firm to acquire firsthand experience of the business world.

## Cooperation agreements with universities

### Europe

Aachen University	Humboldt University of Berlin	Sapienza University of Rome	Universidad de Mondragón	Universidade de Évora	University of Manchester
Adam Mickiewicz University	Imperial College of London	Tadeusz Kościuszko Cracow University of Technology	Universidad de Murcia	Universidade de Lisboa	University of Modena and Reggio Emilia
AGH University of Science and Technology	Instituto Politécnico de Bragança	Technische Universität Clausthal	Universidad de Navarra	Universidade do Algarve	University of Newcastle
Berlin School of Economics and Law	Instituto Politécnico de Leiria	Technische Universität Darmstadt	Universidad de Oviedo	Universidade do Porto	University of Northampton
Birmingham City University	Instituto Universitario de Lisboa - ISCTE	Technische Universität Dresden	Universidad de Salamanca	Universidade Nova de Lisboa	University of Nottingham
Bocconi University	International School of Management	Technische Universität München	Universidad de San Jorge	Università Cattolica del Sacro Cuore	University of Oxford
Cambridge University	Jacobs University	The John Paul II Catholic University of Lublin	Universidad de Santiago	Universität Bielefeld	University of Padua (UNIPD)
CASS Business School	Jagiellonian University	Trinity College	Universidad de Sevilla	Universität Freiburg	University of Reading / Henley BS
City University London	Karlsruher Institut für Technologie	Universidad Alfonso X El Sabio	Universidad de Valencia	Universität Göttingen	University of Sheffield
Coburg University of Applied Sciences	Kozminski University	Universidad Autónoma de Barcelona	Universidad de Valladolid	Universität Hohenheim	University of Siena
Cologne University of Applied Science	Kraków University of Economics	Universidad Autónoma de Madrid	Universidad de Vigo	Universitat Pompeu Fabra	University of Silesia in Katowice
Cranfield University (Business School)	Lazarski University	Universidad Carlos III	Universidad de Zaragoza	University College of London	University of Southampton
CUNEF	Leibniz Universität Hannover	Universidad Complutense de Madrid	Universidad del País Vasco	University of Aston	University of St. Andrews
Eberhard Karls Universität Tübingen	London School of Business and Finance	Universidad de Córdoba	Universidad Europea de Madrid	University of Bath	University of Bologna
EBS University of Business and Law	London School of Economics	Universidad de A Coruña	Universidad Francisco de Vitoria	University of Brighton	University of Brighthelm
ESADE, Ramon Llull University	LUIS Guido Carli	Universidad de Alcalá de Henares	Universidad Miguel Hernández	University of Bristol	University of Cardiff
Esslingen University of Applied Sciences	Munich Business School	Universidad de Almería	Universidad Nebrija	University of Cologne	University of Durham
ETE, Universidad Ignacio de Loyola	Offenburg University of Applied Sciences	Universidad de Barcelona	Universidad Pablo de Olavide	University of East Anglia	University of Essex
European University Viadrina	Politechnika Wroclawska	Universidad de Burgos	Universidad Politécnica de Cartagena	University of Exeter	University of Exeter
Frankfurt School of Finance & Management	Polsko-Japońska Akademia Technik Komputerowych	Universidad de Cádiz	Universidad Politécnica de Cataluña	University of Heidelberg	University of Kent
Frankfurt University of Applied Sciences	Polytechnic University of Milan	Universidad de Cantabria	Universidad Politécnica de Madrid	University of Lancaster	University of Leeds
Georg Simon Ohm Management Institute	Polytechnic University of Turin	Universidad de Castilla-La Mancha	Universidad Politécnica de Valencia	University of Leicester	University of Liverpool
GISMA Business School	Queen Mary	Universidad de Córdoba	Universidad Pontificia Comillas – ICADE	University of Łódź	University of London
HHL Leipzig Graduate School of Management	Regent's University	Universidad de Deusto	Universidad Pontificia Comillas – ICAI	University of Loughborough	
HTW Berlin - University of Applied Sciences	Reutlingen University	Universidad de Extremadura	Universidad Pontificia de Salamanca		
	Rheinische Friedrich-Wilhelms-Universität Bonn	Universidad de Granada	Universidad Portucalense		
		Universidad de Huelva	Universidad Rey Juan Carlos I		
		Universidad de Jaén	Universidad San Pablo CEU		
		Universidad de las Islas Baleares	Universidade Católica Portuguesa		
		Universidad de León	Universidade de Aveiro		
		Universidad de Málaga	Universidade de Coimbra		

### Americas

A&M University	Georgia Institute of Technology	MIT Sloan	Universidad Anáhuac Sur	Universidad del Pacífico	Universidad Tecnológica
Auburn University	Georgia State University	New York University (NYU)	Universidad Austral	Universidad del Salvador	Universidad Torcuato Di Tella
Babson College	Harvard University	Northeastern University	Universidad Autónoma del Estado de México	Universidad Diego Portales	Universidade Estadual de Campinas (UNICAMP)
Bentley University	Huntingdon College	Pontificia Universidad Católica de Chile	Universidad Autónoma Metropolitana	Universidad Federico Santamaría	Universidade Presbiteriana
Birmingham Southern College	Inspire	Pontificia Universidad Católica del Perú	Universidad CAECE	Universidad Iberoamericana	Metropolitana del Estado de Chile (UTEM)
Boston College	Instituto Mauá de Tecnologia	Pontificia Universidad Javeriana	Universidad Católica de Argentina	Universidad Nacional Agraria La Molina	UNLAM – Universidad Nacional de La Matanza
Boston University	Instituto Nacional de Telecomunicaciones (INATEL)	PUC (Pontificia Universidade Católica de São Paulo)	Universidad de Chile	Universidad Nacional Autónoma de México	University of Georgia
Emory University	Instituto Politécnico Nacional	Samford University	Universidad de Finis Terrae	Universidad Nacional de Colombia	University of Massachusetts Boston
Escuela Colombiana de Ingeniería Julio Garavito	Instituto Tecnológico Autónomo de México	The University of Alabama	Universidad de las Américas Puebla	Universidad Nacional de Ingeniería de Perú	University of Massachusetts Amherst
FAAP (Faculdade Armando Álvares Penteado)	Instituto Tecnológico y de Estudios Superiores de Monterrey	Troy University	Universidad de Lima	Universidad Nacional de La Plata	University of South Alabama
Faculdade de Informática e Administração Paulista (FIAP)	ITBA Instituto Tecnológico Buenos Aires	Tufts University	Universidad de los Andes	Universidad Nacional de San Marcos	USP (Universidade de São Paulo)
FEI	Aires	UBA Universidad de Buenos Aires	Universidad de San Andrés	Universidad Nacional de Trujillo	UTN Universidad Tecnológica
FGV (Fundação Getúlio Vargas)	Jacksonville State University	Universidad Adolfo Ibáñez	Universidad del CEMA	Universidad Nacional de Colombia	Nacional
Fordham University	Mackenzie	Universidad Anáhuac Norte	Universidad del Desarrollo		Yale University

# University

## ***Seminars and expert courses***

Through its partners and other members of the management team, Management Solutions has an active and pro bono presence in education within its sphere of action.

