

## 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.



**>350**  
collaborations  
with universities



**>7,000**  
Social Action  
Volunteers



**>30**  
Social Action  
campaigns





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# University

## *University interaction is key to our social responsibility policy*

Interaction with universities is an essential objective for Management Solutions. Management Solutions has always recognized the value of 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 that allow the Firm to provide internships and work placement programs, teach lectures and seminars, cooperate in research programs, present practical case studies, participate in job fairs, and support university foundations and associations.

In September 2012, Management Solutions reinforced its links with the university world by launching Spain's first ever Master's degree in Business Consulting, taught jointly with

Comillas Pontifical University over two years. The sixth intake of new Master's students graduated in 2019, while the eighth class began.

Mexico saw the completion of our second class for the Diploma in Business Consulting taught in partnership with the Monterrey Institute of Technology to all new recruits in our Mexico offices, and the start of the fourth cohort.

Also in 2019, Management Solutions launched a training program for senior professionals in the Brazilian office in partnership with the Insper Institute, one of the most prestigious higher education institutions in Latin America, offering commercial management and marketing content applied to financial services, digital transformation and problem solving.



Commencement Ceremony of the 6th Graduating Class of the Master's Degree in Business Consulting Management Solutions - ICADE Business School, Spain

### Work experience programs

Management Solutions contributes to the transmission of University-Business knowledge through agreements with the most prestigious universities in the world while onboarding interns that, depending on their merits, may become future Management Solutions professionals.

In fiscal year 2019 more than 200 students took university internships with the Firm. This work experience allows the students selected by the Firm to receive early exposure to the business world.

### 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 2019 we continued our work with universities, both in undergraduate and post-graduate studies and in business schools:

- ▶ Centro Universitario de Estudios Financieros (CUNEF)
- ▶ City University
- ▶ ESADE
- ▶ Facultad de Ciencias de la Universidad de Lisboa
- ▶ ICADE Business School
- ▶ Imperial College London
- ▶ ISM International School of Management Frankfurt
- ▶ London School of Economics
- ▶ Politecnico di Torino
- ▶ Pontificia Universidad Católica de Chile
- ▶ Pontificia Universidad Católica del Perú
- ▶ The University of Alabama - Tuscaloosa
- ▶ Universidad Autónoma de Barcelona
- ▶ Universidad Autónoma de Madrid
- ▶ Universidad Carlos III
- ▶ Universidad Complutense de Madrid
- ▶ Universidad de Buenos Aires
- ▶ Universidad de Burgos
- ▶ Universidad de Deusto
- ▶ Universidad de Extremadura
- ▶ Universidad de las Américas Puebla
- ▶ Universidad de León
- ▶ Universidad de los Andes
- ▶ Universidad de Málaga
- ▶ Universidad de Navarra
- ▶ Universidad de Utrecht
- ▶ Universidad del País Vasco
- ▶ Universidad Diego Portales
- ▶ Universidad Nacional de Colombia
- ▶ Universidad Politécnica de Madrid
- ▶ Universidad Politécnica de Valencia
- ▶ Universidad Pontificia Comillas
- ▶ Universidad Rey Juan Carlos
- ▶ University of Warwick
- ▶ Warsaw School of Economics

### LSE Careers Patrons, United Kingdom

In 2019, Management Solutions joined LSE Careers Patrons, one of the main sponsorship programs at the London School of Economics (LSE), a university renowned both in the UK and worldwide.

The LSE Careers Patrons program, involving around 30 leading companies in different industries, aims to serve as a contact point between the university and the business world, facilitating the organization of networking events with students and alumni, specialized seminars, access to job offers, etc. Also, thanks to the contributions of the participating companies, the LSE can continue to support some of its community programs, such as its volunteer center.

### Management Solutions gave a presentation as part of an advanced program on Connected Industry, Leadership and Digital Transformation run by Comillas Pontifical University, Spain

Management Solutions collaborated with the Comillas Pontifical University Chair for Connected Industry for the third consecutive year, giving a presentation as part of the University's advanced program on Connected Industry, Leadership and Digital Transformation, which involves professionals from various industries such as energy, manufacturing, aeronautics, professional services, etc.

The presentation, given by Mr. Alfonso Serrano-Suñer, President of Management Solutions, and attended by Mr. Mariano Ventosa, Vice-Rector for Research and Internationalization at Comillas Pontifical University, Mr. Antonio Muñoz San Roque, Director of ICAI, and Mr. Bernardo Villazán, Co-Director of the Connected Industry Chair, reviewed the context of profound transformation in which we are currently immersed in terms of changing consumer habits, greater accessibility to information, hyper-connectivity, technological disruption, etc. In addition to the global nature of the digital revolution and how it impacts the strategic thinking of companies, their organization, work culture, governance, processes and systems was also a topic of discussion.

# University

## Company presentations and job fairs

Company presentations and job 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 comes from the presence of professionals from the Firm who once studied at the university hosting the

fair, and whose experience can be of great value 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

Management Solutions regularly supports Foundations and University Faculties through sponsoring awards, commencement ceremonies, etc.

## Cátedra iDanae en Big Data y Analytics en la UPM, Spain

In 2019, the Polytechnic University of Madrid (UPM) and Management Solutions signed a collaboration agreement for the creation of the iDanae Chair (intelligence, data, analysis and strategy after its Spanish acronym) on Big Data and Analytics with the aim of promoting technology knowledge development, dissemination and transfer, and fostering R&D&i in the area of Data Analysis.

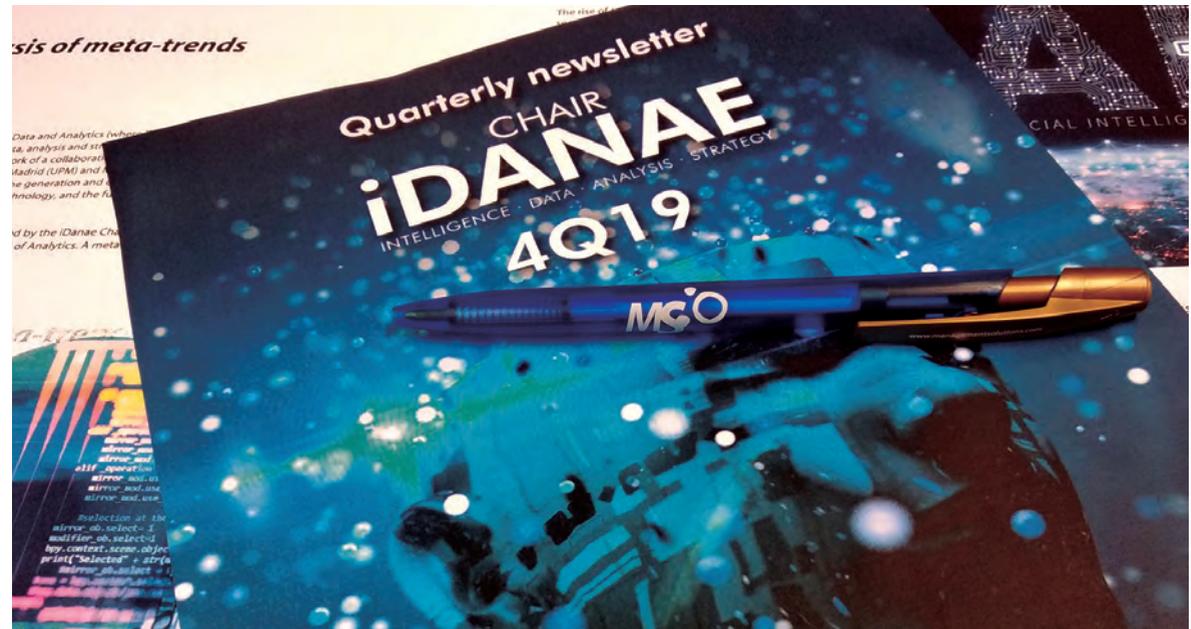
This chair aims to focus on developing four components that are part of the value chain of society's most important assets today: information and knowledge.

