

## 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.



**>200,000**

résumés received



**>1,000**

new recruits hired



**>280,000**

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 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 as they face national and international challenges,
- ▶ with an extraordinary team of professionals whose values and corporate culture are a reference in the industry,
- ▶ by following a clearly defined career plan and continuous training.

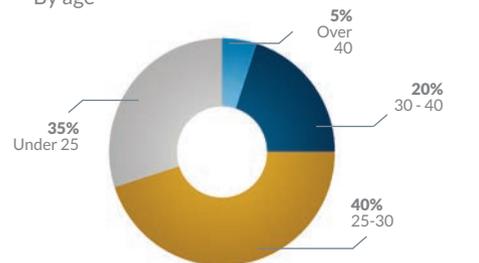
All this makes us a true school of entrepreneurship. Our professionals acquire and develop technical knowledge, management skills and leadership abilities, assuming responsibilities in the Firm's different management areas gradually as soon as they join.

We are aware that both 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.

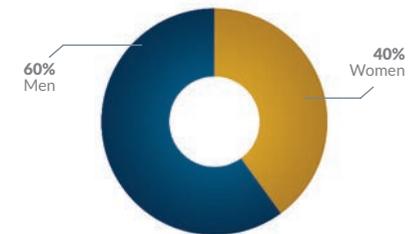
Aside from the rewards our professionals reap through this effort in the professional sphere, we devote special attention to facilitating the best working environment and supporting them in everything we can: training, IT resources, supporting documentation, accessible internal communication (Intranet), Human Resources policies (employee benefits, mentoring programs, international relocations, evaluations), medical services, etc.

## Distribution of workforce

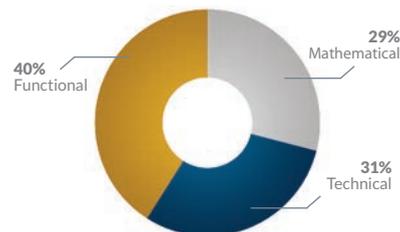
By age



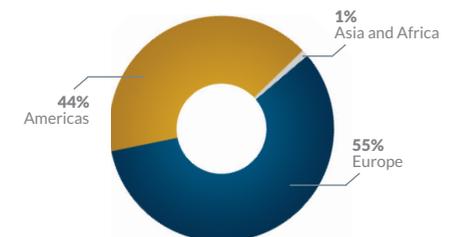
By gender



By profile



By nationality



# Human Resources policies

Committed to our professionals

## 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 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 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: the mentor's role

Our mentoring program is aimed at all the Firm's professionals, from newly hired consultants to the management team, and seeks to listen to and guide them, identifying their concerns and aligning them with the different needs of the Firm.

*More than 200,000 résumés were received in 2022*

## Commitment to the creation of youth employment

Since its inception, Management Solutions has been fully committed to creation of quality jobs for young people in the countries in which it operates.

During 2022, in a context marked by the uncertainty, the largest graduating class in the history of Management Solutions joined the Firm, comprising more than 500 people the vast majority of whom are recent graduates whose first contact with the world of work has been Management Solutions.



Employment Forum Universidad Pontificia Comillas, Spain

# Human Resources policies

Mentoring of professionals up to the experienced senior category is carried out by directors, managers and supervisors, and mentoring of the management team is done by our HR department. Their main aim is to identify the concerns of our professionals and to advise them, involving ourselves as much as possible in their professional career plan.

In addition, the mentoring program has been extended to future employees of the Firm (candidates who have passed the selection process and have received a letter of offer inviting them to join the Firm in the following intake). All of them are assigned a mentor (senior or experienced senior consultant) whose mission is to guide them, resolve any doubts they may have, offer them advice on our different

types of projects and corporate culture and by doing this generate a feeling of belonging, facilitating their future incorporation.

The mentoring program is part of our corporate policies and is therefore applied globally and uniformly across all Management Solutions units.

Nearly 3,000 people participated in our mentorship program in 2022. Close to 600 members of our management team (partners, directors, managers and supervisors) acted as mentors to over 2,200 professionals in their first to sixth year, contributing to their professional development within the Firm.

## 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.

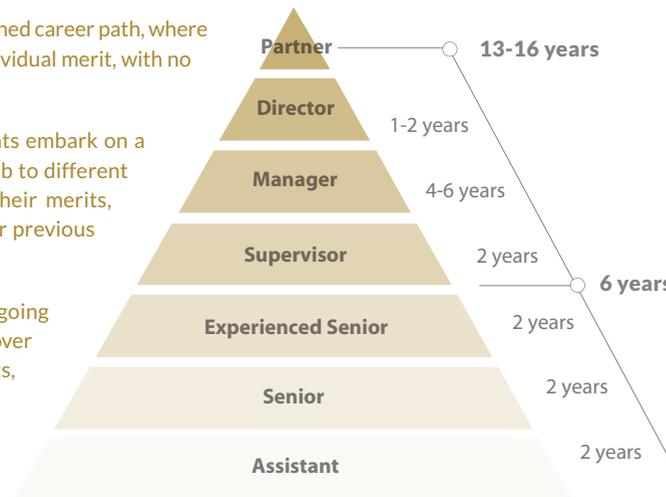
This is possible mainly due to two factors: Management Solutions' professional career and hierarchical structure. The Firm guarantees a clearly defined career plan, where professional development depends only one's own merit and proven results. This development is aided by our evaluation system, in which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

## – 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 consultants.

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



The evaluation process at Management Solutions is based on recognition of the each person's effort in the exercise of their professional responsibilities. Therefore, this process is key to assessing performance throughout the year, as well as to identifying each consultant's professional skills and potential areas for improvement.

The evaluation for managerial profiles differs from that for non-managers given the nature of their work and the responsibilities acquired. Consequently, the evaluation is conducted based on objectives that each manager defines and validates with the partner responsible at the beginning of each fiscal year.

The evaluation process is carried out in two phases throughout the fiscal year: the first, to ensure the correct understanding of the objectives set; the second, to evaluate overall performance during the year and determine the variable component and the promotion based on the degree to which objectives were achieved.

The evaluation is an excellent opportunity for improvement, 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 of the Firm.