In 2015 we continued our work with universities, both in undergraduate and post-graduate studies and in business schools:

- ▶ Universidad Pontificia Comillas (ICADE)
- ▶ Universidad de Deusto
- ▶ ICADE Business School (in partnership with Spain's Risk Management Club) – Financial Risk Manager, Madrid and Barcelona

- ▶ ESADE Business School
- ▶ Centro de Estudios Garrigues
- ▶ Centro Universitario de Estudios Financieros (CUNEF)
- ▶ Universidad Complutense de Madrid
- ▶ Universidad Politécnica de Madrid
- ▶ Universidad Autónoma de Madrid
- ▶ London School of Economics
- ▶ City University London
- ▶ University College London
- ▶ Instituto Tecnológico Autónomo de México (ITAM)
- ▶ Universidad de las Américas Puebla
- ▶ Instituto de Ensino e Pesquisa de Brasil (Insper)
- ▶ Instituto Educacional BM&FBOVESPA
- ▶ Universidad de Lima
- ▶ Universidad ESAN de Lima
- ▶ Universidad Católica de Chile - Facultad de Matemáticas

- ▶ Universidad de Chile – Facultad de Economía y Negocios
- ▶ Instituto Tecnológico del Norte de Argentina
- ▶ Georgia Institute of Technology
- ▶ University of Bristol
- ▶ Birmingham Southern College
- ▶ Mackenzie
- ▶ TEC Monterrey
- ▶ LUISS

## Management Solutions organized a case study at the London School of Economics in London, UK

Management Solutions organized a case study at the London School of Economics (LSE) which challenged students to optimize a loan portfolio using risk-adjusted return. Participants, all of them economics students in their final years, contributed innovative approaches to resolving the case study, achieving high-quality results.





## Management Solutions gives a seminar on Financial Risk in ICADE, Spain

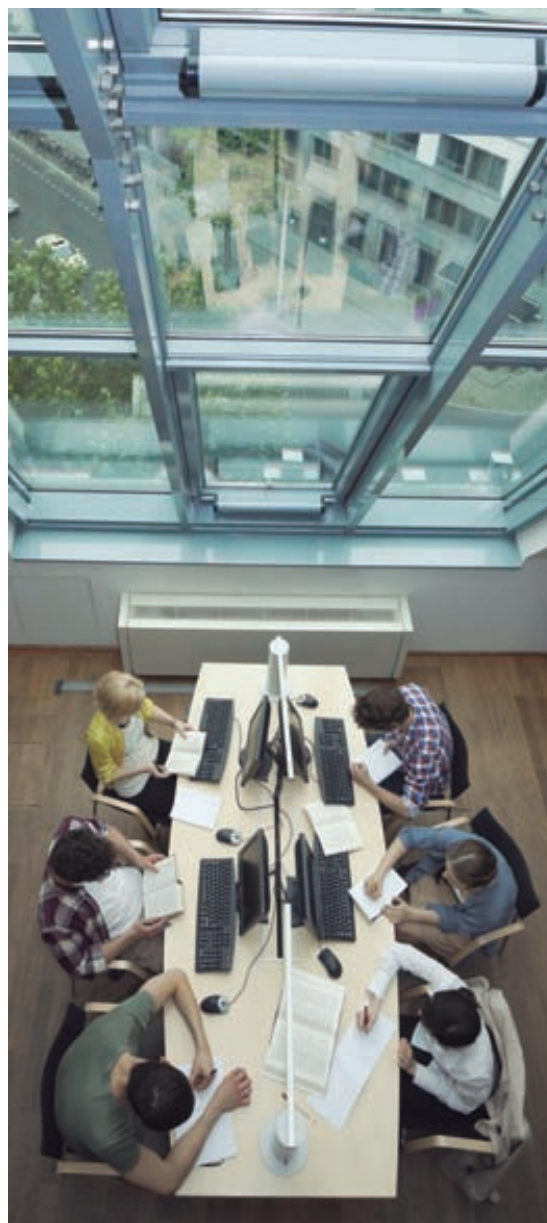
Once again, Management Solutions collaborated with Universidad Pontificia Comillas by giving a seminar on Financial Risk, concentrating on "Portfolio Management", to final year students of E-2 (Business Administration and Management), E-3 (Law and Business Administration and Management) and E-4 (International Business Sciences).

The seminar provided a new collaborative opportunity with Universidad Pontificia Comillas, an institution with which the Firm maintains an excellent relationship - receiving ICADE's 50th Anniversary Medal in 2011.

## Management Solutions organized a case study with City University London, UK

Management Solutions participated in the "Snapshot: Insight into Industry Scheme" program, organized by City University London in order to provide final year students with the opportunity to gain a direct insight into their areas of interest from professionals working in different areas.

Professionals from the Firm presented to an outstanding group of final year students Management Solutions' values and corporate culture, the Firm's main lines of business and opportunities for professional development, showing them the day-to-day of a consultant through their own professional experience.



*"The Firm's strong links with the academic world are a cornerstone of our commitment to the wider environment"*

Javier Calvo  
Management Solutions Partner

We have a strong relationship with universities, from our partnership agreements for internships and field placements to our teaching of specialized lectures and seminars, cooperation in research programs and even our contribution to the sponsoring of university foundations and associations.

To all of this we should add our strong contribution to the creation of employment for young people, offering them the possibility to pursue a great professional career, and our constant search for formulas that will enhance the business-university relationship.

# University

## ***Company presentations and job fairs***

Company presentations and jobs fairs constitute a fundamental meeting point between University students in their senior year and employers.

Management Solutions maintains a high profile in major job fairs; our stand attracts thousands of university graduates interested in learning more about the consultancy business, our projects and the career opportunities offered by a rapidly expanding firm such as ours.

The value added by the participation of Management Solutions in job fairs derives from the presence of professionals from the Firm who once studied at the university in question, and whose experience can be of great

value and usefulness to students in their final year as well as recent graduates who aspire to join our organization.

In addition to collecting résumés, Human Resources also conducts psychological tests on-site as well as working breakfasts and case studies with students to speed up the recruitment process.

## ***Sponsorships and Collaborations with Foundations***

### *ICADE Business Club*

Management Solutions is a member of the ICADE Business Club, a non-profit association founded by a group of former University students who are now business professionals, together with the Dean and Deputy Dean of the Faculty of

Economic and Business Sciences at the University of Comillas. The purpose of this association is to cooperate with ICADE in its study, teaching and research programs, to foster entrepreneurship among its students and to strengthen relations between the University and the business world.

So far, the Firm has participated in some of the initiatives that the Club has launched, such as the first two editions of the Seminar for Entrepreneurs and the Business Project Award, which recognizes the best business project submitted by students in their final years at the Faculty or Institution.



## **Management Solutions organized a business case at the University of Alabama, USA**

In Birmingham, the Firm organized a business case for a group of students from the University of Alabama, where students were presented with a practical exercise to develop a model for deposit volumes in the context of the CCAR stress test. Students were able to work with simulated data for a deposit portfolio and with the Fed's macroeconomic scenarios to create a model and to discuss the assumptions and the methodology used and the adequacy of the projection results.

Management Solutions also conducted case studies at other universities in the southeastern United States such as the Birmingham Southern College, also in Alabama, and the Georgia Institute of Technology, Emory University and the American University in Georgia.

Management Solutions also supports the Club by collaborating in the educational programs and support provided to students of the University (grants, sponsorship of awards, etc.).

#### *Sponsorship of Awards to the best Final Year Project at ICAI*

In 2011, Management Solutions joined the sponsorship of awards of the best Final Year Project at ICAI (Comillas School of Engineering), thus continuing the work carried out by the Firm to support senior year projects in collaboration with ICAI since 2005.