- ▶ Intelligence, through the generation of algorithms that provide solutions to current challenges.

## Business Challenge Modeling Contest, Spain

The Mathematics Faculty of Complutense University of Madrid (UCM), with the support of four professional services firms, organized the Business Challenge Modeling Contest, aimed at the Faculty's degree and double degree students, who had to solve business challenges using mathematical methods within the scope of Machine Learning.

Management Solutions sponsored one of the awards, consisting of a monetary prize for the students, which went to the Pythonidae team (made up of Mr. Arturo Acuaviva, Ms. Beatriz Herguedas, Ms. Inmaculada Pérez and Mr. Jorge Villarrubia) for their solution to the problem "Bicimad route and stand optimization". The Arcano team (composed of Mr. Enrique García, Mr. Héctor García and Mr. Juan Francisco Ramos) received an honorable mention.



- ▶ Data, as a source of information for obtaining knowledge.
- ▶ Analysis, through robust techniques and advanced models, incorporating machine learning techniques.
- ▶ Strategy, designed based on the analysis of trends in knowledge technology so as to generate a long-term development plan going forward.

The chair has a clear formative and informative intent. For this reason, it organizes training sessions on topics of interest related to data analysis, as well as other outreach events and informative sessions. The chair also has a scholarship plan to support the best students in their academic career, and awards a prize to the best final year project.

#### *iDanae Chair quarterly newsletter*

One of the lines of work developed by the iDanae Chair (where iDanae stands for intelligence, data, analysis and strategy) is the analysis of meta-trends in the field of Analytics. To identify meta-trends, it is important to analyze public and private investment projects as well as the issues highlighted by organizations, companies and other related stakeholders.

The iDanae Chair will conduct active surveillance through observing and monitoring different sources, such as the outcome of different European analytics working groups, the strategic plans of the United States Government on artificial intelligence research and development, and other relevant international analyses and publications.

For educational and information purposes, the findings of this surveillance are reflected in an updated list of themes (interpretability of models, ethical, legal and social implications of Artificial Intelligence, predictability and modellability, data augmentation and data democratization, etc.) that will be developed in quarterly reports with the aim of providing a view on specific trends or topics of interest.

In 2019 the Chair published the first of these quarterly reports entitled "Interpretability of Artificial Intelligence models", available through the iDanae Chair's website and Management Solutions' website.

### **iDanae Chair Awards in Big Data and Analytics**

The iDanae (intelligence, data, analysis and strategy) Chair in Big Data and Analytics, which emerged within the framework of the collaborative work between the Polytechnic University of Madrid (UPM) and Management Solutions, awarded prizes for the best Final Year Projects to Mr. Alejandro Fernández Cabrera, class of 2017/2018, and Mr. Mariano Blanco Cantero, class of 2018/19.

The prizes were awarded after a competitive process among students qualifying for an honors scholarship, whose work was assessed based on criteria that takes into consideration the project's technology and innovation, its applicability in business, and the creator's ability to explain the project in front of a project evaluation panel.



iDanae Chair Awards in Big Data and Analytics, Spain

## Breakfast conference organized by the ICADE Business Club, Spain

The conference, organized by the ICADE Business Club and moderated by Management Solutions President Mr. Alfonso Serrano-Suñer and the club's Vice President, was addressed by Ms. María Dolores Dancausa, CEO of Bankinter, with the presence of Mr. Julio Luis Martínez SJ, Rector of Comillas Pontifical University. This was attended by more than 150 Club members, including several Management Solutions partners and directors.

The presentation given by Ms. María Dolores Dancausa was entitled "Bankinter and the challenges facing the financial industry", and was followed by a discussion during which the CEO of Bankinter answered questions asked by attendees about the economic context, the financial industry and Bankinter's specific case.



### *ICADE Business Club*

The ICADE Business Club is 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, to foster entrepreneurship among the university community and to create a true forum for reflection and influence in Spanish society.

Through some of its partners, Management Solutions collaborates with the initiatives that the Club organizes for the benefit of both alumni and current students of Comillas Pontifical 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, Spain*

The Firm works together with the Deusto Foundation (Deusto 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.

### *UCLU Business Society, UK*

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.

### *XIII Modelling Week, Spain*

Management Solutions participated in the XIII Modeling Week, an annual meeting organized since 2007 by UCM's Mathematics Faculty and the Institute of Interdisciplinary Mathematics.

The event, which is the result of a collaboration between universities and industry, presents Master's students from several universities - UCM, Oxford, Florence and Leicester, etc., with real problems, proposed by companies from different sectors of activity, to be solved using mathematics as a tool, under the supervision of instructors.

On this occasion, Management Solutions, which has been participated in the Modeling Week since 2009, raised a case of fraud detection in credit portfolios, supporting a group of students in its resolution.

### Management Solutions taught a Machine Learning seminar at ICAI, Spain

As part of the "Machine learning II" subject taught in the Master's degree in Big Data, Management Solutions collaborated with Comillas Pontifical University to teach a seminar on the use of data science techniques for the characterization of energy customers and their integration in the commercial management process.

The seminar dealt with the definition of segmentation models for commercial purposes and the development of a methodology for integrating these models into the business and measuring their profitability.

### Workshop on Agile/Scrum at the University of Utrecht, Netherlands

Management Solutions conducted a training session for University of Utrecht students as part of the University's Career Services program. The agenda of the day consisted of a theoretical introduction to Agile methodologies followed by a dynamic Agile Lego Session for students to be able to experience the challenges and benefits of these new working methods.



**“Our support to the academic world is one of the pillars of the firm's commitment to its environment”**

Developing a close relationship with universities has been a priority for Management Solutions from the start.

We have shown this commitment through multiple initiatives, from collaboration agreements for scholarships and internships with key universities in the countries where we operate, to the provision of specialized classes and seminars, to cooperation in research programs, and even sponsorship of university foundations and associations.

