

# SUSTAINABILITY REPORT

# 2020

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## | MESSAGE FROM THE SENIOR PARTNER



Luis de Carlos  
Senior partner

Dear reader,

One year on from the start of the pandemic, this *Sustainability Report* cannot avoid repeated references to the difficult times we are living through.

I could never have predicted when writing the message for last year's report that we would still be immersed in this nightmare now, as it enters its second year. However, despite the trauma caused by horrendous mortality figures and the fact that we have all directly or indirectly suffered from the onslaught of the virus, we have managed to remain united and strong.

In this respect, I passionately stress my utmost admiration for and gratitude to each and every member of Uría Menéndez. Their warmth and tenacity were decisive as we faced 2020. The health of our Firm's members has been the primary concern at all times. Although several of the Firm's members have contracted the virus, with varying levels of seriousness, we have not had to mourn any fatalities. Nonetheless, we have suffered through the losses of friends and relatives, which will leave all of us with indelible scars.

At Uría Menéndez we have always felt very proud of our strong and highly distinct corporate culture. And in these turbulent and uncertain times, our values have provided a light to guide us through the storm. We have worked untiringly to continue to serve our clients with the same quality and diligence as they are used to receiving. We have dedicated innumerable hours to studying and training in order to take advantage of the time and consolidate our knowledge. And we have made use of technology and its benefits, discovering that its unstoppable progress can also bring us closer together, if properly managed.

But we have also invested time and resources in alleviating the pandemic's devastating effects on our surroundings. During the darkest weeks of the lockdown, Uría Menéndez and the Professor Uría Foundation created the Special Coronavirus Aid Fund, which resources were allocated entirely to supporting primary healthcare professionals and promoting scientific research into new medical treatments and vaccines for COVID-19.

With regard to the environment, the pandemic caused by the SARS-CoV-2 virus has only emphasised the urgent need to take care of our planet. Processes like climate change, deforestation and mass migration are causing irreversible damage; its impact is already a pressing reality. In this regard, in January 2020 we launched the "Plant the UM Forest" project, involving the promotion of paper optimisation across the Firm with the aim of reforesting certain areas of the Iberian peninsula. Remote working contributed to this paper optimisation, and the result at financial year-end was a saving equivalent to 2,480 trees, which will be planted in forests in Madrid, Barcelona and Lisbon over the course of 2021.

This report – which has been verified by external auditors – represents our communication on progress concerning our social and environmental commitment, with particular attention to the ten universal principles of the United Nations Global Compact.

We have continued to work toward achieving the Sustainable Development Goals, maintaining our focus on goals 4,

5, 8, 16 and 17 in line with the approach started in 2018. In 2020, I also personally adhered to the United Nations' statement from business leaders for renewed global cooperation to confirm my personal commitment and that of Uría Menéndez to cooperation, peace, justice and strong institutions.

In summary, 2020 was a very difficult year, in which we managed to secure positive financial results thanks to the ongoing trust of our clients and the constant support of other stakeholders – former members of the Firm, university students, suppliers and others.

2021 is set to be just as difficult. Vaccination programmes should mitigate the health impact of the virus, but a robust and immediate response will be needed to address the economic consequences of the pandemic. It is clear that now more than ever, citizens, businesses and public authorities need to come together to preserve our shared environment and wellbeing.

Thank you.



# One year of pandemic

2020 was defined by the COVID-19 health crisis. The Firm implemented various measures to remain at the side of its employees, clients and society in general. The intention behind these measures was to make the greatest possible contribution to minimising the impacts of the health and economic crisis caused by the virus.

## Looking after our professionals

We have not implemented any temporary redundancy plans or adopted any other workforce adjustment measures. We are very proud of the conduct of all of our professionals in view of the circumstances. All of our staff worked from home during the lockdown, carrying on their daily activity of handling and advising clients at the same time as managing their personal and family lives as well as possible. When the lockdown ended, we continued remote working on a voluntary basis and the staff who worked from the office did so in shifts to comply with social distancing and other safety measures.



“In my experience, the Firm’s capacity to adapt to the COVID-19 circumstances has been nothing short of extraordinary. Thanks to everyone’s efforts – working in shifts and rotations – we have been able to work from the office every day, which has helped us integrate better into teams and learn more.” *(Belén Adell - Trainee lawyer, Litigation)*

## Main measures the Firm implemented:



COVID-19 serological tests in June 2020 for all members of the Firm, and weekly onsite testing from September 2020.



Renovation of ventilation and air conditioning filters in offices.



Special action protocols for cases where the virus has been contracted or there has been close contact, including conducting COVID-19 tests when appropriate.



Information on the most important health and safety rules for working from home, providing the tools needed to improve remote working conditions; self-assessment surveys, individual advice, funding to purchase computer screens, easy access to office tools and supplies, etc.



Subsidies for computer screen and laptop purchases.



Regular updates on the virus, its symptoms, preventive measures, etc.



Reinforcing cleaning protocols for our facilities and widespread availability of hydro-alcoholic gels and face masks.



Flexible working hours.



Preventive measures including desk distancing and installation of protective screens.



Specific training to manage psychological, emotional and family issues relating to COVID-19 and remote working in teams.



Initiatives aimed at improving the health and wellbeing of our professionals, including online training sessions (with professional monitors who led physical training sessions twice daily) and the "Distraction Nuggets" project, on which numerous members of the Firm collaborated by contributing proposals, information and audiovisual materials regarding a broad range of topics (art, culture, family, gastronomy, history, photography, literature and music).



Reinforcement of all internal communication channels and ClubUM activities.



Free parking.

## Client support

As well as continuing to provide our services, we supported our clients through one-to-one conversations and webinars. We published over 60 guides in 2020, offering practical legal information to clients via the website and LinkedIn, in addition to a compendium of regulations approved in relation to the COVID-19 health crisis in Spain and Portugal.

## Contribution to society

We are aware of the consequences that the health and economic crisis is having for our country, and we believe that it is our civic duty to help with the resources that we can offer.

In 2020, we provided not-for-profit entities that approached us with pro bono legal advice on matters relating

to COVID-19. We also offered training workshops and published a guide aimed at not-for-profit entities on key legal issues relating to the COVID-19 health crisis, made available on the Firm's website and on LinkedIn.

URÍA MENÉNDEZ and the Professor Uría Foundation created the Special

Coronavirus Aid Fund to support entities working on the front line in the fight against COVID-19.

We also donated materials (Perspex sheets, face masks, personal protective equipment and pallets of bleach) to healthcare centres.



“Despite the difficult circumstances of 2020, as junior lawyers we have been able to work on very dynamic matters. The Firm has been transparent at all times and has conveyed a sense of calm, strong unity in the face of adversity and an understanding of the importance of our role as members of Uría Menéndez as a firm, a business, a school and an institution.” *(Santiago Menéndez - Junior associate, Commercial Law)*



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## ABOUT US

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Uría Menéndez in 2020

Mission, vision and values

Strategy

Corporate governance

Ethics and professional conduct

Risk management and prevention

Knowledge-based culture

Innovation and technology

Recognition

### URÍA MENÉNDEZ IN 2020

URÍA MENÉNDEZ\* is a leading firm in the Ibero-American market operating for over seventy-five years. The Firm's leading position is the result of its strong focus on talent, innovation and in-depth legal analysis, in addition to its ethical and professional standards.

#### Practice areas

##### Corporate and commercial law

- Banking and finance
- Capital markets
- Company law and corporate governance
- Energy and natural resources
- Financial regulation
- Insolvency and financial distress
- Insurance and reinsurance
- Internet and privacy
- M&A
- Real estate and planning
- Transport and mobility

##### Public law and litigation

- Competition and EU law
- Corporate crime and internal investigations
- Environment and sustainable development
- Insolvency procedures
- International arbitration
- IP and unfair competition
- Litigation

##### Tax and employment law

- Employment
- Tax

#### Sectors

- Banking
- Digital economy
- Energy and natural resources
- Family businesses
- Healthcare and life sciences
- Food
- Infrastructure projects
- Insurance and reinsurance
- Media, sport and leisure
- Next generation EU
- Private equity
- Special situations
- Real estate and planning
- Securitisations
- Tax proceedings
- Transport and mobility



\* Uría Menéndez Abogados, S.L.P. and its subsidiary companies, Uría Menéndez México S.C. (in liquidation) and Uría Menéndez USA LLC ("URÍA MENÉNDEZ" or the "Firm")



## 1. | ABOUT US

### WE HAVE

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

### WE HAVE

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

### WE BENEFIT

from a European "Best Friends" network that enables us to create integrated teams together with top firms in Germany (Hengeler Mueller), France (Bredin Prat), the Netherlands (De Brauw Blackstone Westbroek), Italy (BonelliErede) and the United Kingdom (Slaughter and May).

### WE HAVE

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

### WE ARE

the only Spanish member of Lex Mundi, the world's largest network of independent law firms with a wide-reaching presence across more than one hundred and twenty-five countries. As part of the Lex Mundi global network, we can provide our clients with preferential access to 150 firms with more than 22,000 lawyers around the world, from a single point of contact.

## KEY FIGURES FOR THE FIRM IN 2020

### Size



Billing  
€248,911,858.38



- 1.3%\*



Countries  
8



Offices  
12

### Team



People  
1,110\*\*



Partners  
130



New hires  
95\*\*\*



Training hours  
6,379

### Knowledge



Publications  
530



University lecturers  
105



Chaired professors  
7



Books  
60

### Clients



Clients from  
73 countries



Repeat business  
96%



International clients  
60%  
(from countries other than Spain and Portugal)



Client webinars  
53

\* In relation to 2019.

\*\* As at 31 December 2020, URÍA MENÉNDEZ had 919 employees other than partners and other contracted individuals, mainly graduates completing their Master's Degree to Access the Legal Profession.

\*\*\* Including graduates and graduates from the Master's Degree to Access the Legal Profession.

## MISSION, VISION AND VALUES

### Mission

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

### Vision

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



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



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



**As an institution:** to be a socially responsible organisation, committed to justice, culture, education, the environment and the duty of public service that is inherent to legal practice.

### Values

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Excellence in our work and in our relationships



Passion for law



Ethical and socially responsible conduct



Humility, respect and kindness



Intellectual leadership and continuous training



Commitment to talent, effort and diversity



Support for culture, education and the environment



## STRATEGY



### 1 Internal cohesion

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



### 2 External reputation

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



### 3 Positioning as a leading Ibero-American law firm

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

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



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



### 4 Operational excellence

We want to provide our clients with the best service and for our professionals to work with the most innovative tools. We make ongoing investments in innovation to have the most state-of-the-art IT and knowledge management systems and to be able to provide excellent service to our clients, whatever the place or circumstances.



### 5 Social and environmental commitment

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

## CORPORATE GOVERNANCE

URÍA MENÉNDEZ ABOGADOS, S.L.P. is a limited liability company with **130 partners**.



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

### Management Committee

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The Professional Practice Management Committee is responsible for managing and supervising day-to-day professional practice.

### Appointments Committee

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It handles the appointment process for new partners, counsel, senior associates and managing associates at the various stages of the Firm's career path.

### Evaluation and Remuneration Committee

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It is responsible for appraising the activity of all the partners.

Each of the Firm's three practice areas (corporate and commercial law, public law and litigation, and tax and employment law) has an area head with supervisory duties.

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

## 1. | ABOUT US

### ETHICS AND PROFESSIONAL CONDUCT

At URÍA MENÉNDEZ, we strictly comply with all applicable regulations and run an ethical and responsible business activity, which is reflected in our respect for the internal rules we have established in line with the principles and values that make up our corporate culture.

These principles and values are defined in the Firm’s *Code of Conduct*, which the board of directors approved in December 2014 and last updated in December 2020. Every person at the Firm must read and comply with the *Code of Conduct*, which is attached to all newly signed contracts.

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

We must rely on the other people and entities with which we have relationships in order to observe the ethical principles set out in the *Code of Conduct*. This is why in 2019 the board of directors approved two fundamental documents, both of which are available on the website: the *Principles underlying the Code of Conduct*, which are part of the Standard Terms of Engagement, and the *Supplier Code of Conduct*, which defines the minimum conduct standards that we expect all our suppliers to observe. The URÍA MENÉNDEZ Purchasing Policy, also

approved in 2019, makes it mandatory for suppliers to adhere to the *Supplier Code of Conduct*.

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



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



Implementing ethical policies and standards that develop the applicable professional conduct rules to the extent necessary and adapt them to the Firm’s professional practice and circumstances.



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





This department is managed by the compliance officer, who has initiative-taking and supervisory powers, is exclusively dedicated to compliance and is independent from the professional practice areas, thus ensuring it acts autonomously.

The ECD is organised into specialist internal units that are co-managed by partners who are experts in each professional practice area. These units are ethics and compliance, prevention of money laundering, criminal compliance, personal data protection and compliance with Council Directive (EU) 2018/822 of 25

May 2018 (“DAC-6”) and its domestic transposing regulation.

However, as all the Firm’s members are responsible for complying with the laws and professional conduct rules that govern our activity, we have established an “open doors” policy so that everyone has the right and the duty to disclose to the ECD their queries, issues or suspicions with respect to situations that concern them from an ethical, regulatory or criminal perspective. They can do so by informal channels when the concern entails no risk or through the whistleblowing channel.

## Conflicts of interest

We have advanced systems for detecting conflicts for each engagement the Firm receives from clients. The principles of independence, loyalty and professional secrecy that govern legal practice prevent us from accepting matters that may go against our clients’ interests, even if this means that we have to refuse to advise on major transactions. We have clear rules that enable us to identify and avoid professional conflicts of interest as well as to ensure that accepting a professional engagement does not harm the interests of the Firm and, fundamentally, of our clients.

In relation to the Firm’s holding in the Ibero-American law firm PPU (Philippi Prietocarrizosa Ferrero DU & Uría), although we are not the same firm and there is hence no professional conflict of interest between the firms, our relationship incorporates policies to check for business conflicts between PPU and URÍA MENÉNDEZ. The PPU Professional Conduct Committee, a mixed body made up of members of the two firms, is responsible for supervising and resolving any such conflicts.

## Prevention of money laundering and financing of terrorism

The Firm has a Prevention of Money Laundering Team that supervises this area. It also carries out internal audits to ensure compliance with URÍA MENÉNDEZ’s rules, acts as a consultative body and updates and disseminates these rules.

An external expert checks the Firm’s prevention of money laundering and financing of terrorism procedures every year. The latest audit covered the period between 1 June 2019 and 31 May 2020, and the outcome was satisfactory.

## 1. | ABOUT US

### Criminal compliance

The Crime Prevention Committee has autonomous initiative-taking and supervisory powers and is responsible for overseeing the URÍA MENÉNDEZ Compliance Programme. It periodically checks compliance with the *Criminal Risk Prevention Rules* and assesses any changes required to improve them.

The Firm's standards of practice are entirely incompatible with conduct that could compromise the objectivity of those we interact with in our professional activities. URÍA MENÉNDEZ has a zero-tolerance approach to corruption, which is enshrined in the *Code of Conduct* and anti-corruption policies that the Criminal Risk Prevention Unit oversees.

### Data protection

We have a data protection officer to advise on and oversee compliance with data protection regulations. The role falls within the scope of the ECD, although the data protection officer is guaranteed to be able to perform their duties with independence and report directly to the Firm's highest management levels, as required by the General Data Protection Regulation.

### Training in ethics, professional conduct and compliance

To promote awareness of these matters among everyone at the Firm, the ECD organises specific annual training plans that cover its four action areas. The ECD also collaborates in organising and providing other training in areas that relate to these four areas, such as cybersecurity.

In 2020, all the Firm's members received appropriate training based on their responsibilities. In total, 27 courses were given in 55 sessions.



The Firm's donations made to foundations and other not-for-profit entities in 2020 are listed in APPENDIX 1.

## 1. | ABOUT US

### RISK MANAGEMENT AND PREVENTION

Our board of directors is responsible for the Firm’s strategic planning and for the management and prevention of risks.

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

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

The Business Continuity Plan was set up in 2020 as a result of the COVID-19 pandemic with two fundamental aims: to protect the health of all the Firm’s staff, and to ensure that we were able to continue providing our clients legal advice of the highest standard. The Firm had the technological capacity to ensure that all staff were able to work remotely in record time, in normal conditions and in a secure way.

In relation to **risks in terms of prevention of money laundering and financing of terrorism**, in addition to the annual external audits of the prevention model and of the Firm’s controls, two major risk identification mechanisms are used every two years:



- updating or repeating of a self-assessment report on laundering risk to analyse the main potential risks and to design or adapt our control policies and procedures. To prepare this report, we take into account sources including the *RBA Guidance for legal professionals of October 2008* and the *Guidance for a risk-based approach for legal professionals* of June 2019, both published by the Financial Action Task Force (FATF);
- internal audit of the level of compliance with procedures established for the prevention of money laundering and financing of terrorism, involving an in-depth examination of a sample of matters open during the audit period.





