



# SUSTAINABILITY REPORT 2021

Statement of Non-Financial  
Information as part of the  
Management Report

URÍA  
MENÉNDEZ

# CONTENTS

# 0.

<b>MESSAGE FROM THE SENIOR PARTNER</b>	3
<b>1. ABOUT US</b>	
URÍA MENÉNDEZ IN 2021	6
MISSION, VISION AND VALUES	10
STRATEGY	11
CORPORATE GOVERNANCE	12
ETHICS AND PROFESSIONAL CONDUCT	13
RISK MANAGEMENT AND PREVENTION	18
KNOWLEDGE-BASED CULTURE	22
INNOVATION AND TECHNOLOGY	24
RECOGNITION	26
<b>2. HOW WE WORK</b>	
ACTION FRAMEWORK	29
FOR OUR CLIENTS	33
FOR OUR PROFESSIONALS	38
FOR OUR FUTURE PROFESSIONALS	56
FOR OUR ALUMNI	58
FOR OUR SUPPLIERS AND SERVICE PROVIDERS	59
FOR THE WORLD WE LIVE IN	60
COMMITMENT TO SOCIETY: THE PROFESSOR URÍA FOUNDATION	64
<b>3. ABOUT THIS REPORT</b>	
SCOPE AND COVERAGE	69
OTHER INFORMATION ABOUT THIS REPORT	70
<b>4. FURTHER INFORMATION</b>	
LINKS WITH THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)	72
MATERIALITY ANALYSIS	74
GRI CONTENT INDEX	76
TABLE OF REQUIREMENTS UNDER LAW 11/2018	81
<b>5. APPENDIX</b>	
APPENDIX 1: OTHER NON-FINANCIAL INDICATORS	89
APPENDIX 2: VERIFICATION REPORT	94

Dear friends of Uría Menéndez,

Russia's invasion of Ukraine has completely overshadowed the start of 2022, shocking the entire world. Combined with the ongoing pandemic and challenging economic conditions (high inflation, supply chain issues, rocketing energy costs), the potential repercussions of the situation in Ukraine make the outlook for 2022 very uncertain.

But this report relates to 2021, which despite many uncertainties, proved to be a very satisfactory year for Uría Menéndez. Our results have been excellent thanks to the great work of everyone at the Firm; our workload across all practice areas and offices has remained high. Over the past year, we have focused on three priority areas for the Firm: our clients, our team and our environment.

### Our clients

"To provide our clients with the best comprehensive legal advice, wherever they need it." This is our mission, and we have developed numerous initiatives to offer advice of the highest standard with

exceptional added value. Technology plays a key role in how we design cutting-edge information systems to provide services while guaranteeing efficiency and security.

We are still making great efforts when it comes to compliance and professional conduct to ensure that we continue to have robust systems for conflict detection, money laundering and terrorist financing prevention, criminal compliance, anti-corruption, data protection and information security, among others.

Clients are vital to our activity. Their trust and loyalty give meaning to our daily work. We thank them, as always, for making us their strategic ally in many of their most important decisions.

### Our team

People have always been and will continue to be the Firm's main asset. Only if we have the best professionals can we advise the best clients. And so, apart from continuously reinforcing our strong



"Clients are vital to our activity. **Their trust and loyalty give meaning to our daily work**"

Luis de Carlos  
**Senior partner**



corporate culture, we organised various new teambuilding initiatives in 2021.

Training all our professionals is a priority at Uría Menéndez. Our ambitious training plans at all stages of our lawyers' career path as well as for our other professionals have continued. We encourage our lawyers to continue participating in teaching and research activities, so deeply embedded in our DNA. Our publication rate is still on the rise, which confirms our status as a leading source of knowledge for the Spanish-speaking legal world. We also use technology to make sure our team has the best and most flexible working environment. Practising law is a people-based profession, and at Uría Menéndez we are proud to have

not only excellent professionals, but also great people. We thank them all for their unremitting dedication. Working together is what makes us better.

### **Our environment**

We offer our clients excellent advice and provide the best possible working conditions for everyone at the Firm while caring for our environment and being sustainable.