We are also happy to be able to contribute to the creation of young employment for recent graduates every year, offering them the possibility of embarking on an excellent professional career.

**Arantza Zárate**  
Partner at Management Solutions



Awards to the best Final Year Project at ICAI, Spain

# University

## "Imperial Tank" business game organized at Imperial College London, UK

Management Solutions organized a business game for students of Imperial College London. Called Imperial Tank, the game divided the students into two groups: the entrepreneurs, who had to develop an innovative business idea and sell it to as many investors as possible; and the investors, whose aim was to choose the most profitable options, taking into account the entrepreneurs' negotiation and communication skills as well as their creativity and critical thinking.

## Business case on Cybersecurity and Technology Risk at UPM, Spain

In this day and age of digital transformation, managing technology risk is critical to ensuring the viability of a company. Management Solutions conducted a seminar at the Polytechnic University of Madrid's Computer Science Faculty, during which students were presented with a practical case on decision-making and also given the factors to be taken into account in a security incident such as the management of the Wannacry event, the most notable ransomware attack in recent years that attracted a large media attention due to its global scope.

## Business case on Machine Learning Techniques and their implementation in the financial industry at UDLAP, Mexico

Management Solutions organized a business case at the University of the Americas Puebla to explain the basic mathematical methodologies in a Machine Learning model (functional part) and their use in commercial software, as well as in product acquisition models in banking and in helping to prevent unrecognized charges (technical part).



ETSINF Commencement Ceremony at UPV, Spain

## Try IT! 2019, Spain

In addition to sponsoring the event, Management Solutions participated as a speaker at Try IT! 2019, a conference aimed at sharing trends in the information technology industry that was organized by the School of Computer Science of the Polytechnic University of Madrid (UPM).

During the conference, experts in different computer science fields shared their knowledge of the latest trends in IT and their implications for business with the School's students.

Management Solutions' presentation, titled "Data lakes and Lambda architecture", explained how this architecture integrates and makes sense of the Hadoop ecosystem components, and allows you to maintain response times to real-time data requests despite increased data volume.

## Awards for the best 2017/2018 ICAI Final Year Projects, Spain

Management Solutions sponsored one of the award categories for the best 2017/2018 Final Year Projects from the ICAI (Comillas Pontifical University) School of Engineering.

Since the awards are organized around themes, Management Solutions sponsored the "Integration of Artificial Intelligence into the business processes" prize, which was awarded to the project "Analysis of the European cross-border physical flows applying machine learning techniques", developed by Ms. Laura Estevez and directed by Mr. Santiago Moreno and Mr. Eugenio Sánchez.

Mr. Miguel Ángel Poblet, a partner at Management Solutions, handed the award during an event chaired by University Rector Mr. Julio Martínez SJ with the presence of Mr. Antonio Muñoz, Head of the School, and Mr. Agustín Delgado, Head of Innovation, Sustainability and Quality at Iberdrola, who was guest of honor at the event.



### *Awards to Computer Engineering graduates from UPV, Spain*

Management Solutions sponsored the diploma award ceremony for graduates of the Technical School of Computer Engineering at the Polytechnic University of Valencia (UPV). The event was attended by approximately 1,100 people including students, and their families, UPV teachers and representatives of companies engaged with the University. The diplomas were presented to academic year 2018/2019 students of the Computer Engineering Degree, the Master's Degree in Computer Engineering, and the University-specific Master's Degree in Information Management, graduating from the Technical School of Computer Engineering at UPV, and included an award to the best academic records in each degree category.

The event was chaired by Mr. Eduardo Vendrell, Vice Rector for Studies, Quality and Accreditation at UPV, and addressed on behalf of Management Solutions by Mr. José Manuel Navas, who received a recognition award for the firm's special relationship with the University.

### *Prizes and awards to the best End of Year Projects and academic results, Spain*

During 2019 the Firm reinforced its involvement with university students by sponsoring a number of prizes to the best Final Year Projects and best academic results.

Specifically, Management Solutions sponsored awards for the best Final Year projects from the IT departments at Universidad de Deusto, Universidad del País Vasco/Euskal Herriko Unibertsitatea (UPV/EHU), Universitat de Barcelona and Universitat Autònoma de Barcelona for the 2018/19 academic year with the aim of recognizing the most innovative Final Year Projects within the digital transformation area, placing particular emphasis on the proposed technologies, the possibility to innovate on the solutions provided and their practical use in business.

Mr. Iker Yabar, Director at Management Solutions, handed the prize to the best Computer Science Final Year Project from Deusto, which went to Mr. Jon Ibáñez Gilsanz for his work

"SmartXa: technology solution for mobility monitoring in neurodegenerative diseases." The award ceremony took place during the Forotech, an event organized by the Deusto Faculty of Engineering that aims to bring engineering and technology closer to society. Mr. Iker Yabar also presented the prize for the best Computer Science Final Year Project from UPV/EHU, which went to the work "Extracting indicators of similarity between bilingual documents" by Mr. Mikel Laburu.

In Barcelona, Mr. Josep Rotés, a partner at Management Solutions, presented the prize for the best Computer Science degree results from Barcelona University that went to Mr. Martí Huerta for his performance over the four-year period. The award ceremony took place at the Assembly Hall of Barcelona University's historic building, on the emblematic Gran Via de Les Corts Catalanes. Mr. Víctor Alicart, a manager at Management Solutions, presented the prize for the best Computer Science degree for the Barcelona Autonomous University. The ceremony took place as part of the graduation ceremony organized by the University's School of Engineering at the Campus de la Vila hotel.

# University

*Conducting workshops on “conflict management and decision making” at ICAI, Spain*

In 2019, Management Solutions professionals conducted 11 workshops on “conflict management and decision-making” (as part of Professional Skills Diploma for Engineering degrees at ICAI), which were attended by more than 200 second-year ICAI degree course students.

During the workshops, students were able to review the importance of teamwork through different dynamics and exercises aimed at reinforcing teamwork skills and achieving objectives while working as a team. Specifically, students proactively participated in dynamics focused on improving group decision making, managing stress using different techniques, and practicing how to give and receive criticism within the team. This workshop allowed them to experiment

with real case studies from typical consulting projects, exploring the importance of teamwork in order to achieve objectives.

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

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

Organized by subject areas, in 2019 Management Solutions sponsored the award to the area of “Integration of artificial intelligence into the management process”, by making a financial contribution towards the awards and becoming

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

*Business Family and Family Business Program at Deusto, Spain*

In 2019, Management Solutions sponsored the Business Family and Family Business program developed by Deusto Business School and INSEAD with the aim of systematically addressing the essential concerns of the business family/ family business, sharing and comparing experiences, generating open and inspiring debates, provoking critical reflections, and consolidating an agenda for the future.



## **Management Solutions Award for the best ADE Final Year Project on “Data Analysis and Data Science”, Spain**

In 2019, Comillas Pontifical University ICAI-ICADE and Management Solutions signed a collaboration agreement for the creation of the Management Solutions Data Analysis and Data Science Award, aimed at recognizing the best ADE Final Year Project in this field.