In terms of **criminal risk**, we focus on the risks present in the activity of any company, to those specifically relating to the provision of legal services and to the potential involvement of members of the Firm in criminal offences committed by its clients. In order to prevent or mitigate the materialisation of these risks, we rely on technical measures to identify risks and assess the design and effectiveness of the controls (including interviews, informal internal communication, whistleblowing channel for breaches and irregularities, audits, risk assessments and benchmarking). We also periodically carry out a global analysis of criminal risks that provides us with an overview of the Firm's situation. The latest global risk analysis approved by the Criminal Risk Prevention Committee related to the 2020–2021 period.

With regard to **cybersecurity**, we have modern, constantly updated systems for protection against external cyberattack, as well as anti-intrusion and information protection systems. We periodically carry out awareness-raising campaigns and specific training for everyone at the Firm. In the event of any type of security breach, an action plan is set in motion to analyse and record the steps to be taken under the management of the Information Security Incident Response Office, created to react to any contingency of this type.

## Main risk management mechanisms



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

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



### Anti-corruption policy

Our zero-tolerance approach to corruption is reflected in the *Firm's Anti-Corruption Policy*.

This policy, which the board of directors approved in 2014, was updated in May 2020 in line with our experience and applicable domestic and international law.



### Whistleblowing channel for breaches and irregularities

All the Firm's members must disclose any potential breach of internal or external regulations through the Firm's whistleblowing channel. This channel was completely renewed in 2019 to make it more accessible to users, allowing specific circumstances to be disclosed and concerns to be raised regarding the lawfulness of conduct or the use of the channel itself.

The whistleblowing channel is based on the following pillars:

- Prevention: the channel is not intended to punish, but rather to prevent conduct that might give rise to a breach of our internal regulations. The channel can be used to disclose non-criminal breaches or infringements. A step prior to formal disclosure has also been created to consult on concerns regarding the lawfulness of conduct or whether a formal disclosure is appropriate.

- Confidentiality regarding the identity of the person making a disclosure or consultation and no reprisals for using the channel.
- Possibility of making anonymous disclosures for breaches affecting the prevention of money laundering. A post code is provided to which the information can be sent in this case, thus the sender does not need to disclose their identity.
- The channel's internal management, although there are procedures in place to avoid potential conflicts of interest between the body receiving the disclosure and the investigating body.

Following the changes made to the whistleblowing channel, more consultations relating to prevention of breaches were received in 2020, enabling us to identify conduct that was causing concern among those making disclosures and, where applicable, to correct conduct before it led to a breach.



## 1. | ABOUT US



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

These guidelines set out the due diligence measures and processes with respect to clients and matters entrusted to the Firm.



### Privileged information rules

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



### Supplier Code of Conduct and Purchasing Policy

This code and policy define the minimum conduct standards that suppliers are expected to meet when they provide us with products and services in terms of human rights, employment practices, environmental responsibility, and ethics and regulatory compliance.



### Security breaches

We have action protocols in the event of a potential security breach that are applicable to cases affecting personal data or any other confidential information.



### Criminal risk prevention rules

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



### Confidentiality and professional secrecy rules

These rules secure the maintenance of a complete internal and external safe-harbour mechanism for the information that we receive from our clients and collaborators.



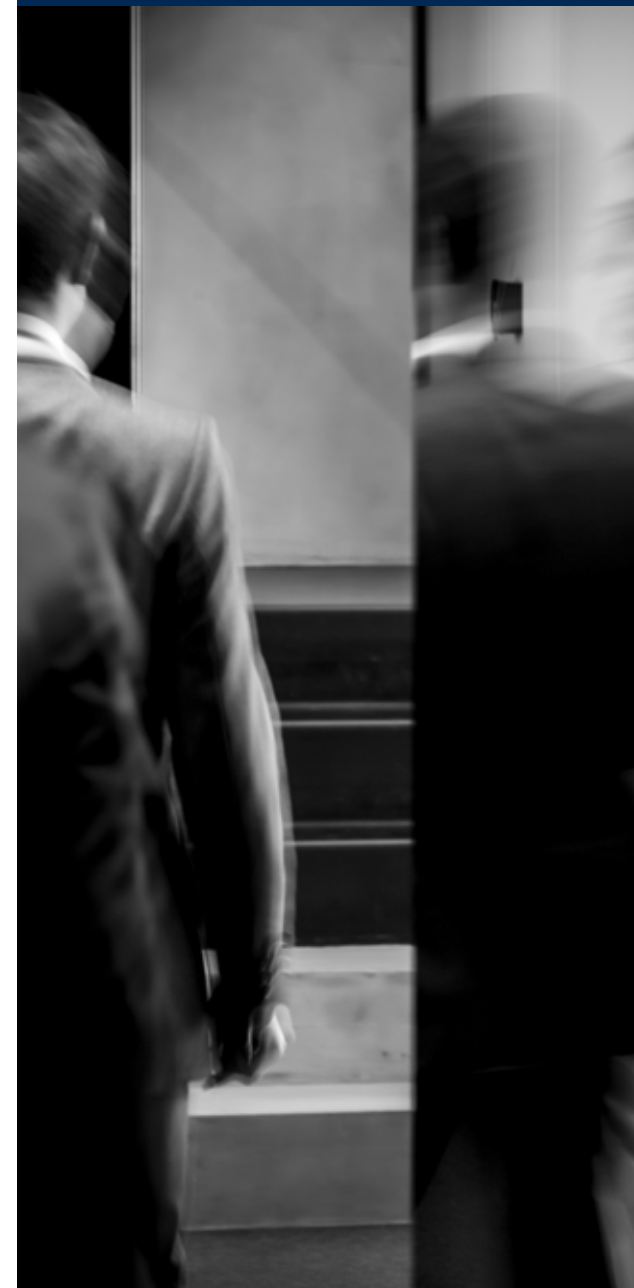
### User rules and cybersecurity

We have specific rules relating to the use of IT systems and mobile devices. We monitor and audit these IT systems and periodically issue security recommendations.



### Document retention policy

Our document retention and destruction policy fulfils the obligations set out in the General Data Protection Regulation (Regulation (EU) 679/2016), Basic Law 3/2018 of 5 December on personal data protection and digital rights guarantees, and the provisions of other regulations in this area, such as prevention of money laundering and financing of terrorism regulations.



1. | ABOUT US

## KNOWLEDGE-BASED CULTURE

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

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

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

From the Firm’s earliest days, its founders conveyed their passion for

teaching and research and their role in the creation of law. Rodrigo Uría González and Aurelio Menéndez Menéndez were awarded the Prince of Asturias Award for Social Sciences in 1990 and 1994, respectively, in recognition of their extensive teaching work and prolific research record.

Many of our lawyers actively participate in university life, meeting the constant need for analysis and research of legal affairs, and they are keen participants as speakers at legal conferences and seminars relating to their practice areas. We have seven chaired professors and 98 lawyers who teach at Spanish, Portuguese and Latin American universities and business schools.

Our lawyers’ knowledge benefits our service to clients. To promote knowledge sharing, we have developed a complete knowledge management

programme that provides access to an extensive database of annotated internal templates, memoranda, precedents and other useful documents depending on the professional needs of each practice area. Moreover, an experienced group of lawyers and researchers from the Knowledge Management Department ensure that the databases are continuously updated, and is responsible for uploading daily summaries on our intranet concerning the rules, judgments and documents of legal interest published by the main regional, state and European Union sources of information.

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

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

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



Publications

**530** 415 433  
2020 2019 2018  
by our professionals



Books

**60** 23 23  
2020 2019 2018



Articles

**216** 181 248  
2020 2019 2018



Other publications

**254** 211 162  
2020 2019 2018

## INNOVATION AND TECHNOLOGY

The Firm has always backed technology as a fundamental tool to offer our clients the best possible service and support our professionals' work as much as possible. Accordingly, we have developed flexible, robust, secure and innovative systems, and taken full advantage of the opportunities new technologies offer.

During 2020, the pandemic and lockdown tested our systems' flexibility and caused a mass remote-working situation, in which our professionals needed to be able to work from different locations without delay while ensuring that the Firm's strict security policies regarding communications and information were fulfilled.

URÍA MENÉNDEZ has always invested in technology and this has enabled us to meet this challenge without interrupting our service to clients from the very beginning of the lockdown and to adapt all our professionals' work to the current health situation at each time.

Our IT systems' design and flexibility also allowed us to rapidly implement the tools



required for our new working situation, accelerating projects that were being studied and which have brought all the Firm's staff closer together during this time, including third-party collaboration systems, videoconferencing, messaging services and remote electronic signatures.

Cybersecurity represents a critical added challenge for us in the context of remote working. Our clients expect the data and information that they provide to be kept secure. Fostering cybersecurity and implementing advanced cybersecurity systems as part of a flexible remote working model has therefore already been a strategic priority for us for some time, meaning that remote working

during the lockdown has not entailed higher risks to our systems or to our clients' information. User training is essential for cybersecurity, and so our Technology Department collaborates with the ECD to periodically organise training sessions for all members of the Firm on cybersecurity and information protection rules, recommendations and good practices.

Independently of the exceptional circumstances created by the pandemic, in 2020 the Firm continued to invest in new projects to improve and evolve our management, matter-opening, financial control and management, business intelligence, client communication and

cybersecurity systems, etc., to adapt to new ways of working. We have continued to update and, in some cases, repurpose the legaltech tools already available at the Firm, including artificial intelligence, e-discovery systems for bulk review of documentation and creation of collaborative spaces.

The Technology and Innovation Department has an extensive team of professionals and is supervised by a Technology Committee that provides support in defining aims and prioritising projects, as well as working with the Firm's different practice areas to provide the professionals required to create hybrid teams that will lead the implementation

## 1. | ABOUT US

of projects. The Technology Committee is also a space for reflection to align the Technology and Innovation Area's projects with the Firm's global strategy, analyse trends in the legal technology sector and collate the viewpoints of different professional practice areas on specific critical projects.

We also dedicate significant resources to training everyone at the Firm through the Technology and Innovation Department.



Organised training for new hires on the Firm's day-to-day tools and periodic courses to develop in-depth use of the different tools.



Appropriate initial training before any new technological tool is implemented.



Individual training to improve detailed knowledge of specific tools, in respect of which the individual can choose topics from a pre-defined menu or even propose specific "mini-sessions".



Training on innovative tools (legaltech, such as artificial intelligence) to present their capabilities and enable our professionals to understand their basic functionalities.



In 2020, following requests from some lawyers for specific programming knowledge, the Technology Department collaborated with the Digital Economy practice area to organise a Python programming course, which included an introduction to natural language processing (NLP), given

that these tools are extensively used in the field of artificial intelligence and very specific to the legal sector.

Training activities generate materials (guidelines, video tutorials, recorded sessions, etc.) that are available to all on the UM Campus.

## RECOGNITION

### Awards received in 2020

#### Iberian

##### Expansión Legal Awards 2020

- Best firm of the year
- Best young lawyer – María Vidal-Pardo
- Best firm in real estate

##### Iberian Lawyer 2020. 40 under Forty Awards

- Team of the year in real estate (Portugal)

#### International

##### International Tax Review European Tax Awards 2020

- Spain tax firm of the year

##### International Tax Review America Tax Awards 2020

- Impact Deal: Asterion Industrial Partners' acquisition of a portfolio of 11 data centres from Telefónica
- Impact Deal: advising Banco Santander on the acquisition of 25% of Santander Mexico

##### Who's Who Legal 2020

- Best law firm in Spain

### Ranking in the leading international legal directories in 2020

#### Chambers Global

##### Spain



##### Portugal



#### Chambers Europe

##### Spain



##### Portugal



#### Legal 500

##### Spain



##### Portugal



#### IFLR1000

##### Spain



##### Portugal



## Rankings



**RANKED SEVENTH IN DEALS BY VALUE  
IN SPAIN IN 2020**



Uría Menéndez  
€13,979.9<sub>M</sub>



**RANKED FIFTH IN DEALS BY VALUE  
IN THE IBERIAN PENINSULA IN 2020**



Uría Menéndez  
€16,515.8<sub>M</sub>



**RANKED FIRST IN DEALS BY VALUE  
IN EUROPE IN 2020**



Best Friends Group\*  
€205,976<sub>M</sub>

### Ranking in Spain

By value in millions of euros

	Firm	Range	
		Value*	No.
1	Clifford Chance	33,834.1	30
2	Davis Polk & Wardwell	22,715.1	5
3	Freshfields Bruckhaus Deringer	22,046.7	15
4	Linklaters	20,904.6	35
5	Simpson Thacher & Barlett	15,356.3	5
6	Allen & Overy	14,941.3	24
7	Uría Menéndez	13,979.7	48
8	Herbert Smith Freehills	12,479.8	16
9	Garrigues	10,909.5	91
10	Shearman & Sterling	10,452.3	3

\* Currency conversion as at 19-1-2020.  
Source: Mergermarket

### "Top ten" in the Iberian Peninsula

By value in millions of euros

	Firm	Range	
		Value*	No.
1	Clifford Chance	38,478.9	32
2	Freshfields Bruckhaus Deringer	25,746.4	16
3	Davis Polk & Wardwell	22,715.1	5
4	Linklaters	22,148.6	41
5	Uría Menéndez	16,515.8	53
6	Simpson Thacher & Barlett	15,356.3	5
7	Allen & Overy	14,941.3	24
8	Garrigues	12,544.4	101
9	Herbert Smith Freehills	12,479.8	16
10	Ropes & Gray	11,220.9	2

\* Currency conversion as at 19-1-2020.  
Source: Mergermarket

### "Top ten" in Europe

By value in millions of euros

	Firm	Range	
		Value*	No.
1	Best Friends Group	205,976	220
2	Cleary Gottlieb Steen & Hamilton	149,675	51
3	Freshfields Bruckhaus Deringer	145,737	127
4	Latham & Watkins	138,601	146
5	Linklaters Kirkland & Ellis	118,573	165
6	White & Case	115,945	208
7	Weil Gotshal & Manges	105,057	80
8	Clifford Chance	100,266	132
9	Allen & Overy	95,182.2	164
10	Simpson Thacher & Barlett	80,117.4	21

\* Made up of BonelliErede, Bredin Prat, De Brauw Blackstone Westbroek, Hengeler Mueller, Slaughter and May, and Uría Menéndez.  
\* Currency conversion as at 19-1-2020. Source: Mergermarket



URÍA  
MENÉNDEZ

# 2.

## HOW WE WORK

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Action framework

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For our clients

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For our professionals

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For our future professionals

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For our alumni

Pg.55

For our suppliers and collaborators

Pg.56

For the world we live in

## HOW WE WORK

We work responsibly and strive to contribute to economic, social and environmental progress in our surroundings.

We have the firm motivation to be a source of support to society through our contribution to the public function of the administration of justice.

Our activity is internally regulated by policies, codes and principles that reflect our firm commitment to sustainability, and everyone at URÍA MENÉNDEZ has the duty to be aware of, understand and comply with them.

Our priorities have always been people and their health and wellbeing, which is truer now than ever before in the

difficult current circumstances caused by the COVID-19 pandemic. We also seek to be as respectful as possible of the environment and to contribute to economic and social progress in the settings in which we work.

We are parties to the main local and international initiatives to support sustainable growth, including the United Nations Global Compact and the United Nations 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs). In 2020, our senior partner adhered to the United Nations' statement from business leaders for renewed global cooperation to confirm the Firm's commitment to cooperation, peace, justice and strong institutions (SDG 16).

Our relationships with stakeholders (clients, lawyers and staff, partners, law students, former professionals of the Firm and suppliers and third-party service providers) are fundamental to our sustainability strategy, and we seek to develop transparency and effective dialogue with our stakeholders to build relationships of trust. In 2020, we maintained direct channels of communication with all our stakeholders, through which we received proposals and suggestions regarding their expectations of the Firm.

We also launched a new website ([www.uria.com](http://www.uria.com)) in 2020, in order to offer our stakeholders more accurate and up-to-date content regarding the Firm in a more visual, modern and technological

format. Our website is the gateway for numerous interactions with our different stakeholders, and so it is a communication platform that we carefully nurture.

This report offers a compendium of the actions URÍA MENÉNDEZ has taken to meet the demands and expectations of our stakeholders and to create shared value in 2020.

### Pillars of our responsible activity



Code of Conduct



Principles underlying the Code of Conduct



Supplier Code of Conduct



Corporate Social Responsibility Policy



Human Rights Policy



Environmental Policy



Pro Bono Work Guidelines



Professor Uría Foundation

## 2. | HOW WE WORK

### Main channels of communication with our stakeholders



#### Internal channels

##### Written

- Sustainability report
- *UM Noticias* magazine

##### Digital

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

##### Presentations and events

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



#### External channels

##### Written

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

##### Digital

- Firm's website: [www.uria.com](http://www.uria.com)
- Uría Menéndez Newsletter
- Social media (LinkedIn)
- Digital publications: announcements, circulars, newsletters, etc.
- Exclusive alumni group on LinkedIn
- Candidate portal

##### Presentations and events

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



## Human rights

As a signatory of the United Nations Global Compact, we support and respect the protection of fundamental human rights, and we strongly reject forced and compulsory labour as well as child labour. The Firm also complies with the International Labour Organization's fundamental conventions on freedom of association and the right to collective bargaining.