At Uría Menéndez, we mainly rely on our professionals' grey matter to generate knowledge. So even though our pollution levels are low and we use few raw materials, we still do everything we can to look after our environment (in the broadest sense of the word).

In 2021, we continued to apply our paper optimisation policy and switched from traditional to fully recycled and recovered paper across our offices. Our plastic optimisation policy is still in place, focusing particularly on single-use plastic, which we have replaced with organic and biodegradable materials. And we are supporting consumption that is local – contributing to circular economy flows – and sustainable, encouraging all to use environmentally friendly products.

This 2021 report, which external auditors have verified, explains how our ongoing social and environmental commitment has been progressing, with a special focus on the ten universal principles of the United Nations Global Compact. We have also

continued to work toward achieving the Sustainable Development Goals. We have focused especially on goals 4, 5, 8, 16 and 17 as we have done since 2019.

We are facing a testing and distressing 2022 given the current situation, but we are hopeful that in this day and age we will be able to use our good judgment and forward thinking to together overcome the great challenges that lie ahead. Now more than ever we have the means and resources to get things right. We must not let ourselves down.

Thank you.



“We do everything we can to look after **our environment**”

# ABOUT US

# 1

URÍA MENÉNDEZ IN 2021	6
MISSION, VISION AND VALUES	10
STRATEGY	11
CORPORATE GOVERNANCE	12
ETHICS AND PROFESSIONAL CONDUCT	13
RISK MANAGEMENT AND PREVENTION	18
KNOWLEDGE-BASED CULTURE	22
INNOVATION AND TECHNOLOGY	24
RECOGNITION	26

## URÍA MENÉNDEZ IN 2021

URÍA MENÉNDEZ\* has been a leading firm in the Ibero-American market for 76 years. Our strong focus on talent, diversity, innovation, in-depth legal analysis and respect for ethical and professional standards have made us what we are today.



### PRACTICE AREAS

#### Corporate and commercial law

- Banking and finance
- Capital markets
- Company law and corporate governance
- 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
- Public law

#### Tax and employment law

- Employment
- Inspection procedures and tax litigation
- Tax



### SECTORS

- Digital economy
- Energy and natural resources
- Healthcare and life sciences
- Infrastructure projects
- Insurance and reinsurance
- Media, sport and leisure
- Private equity
- Real estate and planning
- 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")*

8 countries | 12 offices







**WE HAVE**

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

**WE HAVE**

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

**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 that 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), Holland (De Brauw Blackstone Westbroek), Italy (BonelliErede) and the United Kingdom (Slaughter and May).



**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 125 countries. As part of the Lex Mundi global network, we can provide our clients with access to 150 firms and more than 22,000 lawyers worldwide.



## Size

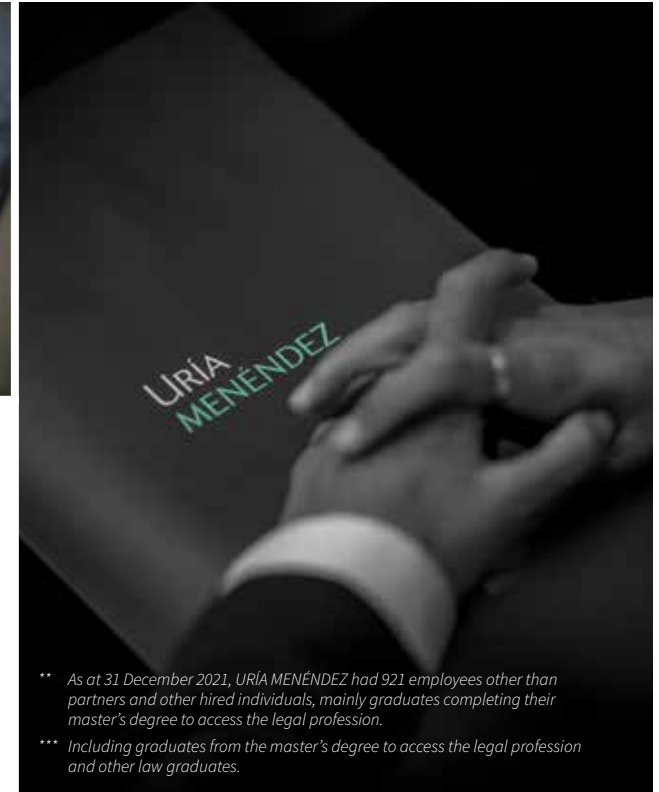
 Billing  
€264,427,867

  
Growth  
6.2%\*

  
Countries  
8

  
Offices  
12

\*Compared to 2020.