The formal event to sign the agreement was chaired by Ms. M<sup>a</sup> Teresa Corzo, Dean of the Economics and Business Studies Faculty at Comillas ICAI-ICADE Pontifical University, and Mr. Alfonso Serrano-Suñer, President of Management Solutions, and was also attended by Mr. Javier Márquez, Vice Dean for Institutional Relations and Research and Ms. Marta Ramos Aguilar, Final Year Project Awards coordinator, as well as by Ms. Cristina López and Mr. Miguel Ángel Poblet, Management Solutions partners.

# Sponsorship and patronage

The sponsorship and patronage of business and cultural activities is always present in Management Solutions' business strategy. Thus, the Firm collaborates, to the best of its abilities, with university foundations, cultural institutions and other non-profit associations.

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

Management Solutions is a Sponsor of the Royal Theater in Madrid. With the economic contribution we make to the Royal Theatre (for the fourteenth consecutive year now), we help with the dissemination, appreciation and knowledge of lyrical arts, music and dance. In addition, through the contribution we help with the following: protecting and promoting the enrichment of our artistic heritage, preserving and advancing the research of Spain's musical and operatic heritage while promoting and encouraging attendance by the general public to its performances and other activities.

Mr. Alfonso Serrano-Suñer, Chairman of Management Solutions, is a member of the Royal Theater's Board of Trustees, which forms the institution's main sponsors under the chairmanship of Mr. Alfredo Sáenz. The Board of Trustees aims to promote the participation from society in the smooth running of the Royal Theater.

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

Management Solutions is a member of the Spanish Energy Club (ENERCLUB). The ENERCLUB was established to provide a forum for dialogue and for the exchange of ideas among companies and professionals in the energy industry, with the main goals of fostering new ideas 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. The association also acts to foster the exchange of ideas,

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



Board of Trustees of the Royal Theatre of Madrid, Spain

# Sponsorship and patronage

experiences and opinions on best practices in this field. Its objectives also include maintaining close contact with regulatory authorities and other bodies pursuing the same goals, and disseminating knowledge through the organization and development of FRM (Financial Risk Manager) 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, with their centered on 3 priorities: i) Ensuring the correct relationship between financial institutions and customers, regardless of size, ii) Promoting growth in the UK, working towards consolidating it as a global financial center, iii) Raising standards in the banking industry – both professional and ethical.

## ***AIFIRM Associazione Italiana Financial Industry Risk Managers***

Management Solutions has been a member of AIFIRM (Associazione Italiana Financial Industry Risk Management) since 2016. AIFIRM is an association that brings together and represents professionals in the financial, banking and insurance industries working in the risk departments of the country's main financial institutions. The organization aims to

improve the organizational standards of the corporate functions involved in risk measurement, and to share knowledge of risk measurement criteria in order to improve their operation and use.

## ***Bundesverband deutscher Banken, Germany***

Since 2015, Management Solutions has been a member of the Bundesverband deutscher Banken (German Banking Association), which represents 200 private commercial banks and 11 regional associations. The association aims to serve as a meeting point between the financial industry, the government, the industry's regulators and supervisory authorities through forums, industry events and specialized publications.

## ***Royal Academy of Exact, Physical and Natural Science, Spain***

Management Solutions sponsors the Friends of the Royal Spanish Academy of Sciences Association (ARAC) as a sign of its social commitment to the academic world and research. Through this sponsorship the Firm also supports the sharing and transformation of scientific knowledge. With the Royal Academy of Exact, Physical and Natural Science (RAC) and its Foundation, the active patronage goes beyond financial support.

The Royal Academy of Exact, Physical and Natural Science is a Spanish public organization devoted to the study and research of mathematics, physics, chemistry, biology, engineering and other science related disciplines.

The ARAC's goals are mainly to facilitate RAC's objectives and to facilitate the dissemination of scientific and technological advances and outreach activities.

## ***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, 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 while pursuing activities totally or partially related to the Institute's purposes.

## ***Consortio Alastria, Spain***

In 2017, Management Solutions, together with Spain's key banking, energy and telecommunications organizations, founded the world's first multi-industry network that uses Blockchain to enable and speed up digital transformation across industry and business.

The Alastria network safeguards the identity of participants and ensures all operations carried out on the network are indelibly recorded, allowing participants to offer and receive services with legal effectiveness in Spain and in accordance with European regulations.

## Management Solutions supports the Friends of the Royal Theater Foundation, Spain

For the third consecutive year, Management Solutions collaborated with the Foundation through an economic contribution, once again showing its commitment to the sponsorship and patronage of cultural associations and institutions as part of its Corporate Social Responsibility strategy.

In addition, in 2019 more than 70 Management Solutions professionals renewed their support for the Friends of the Royal Theater Foundation, whose aim is to support, encourage, and develop Teatro Real's activities and cultural projects, also supported by an economic contribution from the Firm.



Management Solutions' participation in the consortium will allow the Firm to participate in the design of Spain's first DLT, build projects and offer services on the platform, as well as innovate and contribute to society in Spain by creating a Blockchain products and services platform.

### **Círculo de Empresarios, Spain**

Círculo de Empresarios in Spain is a thought and debate think tank that serves the Spanish society. It aims to promote free market and free enterprise principles, recognize the social value of entrepreneurs as creators of jobs, wealth and general wellbeing, and to advance entrepreneurial spirit.

Through its Chairman, Management Solutions collaborates with the Institution, and since 2017, has been directing the Working Group on Digital Transformation. Their main

objective is to prepare documentation that facilitates the understanding and implications of digital transformation, primarily focusing on companies while providing educational and practical content that is supported by academics and experts.

Currently, more than 30 professionals with expert knowledge on subjects from the most important sectors of the Spanish economy participate in this venture.

### **Chambers of Commerce**

Management Solutions is a supporting member of the Spanish Chamber of Commerce in China, the Brazil Chamber of Commerce in Spain, the Spanish Chamber of Commerce in Brazil, the Polish-Spanish Chamber of Commerce, the Spanish Chamber of Commerce in Italy, the British Chamber

of Commerce in Spain and the Spanish Chamber of Commerce in the UK. The aim of these institutions is to strengthen ties between organizations.

Our membership in these chambers of commerce 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*



"From code to project", Créate Foundation

## **Síndrome de Down Madrid Foundation**

To strengthen its commitment to facilitating job integration for people with Down syndrome and intellectual disabilities, Management Solutions signed an agreement with the Síndrome de Down Madrid Foundation (Down Madrid) in 2015 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 into 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 sponsor of Fundación Créate, a non-profit organization established in 2011 in response to the need to train people to adapt to a continuously changing society.

As part of its board of trustees, Management Solutions collaborates with the Foundation's mission: promoting quality and innovation in education to awaken the talent and entrepreneurial spirit of children and young people by researching, developing and implementing educational methodologies, techniques and innovative tools for use in schools and other learning environments.