The Firm's *Human Rights Policy* was approved in 2020 to formalise the Firm's commitment to the human rights recognised in domestic and international law, as well as to define the basic action standards to act with due diligence in terms of human rights and address negative consequences where they arise.

We are aware that we do not face significant risks arising from the violation

of human rights owing to the nature of our activity. Therefore, the due diligence procedures that we have implemented are in line with this assessment of risk.

The Firm aspires for the entities with which it interacts to also support and respect human rights, and this is expressly set out in the *Supplier Code of Conduct* approved in 2019, to which our suppliers are obliged to adhere.

A significant part of the Firm's pro bono work in 2020 (led by the Professor Uría Foundation) was once again focused on human rights-related matters, such as advising not-for-profit entities on the rights of children and adolescents in situations involving violence, the rights of asylum seekers (particularly women and children who suffer gender-related persecution), the rights of non-national minors (both unaccompanied minors and minors arriving irregularly in Spain in the company of adults), the rights of foreign women in irregular situations during the COVID-19 pandemic and the rights of non-nationals being held in detention facilities.

The Professor Uría Foundation organised a seminar in 2020 regarding the rights of refugees and non-nationals, involving the participation of several of the Firm's lawyers and aimed at professionals who work directly with these groups.

We celebrated Human Rights Day (10 December) in 2020 with the theme of "recovering better", with content closely linked to the COVID-19 pandemic; the aim is to ensure that human rights provide the basis for our rebuilding efforts.



## FOR OUR CLIENTS

### Legal advice of the highest standard

Clients are at the centre of our strategy and represent the Firm’s leading stakeholder. During 2020, the physical distance caused by the pandemic required greater creativity, involving the use of technology to maintain constant contact with our clients in ways other than face-to-face meetings.

We managed to be closer than ever to our clients, anticipating their needs in terms of legal advice, actively

listening to them and exceeding their expectations. We are very proud of our long-term relationships with clients, 96% of whom represented repeat business in 2020.

We have a global strategy that is designed based on three pillars of work:

- Clients
- Sectors
- Strategic markets

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

A constant understanding of our clients and their sectors of activity is fundamental for us, particularly in the current turbulent times. For this purpose, we implemented a range

of initiatives in 2020 intended to strengthen our relationships and foster the mutual exchange of knowledge.

### Client initiatives in 2020



+170  
newsletters  
and guides



53  
client  
webinars



+100  
bilateral meetings  
with firms from across  
the world



+130  
partners contacted  
from connected  
firms



+2,500  
attendees



27  
entities have  
received in-house  
webinars



+23,000  
recipients



+30  
external speakers



+100  
internal speakers



+30  
UM partners and counsel involved



4  
reverse webinars

## International strategy

Our main markets are the Iberian peninsula (Spain and Portugal) and Latin America (through PPU, with offices in Chile, Colombia and Peru). We have over twenty-five years' experience in the latter market, which has meant that by pooling our efforts with PPU we are currently considered one of the leading firms in Ibero-America.

### URÍA MENÉNDEZ AND PPU together:



185 partners



800+ lawyers



25 nationalities



12 offices



8 countries



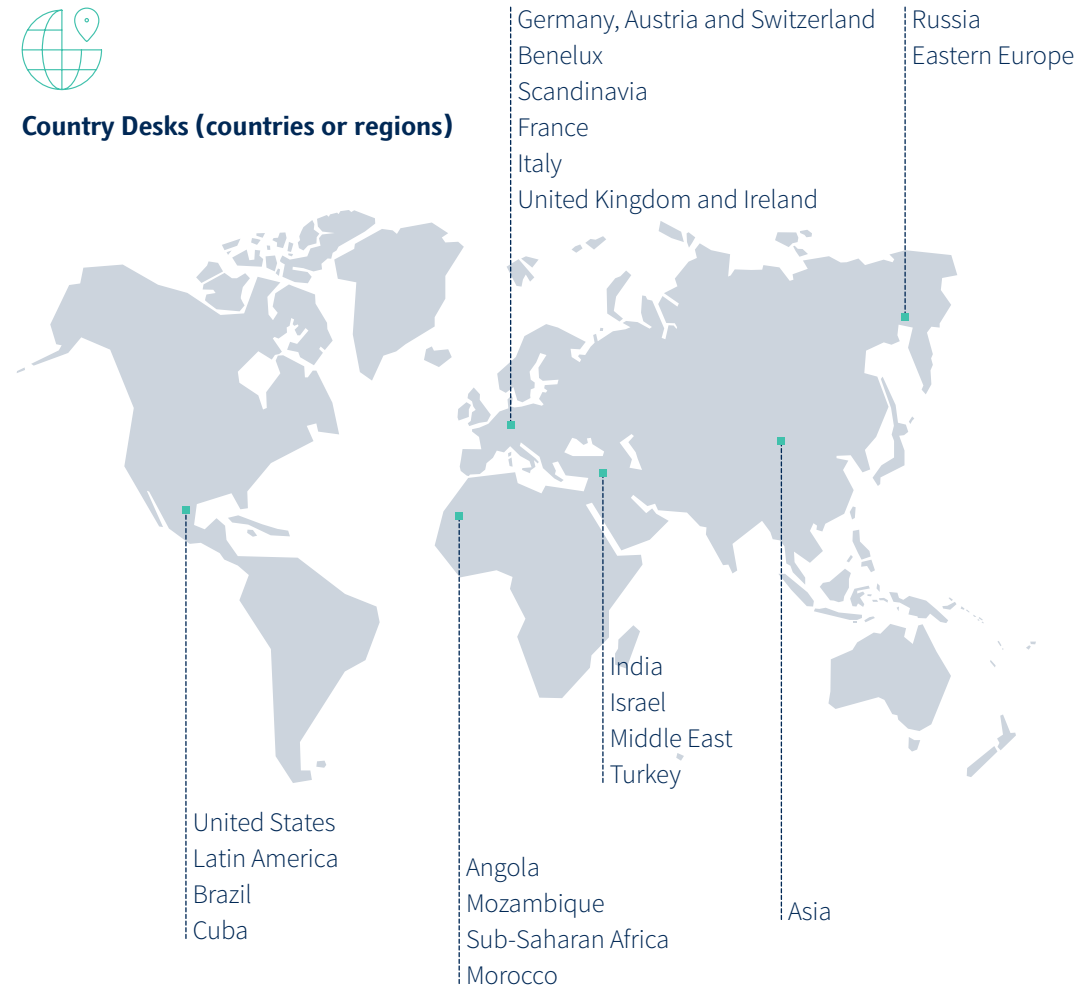
Global reach  
presence in the leading business hubs

We also maintain our strategy of having a presence in important international finance hubs like London, Brussels and New York City. We monitor regions of strategic interest by country desks, which are structured as groups of professionals with detailed and up-to-date knowledge of countries/regions that are of particular strategic interest for our clients. We held over one hundred bilateral meetings with firms from across the world in 2020, sharing legal and market knowledge with top lawyers from four continents.

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



### Country Desks (countries or regions)



## 2. | HOW WE WORK

### PPU: the Ibero-American firm



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

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

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

##### **3 countries**

Chile, Colombia and Peru

##### **4 offices**

Santiago, Bogota, Barranquilla and Lima

##### **537 people**

236 staff

##### **321 lawyers**

55 partners



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

Leaders in the top international legal directories

##### **Chamber & Partners 2020**

62 lawyers recognised as leading lawyers

##### **IFLR**

Andes Corporate Firm of the Year

##### **Latin Lawyer 250**

Elite Firm Recommended Firm

##### **Client Choice**

International Winner



#### **Clients and experience**

##### **More than 3,500 clients 30% multinationals**

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

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

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



## Client satisfaction

In order to guarantee complete client satisfaction, we encourage fluid and transparent dialogue with our clients with the intention of anticipating their needs, meeting their expectations and proactively working on areas for improvement.

We use various channels in this regard, such as the client partner (who conducts periodic performance reviews with the client), annual meetings, deal or matter reviews and compiling information to supplement the qualitative feedback provided.

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

- **Analysis of clients and the Firm's performance**  
We analyse the evolution of our clients to identify and anticipate market trends in relevant sectors, which enables us to position ourselves and react ahead of time.

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



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

### Initiatives

- Lawyer secondment programmes to client offices.
- Reverse seminars. We invite our clients to identify their concerns and learn more about their business.
- Specific in-house training programmes on matters of interest for each client.
- Open seminars on current affairs, market trends, legal developments, etc.
- Delivery of tailored notes and key updates.
- Joint training sessions (boot camps) with our Best Friends.



## Trust, security and data protection

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In 2020, we maintained our commitment to compliance with data protection law and to the privacy of our clients, employees, suppliers and other professional contacts. Following the major effort to implement the General Data Protection Regulation (EU Regulation 679/2016) in 2018, that implementation was reinforced in 2019 and 2020. Policies were adapted to the new data protection authority guidelines during 2020, with

changes made to the Firm's website.

We have a data protection officer and a supporting team that provides support to all the jurisdictions in which URÍA MENÉNDEZ carries on activity. In addition and among other initiatives in 2020, members of URÍA MENÉNDEZ received further training on data protection and information security, cybersecurity action protocols

were received and new content was introduced on the Firm's intranet, offering extensive information on these areas.

### Cybersecurity

Cybersecurity is a strategic priority for the Firm, and so in 2020 we implemented several projects to improve the security of our systems and the visibility of potential incidents or threats, particularly in remote-working settings. We also established the basis for new projects that would enable us to evolve our cybersecurity model in the future.



2. | HOW WE WORK

FOR OUR PROFESSIONALS

Professional team

The people who work at URÍA MENÉNDEZ are our main asset, particularly in the difficult times we are experiencing due to the pandemic. Our corporate culture, professional development plans and remuneration and recognition policy enable us to offer our team a stimulating and dynamic environment, characterised by the constant pursuit of excellence, camaraderie and solidarity.

In 2020, the workforce was made up of 919 people excluding partners. The level of diversity in terms of demography (gender, language, age and culture) and experience is high\*.

By sex:



Women	Men
<b>558</b> 60.7%	<b>361</b> 39.3%
2019 <b>585</b> 61.7%	2019 <b>363</b> 38.3%
2018 <b>578</b> 61.0%	2018 <b>370</b> 39.0%

By age:



< 30 years	30-49 years	50 years or over
<b>305</b> 33.2% Women 155 Men 150	<b>517</b> 56.3% Women 326 Men 191	<b>97</b> 10.6% Women 77 Men 20
2019 <b>348</b> 36.7%	2019 <b>515</b> 54.3%	2019 <b>85</b> 9.0%
2018 <b>352</b> 37.1%	2018 <b>520</b> 54.9%	2018 <b>76</b> 8.0%

By country or region:



Spain	Portugal	International offices
<b>767</b> 83.5%	<b>137</b> 14.9%	<b>15</b> 1.6%
2019 <b>789</b> 83.3%	2019 <b>134</b> 14.1%	2019 <b>25</b> 2.6%
2018 <b>778</b> 82.1%	2018 <b>151</b> 15.9%	2018 <b>19</b> 2.0%

By professional category:



Lawyers	Non-practising and support lawyers	Staff
<b>453</b> 49.3% Women 212 Men 241	<b>51</b> 5.5% Women 29 Men 22	<b>415</b> 45.2% Women 317 Men 98
2019 <b>463</b> 48.9%	2019 <b>60</b> 6.3%	2019 <b>425</b> 44.8%
2018 <b>470</b> 49.6%	2018 <b>53</b> 5.6%	2018 <b>425</b> 44.8%

\*The workforce includes employees across all offices, including lawyers in the Portuguese offices in Lisbon and Porto, even though they are not subject to Spanish employment law. As at 31 December 2020, the Firm had 90 Portuguese lawyers and trainee lawyers.

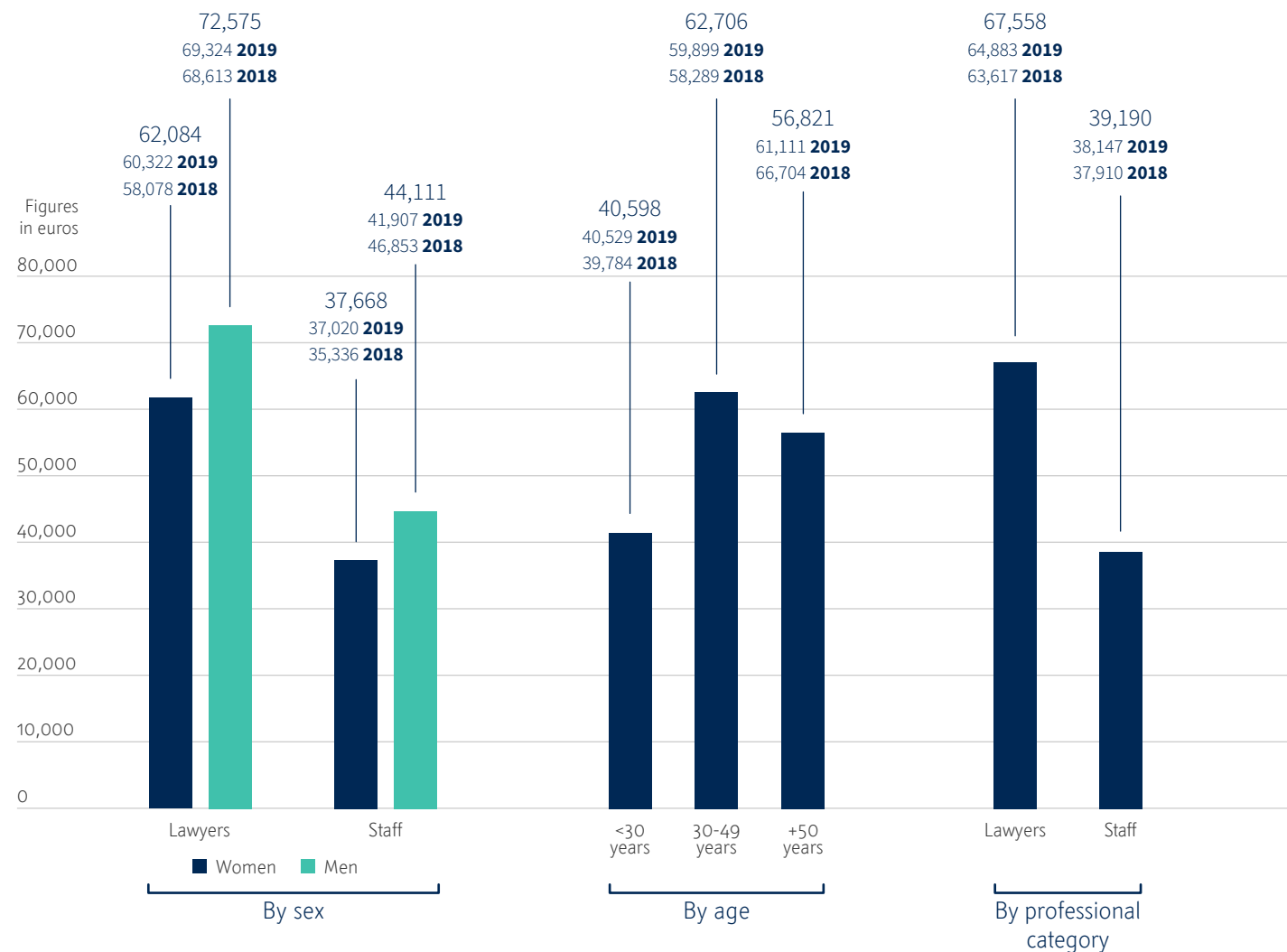
## 2. | HOW WE WORK

96.3% of the workforce with whom the Firm has an employment relationship have a permanent contract. Appendix 1 describes the distribution of types of contract and working day by sex, age, professional category and country, as well as dismissals, also classified by sex, age and professional category.

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

Lawyers at the Portuguese offices in Lisbon and Porto do not have employment contracts with the Firm. In Portugal, 98% of staff are covered by a collective bargaining agreement.

### Average distribution of remuneration for the Firm's workforce in 2020\*



\* Average remuneration has been calculated based on total salary, including variable remuneration, per working day, divided by the number of people without taking into account whether personnel are full-time or part-time. The Firm's remuneration policy is objective and does not distinguish between women and men. Differences in the average remuneration of women and men are fundamentally due to the structure and composition of the workforce, in which men have a longer length of service and represent a higher proportion of top hierarchical positions.

## 2. | HOW WE WORK

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

The equal pay gap\* allows us to compare the salaries of men and women who perform the same work within the same professional category.

The calculations of the equal pay gap reflect minimal differences for both lawyers and staff, which are mainly due to identical factors for men and women that give rise to different results year on year; for instance, each professional's

level of achievement of his or her objectives has a bearing on variable remuneration.