### **Employee benefits**

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

- ▶ Health insurance.
- ▶ Accident insurance.
- ▶ Life insurance.
- ▶ Luncheon vouchers.
- ▶ Childcare vouchers.
- ▶ Special conditions with financial institutions.
- ▶ Sports and corporate wellness programs.
- ▶ Corporate agreements.

### **Flexible Work**

Management Solutions offers its professionals the possibility of flexible working arrangements, with a percentage of non-face-to-face time that varies depending on the circumstances and legislation of each country, although it is generally around 30%. The rest of the time is spent working in-person (in either our offices or our clients' offices), thus favoring teamwork and interaction with the client. In any case, the priority is to offer our clients the best service, therefore flexible work will always be subject to the needs of each individual project.



Welcome to the fiscal year 2023 promotion in Barcelona, Spain.

# Human Resources policies

## **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 while 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.

## **Remuneration policy**

Our Compensation Policy reflects the distribution of fixed and variable remuneration and the different social benefits offered by the Firm at the global level. Our policy is to reward our people according to the level of excellence and quality of service offered, ensuring economic compensation is above the average for the sector.

All our professionals are paid a fixed component based on their profile and evaluation, which ensures the necessary motivation for them to perform their work. This fixed component is complemented with a variable component that will in any case be subject to the professional staying with the Firm until the end of the fiscal year. The variable amount received by each professional will depend on the outcome of

their evaluation (in the case of staff professionals) or on the fulfillment of previously set individual objectives (in the case of members of the management team) and on the financial results obtained at Firm level in the terms and with the scope determined each year.

## **Equality Plan and Anti-discrimination Policy**

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.

An Anti-Discrimination Policy was approved in 2016, which served to formalize principles already being applied by Management Solutions to avoid any type of discrimination in the Firm.



Paris, France office team

Also, Management Solutions, aware of the importance that work-life balance has for its professionals, has established some measures in order that all employees may have a satisfactory professional career, and to make sure that achieving a work-life balance does not prevent women from accessing jobs, or from being promoted later in their careers.

Among the measures aimed at helping employees reconcile their work and family life are reduced working hours, permits, leave, flexible working hours, summer work hours, etc.

In its commitment to equality, the Firm will continue to strengthen its policies in this area. In particular, through the following actions:

- ▶ Continue to disseminate and inform about existing measures within the Firm's work-life balance policy.
- ▶ Continue to promote the use of new technologies available to the company for meetings: videoconferencing, teleconferencing, wireless, etc.

Finally, Management Solutions' compensation policy makes no distinction between men and women. Our salary bands are exactly the same regardless of gender, based only on category and goal achievement.

### **Universal accessibility of people with disability**

Management Solutions has an ongoing commitment to fighting against any type of discrimination. In addition to complying with the regulations applicable in each country (e.g. in Spain, the law on integration of people with disabilities), this commitment is articulated through a number of actions:

- ▶ Collaboration agreements with different organizations (such as Down Madrid, OPTEAM and Ibermática Social) with the aim of facilitating and promoting the social and job insertion of people with disabilities in ordinary work environments.
- ▶ Participation in the "Promentor" training program for the inclusion at work of young people with disability, launched by the Prodis Foundation.
- ▶ Participation in events promoted by third parties with the aim of achieving the integration of people with different disabilities.



UK office professionals

# Training

*Management Solutions places special emphasis on training its professionals, investing more than 280,000 training hours in 2022*



Management Solutions pays particular attention to training its professionals, spending more than 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.

In the first two years, training is provided through our Master's degree or Diploma programs in several offices, meaning that all professionals joining Management Solutions in these offices receive the Master's/Diploma in Business Consultancy, which is jointly provided by Universidad Pontificia Comillas/Instituto Tecnológico de Monterrey and Management Solutions and, in the case of the Master's degree, comprises around 600 training hours over two years.

Both the Master's degree and the Diploma aim 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.
- ▶ Learning the regulatory framework, market trends and current situation of the financial, energy and telecommunications industries.
- ▶ 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.

Since 2016, the Management Solutions - ICADE Business School Master's degree in Business Consulting has included a specialization in Data Science targeted at technical and methodological profiles, which provides the necessary tools to put data analysis at the center of the Firm's value proposition.

Since 2019, a Business Training Program is offered for senior professionals in our Brazil office in collaboration with the Insper Institute, one of the most prestigious higher education institutions in Latin America.

The contents of this program include commercial management and marketing focused on financial services, digital transformation and problem solving.

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, 150 hours at senior and experienced senior level and 50 hours from supervisor level onwards.

Through our training courses, 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 a particular office or unit and supported by the Human Resources team.



Insper Business Training Program, Brazil

## One-day Executive Seminar



Mr. Juan Olaizola, One-day Executive Seminar

A one-day training course for Management Solutions' senior executives was held on June 14, once again featuring prominent speakers from the business world.

The event was held in a hybrid format – with the presence of nearly 200 Management Solutions executives at the Teatro Real in addition to a live streaming broadcast. After an opening speech by Mr. Alfonso Serrano-Suñer, Chairman of Management Solutions, the guest speakers delivered the following presentations:

- ▶ Payments trends: payments are eating the world, Mr. Juan Olaizola – CEO, PagoNxt Payments (part of Santander Group).
- ▶ Flexi Manufacturing, Mr. Pablo de la Puente – CIO, Gestamp.
- ▶ Transformation process in the Insurance industry, Mr. Tomás Alfaro – CEO, Aegon España.
- ▶ Risk Management keys in the current context, Mr. Francisco Catena – Group Chief Credit Officer & Europe Chief Risk Officer, Santander.
- ▶ Parallel and distributed systems, Mr. José Duato – Chair at the UPV and Full Member of the Royal Academy of Sciences of Spain.
- ▶ IFC, Approach to Climate and Paris Agreement Alignment, Mr. Anup Jagwani – Manager Climate Finance and Policy, IFC.
- ▶ Modeling Value Proposal, Mr. Manuel Ángel Guzmán - partner, Management Solutions.
- ▶ Sustainability and Climate Change Risk Management, Ms. Soledad Díaz-Noriega - partner, Management Solutions.

# Training

- ▶ Global courses. Courses designed for professionals within a specific category or across categories in all of Management Solutions' offices.
- ▶ Regional courses. Courses designed for all professionals within a particular region.

## **Specialized Knowledge courses**

On-site courses involving an evaluation test are 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, for a specific project or for R&D.