In addition to actively participating in events and programs organized by the Foundation, in 2018 Management Solutions sponsored the 2nd Madrid Mini-Marathon, organized by the Créate Foundation with the aim of promoting individual and team sports as a holistic endeavor that develops different personal dimensions. The event involved nearly 5,000 young people between the ages of 10 and 17 from 43 schools in Madrid that ran 4.2 kilometers, 10% of a marathon.

## **National Organization of Spanish Blind People**

In 2014, Management Solutions signed a cooperation agreement with Ilunion Travel, an agency belonging to the ONCE Group of Companies and their Foundation (National Organization of Spanish Blind People), that strengthened its commitment to employing people with disabilities. Since then, Ilunion Travel has been providing travel agency services to the Firm (including everything related to booking transportation, 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 to work towards universal accessibility.

## **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, while contributing to the improvement of living standards of families and 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 Puerto Rico, Panama, Peru, Colombia, Chile and Argentina), since this region constitutes the network's corporate center. In addition to capital, this region 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 this network.

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.

### **Solidarity Program at work in collaboration with AECC**

In March 2012, Management Solutions joined this initiative launched by Asociación Española Contra el Cáncer (AECC), which consists of spreading monthly health messages targeted at business groups related to the prevention and early detection of cancer.

Management Solutions has continued participating with the Solidarity Program in 2019 through distribution of AECC newsletters on healthy eating, which explain the importance of prevention and instilling healthy habits among young people while raising awareness about different types of cancer.

### **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's 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 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). The Foundation also provides

## **"From code to project" educational program**

As a member of the Créate Foundation board, in 2018 and for the sixth consecutive year, Management Solutions encouraged its professionals to participate in program "From code to project", a new way of teaching the Technology, Programming and Robotics subject with the goal of promoting the development of an entrepreneurial IT project. This program also fosters critical thinking and problem solving skills while teaching students about programming and robotics by professionals from the Firm who are experts and knowledgeable in this field.

This program allows students to learn the subject in an applied and real way; a group of Management Solutions professionals shared a session with 11-year-old (6th grade) students from the CEIP Gonzalo Fernández de Córdoba school in Madrid, advising them in a personalized way about the design of their project (project model, mission and values, brand).

individualized occupational training to enable people with intellectual disabilities to be placed in ordinary jobs while offering employment services with ongoing support to encourage equal opportunities in hiring, retention and promotion in the workplace. The Foundation also provides intellectually disabled workers who exercise their right to work in ordinary jobs with continuous training throughout their lives and gives them the necessary support so that they are 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 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.

### **Collaboration agreements with schools**

In 2018, Management Solutions signed a Collaboration Agreement with the French Lycée and the Everest School in Madrid to offer their high school students their first work experience. For three days, groups of students from both schools were able to learn about the Firm's operation, mission and goals, the values shared by Management Solutions professionals as well as the industries in which the Firm operates and the lines of service it provides. This was achieved by meeting with different professionals to get a close view of the different types of projects carried out, in addition to participating in a case study on consulting.

# Social Action

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

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

Throughout 2019, Management Solutions has organized and sponsored community development projects promoted by the Social Action Group and has endorsed and financially supported many other solidarity activities carried out by staff.

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

### *Solidarity Summer*

Since 2006, Management Solutions has been facilitating participation by its professionals in a summer volunteer program organized by an NGO, through which those who are interested are given the opportunity to collaborate with a solidarity project that seeks to help the most disadvantaged in

society. That year, a group of fifteen Management Solutions professionals accepted the proposal offered by the Firm - which would cover all travel expenses, to spend their summer vacation collaborating with the Missionaries of Charity in Kolkata, India. This is how our Solidarity Summer was born, an activity that continued in 2007 with Guayaquil, Ecuador, as a destination, and took place again in Kolkata from 2008 to 2011.

Since 2012, our Solidarity Summer involves collaborating with the "Volunteers on the ground" program run by NGO Ayuda en Acción. In 2012 and 2013, our professionals travelled to Hogar Teresa de los Andes in Bolivia, a home supported by this Spanish NGO that looks after 200 children with different levels of intellectual disability. Between 2014 and 2016 the volunteer program took place in Santo Domingo de los Tsáchilas, in Ecuador; while in 2017 the activity was carried out in Waslala (Nicaragua), together with the Madre Tierra Foundation (FUMAT), with the aim of reducing the poverty of rural households.



In 2018 and 2019 our Solidarity Summer program took place again in Kolkata. In 2019, more than 50 volunteers joined from our offices in Spain, United Kingdom, Poland, the United States, Mexico, Colombia, Brazil, Peru and Chile. Given the high participation, volunteers were organized into different groups and had the opportunity to teach some support classes and organize a number of daytrips for children cared for by different New Light centers, in addition to collaborating with Mother Teresa centers, Pre Dam center for the terminally and chronically ill, Shanti Dan for women and girls with a disability, and the Shishu Bhavan orphanage, where they undertook different tasks such as washing clothes, preparing food, and helping to care for the children.

#### Solidarity Film Preview

In 2005 Management Solutions launched its Solidarity Cinema 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 Spain, in 2019 this event was held simultaneously in Madrid, Bilbao and Barcelona.

The Madrid event brought together more than 2,500 people, including our professionals, former members of our Firm and some of our main clients and their families. Thanks to the generosity of all attendees, we were able to collect almost 6,500 kg of non-perishable food, baby food and diapers, which were delivered that 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 ninth edition of Management Solutions' Solidarity Film Preview event gathered 800 people who together were able to collect around 1,500 kg of food that was

given to the Bizkaia Food Bank to be later donated to people without resources.

In Barcelona, where the Solidarity film screening event was held this year for the first time ever, more than 300 people gathered and managed to collect more than 600 kilos of food and children's products (porridge, diapers, etc.) that were delivered to the Banc dels Aliments in Barcelona.

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 upon arrival and throughout the reception following the movie. Social Action volunteers organized these activities, arranged the logistics for the day and delivered all that was collected to the charitable institutions.



Solidarity Film Preview, Mexico City



Solidarity Film Preview, Santiago de Chile

# Social Action

The success of this initiative in Spain has gradually spread to other Management Solutions offices. In 2019, Solidarity Cinema events also took place in Mexico City, São Paulo and Santiago de Chile.

In Mexico, Solidarity Cinema was held for the fourth time and brought together close to 300 Management Solutions professionals and clients and their families. Their generosity made it possible to collect 1,000 kilos of nonperishable food that was delivered that same day to Fundación Clara Moreno y Miramón, an institution whose purpose is to transform the lives of girls and adolescents at risk of ending up on the streets through comprehensive care programs.