Organized by subject areas, Management Solutions sponsored the awards for the area of "Financial and risk management" by making a financial contribution towards

the awards and becoming involved in the evaluation of the projects submitted as a member of the jury created for each area - composed of the Head of the School, a representative of the sponsoring Firm and the professor responsible for the project, which is tasked with deciding the projects to be awarded.

In 2015, ten ICAI students received awards for the 2013-2014 academic year. Miguel Angel Poblet, Director of Resources at Management Solutions, delivered the prize sponsored by the Firm at a ceremony chaired by Comillas Pontifical University Vice-Rector for Research and International Affairs Mr. Pedro Linares Llamas, who was accompanied by the Head of School, Mr. Mariano Ventosa.

#### Our 2015 recruitment process in figures



### Employability week at the National Polytechnic Institute, Mexico

Management Solutions participated as a guest speaker at the Employability Week organized by the National Polytechnic Institute at the School of Computing (ESCOM) through the presentation of a business case. The event was attended by Systems Engineering students, who had to solve a practical stress test case and who were assessed for an hour and a half by members of the Firm's management team.

Throughout the year, Management Solutions also organized corporate presentations, case studies and seminars at other universities in the country such as the Autonomous Technological Institute of Mexico (ITAM), Universidad Iberoamericana, Universidad Anahuac, Universidad de las Américas Puebla and Monterrey Tech.

### Management Solutions organized a workshop on teamwork at ICAI, Spain

Comillas Pontifical University invited Management Solutions to provide a workshop on Teamwork to second year students of the Industrial Engineering and Telecommunications degrees as part of a Professional Skills program.

During the workshop, students were able to participate in different group exercises aimed at strengthening the skills necessary to successfully work in projects as a team. In particular, students were able to practice various techniques associated with decision-making and stress management within a team. ICAI students also gained a first-hand insight into how a typical consulting project develops and the importance of teamwork to achieve goals.

### Management Solutions organized a business case at ESB Business School, Germany

The Firm organized a business case for a group of students at the ESB Business School in Reutlingen where students were presented with a real Project Management situation. During the exercise, the project was outlined based on an initial 'stop-or-go' situation, the main issues for developing the project were identified, and the project timeline was set taking account of the project's most important elements.

Management Solutions also organized case studies in other German universities such as Hochschule-furtwangen University, Universität Koblenz-Landau and Universität Heidelberg.



# University

## *The Bilbao School of Engineers Foundation*

In 2007, Management Solutions became a partner in the Bilbao Higher Technical School of Engineers Foundation, which aims to ensure excellence in all the educational and research activities carried out by the School of Engineers. The Foundation, created in 1997, fulfills its purpose through organizing lectures, courses and seminars, issuing reports, publications and studies, promoting research, etc. always with the purpose of improving and promoting education and research in the field of engineering. It also participates directly in the corporate world by offering prizes and awards to recognize outstanding engineering work.

## *Deusto University Foundation*

The Firm works together with the Deusto Foundation (Deustu Fundazioa) of prestigious Deusto University in the Basque Country, Spain, to give significant donations to use on furthering the Foundation's goals. The goals include investing in research, promotion, studies and dissemination projects.

### *Award for best academic record of the Faculty of Information Technology, Polytechnic University of Madrid*

In 2012 Management Solutions joined the Board of Awards to the best academic records of the Faculty of Information Tehcnology, Polytechnic University of Madrid, which awards

a monetary prize to students who graduate with the best academic records.

The award, sponsored by Management Solutions, was presented by José Manuel Suárez, a partner at the Firm.

## *UCLU Business Society*

Management Solutions joined the UCLU Business Society as a sponsor in 2013. UCLU Business Society is a university society within University College London whose main function is to support university students in their final years of study by helping them to enter the labor market through the organization of networking events, internship programs, case studies, seminars, etc.

## Seminar on Big Data in strategic sectors in Deusto, Spain

Management Solutions participated as a speaker at a seminar on the Use of Big Data in strategic economic sectors organized by the University of Deusto.

The conference, which was attended by experts in Big Data and Business Intelligence from companies operating in different fields, addressed the growing role of Big Data in cross-functional business processes, promoting the implementation of different data aggregation and analysis solutions to support decision-making in companies in strategic sectors.

Management Solutions' presentation dealt with "bank scoring in the age of Big Data".





## Management Solutions professionals awarded at the ICAI End of Year Project Awards, Spain

Management Solutions professionals Javier Dinten Fernández and Patricia Martín Valiente were each awarded first prize for their respective projects "Electrical analysis on the modification and extension of a cogeneration plant and its operation in the electricity market" and "Solar plant automation", in the "Power generation plant engineering" and "Information systems" categories, respectively.

Also, Management Solutions presented the award for Best ICAI Final Year Project in the "Financial and risk management" area, which it has sponsored since 2011 and which on this occasion was given to the project entitled "Modeling, pricing and hedging derivatives on natural gas: an analysis of the Influence of the underlying physical market", submitted by Enrique Colin Betancourt and supervised by Álvaro Baíllo Moreno.

ICAI awards to the best final year projects 2013-2014, Spain



## Management Solutions' partnership with UC3M in the actuarial field, Spain

Management Solutions participated in a conference organized by the Carlos III University as part of the Master's Degree in Quantitative Techniques for Insurance which included preparation for certification from the Society of Actuaries in the United States.

Management Solutions professionals from the insurance practice shared experiences in the quantitative field with other professionals from leading companies in the industry, Inspectors from the Directorate General of Insurance and Pensions, and professors and students from the University.

## Management Solutions organized a business case for mathematics students at the Mackenzie University of São Paulo, Brazil

The Firm organized a business case for a group of mathematics students from the Mackenzie University in São Paulo where students were presented with a situation involving real estate risk management in financial institutions. The exercise was carried out against the backdrop of the international financial crisis and its impact on the Brazilian economy and the real estate sector, as well as the main regulatory issues involved. The case study proposed methods for selecting assets to be removed from the balance sheet as well as portfolio restructuring coordination mechanisms.

# Sponsorship and patronage

*The Firm keeps an active policy on sponsorship and patronage*



Board of Trustees of the Royal Theater of Madrid, Spain

## ***Royal Theater in Madrid, Spain***

Management Solutions is a Sponsor of the Royal Theater in Madrid. With the economic contribution we make towards the Royal Theatre (for the eleventh consecutive year now), we help towards the dissemination, appreciation and knowledge of the lyrical arts, music and dance; to protecting, preserving and promoting the enrichment of our artistic heritage; to the defense, advancement and research of Spain's musical and operatic heritage, and to encouraging the dissemination, appreciation and understanding of these arts as well as encouraging attendance by the general public to its performances and other activities.

Mr. Alfonso Serrano-Suñer, Chairman and CEO of Management Solutions, is a member of the Board of Trustees of the Royal Theatre, which gathers the institution's main sponsors under the chairmanship of Mr. Alfredo Sáenz. The Board of Trustees aims to promote the participation of

civil society in the smooth running of this emblematic Spanish institution.

## ***Spanish Energy Club (ENERCLUB)***

Management Solutions is a member of the Spanish Energy Club (ENERCLUB), which was set up as a meeting point and to provide a forum for dialogue and for the exchange of ideas among companies and professionals in the energy industry, with the main aim of fostering new ideas and their dissemination on the rational use of energy, the conservation of the environment and sustainable development.

Thanks to the support and financial contribution of its members, this Club has managed to sustain its activity for over 20 years in four broad areas: energy know-how, training, publications and on-line dissemination.