\*\* As at 31 December 2021, URÍA MENÉNDEZ had 921 employees other than partners and other hired individuals, mainly graduates completing their master's degree to access the legal profession.

\*\*\* Including graduates from the master's degree to access the legal profession and other law graduates.

## Team

 People  
1,108\*\*

 Partners  
136

 New hires  
110\*\*\*

 Training hours  
5,417



## Clients

 Clients from  
74  
countries


 International clients  
58%  
(from countries other than Spain and Portugal)

 Repeat business  
92%



## Knowledge

 Publications  
514

 Chaired professors  
5

 University lecturers  
96

## MISSION, VISION AND VALUES

### MISSION

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

### VISION



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



**As a business:** to be an ethical, efficient and innovative company and a great place to work where we can all flourish and fulfil our personal and professional ambitions.



**As a school:** to be a team and work as one to prepare and mould the best legal professionals..



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

### VALUES



**Excellence**  
in our work  
and in our  
relationships



**Passion**  
for law



**Ethically**  
and socially  
responsible  
conduct



**Humility,**  
respect  
and  
kindness



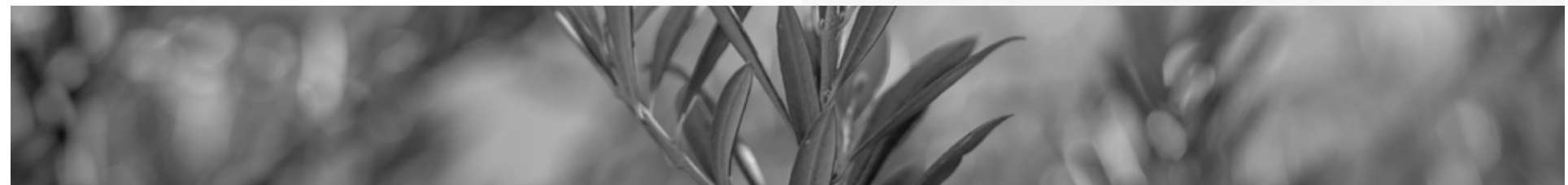
**Intellectual**  
leadership and  
continuous  
training



**Commitment**  
to talent, effort  
and diversity



**Support**  
for culture,  
education and the  
environment



## STRATEGY



### 1 Togetherness

Our people are our most precious asset. We work as a team at URÍA MENÉNDEZ, encouraging communication and creating a true sense of cohesiveness and culture as a company. We want URÍA MENÉNDEZ to be the best place to work and to attract excellent talent.



### 2 External reputation

We have forged our reputation based on hard work and strong ethical principles over 76 years, during which time our key stakeholders have continued to place their trust in us. Our rankings in the leading national and international directories, awards and publications are a testament to our reputation.



We work using a “guild” model, with masters, officers and apprentices. **Today’s apprentices will be tomorrow’s masters.**



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

The Firm is a market leader in Spain, Portugal and Latin America (with a strong presence in the Pacific Alliance region).



### 4 Operational excellence

Our lawyers use the latest tools to provide our clients with the best service. We have state-of-the-art IT and knowledge management systems to provide our clients with the same high standard of service wherever they may be and regardless of the circumstances of the case.



### 5 Social and environmental commitment

Our pro bono work is the highest expression of our social commitment as a law firm. Through the Professor Uría Foundation, we are involved in a range of social projects to foster education and training, as well as supporting charitable initiatives to help disadvantaged groups. At URÍA MENÉNDEZ we also strive to protect the environment by using natural resources more efficiently in line with the 10 Principles of the Global Compact.