The Chile office held their third Solidarity Cinema in 2019, bringing together around 200 people including MS professionals, some of our main clients and collaborators, and their families. The Firm collected nearly 300 kilos of non-perishable food that were delivered to Hogar San Ricardo, a residence for children with severe mental disabilities who are sent there by the National Service for the Protection of Minors when they are in a situation of abandonment, are socially vulnerable and/or do not have a parent or guardian.

In Brazil, the volunteers from our São Paulo office accompanied the children from the Santo Amaro Home (an institution that cares for 30 children and adolescents between the ages of 0 and 17 who have no resources and are in situations of extreme social risk) in what was a great afternoon full of fun. The activity began with the screening of a children's movie at a cinema in a well-known mall in São Paulo. The children enjoyed the film with popcorn and soft drinks, and at the end had dinner at a local restaurant.

## *3rd Management Solutions Charity Race*

In 2019 Management Solutions held its third Charity Race, organized to raise funds to collaborate with the educational programs and activities of Créate Foundation. Management

Solutions is a founding patron of this organization that helps to promote innovation and entrepreneurship among children and young people.

Both races had an added social purpose, since the water distributed to the runners was from AUARA, a social enterprise that dedicates 100% of its dividends to a social purpose related to the lack of water in the world and the problems that this can cause.

The first of the two races, designed so that both running enthusiasts and families could enjoy a day of sports with a charitable purpose in the Financial City Forest at Boadilla del Monte (Spain), was entered by close to 300 people who participated in different runs: 5 and 10 km, 2 km non-competitive walk, and 300, 500 and 1,000 meter children's races depending on their age.

After the success of the first edition, in October the Firm organized a second Charity Race, which was attended by close to 600 people, which is double the participation achieved in the first Charity Race.

## *First Management Solutions' Charity Golf Tournament*

In 2019 Management Solutions held its first Internal Golf Tournament at Golf Santander, organized to collaborate with Créate Foundation, of which Management Solutions is a founding sponsor of. 90 players, including Management Solutions professionals, clients and collaborators, participated in the Tournament, held at the Santander Golf Course in Boadilla del Monte.

The funds raised will be used to support the educational programs and activities organized by Créate Foundation, to



Solidarity Film Preview, Madrid

promote innovation and entrepreneurship among children and young people.

*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 with more than 38 volunteers participating in the Madrid donation.

In 2019, the initiative was also held in both Management Solutions' offices in Mexico City, in partnership with Blooders A.C. 50 volunteers were able to participate in this initiative, which shows the awareness and impact of our professionals can have through these types of campaigns.

*Donation of computers and cell phones*

Management Solutions regularly collaborates with different organizations by donating used computers and cell phones once they have been replaced. This helps to reduce the Firm's environmental footprint while also allowing us to fulfill the need that society's underprivileged groups have for these tools.

*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

treatment in addition to recycling tons of plastic tops in order to eliminate some CO<sub>2</sub> emissions, which is one of the main causes of climate change.

Given the positive response to this initiative by the Firm's professionals, we continued to collect tops during 2019, reaching a total of 50 kilos.

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

*Pro-Am Tournament organized by the Deporte y Desafío Foundation, Spain*

The Tournament, in which Management Solutions participated for the tenth year, was held at the Santander golf



3rd Management Solutions Charity Race in Madrid, Spain



3rd Management Solutions Charity Race in Madrid, Spain

# Social Action



course in Boadilla del Monte, and included the participation of 10 teams (including a professional golfer on the European Tour and four *amateur* players).

## *Christmas Solidarity*

Over 500 Management Solutions professionals brought hope to families in need through a “Solidarity Christmas” campaign, organized for the eleventh consecutive year and consisting of several initiatives in Spain, United Kingdom, Germany, France, Poland, Italy, The Netherlands, Portugal, United States, Mexico, Brazil, Colombia, Peru, Chile and Argentina.

In Spain, the “*True Magi*” 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 more than 140 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.

Our United Kingdom office collaborated with the “*Toy Appeal*” campaign to collect gifts for children from families without resources in East London. The campaign was organized by ELBA, a foundation that seeks to combine the efforts and resources of the private sector to offer possibilities for improvement to local communities in need.

The Social Action Group in our German office once again launched a food collection to collaborate with Frankfurte! Tafel, an organization that helps disadvantaged families by delivering food packages and organizing social canteens.

Our offices in France, Poland and Italy collaborated with different local hospitals through gift collections that were delivered by the volunteers to the children admitted during the Christmas season.

Our Netherlands office collaborated for the first time with Stichting Babyspullen, an organization that helps families without resources that have recently had a baby by providing them with essential items for the little ones (clothes, bottles, milk, etc.). In addition to the donation, volunteers spent an afternoon at the center helping to sort donated clothing and preparing packages that would later be delivered to families.

Professionals in the Management Solutions Portugal office joined efforts to provide children cared for by Ajuda de Berço with the toys they asked Santa for. Ajuda de Berço is an organization that takes care of children aged 0-3 in a situation of risk at two different shelters in Lisbon.

Likewise, professionals from our US offices collaborated with St. Jude Children's Research Hospital by collecting gifts for children and teenagers with cancer and other serious illnesses who were in the hospital during the Christmas period.

In Mexico, the "Be a Child's Wise Man" campaign was organized again in collaboration with Casa Hogar Amparo, an institution whose purpose is to ensure the optimal, holistic development of the girls at risk of exclusion, providing them with education, protection and a family atmosphere with values based on love. Thanks to the participation of professionals from our Mexico City offices, all the girls in this Casa Hogar received the gifts they had asked for in their letters to "their" individual Wise Men.

Our Colombia office collaborated with the "Building dreams" project from the Catalina Muñoz Foundation, which seeks to serve vulnerable communities through the construction of prefabricated housing modules. Thanks to the Firm's contribution and selfless effort of professionals in our Bogota office, it was possible to build a prefabricated house for a family without resources.

Professionals from Management Solutions Brazil collaborated once again with Casa da Criança Santo Amaro, a São Paulo shelter for 6 to 14 year olds in need, by organizing a volunteering afternoon during which, in addition to handing

the toys that had previously been collected (especially school supplies for the next school term), they shared a day of games and activities with the children.

Also, professionals in our Peru office organized a Christmas chocolatada for more than 130 children who are supported by the Institute for the Education of Adolescents and Working Children - INFANT, an organization whose mission is the holistic development of working children and adolescents (NNATS) in Peru and the Latin American region, as well as advancing the promotion of their rights and raising awareness in order to contribute to a fair and dignified society.

In Chile, the Viejito Pascuero campaign was organized once again in collaboration with Jardín Infantil Tai Tai, a center that cares for close to 70 children between the ages of 3 and 5 in the Estación Central community. The aim of the campaign was to provide each child in the center with a Christmas present. The involvement of professionals from our Chile office meant all children received their present directly from Viejito Pascuero during a celebration organized by the center's volunteers.

In Argentina, our office collaborated for the first time with the Pedro de Elizalde Public Children's Hospital. Volunteers collected puzzles, board games and storybooks that were then delivered directly to the children in the hospital.