### ***Spanish Risk Management Club***

Management Solutions is a member of the Board of Trustees of the Spanish Risk Management Club and, with its financial contributions, helps to create and sustain the activities that form part of the Club's founding purpose.

The main objectives of this new association are to act as a meeting point and provide a forum for debate on the systems and methods used to manage, monitor, analyze and measure the risks arising from financial activity as well as to foster the exchange of ideas, experiences and opinions on best practices in this field. Its objectives also include the maintenance of close contact with regulatory authorities and other bodies pursuing the same goals, as well as disseminating knowledge through the organization and development of FRM training programs and internet courses.

As a trustee of the Club and with one of its partners sitting on the Board of Directors, Management Solutions contributes to the financing and maintenance of the various activities that are organized.

### ***British Bankers' Association, UK***

In 2014 Management Solutions became an associate member of the British Bankers' Association (BBA), a leading UK organization that represents the interest of more than 240 financial institutions operating in more than 180 countries.

The BBA promotes and supports policies and initiatives that are favorable to both their members and the wider public, their work being underpinned by three priorities: i) Ensure the correct relationship between financial institutions and customers, regardless of size; ii) Promote growth in the UK, working towards consolidating it as a global financial center;

iii) Raise standards in the banking industry – both professional and ethical.

Membership of the BBA is a step forward in the consolidation of the Management Solutions brand in the UK.

### ***BVI Deutscher Fondsverband, Germany***

In 2015, Management Solutions became a member of the German Association of Investment (BVI Deutscher Fondsverband), which aims to serve as a meeting point for financial institutions, consulting firms and regulatory and supervisory authorities for the financial sector through forums, industry events and specialized publications.

Through its involvement in the BVI, Management Solutions strengthens its presence in the German market by sponsoring the association's main events, organizing discussion forums on topics of interest for the industry and establishing links with local institutions.

### ***Institute of Spanish Actuaries***

Management Solutions is a supporting member of the Institute of Spanish Actuaries (IAE), Spain's main actuarial association and a full member of the Groupe Consultatif Actuariel Européen and the International Actuarial Association.

The Institute's main functions are to: represent its members in any issues related to its activity, organize and foster all kinds of studies and activities related to the actuarial profession, collaborate with the competent bodies and authorities when the professional activity needs to be regulated (this regulation will adhere to the most rigorous scientific and ethical principles), exercise authority over, protect and monitor the professional activities of the Institute members, resolve any professional issues that may arise

among its members and establish and maintain relationships and exchanges with national or international bodies of a technical, scientific or professional nature, pursuing activities totally or partially related to the Institute's purposes.

### ***Chambers of Commerce***

In 2014, Management Solutions became a supporting member of the Spanish Chamber of Commerce in China and the Brazil Chamber of Commerce in Spain, institutions whose aim is to strengthen ties between companies and organizations.

Our membership of these institutions together with our membership of the British Chamber of Commerce in Spain and the Spanish Chamber of Commerce in the UK, reinforces our ties with leading institutions and organizations in the markets in which Management Solutions operates.

# Cooperation agreements

*Management Solutions has signed several cooperation agreements with various foundations and organizations that promote charitable, entrepreneurship and social integration causes*

Presentation of award to the most socially aware project at Expokids, Spain



## **Down Syndrome Foundation, Madrid**

To strengthen its commitment to facilitating job integration for people with Down syndrome and intellectual disabilities, in 2015 Management Solutions signed a cooperation agreement with the Madrid Down Syndrome Foundation (Down Madrid) as part of the "Stela Aided Employment" program, which aims to facilitate and promote the social and professional integration of people with Down syndrome and intellectual disabilities in ordinary work environments.

Down Madrid is a non-profit organization declared of public usefulness whose mission is to achieve individual autonomy and social inclusion for people with Down syndrome and other intellectual disabilities.

## **Créate Foundation**

Management Solutions is a founding trustee of the Créate Foundation, a not-for-profit organization established in 2011 that seeks to promote change towards a more dynamic, competitive and flexible economy, based on a society where people are able to create their own projects, thereby generating wealth and wellbeing for their community and environment.

As part of its Board, Management Solutions contributes to the Créate Foundation's mission: to help develop values, attitudes and entrepreneurial skills through early education of children and youth.

## **National Organization for the Blind, Spain**

In 2014, Management Solutions signed a cooperation agreement with Ilunion Travel, belonging to the ONCE Group of Companies and their Foundation (National Organization of Spanish Blind People), in order to strengthen its commitment to the employment of people with disabilities. Since then, the agency provides travel agency services to the Firm (including everything related to booking tickets in any means of transport, managing hotel bookings for business trips, etc.).

Ilunion Travel is qualified as a Special Employment Center (for companies whose goal is to provide people with disabilities with productive and remunerative work). Ilunion's commitment is to promote equal opportunities and full inclusion for people with disabilities through job creation and through working towards universal accessibility.

Management Solutions signed an agreement under which Ilunion Travel supplies the Firm with the services usually provided by a travel agent (including everything related to booking tickets in all means of transport, managing hotel reservations for business travel, etc).

## **Microfinance Project**

The BBVA Foundation for Microfinance is a not-for-profit entity whose purpose is to promote access to credit and other financial services for society's most disadvantaged groups in order to facilitate the development of small-scale productive activities, thereby contributing to improving the living standards of families and to the sustainable development of the communities in which the Bank operates.

The Foundation has initially focused its efforts in Latin America (work is already underway in Peru and Colombia), since this region constitutes the network's corporate center, and, in addition to capital, will benefit from shared governance and management systems, a common technological base, facilities to raise finance on international markets, the general advantages derived from economies of scale and from the scope afforded by a network such as this.

Management Solutions has worked in partnership with the Foundation's Risk Area to design and implement a credit risk model for microfinance, integrate this model in the contracting process, design and implement an IT platform for risk management and improve commercial and operational efficiency.



## “Create your own project” educational program

As a member of the CREATE Foundation board, in 2015 Management Solutions encouraged its professionals, for the third consecutive year, to become involved in the “Create your own project” program, an initiative launched in 2012 to promote the entrepreneurial spirit in fifth and sixth grade primary school children, helping them to develop skills and qualities such as initiative, creativity, opportunity seeking, self-confidence and responsibility, assisted by the knowledge and capabilities of professionals from different areas within the Firm.

An essential task in the program is for the student teams to define and create a company, allowing them to get started in developing a business plan, creating a logo, designing the necessary processes, analyzing sources of

funding, etc. The exercise concludes with the presentation and sale of products/services in a Market.

Students had the opportunity to share sessions with Management Solutions professionals who advised them on different aspects of their projects.

Management Solutions also wanted to be present again at Expokids – the projects’ final event held at the Cibeles Palace Crystal Gallery in Madrid, where all participants in the program were able to present their work, sell their products or get financing from “investor partners”. The Firm was a member of the panel of judges for the project and handed the award to the most socially aware project, which it had sponsored.



## Solidarity Program at work in collaboration with AECC

In March 2012, Management Solutions joined this initiative launched by the Spanish Association Against Cancer (AECC), which consists of spreading monthly health messages targeted to business groups for the prevention and early detection of cancer.

In 2015, Management Solutions continued to participate in the Solidarity at Work scheme through the distribution of AECC newsletters on healthy eating for children and young people, protection against sun damage, emotional wellbeing and health, and cigarette smoking.

## Prodis Foundation

Management Solutions collaborates with Promentor, a training program launched by the Prodis Foundation for the inclusion of young people with disabilities in the workplace, by hiring professionals from the Foundation.