## **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).

## **Online training platform**

Management Solutions has an e-learning training portal that complements the online training section available on the corporate Intranet. The portal makes it easier for the Firm's professionals to follow Management Solutions' training plan, allowing them to access specific training materials (documentation, multimedia support, exercises and case studies) online.

## **New in our Training Plan**

The review of our Training Plan also aims to ensure coverage of the different areas of knowledge in all geographies, defining a balanced plan by category with more weight at the base of the pyramid, with content that is updated and focused on its application in projects.

## **Commencement for the 9th Master's Degree in Business Consulting intake**



Mr. Javier Marín, commencement for the 9th Master's Degree in Business Consulting intake, Spain

ICADE's Aula Magna hosted the Graduation Ceremony for the 9th Graduating Class of the Management Solutions - ICADE Business School Master's Degree in Business Consulting, composed of 82 Management Solutions professionals and sponsored by Mr. Javier Marín, CEO of Singular Bank.

The graduation ceremony was held at ICADE's Main Hall and was attended by the Master's ninth graduating class students, tutors and teachers in the Master's program, and family who wanted to accompany students in their graduation, while those who could not attend in person were able to follow the event streamed online. The event was hosted by Ms. Paloma Bilbao (Vice-Rector of Academic Strategy, Innovation and Internationalization at Universidad Pontificia Comillas), Mr. Javier Marín (CEO of Singular Bank) and Mr. Alfonso Serrano-Suñer (President of Management Solutions).

Before the graduates were handed their diplomas, attendees were addressed by Mr. Jacobo Amman, representing the students; Mr. Javier Marín, acting as honorary sponsor for this graduating class; and Mr. Alfonso Serrano-Suñer, who represented Management Solutions at the ceremony. After the diplomas were presented, with a special mention to Mr. Jacobo Amann, Mr. Guillermo Gimeno and Ms. Marina Ayuso for having achieved the best three academic records, the ceremony was closed by Ms. Paloma Bilbao; and later celebrated by all attendees with a wine and hors d'oeuvres reception at ICADE's premises.

Among the novelties introduced in the Training Plan for the fiscal year are the updating of contents, the homogeneity of units, and the improvement of learning methods.

The revision of the Training Plan also aims to ensure coverage of the different areas of knowledge in all geographies, defining a balanced plan by categories with more weight at the base of the pyramid, with updated content and focused on its application in projects.

*Content update:*

- ▶ Improved plan structuring with the opening of two specific Chairs: Sustainability (formerly in Other Risks) and Compliance (formerly in Skills).
- ▶ Addition of new courses (Data Privacy and Protection, Sales and Negotiation Techniques, Energy Transition and two

courses on IT Security - Physical Security and Secure Information Sharing).

- ▶ Review of materials ensuring coverage of the essential building blocks and trending topics in each line of activity from a project applicability perspective.
- ▶ Triennial update of the Compliance courses.
- ▶ Focus on professional certifications, in particular AI (Google, Microsoft, Amazon, CISA), SAS, risk management and valuation (FRM, ERP and CFA), agile and other vendor certifications.

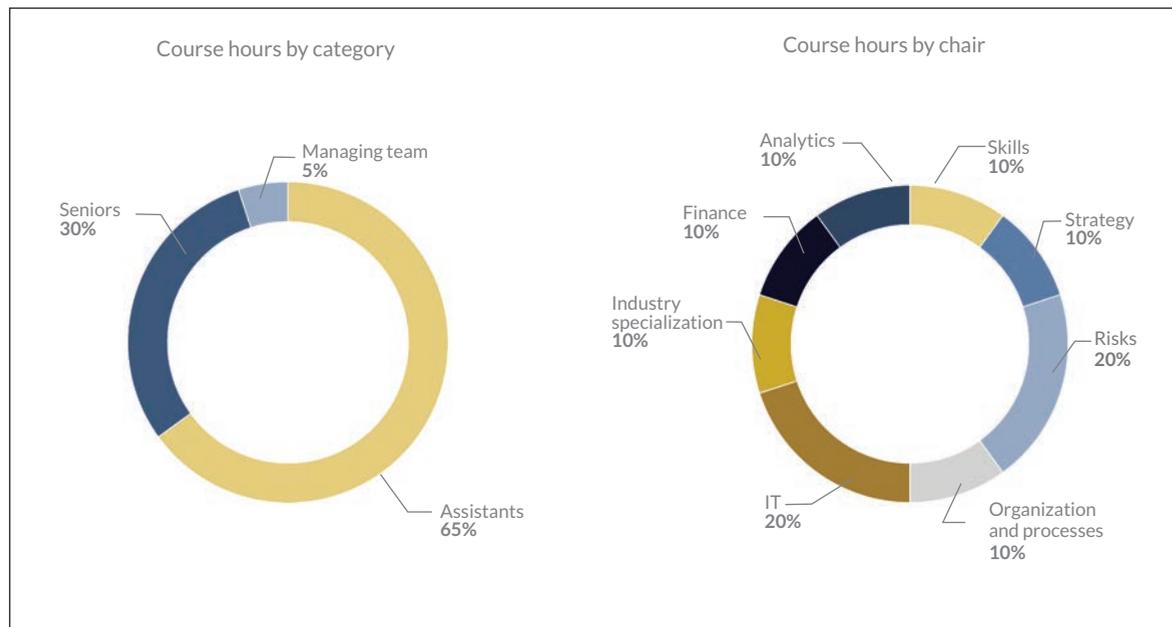
*Content unification:*

- ▶ The single training plan structure is maintained for the entire Firm, with training models adapted to the needs of each geography.

- ▶ Increase in training hours in all geographies.
- ▶ New alliances with universities.

*New learning methods:*

- ▶ Review of the teaching methodology, introducing concepts through practical experience (case studies, project examples, etc.) and improving engagement.
- ▶ Progressive strengthening of the face-to-face format in all geographies, with local trainers and language.
- ▶ Expansion of voluntary on-demand content through the Moodle platform to complement training.



# Training

## Management Solutions' Training Plan content

Regarding the contents of our Training Plan, the courses are structured around 24 Chairs, aligned with the Firm's lines of business.