### *Christmas with Ayuda en Acción*

For the thirteenth year running, Management Solutions' Christmas cards were made in collaboration with an NGO. Ayuda en Acción was the NGO chosen this year and all proceeds from the purchases of Christmas cards went to collaborate with "Schools for the future", a project that the NGO launched in Mozambique to help children in the area receive a complete and appropriate education.

To choose the card's design, a now traditional competition was organized in which more than 200 young participants (the children, nephews and nieces as well as brothers and

sisters of Management Solutions professionals) showed their artistic skills. The winning entry was produced by Martina, 5, and Samuel, 3.

### *Children's day in Brazil*

During "children's day", professionals from our São Paulo office organized a fundraiser to buy non-perishable food, a television and board games for the Lar Grossarl Shelter, with the aim of promoting their social and family reintegration and improving the quality of life for the children at the shelter.

The volunteers also had the opportunity to share in a small party organized for the 11 to 17 year-olds supported by the Lar Grossarl shelter, during which the gifts were delivered.



Christmas with Ayuda en Acción

# Social Action



Volunteering with Down Madrid, Spain

## *Volunteering at the Saica 2 Children's Home, Brazil*

Management Solutions Brazil's Social Action group organized an Easter community support campaign at the Saica 2 Children's Home, an institution that takes care of children without resources who are at risk of extreme social situations.

Management Solutions' volunteers had the opportunity to share a fun day with the children of the Home and give to each of them an "Easter kit".

## *Festa Junina, Brazil*

On the occasion of the traditional Brazilian holiday "Festas Juninas", the Social Action Group in our São Paulo office organized its second "Festa Junina Solidária", aimed at raising funds for future Social Action activities, as well as collecting warm clothing in good condition and non-perishable food to collaborate with a shelter that welcomes homeless people.

## *Volunteering with Down Madrid, Spain*

In January 2010, Management Solutions' Social Action Group launched an ongoing collaboration to support the Down's Syndrome Foundation of Madrid which involved 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 in which Management Solutions professionals share a fun day of leisure activities (for example, at multi-adventure parks or at natural related centers) with a group of children with Down's syndrome.

In 2019, our Social Action Group once again organized a volunteering activity in collaboration with Down Madrid, in which volunteers had the opportunity to share a day at the amusement park in Madrid with Down Madrid young individuals.



Campaigns to support Mozambique after Cyclone Idai, Portugal

## *Campaigns to support Mozambique after Cyclone Idai, Portugal*

In light of the damages caused by Cyclone Idai, which devastated Mozambique on March 14, the Portugal Social Action Group organized a collection to help the thousands of affected families. Thanks to the generosity of Management Solutions professionals, the Firm collected non-perishable food, baby food, basic necessities and medicines. All of it was given to the firefighters in the city of Lisbon (RSB), who were organizing and sending the aid to the African country in collaboration with the Mozambique embassy in Portugal.

## *"No child without a mustache" milk collection campaign, Spain*

In 2019, Management Solutions joined the "No child without a mustache" campaign launched by Caixabank in collaboration with the Food Bank to collect milk cartons for children without resources.



J.P. Morgan Corporate Challenge, United Kingdom

The event held in Frankfurt served as a benefit and created awareness for the German Sport Aid Foundation and the German Disabled Sports Youth, while the London race helped to raise funds for the Alzheimer's Society, the United Kingdom's leading dementia charity.

#### *London Winter Run, United Kingdom*

A group of professionals from the Firm met in Central London to complete the 10 km run past some of London's most iconic landmarks.

The race, which was entered by some 23,000 runners, was part of the "Winter Run Series", a series of races held in different UK cities, all with the aim of raising funds to help Cancer Research UK in its fight against the disease.

Management Solutions' teams performed outstandingly, with one of our professionals winning fourth place.

#### *"Race for the Cure", Italy*

Professionals from Management Solutions Rome participated for the first time in "Race for the Cure", a charity event organized in some 100 cities around the world by the Susan G. Komen Foundation with the aim of raising funds to help prevent, treat and cure breast cancer. The event, which in addition to the race included four days of charitable sporting events and health activities at Circus Massimo in the Italian capital, brought together about 80,000 people.

The Susan G. Komen Foundation against breast cancer is an international non-governmental organization that was created in 1982 and has a network of more than 75,000 volunteers with a goal of eradicating breast cancer.

#### *6th "Running against cancer" race, Spain*

Over 60 Management Solutions professionals participated for the sixth consecutive year in the "Running Against Cancer" race organized in Madrid by the Asociación Española Contra el

The campaign is carried out coinciding with the end of the school year, since over the summer many children at risk of social exclusion do not have food that is essential to their growth and they have to go to social canteens in order to eat.

#### *Global 6K for water, Spain*

Management Solutions participated in the Global 6K for water, a race organized by the NGO World Vision to raise funds for children from disadvantaged areas through projects to help them access water. In addition to the physical race held in Madrid, the organization made it possible for anyone to collaborate with the solidarity goal through a virtual race allowing runners to accumulate kilometers anywhere in the world using an app, which meant Global 6K for water has been the first global competition open to the participation of all our offices.

In both the virtual and physical race, Management Solutions made an economic contribution (by taking care of the registration costs of all physical race participants and donating 1 euro per kilometer traveled by those MS professionals who participated through the app).

World Vision, an NGO present in 100 countries worldwide, has been working since 1950 to improve the life and future of millions of children in six areas (nutrition and health, education, child protection, water and sanitation, and economic security for families).

#### *J.P. Morgan Corporate Challenge, Germany and United Kingdom*

Management Solutions professionals participated at the J.P. Morgan Corporate Challenge held in Frankfurt and London. Both races were part of an initiative organized by J.P. Morgan across different countries with the goal of promoting values such as teamwork, health and commitment to the environment.

# Social Action

Cáncer (AECC) to raise funds for research on this disease. The race consisted of three course distances (2, 4 and 10 km) through the center of Madrid and included 18,000 participating runners.

AECC is an NGO, set up in 1953, that brings together patients, their families, volunteers and professionals who work side by side in prevention and awareness raising, while also supporting individuals and funding cancer research projects in order to better diagnose and treat the disease.

### 3rd "Barcelona running against cancer" race, Spain

Management Solutions professionals participated in the 3rd "Barcelona running against cancer" race in Barcelona by the Asociación Española Contra el Cáncer (AECC) to raise funds for research.

The race consisted of three course distances (5 and 10 km and a 2 km non-competitive walk) through Fórum Park and had 5,000 participating runners.

### "Run for a cause, run for a light for girls", Spain

Management Solutions professionals participated in the Madrid and Barcelona edition of the charity race "Run for a cause, run for a Light for Girls", organized by the Entreculturas foundation to raise funds to collaborate with the "Light for Girls" program, an initiative that takes place in 12 countries in Africa and America to support over 12,700 girls and adolescents who are at risk of violence by promoting their access to education while providing prevention and care.