Prodis Foundation, whose aim is to provide people with disabilities with the necessary support to improve their lives and the lives of their families. The Foundation launched the Promentor initiative in 2005 in partnership with the Universidad Autónoma de Madrid. This initiative seeks to help people with intellectual disabilities to design a Life Project through individualized plans based on PCP (Person-centered planning), provide occupational training adapted to individual differences that enables them to be placed in ordinary jobs, offer an employment service with ongoing support that fosters equal opportunities in hiring, retention

and promotion in the workplace, provide workers who exercise their right to work in ordinary jobs with continuous training throughout their lives and give the necessary support for workers with an intellectual disability to be able to enjoy their leisure time and fully participate in their community.

In order to meet these objectives, the program starts with a “Training for Job Inclusion” course (recognized by the Universidad Autónoma de Madrid as their own qualification), after which all graduating students enter the “Supported Employment” program, which provides them with the necessary support to join the labor market.

# Social Action

*The Firm encourages and supports initiatives for solidarity carried out by its professionals*

Solidarity Summer, Ecuador



Solidarity Summer, Ecuador

Since the Social Action Group was first created, Management Solutions professionals have conducted numerous activities in association with various NGOs and charities.

Throughout 2015, 1) Management Solutions has organized and sponsored community development projects promoted by the Social Action Group and 2) has endorsed and financially supported many other solidarity activities carried out by staff.

## **Solidarity projects organized by Management Solutions:**

### *Solidarity Summer*

In August 2006, a group of fifteen Management Solutions professionals interested in volunteering accepted the Firm's proposal to sponsor them, by covering all travel expenses, to spend their summer vacation helping the Missionaries of Charity in Calcutta, India. This was to be the first "Solidarity

Summer" organized by Management Solutions, and was followed by a similar project in Guayaquil (Ecuador) in 2007, and a return to Calcutta from 2008 to 2011.

Management Solutions first organized the Solidarity Summer program to help support Ayuda en Acción projects in 2012. Both that year and in 2013, our Solidarity Summer program took place at the Teresa de los Andes Home in Cotoca, Santa Cruz (Bolivia), a center supported by this Spanish NGO that serves about 200 children with intellectual disabilities in varying degrees.

Our Solidarity Summer program 2015 took place for the second consecutive year in Santo Domingo de los Tsáchilas, Ecuador. Thirty volunteers from our offices in Argentina, Chile, Spain, Mexico, Peru, Portugal and Chile and UK collaborated with "Street Children", a project launched by the Salesian community together with Ayuda en Acción with the aim of collaborating towards the education of children and teenagers from underprivileged families in order to refrain



Solidarity Summer, Ecuador

them from working in the streets at an early age and thus prevent social exclusion. This project, which currently helps more than 300 families in Santo Domingo (a town with almost half a million inhabitants), has several resource centers from which to school and tutor children, and in which Management Solutions professionals performed their volunteering activities.

During their stay in Ecuador, the volunteers taught the children (aged between 6 and 14), provided extra support on school subjects and helped them with their homework. They also had time to become involved in more entertaining aspects such as organizing games, sports tournaments and other leisure activities. The volunteers, accompanied by Ayuda en Acción educators, also visited the children's families in their own houses, which gave them the chance to gain a better picture of the country's reality and to receive the parents' gratitude for their committed work with their children.



Solidarity Film Screening in Madrid, Spain

This new success, coupled with the growing interest of our professionals in activities of this nature and the full support of the Firm, which takes care of all volunteering costs, ensures the continuity of our Solidarity Summer into 2015 and beyond.

#### *Solidarity Film Preview*

In 2005 Management Solutions launched its Solidarity Film Preview initiative, a family activity to collect food for those in need by taking advantage of the proximity of the Christmas season and using a movie release as a way to encourage participation.

In 2015, this event was again held simultaneously in Madrid and Bilbao. The Madrid event, which held its eleventh edition in 2015, brought together more than 3,500 people, including our professionals, former members of our Firm and some of our main clients and collaborators together with their families.

Thanks to the generosity of all attendees, we were able to collect almost 8,000 kg of non-perishable food and Christmas sweets that were delivered that very morning to the Madrid headquarters of the Missionaries of Charity to be distributed to people in need who visit their charitable dining halls every day.

In Bilbao, the fourth edition of Management Solutions' Solidarity Film Preview event gathered 850 people who together were able to collect around 2,000 kg of food that was given to the Bizkaia Food Bank to be later donated to people without resources.

In both cities, the children were the real stars of the day and those who most enjoyed the screened movie and videos, as well as the shows and workshops offered by the actors, both on arrival and during the post-movie cocktail. Social Action volunteers organized these activities, arranging the logistics for the day and delivering all that was collected to these charitable institutions.



## Social Action



Solidarity Film Screening event in Peru

The success of this activity has caused it to also be organized in other Management Solutions offices. In Boston the event was held in 2015 for the first time, bringing together more than 150 people including some of our staff and clients and their families. The generosity of the attendees helped raise 275 kilos of nonperishable food that were delivered to the Greater Boston Food Bank.

The Peru and Colombia offices organized two separate Solidarity Film Screening events where they invited a group of 70 children aged between 6 and 17 from families without resources. In the case of Peru, some of our professionals collaborated with the RE Association, a non-profit organization that develops programs, projects and services to meet the needs of those most in need and to improve the quality of life of both children and their families. In Colombia, our professionals collaborated with the Amar Center, a non-profit organization that serves children and adolescents that are either exploited or at risk of being exploited at work, providing educational and nutritional

support as well as recreational activities to supplement the school day.

In both countries, our Social Action volunteers helped with the logistics of the day including collecting the children, taking them to the movie theater by bus and distributing popcorn and soft drinks among the young audience, who enjoyed the screening of a children's movie and a morning full of fun.

### *Solidarity Concert, Spain*

In 2007, at the proposal of a member of staff, Management Solutions decided to promote the organization of a fundraising concert. This was the beginning of our Solidarity Concert, which has become one of the most welcomed events organized by the Social Action Group and which takes place every year in Madrid to raise funds for the projects in which our volunteers participate during our Solidarity Summer.



Solidarity Film Screening event in the US

Over the past seven editions our Solidarity Concert has seen the participation of performers of the stature of Isabel Rey, Pilar Jurado, José Manuel Zapata, or Ara Malikian with his show "Los Divinos", which combined lyrical recitals with more family-oriented performances.

The ninth Management Solutions Solidarity Concert was held at the Fernando de Rojas Theater within the Círculo de Bellas Artes, an emblematic building in central Madrid. The event, organized to raise funds to assist the "Street Children" project in Santo Domingo de los Tsáchilas, Ecuador, was attended by over 500 people, who enjoyed the performance of "El hombre que se llamaba Amadé", a humorous Teatro Real production for families that showcased some of the highlights of Mozart's life and work from the perspective of composer Antonio Salieri. The amazing talent of the two protagonists, tenor José Manuel Zapata (Salieri) and soprano Ruth González (who played the role of a Círculo de Bellas Artes cleaner), perfectly backed by pianist Carlos Díez (who played Mozart) and other performers, amused and moved





Solidarity Concert 2015, Spain



Reyes Magos de Verdad campaign, Spain

the audience, bringing classical music a little closer to the children.

Thanks to the participation and solidarity of the audience, which included some of our professionals as well as clients, family and friends, it was possible to collect more than 6,000 euros.