The equal pay gap for lawyers is slightly in favour of men (1.72%), with a 0.7% reduction in 2020 compared to 2019.

For staff, the equal pay gap is in favour of men (4.23%) with an increase in 2020 compared to 2019. This was precisely due to the higher variable remuneration allocated to the groups we defined as "essential" owing to their outstanding work and commitment during the lockdown and pandemic (the Occupational Safety team, General Services, maintenance staff, etc.), which happen to be made up of more men than women.

\* Weighted average of the percentage difference in hourly salary (including fixed and variable remuneration) for male and female employees who perform similar duties or are in the same professional category.

### Equal pay gap\*

	2018	2019	2020
Lawyers**	1.41 %	2.42 %	1.72 %
Staff	3.29 %	1.16 %	4.23 %
Firm total	2.28 %	1.82 %	2.89 %

\* Consultants have been excluded from this calculation.

\*\* The equal pay gap for lawyers has been calculated by further breaking down some of the professional categories. The 2018 and 2019 data have been adjusted to the new calculation formula.



## Professional development for our lawyers

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



### CAREER PATH

**1\* GRADUATE MASTER'S DEGREE TO ACCESS THE LEGAL PROFESSION**

Mandatory practical master's studies.

**GRADUATE**

Employment contract until qualification as a lawyer.

**FIRST-YEAR LAWYER**

Qualification and permanent employment contract subject to Royal Decree 1331/2006 of 17 November.

Uría Menéndez offers all master's degree students employment after the mandatory practical period, with two seats in different practice areas or offices during the first year.

Duration: one year.

**2 JUNIOR ASSOCIATE**

Assignment to a practice group.

Duration: three years.

**3 ASSOCIATE**

Duration: three to four years.

**4 SENIOR ASSOCIATE/MANAGING ASSOCIATE**

Duration: three to four years.

**5 PARTNER/COUNSEL**

### TRAINING PROGRAMME

**GRADUATE MASTER'S DEGREE TO ACCESS THE LEGAL PROFESSION + GRADUATE + FIRST-YEAR LAWYER**

A partner or counsel of the Firm is assigned to each lawyer as a tutor to guide them throughout their professional career at Uría Menéndez.

Internal training is particularly focused on developing knowledge of the skills required to handle professional matters (use of legal information resources, Lexnet, drafting of legal briefs, professional conduct and prevention of money laundering, case studies on matters handled by the Firm, etc.).

**JUNIOR ASSOCIATE. Training programme at IE Business School: IE-UM Professional Development Program for Lawyers**

- Aimed at junior associates from all Iberian offices.
- 123 hours of training at IE Business School premises in Madrid.
- Sessions in March, June, September and November over a three-year period.
- Legal content provided by Uría Menéndez lawyers; sessions on economics and business taught by IE Business School teachers in English.
- Lawyers receive annual certifications and an IE-Uría Menéndez diploma upon completion.

**ASSOCIATE, SENIOR ASSOCIATE, PARTNER**

Training at Uría Menéndez continues throughout a lawyer's professional career, with specific training programmes in collaboration with Spain's leading business schools (associates, for example, have a training programme organised by ESADE).

These programmes reinforce skills such as negotiation, leadership, time management, networking, team management and business development.

**\* Portugal: TRAINEE LAWYER**

- **Career path:** Four 6-month seats in different practice areas. Assignment of a partner or counsel as tutor.
- **Training plan:** Weekly training sessions with in-house lawyers and reputed professors, judges and legal experts.
- **Specific training:** Legal reasoning and drafting, preparation of legal opinions and reports, drafting due diligence reports, etc.



## 2. | HOW WE WORK

Lawyers have an annual appraisal process that involves reviewing skills, technical knowledge and contributions to the Firm, as well as their targets for the following year, and which enables them to advance in their career path.

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

although the Appointments Committee can authorise a longer postponement in exceptional circumstances.

The Firm has also been putting various measures into practice in recent years within the framework of a plan to contribute to the development of our lawyers' professional talent. This ambitious plan is the fruit of our drive for excellence and our efforts to help each of the professionals that work at our organisation become the best they can be. We firmly believe that all of the lawyers who join URÍA MENÉNDEZ have the potential required to become outstanding legal professionals, and we want to create an environment that enables them to fully develop their talent.

We have implemented measures to foster the growth, promotion and professional

development of our lawyers through programmes such as the following:

- **Mentoring and support programmes**, aimed at matching our associates and senior associates with a leading partner or counsel (with whom they do not usually work) to build a relationship of trust and growth at various stages of their professional careers. The ultimate aim is to offer our professionals support, guidance and tools for development to face the challenges posed at each specific time in their careers.
- **Leadership programmes**, particularly intended to retain and develop female talent and aimed at strengthening the leadership of our female associates as professionals and managers of teams. These

programmes include internal programmes and other national and international programmes organised by third parties.

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

In 2020, 94 lawyers participated in mentoring and support courses and 21 female lawyers took part in leadership programmes.



94  
Lawyers participated in mentoring and support programmes



21  
Lawyers participated in leadership courses



58  
Networking initiatives in which the Firm's lawyers participated

## 2. | HOW WE WORK

Our lawyers also have the opportunity to work abroad as part of their professional development. In 2020 and despite the situation caused by COVID-19, 24 of our lawyers were seconded to other offices of the Firm, seven to other foreign firms (with an average stay of six months) and five to clients.

Mobility in 2020		
 <p><b>24</b> Secondments of Uría Menéndez lawyers to other offices of the Firm</p> <p>28 in 2019 24 in 2018</p>	 <p><b>5</b> Secondments to clients</p> <p>4 in 2019 10 in 2018</p>	 <p><b>7</b> Secondments to other firms</p> <p>18 in 2019 10 in 2018</p>
<p><b>We received no visiting lawyers from other firms in 2020 due to the COVID-19 state of emergency.</b> We had 19 visiting lawyers in 2019 and 16 in 2018.</p>		

## Our staff's professional development

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

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

The Firm's support departments are horizontally structured and customarily made up of small and specialist teams. They include: General Secretariat; Office Management; Knowledge

Management and Training; Ethics, Risks and Compliance; Business Development; International Relations and Institutional Communication and Relations; Technology and Innovation; and Sustainability.

These professionals undergo a performance appraisal process each year, with a model that uses a tailor-made tool and enables us to objectively appraise performance. We foster learning and professional skills through development and training plans focused on technical knowledge, skills and working tools. This process

also facilitates efficient communication between appraiser and appraisee.

There is an internal mobility programme for members of staff who are interested in changing posts or seeking promotion within the Firm. They can apply to fill vacancies in other departments, provided they fulfil the requirements of the new post. The Human Resources Department announces vacancies on the intranet, and suitable candidates from within the Firm have priority over other candidates. Five internal positions were offered through this programme in 2020.



## Remuneration

The Firm’s remuneration policy is aimed at optimising our employees’ performance by rewarding excellence, dedication, career progression, responsibility and commitment to the Firm.

We have an HR portal that allows users to manage different aspects of their professional relationship, such as accessing pay records and personal income tax statements and changing their bank account.

The remuneration policy includes three components:

### Fixed remuneration:

Determined based on internal professional category, profile, experience

at the time of joining the Firm and professional development.

### Variable remuneration:

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

### Flexible remuneration and other benefits:

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

childcare, public transport card, etc.), depending on the individual’s needs.

### Other benefits:

- Life, accident and orphan’s pension insurance.
- Full pay during maternity, paternity and temporary disability leave.
- Financial support for skills, technical know-how and language training programmes.
- Availability of onsite services that enable staff to better manage their personal lives (gym, physiotherapy and osteopathy service, Firm doctor, breastfeeding room, canteens and

restaurant, dry cleaning, shoe repair and tailoring, travel agency, multi-user smart letterboxes, etc.) and the “Easy Family” tool for household management.

- Special offers and agreements with suppliers on favourable conditions (banks, hotels, car hire, gyms, opticians, restaurants, travel agencies, etc.).



We have a suggestion box for ideas or proposals to improve the Firm’s activity. Suggestions are assessed by a specific committee created to analyse their potential implementation. An annual bonus is awarded for the suggestion that is assessed as having added the most value.



## Training

The development and growth of all our professionals is a priority for the Firm. Our policy has always been to encourage and offer continuous training of the highest quality. We mainly rely on internal training and we coordinate the majority of training initiatives through the UM Campus.

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

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

The training that we offer to our professionals covers technical issues – which vary depending on the individual’s specialist area – in addition to personal skills such as leadership, motivation and communication, which facilitate the development of positive knowledge and skills that improve personal satisfaction and wellbeing.

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

The UM Campus is structured in five schools:

- **Law School**
- **Skills School**
- **Professional Conduct and Compliance School**
- **Technology School**
- **Language School**

The schools propose training programmes and activities, which they subsequently

organise, implement and monitor subject to discussion and approval by the UM Campus Council.

The training activity of the Firm’s lawyers has had to be adapted to the new COVID-19 circumstances. Sessions have been held online since the onset of the pandemic in the general training programmes, which has enabled us to maintain the scheduled programme with only minor adjustments.

There was more departmental training in 2020 than in 2019 owing to the provision of special training from various areas, such as a debt restructuring programme, sessions on temporary redundancy plans and a programme on how to approach insolvency procedures, as well as sessions on issues relating to COVID-19.

With respect to external training, attendance to online courses increased substantially due to the intensive use of videoconferencing platforms such as Microsoft Teams and Zoom.



## 2. | HOW WE WORK



### Internal training by school in 2020

INTERNAL TRAINING	No. of sessions	No. of attendees	Duration (h)
Law School	495	15,549	589
Skills School	137	2,821	253
Language School	725	3,888	1,091
Technology School	108	1,287	218
Professional Conduct and Compliance School	46	1,936	54
<b>Total internal training</b>	<b>1,511</b>	<b>25,481</b>	<b>2,205</b>

### External training in 2020

EXTERNAL TRAINING	No. of sessions	No. of attendees	Duration (h)
Law School	207	724	4,067
Skills School	8	8	85
Technology School	2	4	5
Professional Conduct and Compliance School	2	3	17
<b>Total external training</b>	<b>219</b>	<b>739</b>	<b>4,174</b>

388 teachers took part in the **training programmes**, of whom 337 were internal (87%) and 51 external (13%).

The hours of training received by the Firm's members vary depending on the circumstances of their career path and on the UM Campus schools. Each professional category received the following training in 2020:

### Hours of training/year, by employee and job category, in 2018, 2019 and 2020

Professional	No. of sessions			No. of attendees			Duration (h)		
	2018	2019	2020	2018	2019	2020	2018	2019	2020
Lawyers and graduates	1,607	1,616	1,571	19,331	16,939	23,227	5,255.05	5,189	5,919
Staff	128	89	44	804	778	513	926.7	529	184
Joint training	262	236	115	2,338	2,362	2,480	472.35	410	276
<b>Total</b>	<b>1,997</b>	<b>1,941</b>	<b>1,730</b>	<b>22,473</b>	<b>20,079</b>	<b>26,220</b>	<b>6,654.1</b>	<b>6,129</b>	<b>6,379</b>

A quantitative analysis of the level of satisfaction with training activities shows that 87.7% of sessions where attendees were asked to complete an anonymous survey received an average overall score of 3 or higher, on a scale from 1 to 4 where 4 is excellent.

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



2. | HOW WE WORK

The Professor Uría Foundation collaborates with the Firm on training, organising sessions and debates on matters that are important for society as a whole and of interest to all at URÍA MENÉNDEZ, such as politics, international relations, art, education and gastronomy. The debates were held online in 2020 owing to the COVID-19 pandemic.

Debates held in 2020:

- Home or cinema: the present and future of audiovisual content
- COVID-19, Trump and the elections: the current outlook in the US
- COVID-19/Experience of the IFEMA hospital: where we are now and what to expect tomorrow
- COVID-19/Coronavirus: the last pandemic?
- COVID-19/Bioethics and the pandemic: from ventilators to vaccines



Key training figures in 2020



6,379  
Hours taught

6,129 in 2019  
6,654 in 2018



26,220  
Attendees

20,079 in 2019  
22,473 in 2018



1,730  
Sessions

1,941 in 2019  
1,997 in 2018



388  
Teachers

347 in 2019  
312 in 2018



4.1  
Average number of internal sessions/day

4.8 in 2019  
4.8 in 2018



## Our partners

Partners (**130 in 2020**) lead the Firm’s professional practice.

The group of partners includes a higher percentage of men than women (13.85% women and 86.15% men), but our appointments over recent years confirm a positive trend toward achieving a more balanced position. Promotions to partnership in the last three years (2018 to 2020) have been gender-balanced, with six women and eight men promoted to partner.

An annual introductory programme is organised, which the new partners and counsel that the Firm appointed or hired in the previous year attend and in which a number of the Firm’s partners actively participate. There are also specific training initiatives for partners. These initiatives are external, such as the Executive Education Program: Leading Professional Service Firms (taught at the prestigious Harvard Business School) and the Partners Leadership Programme (organised by the English law firm Slaughter and May in association with the University of

Oxford and the Saïd Business School), and internal, such as stand-alone seminars on academic and professional matters of interest. They comprise a varied training programme that consolidates a range of professional skills and abilities.

In addition to technical training initiatives, the Firm encourages the development of other skills to ensure that its partners have the necessary resources to effectively handle the challenges they face at the different stages of their professional careers. A renovated coaching programme for partners was launched for this purpose in 2020, which was the outcome of experience accumulated in similar programmes for lawyers of various categories. This programme is internal (the coaches are partners of the Firm) and it is intended to support partners in their professional growth, providing them with access to the experience and resources of more senior partners. An Oversight Committee, led by the senior partner, has been created to monitor the progress of the programme and introduce suitable improvements and adjustments.

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

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

Other tools are also aimed at promoting cohesion among the partners, such as the Annual Partners’ Meeting, the (also annual) meetings of each of the Firm’s three practice areas, and the partner and counsel restaurant.



One woman and two men were appointed partners in 2020.

## Equality

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

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

- Measures aimed at incorporating flexibility into our working day, with respect to both working hours and the workplace (flexible workplace and remote working plans).
- Commitment to investment in technology that makes it easier and more efficient to work from outside the Firm (laptops, subsidy to purchase a second screen, VPN connections, free connectivity, smartphone management tools, etc.).

- Increase in annual leave, active planning and management of holiday periods and free Friday afternoons on a monthly basis.
- Possibility of converting breastfeeding leave into full days of leave.

The Equality Plan also includes four other focus areas: culture and leadership, access to employment, promotion and prevention of harassment. Each area offers a wide range of tools to achieve the stated aims.

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

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

As part of the Equality Plan, the Firm has an *Action Protocol to prevent harassment in the workplace*, with a commitment to prevent sexual harassment, harassment on grounds of sex and bullying. All of these involve attacks on the dignity of individuals, are harmful for the working environment and are detrimental to people's health, morale, trust and self-esteem.

In order to prevent and avoid harassment in the workplace, the Action Protocol for these cases is regularly disseminated among all the Firm's members. All of the actions provided for in the Protocol are processed and led by an appropriately trained Harassment Prevention Committee.

All the actions guarantee confidentiality and the protection of the identity of those affected and of all parties involved in a case or in an investigation of workplace harassment.



2. | HOW WE WORK

Diversity

We are particularly proud of being a diverse firm. The Firm is made up of people spanning four generations, twenty-five nationalities, with disabilities, and with different genders, sexual orientations and ethnic, social and cultural origins.

Our strategic aim is to drive the development of the diverse talent that comprises our team based on the same values, by fostering and managing diversity.

We signed a Diversity Charter in 2019, and in 2019 our managing director adhered to the CEOPorLaDiversidad

(CEOsForDiversity) alliance launched by Fundación Adecco and Fundación CEOE. The mission of this alliance is to unite the CEOs of major Spanish companies around a common and innovative vision of diversity, equity and inclusion, and for them to act as promoters and ambassadors who help to drive diversity policies at their companies.

We have also adhered to the Equal Representation in Arbitration Pledge, which is a movement committed to promoting the representation of women in international arbitration and seeking equality of opportunity on arbitral tribunals.



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

Diverse talent



60.7 %  
women in the  
workforce



73  
universities



20  
languages



25  
nationalities



4  
generations



11  
employees with  
disabilities



11.1 %  
LGBTI people in the  
workforce according to a  
survey of the ADIM project



## Diversity

### Disability

The Firm is committed to integrating people with disabilities into the workplace.

We seek to cover the full reserved quota of positions for people with disabilities established by Royal Legislative Decree 1/2013 of 29 November approving the restated text of the General Law on rights of people with disabilities and their social inclusion through the hiring of workers with disabilities, and we are close to achieving this aim. The Firm currently employs 11 people with disabilities, and we are working to increase this number.

In 2020, the Firm signed a Framework Collaboration Agreement with Fundación ONCE on employment and training for people with disabilities, universal accessibility and social responsibility, to drive its commitment to people with disabilities.