<b>Commercial strategy and management</b>	Courses regarding corporate strategy and business challenges, business management, digital marketing, etc.	<b>Operational risk and internal control</b>	Courses regarding operational risk, SIRO, internal control methodology, etc.	<b>Telecommunications</b>	Courses regarding telecommunications industry basics, regulation, etc.
<b>Finance: accounting</b>	Courses regarding accounting, financial statement analysis, financial reporting, IFRSs, accounting process, etc.	<b>Risks - Reporting</b>	Courses regarding regulatory and capital reporting, MIR and regulatory updates, etc.	<b>Course on professional services for Public Administration</b>	Courses regarding professional services for Public Administration.
<b>Finance: management control</b>	Courses regarding management control, information systems, transfer rates and costs, etc.	<b>Other risks</b>	Courses regarding conduct, compliance, AML, Paladin, MRM and Gamma, etc.	<b>Technology</b>	Courses regarding database design, Architectures, Big Data, NNTT, Digitalization, Technology Risk Assessment, Cloud, Blockchain.
<b>Data Science</b>	Courses regarding applied mathematics, financial modeling, tools (SAS, R, Python), statistical models and Machine Learning sessions.	<b>Skills</b>	Induction course, interpersonal skills, generating business through the team, training for trainers, etc.	<b>Organization and processes</b>	Courses regarding organization and governance, Process transformation, Agile methods, project management, governance, wholesale/retail backoffice, etc.
<b>Wholesales business</b>	Courses regarding financial markets, treasury, fixed and equity income, derivatives, project finance, etc.	<b>Banking</b>	Courses regarding financial system, business analysis, banking business, etc.	<b>AM and private banking</b>	Courses regarding asset management and private banking.
<b>Credit risk</b>	Courses regarding regulation, capital & RORAC, risk management, provisions, ICAAP/ILAAP, stress test, pricing, risk appetite, etc.	<b>Energy</b>	Courses regarding risk management in the energy industry, regulation, commodities, etc.	<b>Servicing</b>	Courses regarding real estate and debt servicing.
<b>Market risk and ALM</b>	Courses regarding market risk, counterparty risk, liquidity risk, ALM, structural risks, etc.	<b>Insurance</b>	Courses regarding insurance sector and regulations, premium engines (Prophet and AFM), etc.	<b>Transaction banking</b>	Courses regarding associated regulation (SEPA, PSD2, etc.), settlement and custody, transaction products, etc.
<b>Compliance</b>	Code of conduct, PRL, personal data protection, confidentiality policy, and prevention of criminal offenses.	<b>Consumption</b>	Consumer industry specialization course.	<b>Sustainability</b>	Introductory course on sustainability, with focus on climate risks.

Other training components complement the technical content: certifications, languages, and skills courses.

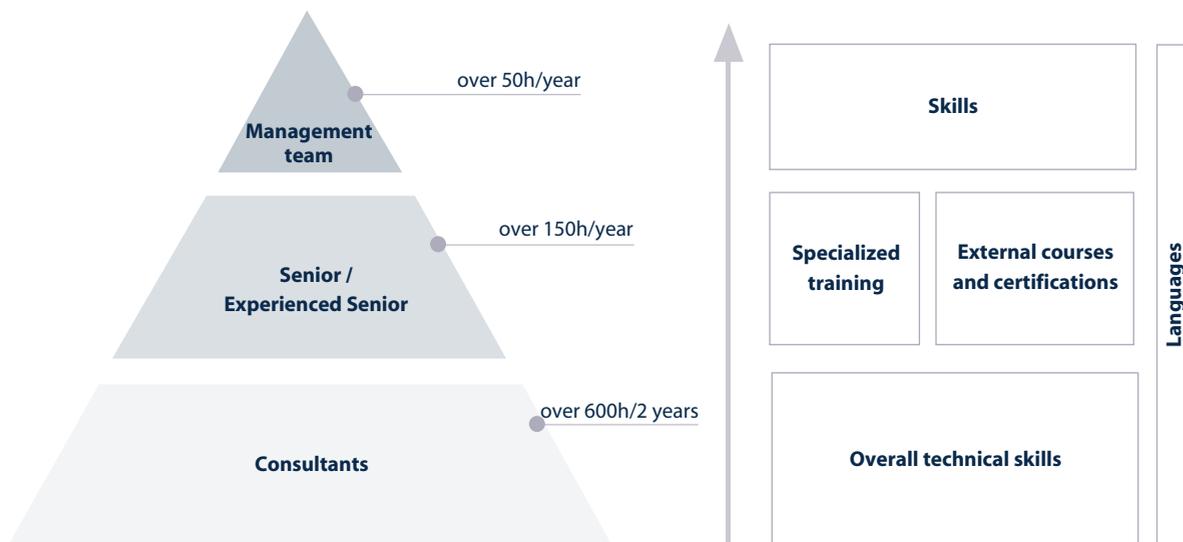
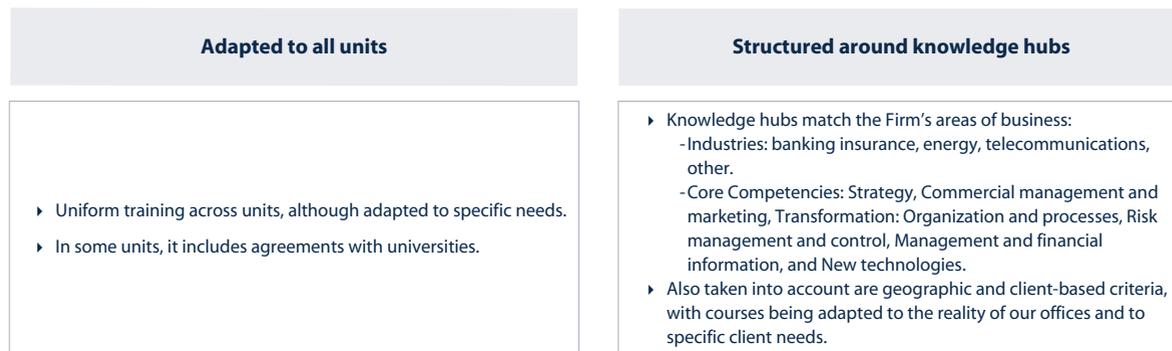
<b>Certifications</b>	<ul style="list-style-type: none"> <li>▶ Risks and valuation: FRM, ERP, CFA</li> <li>▶ Systems audit: CISA</li> <li>▶ Big Data: CCA</li> <li>▶ AI: Azure, AWS, Google Cloud</li> <li>▶ Architecture: SOA</li> <li>▶ Solution: Prophet, Tableau</li> <li>▶ Project management: PMP</li> <li>▶ Agile: PSM, PMI</li> </ul>
<b>Languages</b>	<ul style="list-style-type: none"> <li>▶ English, German, Portuguese, Italian, French, Spanish, etc.</li> </ul>
<b>E-learning</b>	<ul style="list-style-type: none"> <li>▶ Skills: induction course, interpersonal skills, generating business through the team, training for trainers, etc.</li> <li>▶ Compliance: Code of Conduct and Corporate Policies, Confidentiality, Criminal Risk Management, Personal Data Processing, Occupational Risk Prevention (in those countries where it is a regulatory requirement), Covid-19 course.</li> <li>▶ Data Science: Mathematical methods, modeling courses (unsupervised machine learning techniques, time series, case studies of modeling applied to industry), R and Python reinforcement, specific programming techniques.</li> <li>▶ Technology: DVR, Identity Management, Upgrading and Patching, Non-corporate Software Installation, Information Systems Design, DevOps, QlickView, SAP Fundamentals.</li> </ul>