#### *Christmas Solidarity*

Over 500 Management Solutions professionals brought hope to some of those most in need in society through a Solidarity Christmas campaign, organized for the eighth consecutive year and consisting of several initiatives in Spain, United Kingdom, Germany, Portugal, United States, Colombia, Brazil, Peru, Chile and Argentina.

In Spain, the "*Reyes Magos de Verdad*" campaign was organized to raise gifts for children in shelters in several Spanish cities who would otherwise not have received any gifts on Three Kings Day. The campaign was once again a

great success and, thanks to the participation of 200 Management Solutions professionals from Madrid, Barcelona and Bilbao, it became possible for disadvantaged children in these centers to receive the gifts they had previously asked for in a letter to "their" individual Magi. In addition, some Management Solutions professionals participated in the "*Posada Navideña*" organized by Soñar Despierto, the organization that received the gifts in Madrid. This was a party during which volunteers had the opportunity to organize many activities and surprises for the children, in addition to handing the gifts to them.

In the UK, Management Solutions professionals collaborated with the "Christmas Toy Appeal" campaign, an initiative organized by Community Links to collect toys for underprivileged children. Community Links is an organization that works in East London's most deprived areas to facilitate access to education, skills development, employment opportunities and social integration for those at greatest disadvantage.

In Germany, the participation of a group of professionals in the "Nikolaus for refugee children" campaign, organized by Management Solutions in collaboration with Caritas Frankfurt, made it possible to collect gifts for a group of 25 refugee children.

In Portugal, Management Solutions professionals collaborated with twenty children aged between 7 and 10 who had either been admitted to or were regular outpatients at the Mental Health Unit at Dona Estefania Children's Hospital. By becoming involved, our professionals made it possible for these children from poor families to receive a gift on Christmas Day.

In the United States, our professionals once again participated in the "Letters to Santa" campaign, aimed at collecting gifts for disadvantaged children who had previously requested them in a letter to Santa Claus.

## Social Action



Volunteers with children from the Funstall Foundation, Colombia

In Colombia, Management Solutions professionals shared a special morning with 20 children cared for by Funstall Foundation's children's home, which welcomes children with various diseases and disabilities and provides them with food and nursing care. Social Action volunteers organized a small party during which the children enjoyed the kids' entertainment that had been organized for them and received some toiletries requested by the Foundation.

Management Solutions professionals in Brazil participated in the "*Padrinho de Natal*" campaign at the Odila Franco orphanage in São Paulo. The 21 children in the orphanage received a book and a panettone directly from their sponsor. The donations from our professionals also went towards organizing a party with the children during which the 100 books donated were used to open up a new library in the center.



Solidarity Christmas campaign, UK

In Peru, the Social Action group organized a "*Chocolatada Navideña*" for 75 children cared for by the Santa Martha Foundation, a nonprofit organization that provides homes and education for children that have been abandoned or are at risk. The contributions of our professionals made it possible to organize this party which was full of games and surprises and during which the children also received gifts from the volunteers.

In Chile, the "*Viejito Pascuero*" campaign was organized once again in collaboration with the Tai Tai kindergarten (a center which cares for some 52 children aged between 3 and 5 in the Estacion Central district) with the aim of raising a gift for each child in the center. Thanks to the participation of all professionals in our Chile office, each child received a gift directly from Father Christmas at a party the volunteers organized in the center. The donations also went towards buying a TV for the center's daily activities.



*Padrinho de Natal*, Brazil

In Argentina, professionals collaborated with the Esteban L. Maradona Home, which houses family of hospital patients while they receive treatment. On this occasion, the 22 children in the home (aged between 18 months and 9 years) received a Christmas gift thanks to the involvement of Social Action volunteers who organized a small party at the Home with games and songs, and provided the Center with drawing materials for the children.

### *Blood donation campaigns*

In 2007 Management Solutions' Social Action Group launched the Firm's first blood donation campaign in collaboration with the Spanish Red Cross. This initiative has since taken place every year and has spread to other offices in the Firm. In 2015, donations were organized in our offices in Spain, the United States and Brazil with more than 100 volunteers participating.



*Donation of computers and cell phones*

Management Solutions collaborates on a regular basis with various organizations by donating the computers that will be replaced in the Firm. This reduces our environmental impact and allows us to help meet the need that society's most disadvantaged groups have for these tools. In 2015, the computers donated were distributed among NGOs IT for Development and Bokatas Association.

Similarly, Management Solutions donates cell phones and smartphones that are being replaced. Last year, many devices were donated in support of a campaign that aimed to raise funds to assist the Entreculturas Foundation.

*Plastic tops collection for solidarity*

At the beginning of 2013, following a suggestion by one of the Firm's professionals, Management Solutions launched an initiative across all its offices to collect plastic tops for charity in order to collaborate with the "Tops for a new life" program. This program, run by the Seur Foundation, seeks to help children with health problems who need medical or orthopedic treatment by collecting plastic tops and donating the funds raised from selling these tops to third parties.

Given the positive response to this initiative by the Firm's professionals, we continued to collect tops during 2015, reaching a total of 65 kilos.

**Solidarity projects carried out by Management Solutions professionals and supported by the Firm in cooperation with NGOs and charities**

*Volunteering with United Way, Chile*

A group of volunteers from Management Solutions Chile collaborated with United Way for the first time. This organization aims to foster the overall development of families in a vulnerable and/or poverty situation by helping with the primary education of their children.

The volunteering activity took place at El Alfalfal Nursery School in Paine (a metropolitan area in Santiago de Chile),

Volunteering with United Way, Chile



Participants in the volunteering initiative with United Way, Chile



## Social Action



Volunteering with Boston Cares, USA

which serves 110 boys and girls between the ages of 0 and 4, mainly from vulnerable sectors.

Management Solutions professionals, together with friends and family, worked alongside center staff and residents of Paine to renovate the children's center while being a part of an integrating experience.

### *Boston Cares Corporate Volunteer Day, United States*

In 2013, Management Solutions had the opportunity to participate for the first time in the "Corporate Volunteer Day" organized by Boston Cares, a non-profit NGO that promotes corporate solidarity campaigns with the aim of helping individuals and organizations without resources from the Massachusetts capital city.



Volunteering with Down Madrid, Spain

In 2015, Management Solutions professionals returned to participate for the third consecutive year in this initiative, this time under the name "Spring into sports." Management Solutions' volunteer team helped to renovate the Edward Everett Public School, focusing on improving the playground and helping to clean up the garden areas.

### *Down Syndrome Foundation of Madrid, Spain*

In January 2010, Management Solutions' Social Action Group launched an ongoing collaboration to support the Down's Syndrome Foundation of Madrid, involving the organization of indoor soccer matches between the Firm's professionals and the children under the Foundation's care.

Also in collaboration with the Foundation, our Social Action Group has organized several single day volunteering events



Winner of our Christmas Card competition 2015

in which Management Solutions professionals share a fun day of leisure activities (for example, at multi-adventure parks or at amusement park in Madrid) with a group of children with Down's syndrome.

In 2015, our Social Action Group again organized a volunteer day in collaboration with Down Madrid where more than 30 Management Solutions volunteers shared a fun day with a group of young people with Down syndrome and other intellectual disabilities.

On this occasion, the event was held at El Escorial Open Center for nature preservation and attended by 6 children from the Ideo School, who are creators of the app "Help the world" and winners of the award to the most socially aware project in the "Create your own project" program from the Create Foundation.