We have had a Family Plan in collaboration with Fundación Adecco

since 2008 to support the social and workplace integration of disabled members of the families of URÍA MENÉNDEZ personnel (parents, children and siblings), from which 12 people benefit annually.

We collaborate with Down Madrid and Casa de Santa Teresa to support people with Down's syndrome, and Prodis, for the workplace integration of people with intellectual disabilities via administrative tasks that are carried out in the Firm.

The Madrid office building at calle Suero de Quiñones, 42 (Edificio Aurelio Menéndez) is fully accessible, including stair-free access routes, disabled-access doors and passageways designed to allow wheelchair access and disabled toilets.

We participate together with other firms in the Good Disability Practices in Law Firms working group, led by the Foundation for Legal and Business Research (FIDE, for its Spanish acronym),

which discusses the legal practice sector's approach to disabled workers and the particular characteristics of the sector. This group's working sessions produced a good practices guide on the incorporation of people with disabilities in law firms, which was published in May 2019, as well as the "Legal Assistant" course for people with disabilities, in collaboration with the Rey Juan Carlos University and Fundación Esfera, in which

both the Firm and the Professor Uría Foundation play an active role.

We celebrated the International Day of People with Disabilities (3 December) in 2020 by adhering to the "Vulnerability" campaign launched by Fundación Adecco and by taking part in the Gigantes radio programme, led by people with disabilities, and in a workshop on unconscious bias.



**Family Plan** supports the social and workplace integration of family members with disabilities



**11 employees** with disabilities as at 31 December 2020  
10 in 2019

2. | HOW WE WORK

**LGBTI & Allies Desk**

We are a pioneering firm in the Iberian Peninsula in terms of our encouragement of an inclusive environment for our LGBTI professionals and our expression of this support both internally and publicly.

In 2018, we were the only Iberian multinational to participate in the founding of the Business Network Association for LGBTI+ Diversity and Inclusion (REDI, for its Spanish acronym), together with a dozen other international companies. Today, over one hundred businesses and professional organisations are part of REDI and we have been re-elected as a member and as the general secretary to its managing board. In 2019, we were again the first law firm to participate in the ADIM (Advancing in LGBTI Diversity Management in the Public and Private Sector) project, financed and managed by the EU and the Spanish and Portuguese governments, and we were

listed among the fifteen most inclusive businesses for LGBTI professionals in the Emidis FELGBT directory.

Our LGBTI & Allies Desk is a group made up of more than sixty members of URÍA MENÉNDEZ (LGBTI or otherwise) who are committed to the integration of this diversity. The group promotes networking initiatives to maximise the personal and professional development of its members, giving them the opportunity to interact with other professionals from the business world who are committed to this cause.

In 2020, we adhered to the United Nations Standards of Conduct for Business on tackling discrimination against LGBTI people.

And, of course, in 2020 we continued our pro bono activity as part of REDI.

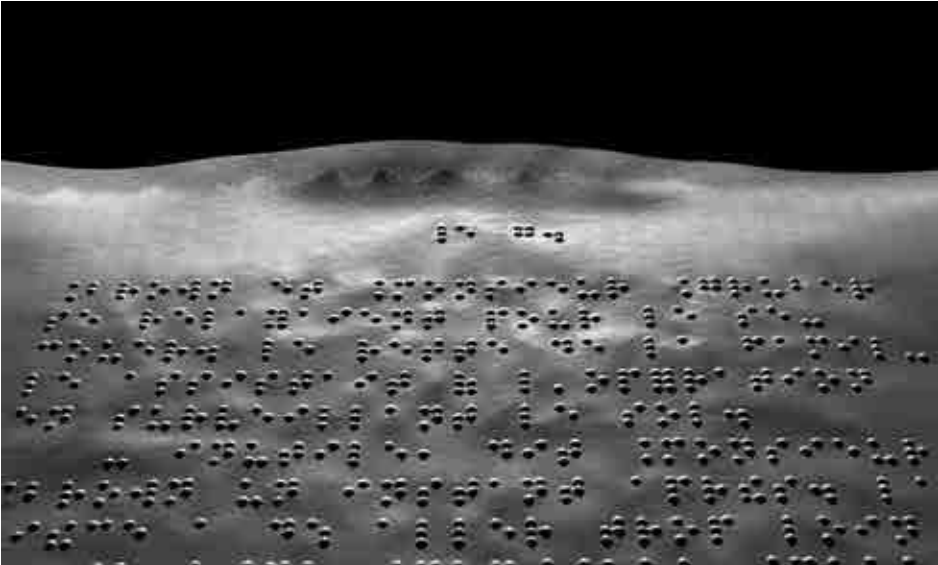
The LGBTI & Allies Desk is made up of over 60 people who are committed to the integration of LGBTI diversity.

**Generational diversity**

The Firm’s workforce is distributed as follows in terms of generations:

Generation	Number of people	Percentage
Baby Boomers (born between 1956 and 1970)	97	10.6%
Generation X (born between 1971 and 1981)	253	27.5%
Generation Y (Millennials) (born between 1982 and 1992)	360	39.2%
Generation Z (born between 1993 and 2010)	209	22.7%

Four generations are currently working together at the Firm, and this is reflected in our co-existence, development and teamwork. Each generation has different skills, abilities and experiences, and we are particularly proud of our intergenerational harmony and of the benefits that it brings to our client service and the career path of our professionals.





## Occupational health and safety

At URÍA MENÉNDEZ, we aim to guarantee the highest possible level of protection against occupational risk for all our professionals. In order to achieve this, while we are aware that our activity does not involve particularly serious occupational risks, we pay special attention to all aspects relating to the safety, health and wellbeing of our professionals. We have our own prevention service for technical preventive specialties and a third-party occupational medicine service. The Occupational Health team played a significant role during 2020, coordinating the health-related impact of the pandemic at URÍA MENÉNDEZ and working at all times to offer as much information and security as possible to all members of the Firm.

We comply with all health and safety requirements established by applicable law, including developing and implementing an occupational risk prevention plan and drawing up and disseminating an occupational risk prevention policy, both of which are tailored to the Firm's activity. We also place particular importance on health and safety training for all our personnel. A total of 282 hours' health and safety training was delivered in 2020 (13 training initiatives attended by 233 members of the Firm).

The occupational medicine service performed 325 workplace medical check-ups in 2020, including analyses beyond

the levels required by law in appropriate cases. Additionally, the Prevention Service provides personalised responses to any queries, requests or suggestions raised by the Firm's members with respect to occupational health and safety issues. Approximately one thousand requests and queries were answered in 2020, including in particular issues relating to COVID-19.

We also have the —*humanum*— Health Promotion Programme, which encompasses activities relating to the promotion of occupational wellbeing. As part of this programme, two initiatives of particular value to our personnel were implemented in the Madrid office in September 2020:

- an onsite medical service (which also answers telephone queries from the Firm's other offices), which has supported a total of 49 users in four months, and
- a gym containing functional, cardio and weight-training equipment, an exercise room with a punching bag and changing rooms with showers. These facilities are in addition to those already in place at the Lisbon office. Over 160 people had signed up to the Madrid gym by the end of the year.



## 2. | HOW WE WORK

The health and wellbeing support service launched in 2019 to provide medical and psychological aid to all the Firm's members and their immediate family continued to operate in 2020, handling a total of 24 cases via 40 telephone calls. Finally and also as part of the *humanum* Programme, various health campaigns were implemented, including campaigns for flu vaccination (298 people vaccinated in 2020) and blood donation (51 donors).

Finally and with the aim of encouraging healthy habits, the Firm offers onsite physiotherapy services at the Madrid office (as well as beneficial agreements with external centres in the other Spanish offices), offers free fruit at all Iberian offices and promotes various sporting activities (through ClubUM).

*humanum* brings together the Firm's activities relating to occupational wellbeing as a Health Promotion Programme



### The absenteeism rate in 2020 was 1.55%\*:

	2018		2019		2020	
	Spain	Portugal	Spain	Portugal	Spain	Portugal
Men	0.86	1	0.68	0.46	1.09	0.00
Women	1.80	1.38	1.69	1.40	2.19	0.83

\* Figures not available for international offices.

There were no workplace accidents causing absence or recorded occupational illnesses in 2020\*\*:

	2018		2019		2020	
	Women	Men	Women	Men	Women	Men
Frequency of workplace accidents	3.44	2.07	0	0	0	0
Seriousness of workplace accidents	0.009	0.0014	0	0	0	0
Frequency of occupational illness	0	0	0	0	0	0
Seriousness of occupational illness	0	0	0	0	0	0

\*\* Information not available for international offices; figures hence valid for 98% of the workforce. The frequency index represents the number of accidents per million hours worked. The seriousness index shows the number of working days per thousand hours worked.

2. | HOW WE WORK

ClubUM

ClubUM fosters and strengthens relationships among everyone who is a part of URÍA MENÉNDEZ through leisure initiatives. We organise highly diverse cultural, sporting, leisure and charity initiatives, the latter in coordination with the Professor Uría Foundation. These initiatives enable people from different practice areas to get to know one another and bring lawyers and staff together to work as part of a common project.

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

In 2020, the COVID-19 lockdown forced us to be more creative and imaginative than ever when designing initiatives and to take advantage of new technologies.

Participants in the various initiatives organised by ClubUM in 2020:



2. | HOW WE WORK

FOR OUR FUTURE PROFESSIONALS

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

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

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



**2,000** hours/year dedicated to finding talent by partners and counsel

2,000 hours in 2019  
1,500 hours in 2018



**95** new hires, including interns completing the master's degree to access the legal profession, of whom 50 were women

116 new hires in 2019, of whom 61 were women  
102 new hires in 2018, of whom 52 were women



**3** promotions to partner in 2020, of whom 1 was a woman

6 promotions to partner in 2019, of whom 3 were women  
5 promotions to partner in 2018, of whom 2 were women

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

During 2020, we collaborated on various competitions to help develop the skills required for legal practice. Specifically, we worked with Moot Madrid and with the student organisation ELSA on the holding of the ELSA Moot in Madrid and on the EBCN (negotiation competition).

We also select students in the final two years of their law degree to pursue summer internships at the Firm, who are given the opportunity to learn about the legal profession on the job. We assign them to a senior tutor and a junior tutor within a specific practice area.

Interns attend a training programme that is exclusively designed for them

(including sessions on real cases handled by the Firm, professional practice skills and attendance at trials).

These internships had to be cancelled in 2020 due to COVID-19. However, we organised the *SUMmer programme*, a tailored online training programme to which we invited all our interns selected in 2020.

We also put each student in contact with a junior lawyer from the Firm, who acted as a trusted point of contact to discuss and resolve any queries.

An average of 45 people attended the programme.

The Firm provided 40 speakers and 15 hours' training on:

- Matters and transactions, in which the Firm's four areas participated.
- Skills (drafting legal briefs, speaking, negotiation and business development).
- Our lawyers' experiences (international, career path-related and pro bono activities).

The programme was very well received and enabled us to convey our corporate culture to this young talent.

In Portugal, we were able to welcome interns in person in 2020. Each intern was assigned two senior tutors and two junior tutors. The Portugal Programme featured 11 sessions and interns received 11.5 hours' training.

The Firm prioritised new hires in 2020, allowing them to attend the office in order to facilitate their integration into teams and reinforce their training, while respecting all protocols and security measures at all times.



## 2. | HOW WE WORK

### FOR OUR ALUMNI

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

Our Alumni Programme was officially created in 2004 with the publication of the first directory. The Alumni Programme acts as a point of contact between alumni and the current members of URÍA MENÉNDEZ. It includes lawyers who have left the Firm and lawyers from

our Best Friends who have completed a secondment at URÍA MENÉNDEZ. We organise meetings with our alumni every two years at different offices (Barcelona, Bilbao, Brussels, Lisbon, London, Madrid, New York City and Valencia).

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

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

In 2020, we launched an alumni-UM group on LinkedIn to encourage interaction among our alumni, as well as between our alumni and the Firm. We share diverse content on the group, including news, publications and projects of the Professor Uría Foundation.

### Members of the Alumni Programme



1,353 lawyers



## 2. | HOW WE WORK

### FOR OUR SUPPLIERS AND THIRD-PARTY SERVICE PROVIDERS

We consider suppliers and third-party service providers to be essential in achieving our aim of providing services of the highest standard to clients, and we want them to share our sustainability-based values. We seek to establish relationships with our suppliers and collaborators that are based on trust, transparency, mutual benefit and respect for free competition.

Our suppliers and third-party service providers are identified as significant

stakeholders in the Firm in our Corporate Social Responsibility Policy, and in all our dealings with them we seek to convey the Firm's culture and values, our aim of excellent service and the Firm's principles of responsible action.

Supply chain management takes place through the Purchasing Department, which uses the *Purchasing Policy* and the *Supplier Code of Conduct* as the main tools to integrate suppliers and third-party service providers into our responsible management strategy. The Supplier Code of Conduct was approved in 2019 in order to define the minimum standards of conduct to which we expect our suppliers to adhere when they supply us with goods and services, and 22% of our suppliers have already adhered to it. In accordance with the Purchasing Policy, wherever possible we incorporate sustainability criteria into procurement processes and promote the hiring of suppliers who adhere to responsible social practices, human rights, professional conduct and environmental practices.

Local suppliers are a priority for the Firm, since they make it possible to stimulate economic growth in the areas

in which our offices are located and to minimise the environmental impact of our operations, by reducing transport and product delivery and service provision times. In 2020, 78% of our suppliers were local. This percentage is lower than the corresponding figure for 2019 (90%), since 2020 was an exceptional year owing to the COVID-19 pandemic and we were forced to purchase protective, safety and hygiene products and signs that our customary local suppliers were unable to supply to us within the required timeframe or at all.

When we can, we acquire products and services through special employment centres (*centros especiales de empleo*). In 2020, the total products and services acquired from these centres represented 2.2% of the Firm's total procurement. As in the case of local suppliers, procurement from special employment centres has fallen compared to 2019 (5.9%) owing to the COVID-19 pandemic, since during the lockdown we stopped acquiring some products or services that we have traditionally purchased from these centres, such as coffee-break products and business trips.



**78%**  
of the firm's suppliers in 2020 were local

90% in 2019  
90% in 2018



**2.2%**  
of total procurement in 2020 was carried out via special employment centres

5.9% in 2019  
5.6% in 2018



## FOR THE WORLD WE LIVE IN

### Commitment to protecting the environment

Although the Firm's activity has no significant impact on the environment, we are fully committed to protecting the environment and we try to use natural resources as efficiently as possible.

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

We have an *Environmental Policy*, which main aims are the following:

1. To ensure compliance at all times with environmental law in the countries in which we operate.
2. To establish a frame of reference for the implementation of initiatives and best practices to help meet our environmental protection commitments.
3. To contribute to mitigating the possible effects of the Firm's activity in terms of climate change.

The Environmental Policy is supplemented with *Environmental Best Practices Guidelines* published in 2020, which cover the range of measures that the Firm has implemented with regard to the most significant environmental aspects of its activity, grouped into its three main forms of consumption (energy, water, and paper and toner) and waste management, in addition to initiatives or recommendations aimed at all of the Firm's members in order to achieve more efficient use of resources in the course of our activity.



#### Sustainable premises

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

However, as part of our commitment to provide safe, healthy and sustainable working environments, we implemented several initiatives in 2020 to improve efficiency of energy and water use at our premises.

Energy inspections and air quality reviews were carried out in the two Madrid office buildings in 2020, with satisfactory results.

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



#### Responsible use

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

The Management Department conducts daily monitoring of water consumption and monthly monitoring of energy use in order to detect fluctuations and act accordingly if necessary.



## 2. | HOW WE WORK

### Measures implemented in 2020 to foster responsible consumption



#### Energy

Electricity is our main source of energy consumption and comes entirely from external sources.

**The Barcelona office, which represents almost 15% of our total premises, uses 100% renewable electricity.** The other offices continued to introduce measures to reduce energy consumption in 2020: the installation of fluorescent tubes, lightbulbs, smart slim panels and LED screens doubled, and all emergency lighting was replaced with LED lighting.

One of the two Madrid office buildings has solar panels to heat sanitary water for toilets and kitchens.



#### Water

We strive to consume water efficiently.

In 2020, we continued to implement mechanisms to reduce consumption, such as installing sensor taps.



#### Paper and toner

The consumption of paper and toner is a significant issue for the Firm as it is closely related to our activity. We use natural eco-efficient paper with the Ecolabel European

ecological certificate, which complies with sustainability standards established at European Union level. We have implemented initiatives to raise awareness among our professionals regarding the use of paper and toner, instilling good practices and promoting the use of technologies that mean paper can be replaced (or its use reduced), such as default duplex printing in black and white and using two screens to reduce printing. We use toner that is considered non-hazardous under applicable law.