## Structure of the Training Plan

Our Training Plan's structure, content and length are career-linked, with more than 280,000 training hours taught globally. It is also adapted to local needs and based around our areas of knowledge.

Its content caters for the needs of our consultants as they progress through their career, and includes technical, skills and language training.

The plan is structured around knowledge hubs associated with the Firm's areas of business:



**“We seek to offer our professionals the best environment to develop their talent”**

We implement a rigorous selection process that combines the search for brilliant academic records with strong personal skills.

We offer a merit-based career plan supported by organic and sustained growth. This plan combines the acquisition of technical knowledge, management skills and leadership abilities in the Firm's different strategic areas.

We also closely monitor the careers of all our professionals (with a rigorous continuous evaluation system and a systematic mentoring process) to enhance their talent as well as knowledge and skills necessary for them to successfully practice their profession.

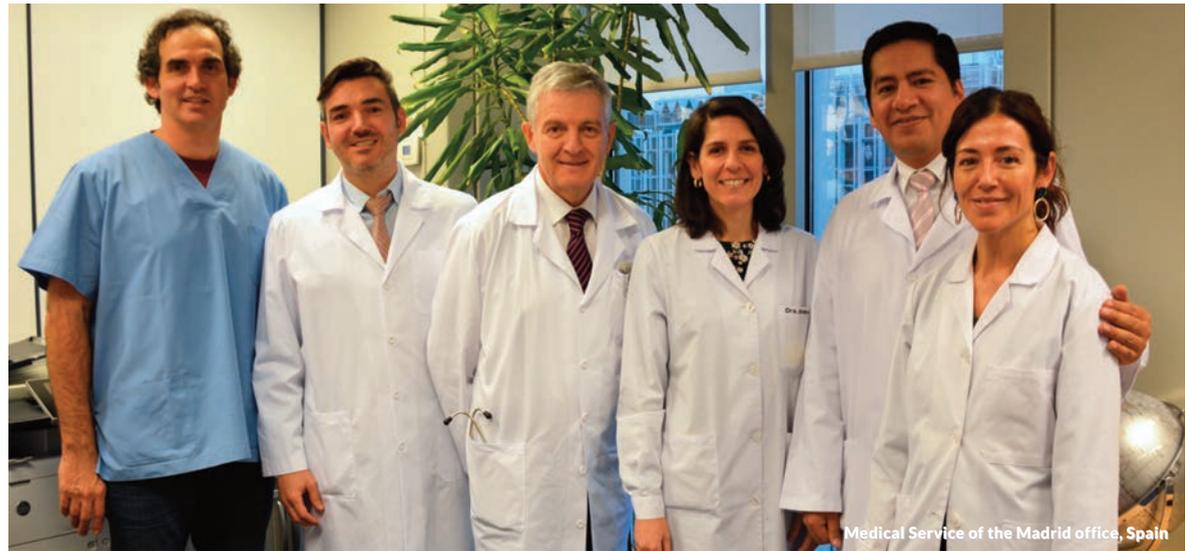
We design and deliver a Training Plan, at all levels and for all professional categories, which has the highest recognition in the market for the quality and diversity of its contents.

For all these reasons, we can proudly say that Management Solutions is a true school of entrepreneurship, and that the Firm's professionals are truly differential and the key to the Firm's success.

**Cristina López**  
Partner at Management Solutions

# Occupational risk prevention and medical service

*We have an excellent medical service that has carried out a key role in managing the COVID-19 pandemic*



Management Solutions implements occupational risk prevention and medical service policies that comply with current regulations in the countries in which the Firm is present. 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. Management Solutions is one of the first companies in Spain to have used pharmacogenomics and genetics for personalized medical prevention measures and the treatment of serious diseases.

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:

- ▶ Food supplied through the vending machines.
- ▶ Thermohygienic conditions of office space by monitoring temperature, relative humidity and light levels as well as air quality.
- ▶ Lighting levels in working areas.
- ▶ Average air velocity in the air-conditioning system.
- ▶ Classification of indoor air quality (AIDA method) based on the indoor and outdoor CO<sub>2</sub> concentrations in offices.
- ▶ Indoor air quality, determining airborne bacteria and fungi concentration as well as CO and CO<sub>2</sub> levels.

### Employees

All Management Solutions professionals are offered a full medical check-up when they join the Firm and also on an annual basis.

Medical assistance covers accidents at work and occupational disease, as well as pathologies due to common illness or non-work related accidents. There is also a procedure for international travel – regardless of whether travel is for professional reasons, volunteering in Social Action programs or personal reasons - consisting of the provision of hygiene-health information on the country of destination as well as information on the necessary vaccines or prophylaxis against diseases such as malaria.

The medical services provided include an on-site physiotherapy service, 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 subsidized by 50% 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 services offered by Management Solutions surpass 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.

### 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.

# Occupational risk prevention and medical service

- ▶ 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. From a certain age, men are tested for tumor markers of prostate cancer.
- ▶ 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.

*General advices and vaccines for international travel.* Protection against illnesses on trips to certain countries. These campaigns are carried out on an ongoing basis.