Volunteering with Metro Changers, USA

### *Christmas with Calcuta Ondoan*

For the ninth consecutive year, Management Solutions partnered with Calcuta Ondoan, an NGO that supports social, health and economic development projects in support of disadvantaged people in India, to produce its Christmas cards.

The Firm's traditional contest was organized to decide the design of the card, giving more than fifty young artists (children, nieces and nephews and siblings of Management Solutions professionals) the opportunity to show their artistic skills. The winning drawing was created by four year-old Juan García.

All profits made from the Christmas cards went towards helping maintain the rehabilitation center for women with mental illness launched by Calcutta Ondoan in Kerala (India).



Participants in the volunteering initiative with Metro Changers, USA

### *Collaboration with Metro Changers, USA*

Over 20 professionals from the Firm collaborated with Metro Changers, a local non-profit organization, to renovate the outside of a house in Midfield, a small low-income community in the state of Alabama.

Volunteers worked together to paint and clean the outside of the home belonging to the Moore family, who expressed their sincere thanks to the volunteers for their contribution to the community.

### *Give&Gain Day, UK*

Management Solutions participated for the second consecutive year in "Give&Gain Day", a corporate volunteer day organized by Business in the Community, an ONG that seeks to establish new ways of relating between business and the wider community in order to achieve a more just

and sustainable society. The event was held simultaneously in different cities and towns across the UK.

Management Solutions' volunteers helped to revitalize one of Accession's centers by carrying out gardening work, planting trees and hedges, painting old benches in outdoor leisure areas, etc.

"Give&Gain Day" was a success thanks to the participation of more than 17,000 volunteers from around 150 companies, which contributed 100,000 volunteer hours worth over 1 million pounds and in so doing helped hundreds of thousands of people across the UK.

### *Somerville Homeless Coalition 5K Road Race, USA*

Management Solutions participated for the second consecutive year in the annual "Somerville Homeless Coalition 5K Road Race", organized by Somerville Homeless

## Social Action

Coalition, an NGO from Somerville (Massachusetts) which has the mission to provide homeless individuals and families with individualized support, helping them to obtain and maintain affordable homes.

The more than 1,000 people who registered for the race made it possible to raise \$ 70,000 to fund the activities of the NGO.

### *Dental health campaign, Brazil*

Our Social Action Group from Management Solutions Brazil carried out a dental health campaign in collaboration with the Odila Franco Shelter, a center housing twenty children without resources and at extreme social risk with which the Firm has already collaborated in previous years.

The volunteers participated in a dental health awareness campaign, supported by a dentist who showed the children how to follow good dental hygiene and explained its importance. After a nice breakfast and making it into a game, the children received a dental kit with a brush, dental floss and toothpaste from the volunteers.

### *Zaki Dance Festival , Brazil*

Professionals from Management Solutions Brazil collaborated for the first time with Viva Bem Zaki Narchi, an organization that helps vulnerable children through sports in the Cingapura community.

The project consisted of a dance show involving more than 60 girls aged between 1 and 18. In addition to helping out with organizing the event and accompanying the girls during the show, our Social Action volunteers gave each participating girl a pair of dancing slippers on behalf of the Firm.

### *Pro-Am Tournament organized by the Sports and Challenge Foundation, Spain*

Management Solutions collaborates with the Sports and Challenge Foundation by sponsoring a Pro-Am charity golf tournament organized to raise funds aimed at the social integration of people with physical, intellectual or sensory disabilities through sport.

Give&Gain Day, UK



Management Solutions team at the Pro-Am Tournament organized by the Sports and Challenge Foundation, Spain







Management Solutions team at the Somerville Homeless Coalition solidarity race, USA

#### *Fifth Entrepreneurs Run, Spain*

More than 100 people (including Management Solutions professionals and their families) represented the Firm in the fifth annual "Entrepreneurs Run" organized by the Créate Foundation, of which Management Solutions is a founding sponsor. The race saw the participation of over 5,000 people who ran under the motto "Run, Make Way, Venture" to raise funds towards an education for entrepreneurship project in schools and to highlight the entrepreneurial spirit of the disabled.

Management Solutions' representation (made up of professionals from the Firm and their family) turned out to be one of the most outstanding in terms of both number of runners and results, competing at a good level in all three race distances (5km, 10km and 800m for the children's race) and achieving a victory in the men's senior 10 kilometer race that was delivered by one of Management Solutions' professionals.

#### *Vértigo Race, Spain*

Thirty two of our professionals, divided into teams of four, participated in the first edition of this vertical race consisting of climbing 798 stairs up 44 floors to reach the finish line located on the roof of the Torre Picasso building, 156 meters high.

More than 700 people participated in the race, which aimed to raise funds in support of the Spanish Red Cross.

#### *Down Race, Spain*

More than 90 Management Solutions professionals participated in the "On your own" race organized by Down Madrid and which had Management Solutions as a sponsor.

With more than 4,000 runners participating, the race aimed to raise funds for sport and leisure projects that the Down Madrid Foundation organizes for people with Down syndrome and other intellectual disabilities.

The Tournament, in which Management Solutions participated for the sixth year, was held at the Santander golf course in Boadilla del Monte, and included the participation of 10 teams (all integrated by a professional golfer on the European Tour and four amateur players).

Thanks to the support from sponsors and participating companies, it was possible to raise over 20,000 euros that went towards funding the sports activities organized by the Sports and Challenge Foundation.

#### *IV Run For a Cause race, Spain*

More than fifty Management Solutions professionals participated for the third consecutive year in the Madrid edition of "Run for a cause", a race organized by the Entreculturas Foundation in several Spanish cities. Participants running on behalf of the Firm had an outstanding performance, two of them winning first and fifth place at the 5 km event.

This run, organized by the Entreculturas Foundation (a Jesuit NGO that believes in education as a key tool for development, transformation and intercultural dialogue), aimed at raising funds to create an entrepreneurship project in Ecuador which will be developed by Job Training Centers run by Fe y Alegría Ecuador (Entreculturas' partner on the ground), whose guidelines include technical job training, developing suitable links with the job market, coordinating with the needs of productive workforce sectors and enhancing entrepreneurial activities.

Thanks to the participation of more than 10,000 runners in the 11 cities in which the race was or will be organized (such as León, where the race will be held on March 1 with two MS professionals participating) and to several donations, over 120,000€ have been raised to collaborate with this Vocational Training project for 778 people (405 women and 373 men aged between 15 and 29) who live in marginalized urban communities in the Ecuadorian towns of Manta, Portoviejo and Guayaquil.

## Social Action

### *Proniño run, Spain*

Some fifty Management Solutions professionals participated in the sixth Proniño race organized by Telefónica Foundation to raise funds towards eradicating child labor.

On the occasion of the World Day Against Child Labor, Telefonica Foundation organized a race for the sixth consecutive year against the child labor situation affecting thousands of children in Latin America on a daily basis. Thanks to the participation of about 5,000 runners and the contributions made by non-runners, it was possible to raise more than 23,000 euros in support of the Proniño program whose main aim is to eradicate child labor.

### *I Green Race, Colombia*

A group of Management Solutions professionals participated in the "First Green Race" in Bogota, organized by the Natura Foundation at Simon Bolivar Park. The initiative, organized by Natura Foundation, aimed at recovering the local forests, as six native trees will be planted for each runner registered in the race. The Foundation sought to raise awareness on the need to restore local forests and respect the environment.

Thanks to the participation of over 5,000 runners, 30,000 trees will be planted during 2015 and 2016.