All of the offices undertook the **“Plant the UM Forest”** challenge to optimise paper usage and improve consumption

habits in 2020. With the help of remote working during the lockdown, we are very proud of having reached the figure of 2,480 trees that we will plant near the Madrid, Barcelona and Lisbon offices.

**We also launched a pilot test involving the use of 100%-recycled paper in 2020.** The test was carried out in the Barcelona office, and the results were very satisfactory both for users and in terms of machine performance. The plan is for recycled paper to be used in all other offices. In 2020, 77% of the paper used in the Barcelona office and almost 9% of all paper used by the Firm was recycled.

#### Energy consumption\*

12,465.42 gigajoules

2019	2018
16,405.95 gigajoules	15,752.58 gigajoules

\* Consumption here refers to all offices except New York City, which has no individual meter.

#### Water consumption\*

6,624 m<sup>3</sup>

2019	2018
9,842.33 m <sup>3</sup>	9,462.03 m <sup>3</sup>

\* Consumption here refers to all offices except London and Brussels, which have no individual meter.

#### Paper consumption\*

32,856 kg  
Recycled paper 2,864 kg (9%)

2019	2018
57,855 kg	68,385.75 kg

\* Consumption here refers to all offices except Brussels.

#### Toner consumption\*

814 units

2019	2018
1,394 units	1,657 units

\* Consumption here refers to all offices except New York City.

## 2. | HOW WE WORK



### Waste management

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

We have containers to remove, recycle and eliminate traditional waste and other waste such as ink-based office supplies and small electronic devices.

Several awareness-raising measures regarding the importance of recycling were implemented in 2020, with a particular focus on waste generated by COVID-19-related elements such as masks, gloves and hydro-alcoholic gel containers.



### Control of greenhouse gas emissions

Our activity has no significant or serious impact on the environment. In particular, it is not an intensive activity in terms of greenhouse gas emissions. In any case, we annually measure our greenhouse gas emissions by following the Greenhouse Gas Protocol methodology and using as a frame of reference the IPCC Guidelines for National Greenhouse Inventories produced by the Intergovernmental Panel on Climate Change, as well as the ISO 14064-1 standard.

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



### Environmental awareness

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

The Environmental Best Practices Guidelines were published in 2020, with hints and tips for optimising the use of resources that individuals can put into practice in their day-to-day activity.

### Greenhouse gas emissions (tCO<sub>2</sub>) in 2018, 2019 and 2020\*

	2018*	2019*	2020*
Scope 1	16.16	96.87	92.82
Scope 2	1,404.99	1,294.11	752.10
Scope 3	1,749.78	1,954.59	758.48

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

### Sustainable mobility

In addition to measures focused on our main sources of consumption (energy, water, paper and toner), we promote sustainable and environmentally friendly mobility among our professionals. We have installed covered parking facilities for bicycles at the two Madrid office buildings and at the Barcelona office, and we offer electrical vehicle charging stations in the car parks of the two Madrid office buildings, which are regularly used by 12 people.

We also have corporate accounts with carsharing businesses, some of which are for fully electrical vehicles, so that our employees can have access to clean and eco-friendly mobility and reduce the carbon footprint arising from their mobility.

2. | HOW WE WORK

Commitment to society: the Professor Uría Foundation

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

The Professor Uría Foundation was founded in 2005, in honour of Professor Rodrigo Uría González, as

an independent institution to promote social volunteering within the Firm and to implement charitable initiatives for the benefit of the most vulnerable groups in society.

382 volunteers collaborated with the Professor Uría Foundation in 2020, in programmes involving over 2,593 beneficiaries.



Pro bono programme

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

Pro bono work, understood as the voluntary provision of free-of-charge legal advice for the benefit of not-for-profit entities, brings meaning to the profession by reconnecting it with the value of justice.

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

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



Volunteers	2019	2018
382	481	523



Beneficiaries	2019	2018
2,593	4,084	4,695



## 2. | HOW WE WORK

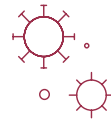
Our pro bono work in 2020 was focused on four areas of activity:



**1 Legal training**  
via webinars.



**2 Production of legal guidance**  
on key legal issues and social measures relating to COVID-19 adopted by the Spanish Government and the Autonomous Regions of Madrid, Catalonia, Valencia, Andalusia and the Basque Country.



**3 Issues relating to COVID-19**  
with respect to which we advised on the regulation of the guaranteed minimum income, rights of foreign women living illegally in Portugal during the pandemic, the opening of a restaurant to offer meals to individuals in vulnerable circumstances during the lockdown and the obtaining of temporary agricultural work permits during the state of emergency for foreign women in vulnerable circumstances.



**4 Other matters**  
Fundamentally relating to human rights and the implementation of a new pro bono initiative in the form of the movement of volunteer lawyers to Melilla to provide onsite legal and administrative support to local Save the Children staff in relation to the minors who they attend to in Melilla, an autonomous city bordering Morocco.

The *Pro Bono Work Guidelines* were updated and internally published in 2020; they are intended to cover the main issues and procedures relating to the Firm's participation in legal pro bono matters and the Professor Uría Foundation's participation in selecting and coordinating those matters.

The Spanish Commission for Refugees (CEAR, for its initials in Spanish) has labelled the Professor Uría Foundation a "refugee business" in recognition of its work during 2020 to protect the fundamental rights of asylum seekers in Ceuta and Melilla.

### Pro bono in 2020

 **68**  
Active matters

2019	2018
68	68

 **159**  
Participating lawyers

2019	2018
109	106

 **43**  
Beneficiary entities

2019	2018
51	54

## 2. | HOW WE WORK



### Promoting education

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

In response to the exceptional circumstances caused by COVID-19, we made significant efforts during the second half of 2020 to secure the continuity of our education and training activity, prioritising the safety of beneficiaries and volunteers by making necessary adjustments and adaptations and taking advantage of technology (webinars and videoconferencing sessions). Despite these efforts, our education activities were restricted and on occasions had to be cancelled.

### Key education promotion programmes in 2020

#### Community Law School

Workshop for primary and secondary state school pupils resident in all the cities in which URÍA MENÉNDEZ has offices in Spain and Portugal. Programme activities were restricted as a result of COVID-19.

#### CLS plus

Tailored support, guidance and training programme for pupils participating in the Community Law School to help them achieve their educational goals and develop their potential.

#### Law Workshop

Workshop for prisoners in Madrid. This programme had to be cancelled in 2020.

#### Support for rehabilitation of young offenders

Workshop for minors serving sentences at young offenders' institutes in Madrid and Valencia. This programme had to be cancelled in 2020.

#### Social and workplace integration workshops

Legal training and guidance workshops aimed at vulnerable groups and third-sector entities and professionals.

#### Support for immigrants to pass the Spanish nationality test

Workshop for immigrants to pass the mandatory Spanish constitutional and socio-cultural knowledge test to obtain Spanish nationality by residence. This programme had to be cancelled in 2020.



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

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

## 2. | HOW WE WORK



### Fostering solidarity, justice and tolerance

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

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

As a result of the COVID-19 health emergency, in March 2020 Uría Menéndez and the Professor Uría Foundation agreed to create the Special Coronavirus Aid Fund to support entities working on the front line against the virus. This fund was used to purchase protective equipment for hospitals, care homes and Portuguese entities that have

launched containment plans, and to research and development projects to fight the virus.

The Professor Uría Foundation also launched another Charitable Fund in 2020 in order to help entities with which it closely collaborates and which are responding to the social crisis arising from the pandemic.

We continuously communicated with all our collaborating entities in 2020, which enabled us to monitor our key focus groups and adapt to the post-COVID-19 landscape. We worked to find alternatives for part of our onsite charitable work (offering telephone support, for example) and to find new initiatives that are aligned with our mission and allow us to respond to the new normal (food aid, donation of electronic devices to narrow the digital gap, etc.). Despite these efforts, our charitable initiatives were restricted and on occasions had to be cancelled during 2020.

### Charitable programmes and campaigns conducted by the Professor Uría Foundation in 2020

(restricted as a result of COVID-19)

- **Aid for school canteens, textbooks and school materials for schools** in Madrid and Barcelona.
- **Project Dar+Vida**, in collaboration with the Mais Proximidade Melhor Vida association in Lisbon, which cares for elderly people who live alone and have limited resources.
- Helping with food services in collaboration with a Cáritas Bilbao food bank.
- **Route Zero** in collaboration with the Bokatas Association, supporting homeless people in Madrid.
- **Campaigns for blood donation and collection of food, toys and blankets**, in addition to Christmas gifts (for the elderly, children and homeless people) across all the Firm’s offices.
- **Rock & Law concert** in Lisbon and Barcelona.



### Support for culture and art

Our special relationship with art and culture continued in 2020 despite the circumstances created by the pandemic. During lockdown, the “Distraction nuggets” (*Píldoras para la evasión*) project enabled us to share all kinds of content with the aim of easing the isolation of website visitors as much as possible. Art played a lead role in this project, in the form of articles and talks on different artists and artistic movements.

In addition and despite a lack of institutional activity, we remained in contact with numerous cultural entities such as the Prado National Museum and the Thyssen-Bornemisza Museum in Madrid, the National Art Museum of Catalonia (MNAC) in Barcelona, the Guggenheim Museum in Bilbao, the Lisbon MAAT and the Botín Centre in Santander.



We added two new works from the photographer José Manuel Ballester’s “Twelve photographs in the Prado Museum” collection to our art collection in 2020.

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

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

This award was founded in homage to Rodrigo Uría Meruéndano (founder of URÍA MENÉNDEZ, president of the Prado Museum board of trustees between 2004 and 2007, first president of the Professor Uría Foundation and a renowned patron of the arts), and it entails the publication of the *Ibero-American Art Law Yearbook*. With the collaboration of the publisher Thomson Aranzadi, this work (which now extends to five volumes) contains a compendium of the most innovative Ibero-American scientific works on the subject of art. The award’s eighth edition took place in 2020.

In 2020, we had to cancel the art law seminar that had been planned in collaboration with the Prado National Museum. The seminar was to promote the study of art law and to contribute from a legal perspective to the development and protection of Spain’s rich and varied artistic heritage. The seminar will be held in 2021.



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## ABOUT THIS REPORT

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Scope and coverage

Other information about this report



## SCOPE AND COVERAGE

This report provides information to the Firm's various stakeholders regarding the business model and strategies of URÍA MENÉNDEZ, as well as the main economic, environmental and social impacts of its activity in 2020. The information in this report relates to URÍA MENÉNDEZ ABOGADOS, S.L.P., URÍA MENÉNDEZ MÉXICO S.C. (in liquidation) and URÍA MENÉNDEZ USA LLC. The report fulfils the obligation to include a statement of non-financial information in the Management Report as established in Law 11/2018 of 28 December (Law 11/2018), amending the Spanish Commercial Code, the restated text of the Companies Law (Ley de Sociedades de Capital) approved by Royal Legislative Decree 1/2010 of 2 July, and Law 22/2015 of 20 July on statutory audit, with regard to non-financial information and diversity. This report, which forms part of the Management Report, constitutes the statement of non-financial information for URÍA MENÉNDEZ for the financial year ended 31 December 2020.

This is the third edition of the URÍA MENÉNDEZ Sustainability Report. The first related to 2018 and was published in 2019.

The Firm is aligned with the United Nations Global Compact, and this report constitutes the third Communication on Progress concerning its commitment to the ten universal principles regarding human rights, labour, the environment and anti-corruption.

The Firm has also assumed the commitment to carry out its activity in a way that contributes to the achievement of the United Nations Sustainable Development Goals (SDGs). We contribute directly to the SDGs through the way we practise law, and we believe it is important to identify the SDGs that are most clearly linked to our sector, our activity and our impacts on people, the economy and the environment. Therefore and as part of our commitment to the 2030 Agenda, we have examined the SDGs and identified

the most important for the Firm's activity, so that we can focus our actions where we can make the greatest and best contributions. We have thus focused on two SDGs that are directly related to our activities (SDGs 16 and 17) and selected another three (SDGs 4, 5 and 8) owing to our efforts in education, our impact on gender equality and our contribution to socioeconomic development.



This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

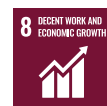
We welcome feedback on its contents.



**SDG 4**  
**Quality education**



**SDG 5**  
**Gender equality**



**SDG 8**  
**Decent work and economic growth**



**SDG 16**  
**Peace, justice and strong institutions**



**SDG 17**  
**Partnerships for the goals**

## OTHER INFORMATION ABOUT THIS REPORT

### Standards and principles for preparing the report

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



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



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



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



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

### Definition of report content and quality

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

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

### External assurance

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

#### Principles for defining report content

- Inclusion of stakeholders
- Context of sustainability
- Materiality
- Completeness

#### Principles for report quality

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



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## FURTHER INFORMATION

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Links with the Sustainable Development Goals (SDGs)

Materiality analysis

GRI content index

Table of requirements under Law 11/2018

## LINKS WITH THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)

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

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



### Goal 4

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. Targets 4.3, 4.5 and 4.7.

We contribute to SDG 4 through:

- **Training** our professionals: **6,379** hours in 2020 to ensure their development.
- Teaching and research by our lawyers: **7 chaired professors** and **67 university lecturers**.
- Training our professionals in human rights.
- **Collaboration with universities** (ICADE-Uría Menéndez Market Regulation Chair, members of the ESADA professional board and board of trustees, the social board of Pompeu Fabra University, the board of trustees of the Pompeu Fabra Foundation and

the Sarriá Institute of Chemistry, and participation on the advisory board of various legal practice master's degrees offered by universities).

- **Incorporation of interns and graduates** via 69 framework agreements with 41 universities and the Madrid and Barcelona Bar Associations.
- **Open days** and support of school and university students.
- **Mentoring** and support programmes involving our lawyers.
- **The impact of education and training programmes** promoted by the Professor Uría Foundation.



### Goal 5

Achieve gender equality and empower all women and girls. Target 5.5.

We contribute to SDG 5 through:

- **Fostering a culture of equality** at URÍA MENÉNDEZ.
- **Promoting equality** of treatment and opportunities between men and women at the Firm, effectively and efficiently eliminating gender-based barriers.

- **Creating the Talent and Diversity working group** to manage diversity, particularly in terms of gender.
- **Fostering leadership programmes** involving our female associates.

## 4. | FURTHER INFORMATION



### Goal 8

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

We contribute to SDG 8 through:

- Direct job creation: **95 new hires** in 2020.
- Managing the diversity of our team, particularly with the creation of the **LGBTI & Allies Desk** and disability-related initiatives.
- Indirect job creation and maintenance: over **350 suppliers**, of which **78% are local**.
- Continuous investment in innovation to improve productivity.
- Implementing measures to **efficiently consume** our main resources: energy, water, paper and toner.

- Employee health and wellbeing **initiatives under the *humanum* programme**.
- The impact of **education and training programmes** promoted by the Professor Uría Foundation.



### Goal 16

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

We contribute to SDG 16 through:

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

- **Support for the rule of law and its institutions**.
- **Pro bono work**.
- Adherence by the senior partner to the United Nations **Statement from Business Leaders for Renewed Global Cooperation**.



### Goal 17

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

We contribute to SDG 17 through:

- Partnerships with other **international firms**.
- Partnerships with **universities**.
- Relationships with our **alumni**.
- Representation of lawyers on various committees of the most prestigious **professional organisations**, such as the International Bar Association, Union Internationale des Avocats, International Fiscal Association, American Bar Association, International Trademark Associations and the European Association of Law and Economics, as well as on Foundation Councils (Spain-Colombia, Spain-Peru, Spain-USA and the Chile Foundation) and on various Chambers of Commerce, such

as the British Chamber, AmCham and the Indian Chamber of Commerce.

- **Collaboration with museums:** Prado, Thyssen, MNAC, Guggenheim Bilbao, MAAT Lisbon, the Manuel Benedito Foundation, the Mapfre Foundation and the Botín Centre.
- Impact of **Professor Uría Foundation projects** and collaboration with other foundations.

## MATERIALITY ANALYSIS

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

This study, carried out in 2019, enables us to analyse and understand the topics that are essential for our stakeholders, to be able to incorporate them into our activity and to better manage our business.



### Methodology

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



**18**  
material topics



**42**  
sub-topics

identified, assessed and prioritised

#### Internal sources

#### External sources

Information sources analysed

- Corporate information
- Clients
- Innovation and technology
- Employees
- Society
- Environment and general services
- **Social and sector-based challenges and trends:** studies and publications on global trends and social needs based on RADAR CANVAS
- **Benchmarking:** good practices of four leading national and international firms
- **Monitoring of traditional and social media:** media presence of the material topics for URÍA MENÉNDEZ
- **SDGs:** analysis of topics and their connection with the SDGs on which URÍA MENÉNDEZ has the most significant impact

## Methodology

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- 2. Assessment and prioritisation of material topics**  
Based on the map of topics identified, the most important topics are prioritised according to significance for the business of URÍA MENÉNDEZ and for its stakeholders



### Consultations

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- Interview with senior partner and managing partner
  - 16 assessments of the various URÍA MENÉNDEZ areas:
    - Business Development, International Relations and Communication and Institutional Relations
    - Knowledge Management and Training
    - Equality and Diversity
    - General Secretariat
    - Human Resources
    - Facilities
    - Health and Wellbeing
    - ClubUM
    - Environment and General Services
    - Innovation and IT Systems
  - Consultations with CSR and External Relations
  - Assessment by CSR experts
  - Analysis of sector and social trends and sector benchmarking
  - In 2020, the materiality analysis was completed through one-to-one interviews with several individuals from each of the Firm's stakeholders
- 

- 3. Material topics**



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

\*Material topics addressed through the Professor Uría Foundation.