*Venous thromboembolism and lung thromboembolism prevention campaign.* For women who require certain drugs (e.g. to treat polycystic ovaries) that increase the risk of venous thrombosis, there is a procedure for the study of genetic variables that will make it more likely to establish a thrombotic process so it can be prevented it before it happens.

In addition, since the beginning of December 2022, a specific service has been opened to deal with sleep-related problems.



## **Fight against COVID-19**

From the beginning of the pandemic the Firm implemented a specific SARS CoV-2 prevention plan, which has been in place for much of 2022, including:

- ▶ Creation of a daily committee to monitor the impact of COVID-19 on the Firm.
- ▶ Environmental preventive measures:
  - Air conditioning systems.
  - Cleaning procedures.
- ▶ Collective preventive measures:
  - Workspace positioning according to the safety distance.

- Work reorganization (by Human Resources).
- Coordination of business activities.
- Information on the pandemic and protection standards.
- Provisioning of protection equipment and test kits.

- ▶ Individual preventive measures.
- ▶ Health monitoring for COVID-19:

- Development of a specific platform for continuous monitoring of our professionals' health.
- Protecting vulnerable groups.
- Follow-up on confirmed cases.
- Contact tracking.
- Advice and information to professionals.



## *We have robust occupational risk prevention policies in place*

### ► Reinforcement of communication and coordination:

- Permanent communication with professionals through statements and the corporate intranet.
- Coordination with customers and suppliers.
- Coordination with the buildings where our offices are located.

### **Occupational risk prevention**

*Annual checks.* A risk prevention expert periodically checks the facilities to prepare or update a safety and security plan while also conducting a basic safety and security assessment.

*Ergonomic studies.* At the request of either the employee or the medical service, ergonomic studies are carried out by a qualified Risk Prevention at Work officer to correctly adapt a workstation to the person.

*Training in RP at Work.* All professionals take a basic occupational risk prevention course developed by our own risk prevention technicians. Primary intervention teams also take specific courses in centers set up to provide this type of training.

*Documentation.* A number of useful documents on occupational risk prevention are available on the Medical Services section of the corporate intranet:

- 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 key to fire safety.

- Basic evacuation procedures. Procedures to be followed should the building's evacuation alarm go off.
- Safety and Security within facilities. Basic safety and security rules to be followed while using any facilities outside office hours.
- Basic safety and security rules to be followed while at the clients' facilities. A road safety plan has been designed and as part of annual actions a study has been designed and analyze the level of drowsiness and the potential impact it can have on work-related traffic accidents, applying the Epworth scale.

# Employee support services

*The main purpose of our Internal Corporate Departments is to generate value for the Firm*

## **Support areas**

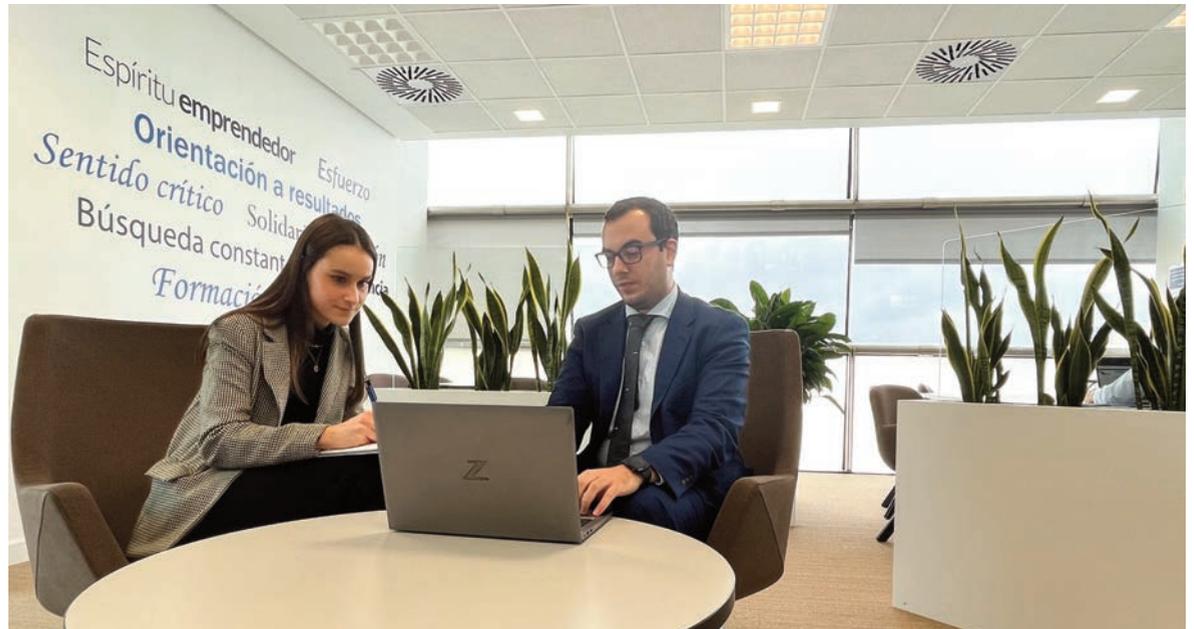
The main purpose of the Firm's Internal Corporate Departments is to generate value for the Firm. This value generation largely focuses on providing efficient administrative and support services to all professionals. Although some of these services have already been described in previous sections, they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

In a year still marked by the pandemic and by climate events such as the Filomena snowstorm in Madrid, our Resources area led the implementation of the Business Continuity Plan, all phases of which were rapidly deployed to guarantee all processes necessary for the proper operation of the Firm on a remote basis.

## *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 have tools that allow them to work and access information quickly and securely in different environments: at Management Solutions' offices, at our clients' offices, from their own home or from transit locations (airports, hotels, etc.). Having this technology has been particularly important since 2020, with the travel restrictions and distancing measures imposed by the pandemic, and has enabled the implementation of flexible work formulas for the Firm's professionals.



In addition, we have continued to make the most of the agreement signed with Microsoft in 2021 by continuing to evolve the Firm's IT platform, taking advantage of cloud opportunities with maximum quality, functionality and security, through the use of the most advanced applications and services in these areas.

#### *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 internally produced and third party documentation:

- ▶ Internally produced: 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.