The race, organized by the Entreculturas Foundation (a non-profit Jesuit NGO that focuses on education as an instrument for development, transformation and dialogue between cultures) in 13 Spanish cities, resulted in the outstanding performance of the Firm's professionals who achieved victory in the male category for both the 5km and the 10km races.



### 9th Down Madrid race, Spain

A group of Management Solutions professionals participated in the 9th Down Madrid race organized by Down Madrid. Management Solutions was a sponsor with the aim of raising funds for leisure and sports projects for people with Down syndrome and other intellectual disabilities who are supported by the foundation.

The event, held in the Juan Carlos I park in Madrid under the motto "Your kms = their inclusion", gave participants the option of completing a 2.5km, 5 km or a 10 km run, and resulted in the participation of over 5,000 runners. After the race, Management Solutions, along with other sponsors, received recognition from Down Madrid for its collaboration in this event.



### Green Race 2019, Colombia

More than 20 professionals from Management Solutions met at the Simón Bolívar Park in Bogota for the fourth time to participate in the Green Race initiative organized by Natura Foundation -a civil society organization dedicated to the preservation, use and management of biodiversity to generate social, economic and environmental benefits-, and Fundación Grupo Argos -an organization focused on the preservation, restoration, sustainable use and protection of biodiversity as part of a wider environmental conservation purpose. Banco de Bogotá also helped organize this initiative.

Under the slogan "Nature wants you to run for the forests and water" the goal of the race was to renew local forests as three native trees will be planted for each runner registered in the race. The race also focused on raising awareness about the need to respect the environment.



Thanks to the participation of 6,000 runners, it will be possible to plant 18,000 native trees that will grow in Fundación Natura reserves.

*2019 UNICEF 10K, Colombia*

A group of Management Solutions professionals participated at the 2019 UNICEF 10K race in Bogota, an annual initiative organized by the United Nations International Children's Emergency Fund (UNICEF) to improve the lives of children and adolescents in vulnerable areas of Colombia and safeguard their rights.

Under the slogan "I run", nearly 6,000 participants gathered at Bogota's Parque Simón Bolívar to run in support of the country's most vulnerable children.

*Somerville 5K 'Detour' Road Race, United States*

For the sixth year in a row, professionals from our Boston Office met in Somerville, Massachusetts, to participate in the 24th annual race "Somerville 5K 'Detour' Road Race", organized with the aim of raising funds to support local homelessness.

Somerville Homeless Coalition is a non-profit organization which has the mission to provide homeless and near homeless persons and families with individualized supportive services and tailored housing solutions with the goal of obtaining and maintaining affordable housing.

*Rumpshaker Race, United States*

More than 20 Management Solutions professionals participated in the 11th Annual Rumpshaker Run held in Birmingham with the goal of promoting awareness about colorectal cancer.

The race, which offered two options (a 5k run and a one-mile non-competitive walk), both through the center of Birmingham, Alabama, raised \$98,000 for Rumpshaker - a nonprofit organization whose mission is to promote awareness about colorectal cancer, raise funds to fight and treat it, and provide hope for colorectal cancer survivors and those fighting the disease.

*5th FUCAM Race, Mexico*

More than 50 Management Solutions professionals participated for the first time in the FUCAM race, an initiative that brought together close to 7,000 people who, under the motto "Making breast cancer a disease of the past", ran to raise funds that will go towards breast reconstruction for 150 women.

FUCAM is a non-profit organization whose mission is to provide timely diagnosis, treatment and monitoring of breast cancer for Mexico's most unprotected and marginalized socio-economic groups.



**“Our professionals are the ones that lead the firm’s social commitment in each and every one of our offices”**

Management Solutions is actively involved in the communities where it operates. Through the Social Action Group, it organizes many solidarity activities in collaboration with different NGOs and charities.

Professionals from all our offices, backed by the Firm, show a selfless dedication to those most at a disadvantage by engaging in various solidarity activities with positive impacts.

The Firm is very proud of the strong social commitment shown by its professionals.

**Rodolfo Castilla**  
Partner at Management Solutions

# 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 also 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 providing the necessary knowledge to enable implementation of good environmental practices.

In 2013, Management Solutions prepared an Environmental Good Practice Guide, which provided all of its professionals with a basic understanding of environmental management, and established a set of practical, useful and educational recommendations aimed at changing or improving common behaviors within the office while decreasing the environmental impact caused by office activity and by each individual.

Thus, the actions prescribed in the Environmental Good Practices Guide have the following primary goals:

- ▶ 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 properly manage waste, 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 forum for companies and professionals in the energy industry to promote sustainable development and environmental preservation.

### **Reduced resource consumption**

Our type of activity and intensive use of technology make our environmental impact very limited, as we do not generate any waste of those considered to be dangerous. In spite of the low polluting nature of our activity, we monitor our consumption levels of those resources we use the most (electricity, water and paper) and are committed to any recycling and optimization initiatives.

#### *Paper*

Because of our activity, paper consumption is without a 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 2019, the use of paper sheets per person decreased by 2%. 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 and our online training platform).

Also, every year we make progress in reducing the number of printed copies of publications and other paper items such as brochures, cards, event invitations, etc., as we promote the use of digital versions. As an example, in 2018 it was possible to reduce the use of paper for corporate event tickets by 100%, as these tickets were replaced by QR codes.

#### *Power usage*

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.

Our Madrid headquarters in Torre Picasso obtained the Aenor Certificate for Environmental Management that accredits the Firm's commitment to environmental protection while also ensuring that it implements sound environmental practices.

In addition, we must add the energy saving systems of printers and computers. This year 50% of our office space has switched to a LED lighting system, allowing us to save approximately 50% in energy expenditure on lighting.

We intend to continue to reduce our use of these resources in 2020 by promoting responsible usage among our professionals among other measures.

#### *Carbon footprint*

The progressive implementation of technologies such as videoconferencing, telepresence, live video streaming or the VPN connection, has led to a significant reduction in the number of trips made by our professionals, allowing for more efficient energy management and contributing to the fight against global warming by reducing our corporate carbon footprint.

In addition, city (and in many cases intercity) journeys made by Management Solutions professionals take place using a transport platform that since 2019 has been emissions-neutral. The platform achieved this by investing in projects that combat deforestation in parts of the Amazon rainforest to offset the carbon footprint caused by their cars.

### **Waste management**

#### *Fluorescent lights and toner cartridges*

For fluorescent lights and toner cartridges found in all of our offices, once depleted, they are deposited in special purpose containers in the buildings housing our offices, or they are returned to the supplier for proper reuse or recycling. In 2019, toner consumption was reduced by 2%.

#### *Paper and packaging*

Paper and packaging that can be recycled are separated appropriately so that management companies can properly recycle them. 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 2019, the amount of recycled paper increased by 10% compared to 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 condition to various NGOs. Equipment in worse condition is sold for parts that are reused, or if the model is no longer current, it is sent to a company for recycling.