## 4. | GRI CONTENT INDEX

GRI Standards application option: core.

GRI Standard Content Page no. or direct response

### General disclosures

#### GRI 101: Foundation

#### GRI 102: General disclosures

##### Organisational profile

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	102-2	Activities, brand, products, and services	8-9
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	102-4	Location of operations	8, 30
	102-5	Ownership and legal form	12
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	102-7	Scale of the organisation	9, 34
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	102-10	Significant changes to the organisation and its supply chain	9, 55
	102-11	Precautionary principle or approach	16-17
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##### Strategy

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	102-15	Key impacts, risks, and opportunities	16-19

##### Ethics and integrity

GRI 102: General disclosures	102-16	Values, principles, standards, and norms of behaviour	13-15
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##### Governance

GRI 102: General disclosures	102-18	Governance structure	12
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## 4. | GRI CONTENT INDEX

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	102-41	Collective bargaining agreements	35
	102-42	Identifying and selecting stakeholders	26
	102-43	Approach to stakeholder engagement	70-71
	102-44	Key topics and concerns raised	71
<b>Reporting practice</b>			
GRI 102: General disclosures	102-45	Entities included in the consolidated financial statements	8, 65
	102-46	Defining report content and topic boundaries	65-66
	102-47	List of material topics	71
	102-48	Restatements of information	No significant changes during 2020
	102-49	Changes in reporting	No significant changes during 2020
	102-50	Reporting period	2020
	102-51	Date of most recent report	31 December 2019
	102-52	Reporting cycle	Annual
	102-53	Contact point for questions regarding the report	Back cover
	102-54	Claims of reporting in accordance with the GRI Standards	Report prepared in accordance with GRI Standards: core option
	102-55	GRI content index	72-76
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	<b>Material topics</b>		
<b>Ethics and professional conduct</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	13
	103-2	The management approach and its components	13-15
	103-3	Evaluation of the management approach	13-15
GRI 205: Anti-corruption	205-1	Operations assessed for risks related to corruption	13-15
	205-2	Communication and training about anti-corruption policies and procedures	15
<b>Operational excellence</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	11
	103-2	The management approach and its components	11
	103-3	Evaluation of the management approach	23-24
GRI 207: Tax	207-1	Approach to tax	88
	207-2	Tax governance, control and risk management	88-89
	207-4	Country-by-country reporting	89
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## 4. | GRI CONTENT INDEX

GRI Standard	Content	Page no. or direct response	
<b>Trust, security and protection of personal data</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	15, 33
	103-2	The management approach and its components	15, 19, 21-22, 33
	103-3	Evaluation of the management approach	21-22, 33
<b>Knowledge-based culture</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	20
	103-2	The management approach and its components	20
	103-3	Evaluation of the management approach	20
Uría Menéndez in-house indicators	Publications in 2020	20	
<b>Risk management and prevention</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	16
	103-2	The management approach and its components	16-19
	103-3	Evaluation of the management approach	16-19
<b>High-added-value legal advice</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	8
	103-2	The management approach and its components	11
	103-3	Evaluation of the management approach	23-24
Uría Menéndez in-house indicators	Total number of offices in 2020 and best friends network	9	
<b>Continuous improvement to meet client expectations</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	29
	103-2	The management approach and its components	29-33
	103-3	Evaluation of the management approach	32
<b>Professional training and development</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	37-39, 41
	103-2	The management approach and its components	37-39, 41-42
	103-3	Evaluation of the management approach	41-42
GRI 404: Training and education	404-1	Average hours of training per year per employee	42
	404-2	Programmes for upgrading employee skills and transition assistance programmes	41-42
	404-3	Percentage of employees receiving regular performance and career development reviews	38-39
	412-2	Employee training on human rights policies or procedures	28

## 4. | GRI CONTENT INDEX

GRI Standard	Content	Page no. or direct response	
<b>Talent: our greatest asset</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	37-39
	103-2	The management approach and its components	37-39
	103-3	Evaluation of the management approach	37-39
GRI 401: Employment	401-1	New employee hires and employee turnover	9, 52-53
	401-3	Parental leave	86
Uría Menéndez in-house indicators	No. of annual hours dedicated to recruiting talent by partners and counsel in 2020		52
	No. of lawyers participating in mentoring and support, leadership and networking programmes		38
<b>Occupational health and safety</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	49
	103-2	The management approach and its components	4-5, 49-50
	103-3	Evaluation of the management approach	4-5, 49-50
GRI 403: Occupational health and safety	403-1	Occupational health and safety management system	49
	403-2	Hazard identification, risk assessment, and incident investigation	49-50
	403-3	Occupational health services	49-50
	403-5	Worker training on occupational health and safety	49
	403-6	Promotion of worker health	4-5, 49-50
	403-9	Work-related injuries	50
	403-10	Work-related ill health	50
<b>Equality and diversity</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	45-46
	103-2	The management approach and its components	45-48
	103-3	Evaluation of the management approach	45-48
GRI 405: Diversity and equal opportunity	405-1	Diversity of governance bodies and employees	46
	405-2	Ratio of basic salary and remuneration of women to men	35-36, 87
<b>Focus on flexibility and balance</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	38-39, 45
	103-2	The management approach and its components	38-39, 45
	103-3	Evaluation of the management approach	38-39, 45
<b>Pro bono work</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	59
	103-2	The management approach and its components	59-60
	103-3	Evaluation of the management approach	59-60
Uría Menéndez in-house indicators	No. of active matters, participating lawyers and beneficiary entities in the 2020 pro bono programme		59

## 4. | GRI CONTENT INDEX

GRI Standard	Content	Page no. or direct response	
<b>Promotion of solidarity, justice and tolerance</b> (Material topics addressed through the Professor Uría Foundation)			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	62
	103-2	The management approach and its components	62
	103-3	Evaluation of the management approach	62
Uría Menéndez in-house indicators	Charitable programmes and campaigns carried out with volunteers by the Professor Uría Foundation in 2020		62
<b>Focus on education and training</b> (Material topics addressed through the Professor Uría Foundation)			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	61
	103-2	The management approach and its components	61
	103-3	Evaluation of the management approach	61
Uría Menéndez in-house indicators	Key programmes to promote education in 2020		61
<b>Support for art and culture</b> (Material topics addressed through the Professor Uría Foundation)			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	63
	103-2	The management approach and its components	63
	103-3	Evaluation of the management approach	63
Uría Menéndez in-house indicators	Art law awards and seminars organised or held in 2020		63
<b>Commitment to protecting the environment</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	56
	103-2	The management approach and its components	56, 58
	103-3	Evaluation of the management approach	56-58
GRI 301: Materials	301-1	Materials used by weight or volume	57
GRI 302: Energy	302-1	Energy consumption within the organisation	57
GRI 303: Water and Effluents	303-1	Interactions with water as a shared resource	57
	303-5	Water consumption	57
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	58
	305-2	Energy indirect (Scope 2) GHG emissions	58
	305-3	Other indirect (Scope 3) GHG emissions	58
GRI 306: Effluents and Waste	306-2	Waste by type and disposal method	58
<b>Transparent and trust-based supplier relationships</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	55
	103-2	The management approach and its components	55
	103-3	Evaluation of the management approach	55
GRI 204: Procurement Practices	204-1	Proportion of spending on local suppliers	55

#### 4. | TABLE OF REQUIREMENTS UNDER LAW 11/2018

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

Requirements under Law 11/2018 on non-financial information and diversity	Link to GRI Indicators	Page no. in this Report or direct response
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### BUSINESS MODEL

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Corporate environment	102-4	Location of operations		8, 30
Organisation and structure	102-18	Governance structure		12
Markets in which operates	102-6	Markets served		8, 30
Objectives and strategies	102-6	Markets served		11
Main factors and trends that could affect future evolution	102-6	Markets served		11

### POLICIES

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Description of policies applied by the group with respect to the above issues, which will include:				
• due diligence procedures applied to identify, assess, prevent and mitigate significant risks and impacts	103	Management Approach		16-17
• verification and control procedures, including details of measures adopted	103	Management Approach		16-17

#### 4. | TABLE OF REQUIREMENTS UNDER LAW 11/2018

Requirements under Law 11/2018 on non-financial information and diversity	Link to GRI Indicators	Page no. in this Report or direct response
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#### RESULTS

Results of those policies, with the obligation to include key indicators of relevant non-financial results that permit:	103	Management Approach	72-76
<ul style="list-style-type: none"> <li>• monitoring and evaluation of progress; and</li> <li>• comparability between companies and sectors, in accordance with the leading national, European or international benchmarks used for each topic</li> </ul>			

#### RISKS

Main risks relating to the issues linked to the group's activities, including where relevant and proportionate its commercial relations, products or services that could have negative impacts on those areas, and how the group manages those risks, explaining the procedures used to detect them and assess them in accordance with leading national, European or international benchmarks for each topic. Information on the impacts detected must be included and listed, specifically on the key short-, medium- and long-term risks.	102-15	Key impacts, risks, and opportunities	16-17
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#### INFORMATION ON ENVIRONMENTAL ISSUES

Current and foreseeable impacts of the company's activities on the environment and, if applicable, on health and safety	103	Management Approach	56-58
Environmental assessment or certification procedures	102-11	Precautionary Principle or approach	56
Resources dedicated to the prevention of environmental risks	103	Management Approach	56-58
Application of the precautionary principle, amount of provisions and guarantees for environmental risks	102-11	Precautionary Principle or approach	16-17, 56-58

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### INFORMATION ON ENVIRONMENTAL ISSUES

#### Contamination

Measures to prevent, reduce or repair carbon emissions that seriously affect the environment	103	Management Approach	56-58
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#### Circular economy and waste prevention and management

Measures for prevention, recycling, reuse, other forms of recovery and elimination of refuse	103	Management Approach	58
Actions to combat food waste		Topic not material for the activity of Uría Menéndez according to 2019 Materiality Analysis.	

#### Sustainable use of resources

Consumption and supply of water in accordance with local limitations	303-1	Interactions with water as a shared resource	57
Consumption of raw materials and measures adopted to improved efficiency of use	103	Management Approach	57
	301-1	Materials used by weight or volume	57
Direct and indirect consumption of energy, measures taken to improve energy efficiency and use of renewables	103	Management Approach	57
	302-1	Energy consumption within the organisation	57

#### Climate change

Measures taken to adapt to the consequences of climate change	103	Management Approach	58
Significant elements of greenhouse gas emissions generated as a result of the company's activities, including use of the goods and services it produces	305-1	Direct (Scope 1) GHG emissions	58
	305-2	Energy indirect (Scope 2) GHG emissions	58
	305-3	Other indirect (Scope 3) GHG emissions	58
Voluntary medium- and long-term reduction targets established to reduce greenhouse gas emissions and measures implemented for this purpose	103	Management Approach	56-58

#### 4. | TABLE OF REQUIREMENTS UNDER LAW 11/2018

Requirements under Law 11/2018 on non-financial information and diversity	Link to GRI Indicators	Page no. in this Report or direct response
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##### Protection of biodiversity

Measures taken to preserve or restore biodiversity	Topic not material for the activity of Uría Menéndez according to the 2019 Materiality Analysis.
Impacts resulting from activities or operations in protected areas	Topic not material for the activity of Uría Menéndez according to the 2019 Materiality Analysis.

#### INFORMATION ON SOCIAL AND WORKFORCE ISSUES

##### Employment

Total number and distribution of employees by sex, age, country and professional category	103	Management Approach	34
	102-8	Information on employees and other workers	34, 85-86
	405-1	Diversity of governance bodies and employees	46
Total number and distribution of types by employment contract	102-8	Information on employees and other workers	85-86
	405-1	Diversity of governance bodies and employees	46
Annual average of permanent contracts, temporary contracts and part-time contracts by sex, age and professional category	102-8	Information on employees and other workers	85-86
	405-1	Diversity of governance bodies and employees	46
Number of dismissals by sex, age and professional category	401-1	New employee hires and employee turnover	86
Average remuneration and its evolution broken down by sex, age and professional category or equal value	405-2	Ratio of basic salary and remuneration of women to men	35
	405-2	Ratio of basic salary and remuneration of women to men	36
Salary and remuneration gap in equal job positions or on average in the company	103	Management Approach	87
	102-35	Remuneration policies	40
Implementation of work disconnection policies	103	Management Approach	45
Employees with disabilities	405-1	Diversity of governance bodies and employees	47

##### Organisation of work

Organisation of working time	103	Management Approach	45
Number of hours of absence	403-2	Hazard identification, risk assessment, and incident investigation	50
Measures aimed at facilitating work-life balance and promoting responsible co-parenting	103	Management Approach	45



#### 4. | TABLE OF REQUIREMENTS UNDER LAW 11/2018

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##### Health and Safety

Occupational health and safety conditions	103	Management Approach	49
Workplace accidents, particularly their frequency and seriousness	403-2	Hazard identification, risk assessment, and incident investigation	50
Occupational ill health, broken down by sex	403-3	Occupational health services	50

##### Social relations

Organisation of social dialogue, including procedures to inform and consult with workforce	103	Management Approach	35
Percentage of employees covered by collective bargaining agreements, by country	102-41	Collective bargaining agreements	35
Balance of collective bargaining agreements, particularly as regards occupational health and safety	403-1	Occupational health and safety management system	49

##### Training

Training policies implemented	103	Management Approach	41-42
Total number of training hours by professional category	404-1	Average hours of training per year per employee	42

##### Accessibility

Universal accessibility for disabled persons	103	Management Approach	47
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##### Equality

Measures taken to promote equality of treatment and opportunity between men and women	103	Management Approach	45
Equality plans, measures taken to promote employment, sexual harassment protocols	103	Management Approach	45
Integration and universal accessibility for disabled persons	103	Management Approach	47
Comprehensive anti-discrimination policy and, if applicable, diversity management policy	103	Management Approach	46

#### 4. | TABLE OF REQUIREMENTS UNDER LAW 11/2018

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##### INFORMATION ON HUMAN RIGHTS

Application of human rights due diligence procedures	103	Management Approach	28
Prevention of risks of human rights violations and, if applicable, measures to mitigate, manage and repair potential abuses	103	Management Approach	28
	412-2	Employee training on human rights policies or procedures	28
Complaints of human rights violations	No complaints of this kind were recorded at Uría Menéndez in 2020		
Promotion of and compliance with provisions of the fundamental conventions of the International Labour Organization relating to respect for freedom of association and the right to collective bargaining	103	Management Approach	28
Elimination of discrimination in employment and in the workplace	103	Management Approach	45-46
Elimination of forced or compulsory labour	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	28
Effective abolition of child labour	408-1	Operations and suppliers at significant risk for incidents of child labour	28

##### INFORMATION ON CORRUPTION AND BRIBERY

Anti-corruption and bribery measures	103	Management Approach	13-15
	205-1	Operations assessed for risks related to corruption	13-15
	205-2	Communication and training about anti-corruption policies and procedures	15
Anti-money laundering measures	205-2	Communication and training about anti-corruption policies and procedures	14
Contributions to foundations and non-profit entities	413-1	Operations with local community engagement, impact assessments, and development programmes	87

#### 4. | TABLE OF REQUIREMENTS UNDER LAW 11/2018

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### INFORMATION ON SOCIETY

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

Impact of the company's activity on local employment and development	103	Management Approach	52
	203-1	Infrastructure investments and services supported	59-63
Impact of the company's activity on local populations and on the territory	204-1	Infrastructure investments and services supported	55
Relationships with actors in local communities and forms of dialogue with them	102-43	Approach to stakeholder engagement	
Association or sponsorship initiatives	102-12	External initiatives	46-48, 62-63, 65
	102-13	Membership of associations	No sponsorship activities at Uría Menéndez in 2020

#### Subcontracting and suppliers

Inclusion of social, gender equality and environmental issues in the procurement policy	102-9	Supply chain	55
Consideration of social and environmental responsibility in relations with suppliers and subcontractors	103	Management Approach	55
	308	Supplier Environmental Assessment	55
	414	Supplier Social Assessment	55
Audit and supervision systems and results	308	Supplier Environmental Assessment	55
	414	Supplier Social Assessment	55

#### Consumers

Measures for consumer health and safety	103	Management Approach	32
Complaints mechanism, complaints received and their resolution	103	Management Approach	32