The work of our infrastructure team is necessary to efficiently manage the opening and start-up of new offices or the expansion of existing ones. In this regard, five new offices were launched in 2022 on four continents: Bologna, Istanbul, Johannesburg, Toronto and Monterrey; and work was completed on the expansion of offices in Madrid, Barcelona, Lisbon, Paris, Milan, Warsaw, Mexico City, Lima, Bogota and Santiago de Chile.

### **Cybersecurity Information Disclosure**

The Firm's IT security begins with its professionals. To improve it, training and dissemination in security and business continuity is a priority.

For this reason, the Firm has continued with its cybersecurity outreach plan, which includes videos on key aspects in this area, such as password security, methods for sharing information securely, recommendations for responding to incidents, the Firm's Information Security System and the physical security of corporate devices.



#### **Corporate agreements**

Every Firm employee is entitled to certain benefits through 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.

#### *Corporate wellness*

Management Solutions professionals' can take advantage of a program that allows them access to gyms and other corporate wellness facilities at advantageous conditions.

#### *Other offers*

Apart from the corporate agreements, Management Solutions frequently receives offers addressed to its employees from financial institutions, car dealerships, gyms, cultural institutions, etc.

# 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 (Virtual Private Network) connection and the recently launched MDM (Mobile Device Management) 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, which are translated into three languages (Spanish, English and Portuguese), cover many topics. 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 (selected and summarized by our R&D Department).
- ▶ Financial and macroeconomic information on the main countries in which we operate: data on daily movements of major stock price indices, daily interest rates and exchange rates, GDP, inflation, etc.
- ▶ Documentation: documents on rules and regulations, training courses, presentations, internal publications and reports, corporate policies, etc.
- ▶ Access to corporate applications.
- ▶ Access to personal information: project assignment, payroll, personal account, etc.
- ▶ Information related to Internal Corporate Departments (Human Resources, Marketing and Communication, General Services and Infrastructure, Technology, etc.).





# Internal communication

- ▶ Information on our R&D activities: information on ongoing initiatives by the R&D Area as well as direct access to publications, business reports and other regulatory notes published by this area, as well as a new section on trending topics regarding innovation and regulation.
- ▶ Information, content, photographs, etc. on activities organized by Social Action or the Sports Club.

In 2022, always under a continuous improvement approach, new features were introduced with the aim of making it easier for the Firm's professionals to access specific information and/or corporate applications such as time and expense allocation, space reservation, printer installation, etc., as well as improving the organization of corporate information and documents. Also, a specific space was created for materials related to the Firm's twentieth anniversary.

## **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 21. Virtual event

Mr. Nuno Matos, Chief Executive Officer, Wealth and Personal Banking of HSBC  
Mr. Esteban Domingo, Vice-President of the RAC, Member of the EMBO, the European Academy and of the NAS, Professor "Ad honorem" of CSIC

### Yearly Meeting 20. Virtual event

Mr. José García Cantera, Global CFO de Grupo Santander  
Mr. Antonio Lorenzo, CEO de Scottish Widows y Group Director Insurance de Lloyds Banking Group

### Yearly Meeting 19. Royal Theatre

Mr. C.S. Venkatakrishnan, Chief Risk Officer of Barclays Group  
Ms. María Dolores Dancausa, CEO of Bankinter

### Yearly Meeting 18. Royal Theatre

Mr. Rafael Miranda, President of Acerinox  
Mr. Michael Kemmer, Member of the Board of Directors of the Association of German Banks (2010-2017)

### Yearly Meeting 17. Royal Theatre

Mr. Rodrigo Echenique, Vice President of Banco Santander, Chairman of Banco Santander Spain and Chairman of Banco Popular)  
Mr. Gonzalo Gortázar, Managing Director of CaixaBank, First Vice Chairman of Repsol and Chairman of VidaCaixa

### Yearly Meeting 16. Municipal Congress Palace

Mr. José María Roldán, Chairman of AEB and Vicepresident of EBF  
Mr. Jaime Pérez Renovales, General Secretary and Secretary of the Board – Head of Human Resources at Grupo Santander

### Yearly Meeting 15. Royal Theatre

Mr. Teppo Paavola, Sr. EVP, GM of New Digital Businesses at BBVA  
Mr. Juan Colombás, Executive director and Chief Risk Officer at Lloyds Banking Group  
Mr. Víctor Mataranz, Head of Group Strategy and of the Executive Chairman's Office at Banco Santander

### Yearly Meeting 14. Municipal Congress Palace

Mr. Emilio Saracho, Deputy CEO, EMEA at J.P. Morgan  
Mr. Francisco Gómez, CEO of Banco Popular  
Ms. 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 Universidad Pontificia Comillas

### 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

DMr. 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-Asiain 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. 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

## 2022 Yearly Meeting

On July 15, Management Solutions held its Yearly Meeting 2022, under the theme "Entrepreneurship to face a changing reality".

The event, which kicked off the Firm's 20th anniversary celebrations, was held at the Teatro Real in Madrid and was attended by more than 1,500 professionals from the Firm's different units.

As on previous occasions, the meeting reviewed the Firm's achievements during fiscal year 2022 and set the challenges for fiscal year 2023, and included distinguished guest speakers from the business and institutional world.

The Yearly Meeting began with a review of the market environment by Mr. Ignacio Layo (partner at Management Solutions) and continued with a presentation by Mr. Alfonso Serrano-Suñer (president of Management Solutions), who outlined the Firm's progress during the year ending August

2022, as well as the challenges for the future in terms of diversification, innovation, human resources management, profitable growth, organizational flexibility and communication.

On this occasion, Management Solutions professionals had the privilege of listening to guest speakers Mr. José Bogas (CEO of Endesa) and Mr. José Luis Martínez-Almeida (Mayor of Madrid) share their insights.



### Local Yearly Meetings

During the last quarter of 2022, and as a complement to the global Yearly Meeting held in July, more than 1,500 professionals participated in local Yearly Meetings held in the US, Mexico, Brazil, Ecuador, Peru, Colombia, Chile, Argentina, the UK, Germany, France, Italy, Norway, Denmark, the Netherlands, Poland and Portugal, with the aim of reviewing Management Solutions' local achievements in 2022, as well as each office's challenges for 2023.

These events, which in 2022 recovered their face-to-face format, are consolidated as a key element of the Firm's communication strategy, since they provide professionals who could not attend the corporate event with access to the same information used in the global Yearly Meeting, while adding a broader view of the local achievements of each office.