### *Unicef run, Colombia*

A group of Management Solutions professionals participated in the Unicef 10k Race 2015, an initiative organized by UNICEF (the United Nations Fund for Children) to support the rights of Colombian children.

The initiative brought together nearly 7,000 participants who ran through the streets of Bogota to contribute towards the



Management Solutions team at the Down Madrid solidarity race, Spain

attainment of the rights of children and adolescents in the Guajira, Córdoba, Chocó, Cauca and Putumayo regions, and to encourage their social inclusion.

### *Salvati run, Mexico*

Some 30 Management Solutions professionals participated in the first "Salvati race" against prostate cancer organized by "Salvati, educate to save", a private non-profit organization that provides a comprehensive quality of life program for people affected by cancer as well as their families and primary caregivers.

The race, which took place over three distances - 8 and 5 km or a 3 km walk, aimed both to raise awareness about the importance of early detection and to sponsor, through participants' registration fees, 780 physiotherapy, psychology and nutrition appointments for patients with prostate cancer.

### *Montepio Race, Portugal*

Under the motto "*Corremos uns pelos outros*", a group of Management Solutions professionals participated in the third edition of the Montepio solidarity race.

Some 11,000 participants ran through the streets of Lisbon over two distances (5 and 10 km) with the aim of raising funds for the Portuguese League Against Cancer. Thanks to all of them it was possible to raise more than 63,000 euros, to be fully allocated to that organization.

### *BBVA Solidarity race, Chile*

A group of Management Solutions professionals participated in the ninth BBVA solidarity race held in Santiago de Chile.



The race, which could be ran over two distances (5 and 10 km), brought together more than 4,000 participants. All funds raised through entries went to Hogar de Cristo Foundation, an organization that cares for pre-school children in poverty in its various kindergartens and crèches.

*BBVA Bancomer Charity Race, Mexico*

Over 30 Management Solutions professionals ran alongside more than 22,000 competitors (including all participants from the 10 Mexican cities where the race took place) in the "Tenth BBVA Bancomer Charity Race".

This initiative, organized by the BBVA Bancomer Foundation, aimed to support the "For those who stay" program, which encourages secondary and high school students to continue in education through financial integration grants in an attempt to fight against early school-leaving due to low household income, one of the main challenges faced by children and young people in Mexico.

Thanks to the contributions made through entries, the program raised 2,200,000 Mexican pesos that will cover the studies of 440 students from the 22 states in which the program is being implemented in Mexico.



*"Our professionals are the ones who take the lead in the Firm's commitment to society"*

Soledad Díaz,  
Management Solutions partner

Management Solutions is aware of the need to be strongly committed to the wider environment. For this reason, we support and feel proud of the social commitment shown by the Firm's professionals.

We become involved with the communities in which we carry out our activity through specific solidarity initiatives organized by our Social Action Group in partnership with different NGO's and charity associations. The actual implementation of our social action is carried out by professionals from all our offices who show unconditional commitment and willingness to be of use to those most at a disadvantage in society.

Management Solutions team at the UNICEF solidarity race, Colombia



# Environment

*We are particularly sensitive to any environmental impact that may be caused by our activity*



While our activity has very limited environmental impact (environmental aspects of office-based activities), this is a matter of special concern for our Firm. The environmental management model adopted by Management Solutions is based not only on ensuring continuous compliance with all relevant regulatory requirements regarding the environment, but on exceeding requirements wherever possible.

Under this approach, the Firm seeks to implement best environmental practices in its internal operations to help slow down consumption and minimize waste. Also, Management

Solutions is committed to raising awareness and involving its employees in environmental matters, according to their level of responsibility, and to providing the necessary knowledge to enable implementation of good environmental practices.

In 2013, Management Solutions prepared an Environmental Good Practice Guide, providing all its professionals with a basic understanding of environmental management, as well as establishing a set of practical, useful and educational recommendations aimed at changing or improving common behavior within the office and decreasing the environmental

impact caused by office activity in general and by each individual worker in particular.

Thus, the actions prescribed in the Environmental Good Practices Guide have as their primary goal to:

- Improve energy efficiency and optimize the use of natural resources: water, energy, raw materials, etc.
- Preserve natural resources.

- ▶ Reduce production of pollutants: gas emissions into the atmosphere, soil and groundwater contamination, etc.
- ▶ Minimize and manage waste properly, cutting back waste generation and encouraging re-use and recycling.
- ▶ Raise awareness to educate and inform others of the need to protect our environment.
- ▶ Contribute to a sustainable development model, where the actual use of resources does not compromise the social and environmental development of future generations.

The measures explained below are supplemented by the Firm's participation in the Spanish Energy Club (ENERCLUB), an important platform for dialogue and a meeting point for companies and professionals in the energy industry with the goal of promoting sustainable development and environmental preservation.

### **Reduced resource consumption**

#### *Paper*

Because of our activity, paper consumption is without any doubt one of the Firm's most significant environmental impacts. However, increasing awareness on the part of all professionals makes it possible to achieve reduced consumption levels.

In 2015, the use of paper sheets per person decreased by 5%. This reduction was achieved through initiatives such as setting defaults on printers to double-sided mode, and through growing awareness among professionals of the need to use information in electronic form (such as training courses, available online through the Intranet).

#### *Energy*

The sound management of electricity in our daily activities is a key factor in reducing the Firm's energy impact. Therefore, Management Solutions not only relies on the awareness of all professionals, but pays particular attention to the location of its offices.

For this reason, all buildings housing Management Solutions offices integrate various energy saving systems, such as thermostats, advanced insulation systems, movement sensors, energy saving lights, automatic opening and closing faucets, etc.

To these measures we must add the energy saving systems of printers and computers. Our headquarters in Madrid were issued the AENOR Environmental Management certificate, which is a testament to our commitment to the environment and good environmental practices. In 2016 we intend to continue to reduce our use of these resources by encouraging responsible use by our professionals in addition to other measures.

### **Waste management**

#### *Fluorescent lights and toner cartridges*

Fluorescent lights common to all offices and toner cartridges for printers, once depleted, are deposited in special purpose containers in the buildings housing our offices, or are returned to the supplier for proper reuse or recycling. In 2015, toner consumption was reduced by 4%.

#### *Paper and packaging*

Paper and packaging subject to be recycled are separated appropriately so they can be recycled by the building management companies. In addition, our Madrid, Bilbao and

Barcelona offices have special containers for placing confidential documents that must be destroyed. An external company is responsible for collecting these containers on a weekly basis as well as destroying and recycling these documents. During 2015, the amount of recycled paper increased by 15% over the previous year (representing more than ten tons of recycled paper).

#### *Computers and cell phones*

As explained in the section on Social Action, the Firm's global policy on computer equipment and mobile phones involves donating devices that are still in good working order to various NGOs. Equipment in a poorer condition is sold for parts to be reused, or if the model is no longer current, it is sent to a company for recycling.

#### *Use of paper bags*

In 2010, Management Solutions started replacing plastic bags for paper bags to join the trend for responsible use of recyclable and biodegradable materials whenever possible. In addition, the Firm's bags have the Programme for the Endorsement of Forest Certification (PEFC) Certificate, a program for recognition of Forest Certification Schemes to ensure that the products used are sourced from sustainably managed forests.

PEFC is a non-governmental, independent, nonprofit and worldwide organization whose purpose is to ensure that the world's forests are managed responsibly to achieve a social, economic and environmental balance.

If you would like to express an opinion or doubt or make a suggestion about the information in this document, please contact:

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