#### Tax information

Country-by-country profits obtained	201-1	Direct economic value generated and distributed	88
Taxes paid on profits	201-1	Direct economic value generated and distributed	88-89
Receipt of public subsidies	201-4	Financial assistance received from government	89



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## APPENDIX

**APPENDIX 1:** other non-financial indicators  
Indicators relating to social issues and workforce  
Anti-corruption and bribery indicators  
TAX INFORMATION

**APPENDIX 2:** Verification report

## INDICATORS RELATING TO SOCIAL ISSUES AND WORKFORCE

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



#### By employment contract\*

By sex	Total 2018		Total 2019		Total 2020	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Women	95.2%	4.8%	93.3%	6.7%	96.3%	3.7%
Men	96.3%	3.8%	95.3%	4.7%	96.2%	3.8%
<b>Total</b>	<b>95.6%</b>	<b>4.4%</b>	<b>94.0%</b>	<b>6.0%</b>	<b>96.3%</b>	<b>3.7%</b>
By age range	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
< 30 years	92.0%	8.0%	88.8%	11.2%	90.0%	10.0%
30-49 years	97.1%	2.9%	96.2%	3.8%	98.8%	1.2%
> 50 years	100%		100%		100%	
<b>Total</b>	<b>95.6%</b>	<b>4.4%</b>	<b>94.0%</b>	<b>6.0%</b>	<b>96.3%</b>	<b>3.7%</b>
By professional category	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Lawyers	100%		99.2%	0.8%	100%	
Non-practising & support lawyers	3.8%	96.2%	17.5%	82.5%	16.1%	83.9%
Staff	97.2%	2.8%	96.5%	3.5%	98.8%	1.2%
<b>Total</b>	<b>95.6%</b>	<b>4.4%</b>	<b>94.0%</b>	<b>6.0%</b>	<b>96.3%</b>	<b>3.7%</b>
By country or region	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Spain	95.9%	4.1%	94.4%	6.0%	96.0%	4%
Portugal	98.0%	2.0%	100%		100%	
International offices	77.8%	22.2%	88.3%	16.7%	100%	
<b>Total</b>	<b>95.6%</b>	<b>4.4%</b>	<b>94.0%</b>	<b>6.0%</b>	<b>96.3%</b>	<b>3.7%</b>



#### By working day

By sex	Total 2018		Total 2019		Total 2020	
	Full time	Part time	Full time	Part time	Full time	Part time
Women	80.3%	19.7%	82.1%	17.9%	82.3%	17.7%
Men	99.2%	0.8%	99.2%	0.8%	98.9%	1.1%
<b>Total</b>	<b>87.7%</b>	<b>12.3%</b>	<b>88.6%</b>	<b>11.4%</b>	<b>88.8%</b>	<b>11.2%</b>
By age range	Full time	Part time	Full time	Part time	Full time	Part time
< 30 years	96.0%	4.0%	96.6%	3.4%	96.4%	3.6%
30-49 years	81.2%	18.8%	82.5%	17.5%	84.3%	15.7%
> 50 years	93.4%	6.6%	92.9%	7.1%	88.7%	11.3%
<b>Total</b>	<b>87.7%</b>	<b>12.3%</b>	<b>88.6%</b>	<b>11.4%</b>	<b>88.8%</b>	<b>11.2%</b>
By professional category	Full time	Part time	Full time	Part time	Full time	Part time
Lawyers	97.2%	2.8%	97.8%	2.2%	96.9%	3.1%
Non-practising & support lawyers	98.1%	1.9%	98.3%	1.7%	100%	
Staff	75.8%	24.2%	77.2%	22.8%	78.6%	21.4%
<b>Total</b>	<b>87.7%</b>	<b>12.3%</b>	<b>88.6%</b>	<b>11.4%</b>	<b>88.8%</b>	<b>11.2%</b>
By country or region	Full time	Part time	Full time	Part time	Full time	Part time
Spain	85.5%	14.5%	86.7%	13.3%	87.1%	12.9%
Portugal	98.0%	2.0%	98.5%	1.5%	98.5%	1.5%
International offices	94.7%	5.3%	96.0%	4.0%	86.7%	13.3%
<b>Total</b>	<b>87.7%</b>	<b>12.3%</b>	<b>88.6%</b>	<b>11.4%</b>	<b>88.8%</b>	<b>11.2%</b>

\*Lawyers in our Lisbon and Porto offices have not been taken into account to provide these figures because they are not hired through an employment contract but members of staff in those offices have.



### Dismissals by sex, age and professional category

	Total 2018		Total 2019		Total 2020	
<b>By sex</b>						
Women	10	52.6%	16	51.6%	16	55.2%
Men	9	47.4%	15	48.4%	13	44.8%
<b>Total</b>	<b>19</b>	<b>100%</b>	<b>31</b>	<b>100%</b>	<b>29</b>	<b>100%</b>
<b>By age range</b>						
< 30 years	1	5.3%	5	16.1%	18	62.1%
30-49 years	17	89.5%	23	74.2%	10	34.5%
> 50 years	1	5.3%	3	9.7%	1	3.4%
<b>Total</b>	<b>19</b>	<b>100%</b>	<b>31</b>	<b>100%</b>	<b>29</b>	<b>100%</b>
<b>By professional category</b>						
Lawyers	14	73.7%	23	74.2%	25	86.2%
Non-practising & support lawyers	1	5.3%			2	6.9%
Staff	4	21.1%	8	25.8%	2	6.9%
<b>Total</b>	<b>19</b>	<b>100%</b>	<b>31</b>	<b>100%</b>	<b>29</b>	<b>100%</b>

### Parental leave, rate of return to work and retention rate at the Spanish and Portuguese offices

Parental leave	2020		
	Women	Men	Total
Individuals entitled to parental leave	24	16	40
Individual who have taken parental leave	24	15	39
<b>Total %</b>	<b>100%</b>	<b>93.9%</b>	<b>97.5%</b>

Rate of return to work	Mujeres	Hombres	Total
Individuals due to return to work following parental leave	27	13	40
Individuals who have returned to work following parental leave	27	13	40
<b>Total %</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

\* Defined as individuals who became parents during 2020 and returned to work following leave in the same year as well as those whose leave started in 2019 and ended in 2020.

### Retention rate

Retention rate	No. of individuals retained after 12 months (2020)	No. of individuals returning in 2019	
Women	20	27	74.1%
Men	13	13	100%
<b>Total %</b>	<b>33</b>	<b>40</b>	<b>82.5%</b>

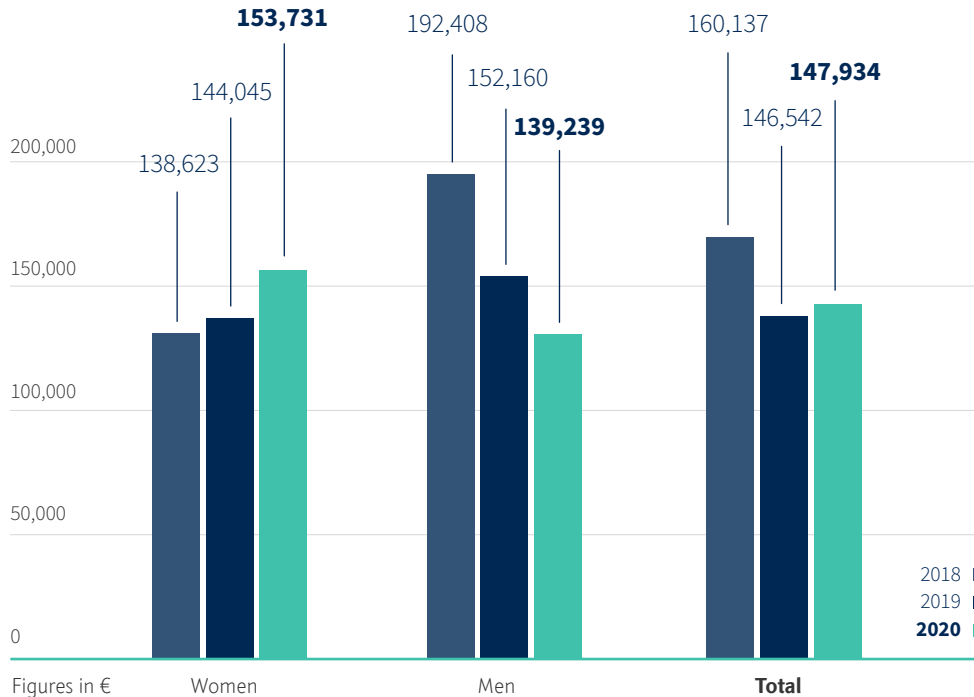
5. | APPENDIX 1: OTHER NON-FINANCIAL INDICATORS

Average remuneration of directors and board members

The average remuneration of the Firm’s directors in 2020 was €147,934 (€146,542 in 2019; €160,137 in 2018).



Average remuneration (in euros)



Board members do not have an employment relationship with the Firm and their position is not remunerated. In 2020, the board members did not receive any remuneration in their capacity as board members.

ANTI-CORRUPTION AND BRIBERY INDICATORS

In 2020, the Firm made contributions to foundations and other non-profit entities in the amount of €1,041,248.61 (€772,005.30 in 2019; €688,110.81 in 2018). More than 50% of this amount corresponds to the contribution to the Professor Uría Foundation.

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



2020  
 €1,041,248.61  
 contributions to foundations and other non-profit entities

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2019  
 €772,005.30

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2018  
 €688,110.81

## TAX INFORMATION



At URÍA MENÉNDEZ we have a responsible tax policy, comply with all our tax obligations across all the countries in which we operate and, in the event of any uncertainty regarding interpretation of rules, we always follow the most conservative approach, taking into account administrative legal principles. The Firm’s tax policy is intended to minimise asset and reputational risks for the Firm and for its partners.

URÍA MENÉNDEZ also avoids tax engineering structures and does not operate in any tax havens. Its corporate structure is the result of objective business criteria and in no case is it structured solely for tax purposes.

We have implemented an internal procedure to identify potentially aggressive tax planning mechanisms by our clients, in application of the Spanish regulations transposing DAC-6 (Council Directive (EU) 2018/822 of 25 May 2018). The Ethics, Risk and Compliance Department ensures compliance with anti-money laundering and financing of terrorism regulations.





### Profits obtained by each group company (figures in euros)

Profits obtained by each company of the group	2018	2019	2020
URÍA MENÉNDEZ ABOGADOS S.L.P.	786,988	1,033,521	1,240,620
URÍA MENÉNDEZ MÉXICO, S.C. (IN LIQUIDATION)	-155,855	-214,632	-35,075
URÍA MENÉNDEZ USA, LLC			-406,680



## 5. | APPENDIX 1: OTHER NON-FINANCIAL INDICATORS

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

	 VAT			 Personal income tax (**)			 Corporate income tax			 Other taxes		
	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020
<b>Uría Menéndez</b>	<b>8,493,553</b>	<b>6,659,192</b>	<b>7,288,475</b>	<b>32,006,946</b>	<b>32,626,301</b>	<b>33,162,695</b>	<b>1,539,809</b>	<b>2,092,114</b>	<b>1,949,685</b>	<b>235,838</b>	<b>498,363</b>	<b>464,894</b>
Spain	8,260,107	6,435,947	7,058,650	24,918,166	24,969,413	26,598,864	364,886	964,779	485,201	107,009	364,149	363,480
Portugal	-	-	-	5,602,217	5,916,046	5,704,720	1,064,071	787,943	1,349,204	67	-	-
Belgium	201,487	211,032	224,414	54,778	65,908	100,272	-	169,873	115,280	17,246	17,202	17,122
United Kingdom	-	-	5,412	543,320	735,283	667,670	110,852	169,519	-	68,729	79,850	80,573
United States	-	-	-	795,148	861,144	-	-	-	-	28,547	31,084	-
China	31,959	12,213	-	93,316	78,507	91,169	-	-	-	14,241	6,078	3,718
<b>Uría Menéndez USA</b>	-	-	-	-	-	<b>630,027</b>	-	-	-	-	-	<b>36,200</b>
United States	-	-	-	-	-	630,027	-	-	-	-	-	36,200
<b>Uría Menéndez México</b>	<b>90,591</b>	-	-	<b>26,602</b>	<b>47,851</b>	<b>9,058</b>	-	-	-	<b>88,270</b>	<b>7,770</b>	-
Mexico	90,591	-	-	26,602	47,851	9,058	-	-	-	88,270	7,770	-
<b>TOTAL</b>	<b>8,584,144</b>	<b>6,659,192</b>	<b>7,288,475</b>	<b>32,033,548</b>	<b>32,674,152</b>	<b>33,801,780</b>	<b>1,539,809</b>	<b>2,092,114</b>	<b>1,949,685</b>	<b>324,108</b>	<b>506,133</b>	<b>501,094</b>

We are aligned with the principles and initiatives advocated in the OECD's BEPS (base erosion and profit shifting) report. Specifically with respect to related party transactions, we value these transactions at arm's length prices and keep adequate records of them.

We are not obliged to prepare a country-by-country report, as the group of entities that form the group does not reach the net turnover established for this purpose.

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

Subsidies received	2018	2019	2020	AWARDING AUTHORITY
<b>Uría Menéndez</b>	<b>65,065</b>	<b>70,422</b>	<b>62,987</b>	<b>Forcem</b>
Spain	65,065	70,422	62,987	
<b>Uría Menéndez USA</b>	-	-	--	
<b>Uría Menéndez México</b>	-	-	-	
<b>TOTAL</b>	<b>65,065</b>	<b>70,422</b>	<b>62,987</b>	

(\*) The figures for VAT, personal income tax and other taxes (fundamentally local taxes and rates) refer to financial year 2020. The figures relating to corporate income tax correspond to the payment of the final corporate income tax settlement for financial year 2019 and the advance payments made for financial year 2020.

(\*\*) The figures for personal income tax refer to withholdings with respect to remuneration paid.



**INFORME DE VERIFICACIÓN INDEPENDIENTE DEL ESTADO DE INFORMACIÓN NO FINANCIERA CONSOLIDADO DE URÍA MENÉNDEZ ABOGADOS, S.L.P. Y SOCIEDADES DEPENDIENTES DEL EJERCICIO 2020**

A los socios de URÍA MENÉNDEZ ABOGADOS, S.L.P.:

De acuerdo al artículo 49 del Código de Comercio hemos realizado la verificación, con el alcance de seguridad limitada, del Estado de Información No Financiera Consolidado adjunto (en adelante EINF) correspondiente al ejercicio anual finalizado el 31 de diciembre de 2020, de URÍA MENÉNDEZ ABOGADOS, S.L.P. y sociedades dependientes (en adelante el Grupo) que forma parte del Informe de Gestión del Grupo.

**Responsabilidad de los Administradores**

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

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

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

**Nuestra independencia y control de calidad**

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

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

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

**Nuestra responsabilidad**

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

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33003 OVIEDO

INFORME DE VERIFICACIÓN INDEPENDIENTE DEL ESTADO DE INFORMACIÓN NO FINANCIERA CONSOLIDADO DE URÍA MENÉNDEZ ABOGADOS, S.L.P. Y SOCIEDADES DEPENDIENTES DEL EJERCICIO 2020



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

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

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

- Reuniones con el personal del Grupo para conocer el modelo de negocio, las políticas y los enfoques de gestión aplicados, los principales riesgos relacionados con esas cuestiones y obtener la información necesaria para la revisión externa.
- Análisis del alcance, relevancia e integridad de los contenidos incluidos en el EINF del ejercicio 2020 en función del análisis de materialidad realizado por el Grupo y descrito en el apartado "estudio de materialidad", considerando contenidos requeridos en la normativa mercantil en vigor.
- Análisis de los procesos para recopilar y validar los datos presentados en el EINF del ejercicio 2020.
- Revisión de la información relativa a los riesgos, las políticas y los enfoques de gestión aplicados en relación a los aspectos materiales presentados en el EINF del ejercicio 2020.
- Comprobación, mediante pruebas, en base a la selección de una muestra, de la información relativa a los contenidos incluidos en el EINF del ejercicio 2020 y su adecuada compilación a partir de los datos suministrados por las fuentes de información.
- Obtención de una carta de manifestaciones de los Administradores y la Dirección.

**Conclusión**

Basándonos en los procedimientos realizados en nuestra verificación y en las evidencias que hemos obtenido no se ha puesto de manifiesto aspecto alguno que nos haga creer que el EINF del Grupo correspondiente al ejercicio anual finalizado el 31 de diciembre de 2020 no ha sido preparado, en todos sus aspectos significativos, de acuerdo con los contenidos recogidos en la normativa mercantil vigente y siguiendo los criterios de los estándares GRI seleccionados así como aquellos otros criterios descritos en el apartado "criterios y principios para la elaboración de la memoria" del citado Estado.

**Uso y distribución**

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

Oviedo, 13 de Mayo de 2021.

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

Fdo: FAUSTINO GONZALEZ-CUEVA FERNANDEZ  
Socio-Auditor de Cuentas  
Nº R.O.A.C 3379



URÍA  
MENÉNDEZ

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