**“Internal communication provides the backbone for cohesion and integration of all our professionals”**

From our very beginnings as a firm, but especially during these last few years in which we have been forced to work largely remotely, internal communication has been a key element of our cohesion and integration and as the means of transmission of our principles and values to all our professionals in all the geographies in which we are present.

Our exhaustive internal communication plan intends to convey to all our professionals, wherever they are and in a uniform and transparent manner, general information about our Firm, our culture, strategy, achievements, challenges and, at the same time, meet the specific needs of each of our offices.

**Marcos Izena**  
Partner at Management Solutions



# Sports Club

*More than 1,500 professionals participated in 2022 in the tournaments and activities organized by our Sports Club*

Our Sports Club started as part of an initiative by Management Solutions to offer its professionals a motivating leisure experience, and also to serve as an integrative activity.

As well as promoting good management and use of leisure time, the Sports Club aims to advance the values of the Firm, such as the drive for improvement, teamwork, the pursuit of common goals and objectives, personal development, dynamism, etc.

The Sports Club is about promoting and facilitating the practice of all those sports that our professionals find interesting, like football, basketball, tennis, paddle tennis, golf, athletics, etc. It does so in two ways: organizing internal championships and sponsoring participation in external company competitions.

In addition, to reinforce our sports and corporate wellness activities, since 2019 Management Solutions has offered its professionals a sports platform that allows them to access to gyms and other sports activities in 12 different countries, with discounts on the standard rates.

## **Championships organized by the Firm**

The Sports Club organizes internal competitions every year, according to the interests expressed by the professionals. With the remission of the pandemic, during 2022 it was possible to recover the organization of numerous tournaments and sports activities.



*Management Solutions' Internal Golf Tournament, Spain*

Management Solutions organized the third edition of its Internal Golf Tournament, aimed at the Firm's professionals and their families, which was attended by 60 players and held at the Santander Golf Course (Boadilla del Monte), considered one of the best in Europe.

*Management Solutions 7-a-side Soccer Marathon Madrid, Spain*

Ninety Management Solutions professionals, divided into nine teams, participated in the second edition of the Management Solutions Madrid 7-a-side Soccer Marathon, held at the Golf Santander & Sports facilities in the Boadilla del Monte Financial City.

*Management Solutions Paddle Marathon Madrid, Spain*

More than 70 professionals from the Firm, divided into 36 pairs (male, female and mixed), participated in the Management Solutions Madrid III Padel Marathon, held at the Golf Santander & Sports facilities in the Boadilla del Monte Financial City. After the two finals, participants enjoyed the awards ceremony and a cocktail reception at the Santander Golf Club House.

*Management Solutions Bilbao paddle tennis tournament, Spain*

Some thirty Management Solutions professionals participated in the First Paddle Tournament held by our Bilbao office. The tournament had male, mixed and female categories.

*Management Solutions Paddle Tennis Tournament Paris, France*

Twelve Management Solutions France professionals participated in the first Paddle Tennis Tournament held by our Paris Office.

*Pétanque and mölkky championship, France*

Our Sports Club in France organized a pétanque championship for the first time, including its Finnish mölkky variant. The tournament took place on the Esplanade des Invalides.



Management Solutions Paddle Marathon Madrid, Spain

*Management Solutions Amsterdam Paddle Tournament*

Twenty Management Solutions Netherlands professionals, divided into pairs, participated in the First Paddle Tennis Tournament held by our Amsterdam office.

*Volleyball tournament, Poland*

The Sports Club in our Warsaw office held its First Volleyball Championship, with a dozen Management Solutions professionals participating.

*Badminton tournament, Poland*

About 20 professionals from Warsaw participated in the first badminton championship of the Polish office.



*Management Solutions Boston Pickleball Championship*

Professionals from our Boston office organized the first Boston pickleball championship, with nearly 20 participating professionals.

*Management Solutions Quito Paddle Tennis Tournament*

Our Sports Club in Ecuador held its first Paddle Tennis Tournament, with professionals from our Quito office participating.

*São Paulo Beach Tennis Tournament*

Our São Paulo office's Sports Club held its First Beach Tennis Championship, with more than 60 of the Firm's professionals participating.

The Championship was held in collaboration with our Brazil Social Action group for a worthy cause, with each participant being asked to contribute 2kg of non-perishable food as a registration fee destined to a local NGO.

*Colombia office soccer championship*

Around 60 professionals from our Bogotá office participated in MS Colombia's first soccer championship.



### External competitions

The Sports Club also sponsors the participation of Management Solutions teams in inter-company leagues and tournaments, as well as participation in multiple races organized in different countries.

During 2022, with the remission of the pandemic, Management Solutions teams were once again able to participate in inter-company sports activities.

For example, around 70 of the Firm's professionals, divided into teams, participated in the Madrid Companies Race, a sporting event for teams of 2, 3 and 4 people. On the other hand, more than 50 professionals from the São Paulo office, in teams of 2, 4 or 8 athletes, participated, once again this year, in the 28th Pão de Açúcar Marathon, the largest relay race in Latin America.

In addition, Management Solutions' indoor soccer teams from Madrid, Barcelona and Bilbao, and a paddle tennis team from Madrid, are currently competing in Inter-company Leagues.

In addition, many of the Firm's professionals participated in various charity races held in several countries -many of them adapted to virtual format-, such as the "Run for a cause" race organized by the Entreculturas Foundation (in Madrid and Barcelona), "Madrid en marcha contra el cáncer" and "Barcelona en marcha contra el cáncer" organized by the AECC; the 12th Down Madrid Race, organized in Spain; "The Big Walk" and the "Cancer Research UK Winter Run" in the United Kingdom; and the "Rumpshaker" charity race in the United States.

### Management Solutions wins the I edition of Golf Santander & Sports Olympics

Management Solutions won the first inter-company Olympics organized by Santander Golf & Sports, which included tournaments in seven sports disciplines (soccer, paddle tennis, tennis, golf, Xfit, swimming and 5 km race).

Nine companies, several divisions of the Santander Group as well as service providers and collaborators participated in the Olympics.

The Management Solutions' team won first place in paddle tennis (in both the men's and women's categories) and Xfit, second place in golf and the 5K race, and third place in tennis and soccer, allowing Management Solutions to make it to the top of the teams standing.



Golf Santander & Sports Olympics, Spain