Our drive for excellence across all areas is a common feature of all these strategic aims, as **we conduct business with the highest professional standards and respect for the law.**

## CORPORATE GOVERNANCE

URÍA MENÉNDEZ is a limited liability company with 136 partners.



The Board of Directors manages and oversees operations, under the guidance of the senior partner, the managing partner and several permanent committees:

### MANAGEMENT COMMITTEE

---

Manages and supervises day-to-day operations.

### APPOINTMENTS COMMITTEE

---

Handles new partner, counsel, senior associate and managing associate appointments at the various stages of the Firm's career path. Submits proposals to the Board of Directors for it to decide on them or refer them to the partner meeting.

### EVALUATION AND REMUNERATION COMMITTEE

---

Appraises partner performance. Submits proposals to the Board of Directors for it to decide on them or to refer them to the partner meeting.

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 who oversees operations.

Each office has an office head who manages the day-to-day business.





## ETHICS AND PROFESSIONAL CONDUCT

We carry out our activities in strict compliance with the law and are firmly committed to ethical and responsible conduct, for which we have voluntarily implemented internal rules in line with the principles and values that make up our corporate culture.

Our Code of Conduct, which the Board of Directors approved in December 2014 and last updated in June 2021, reflects

these principles and values. Everyone at the Firm must comply with the Code of Conduct, which we attach to all newly signed contracts. We have measures in place to make the Code of Conduct available to all and organise training sessions about its content. We also send general communications about any significant changes we make to the Code of Conduct and regular reminders about how important it is for us all to comply

with it and that we are available to resolve queries about its application. We also organise in-house training on the Code of Conduct and have developed specific sessions to examine ethical issues and analyse real cases.

But we at URÍA MENÉNDEZ know that we also need the support of the other professionals we work with to adequately fulfil the principles set out in the Code

of Conduct. And so we make two fundamental documents available on our website: the Principles underlying the Code of Conduct, which are part of the “ordinary” Standard Terms of Engagement and those for pro bono advice, and the Supplier Code of Conduct, which defines the minimum standards we expect all our suppliers to meet. Our Purchasing Policy makes it mandatory for our suppliers to adhere to the Supplier Code of Conduct.



THE CODE OF CONDUCT INCLUDES PARTICULARLY IMPORTANT RULES ON

**Conflicts of interest**

We have high-level conflict detection systems that we use for each client engagement. The principles of independence, loyalty and professional secrecy that govern legal practice mean we cannot accept matters that might go against our clients’ interests, even if this means 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 Firm’s interests or, primarily, those of our clients.

In terms of 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 can hence be 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 is a mixed body of members of both firms that supervises and resolves potential business conflicts.



**Accepting new clients and matters, and money laundering and terrorist financing prevention**

We have board-approved mandatory client and matter acceptance procedures and money laundering and terrorist financing prevention guidelines to ensure everyone at the Firm complies with conflicts of interest, money laundering and terrorist financing prevention rules.

Our Money Laundering and Terrorist Financing Team ensures that we all comply with the rules as well as answers queries and carries out internal audits. It carries out an audit every two years to verify proper compliance across the Firm. The next one is scheduled for 2022.

An external expert also checks our internal money laundering and terrorist financing prevention procedures every year. The last one covered the period between 1 June 2020 and 31 May 2021, and the outcome was satisfactory.

### Criminal compliance and anti-corruption

Our Compliance Programme establishes appropriate crime prevention rules and procedures to significantly reduce the risk of crimes being committed, to implement measures to avoid them being committed and detect them early when they are committed.

The Firm’s standards are incompatible with any conduct that could compromise the objective decision-making processes of those we interact with professionally, be they public (national or foreign authorities, civil servants or public officers) or private (clients, suppliers, collaborators, other legal-sector professionals) persons. Our Code of Conduct and Anti-Corruption Policy clearly reflect our zero-tolerance to corruption. This policy is attached to our “ordinary” Standard Terms of Engagement and those for pro bono advice.

The Criminal Risk Prevention Unit oversees the Compliance Programme and has independent supervisory powers.



### Confidentiality and professional secrecy

We have rules to ensure that everyone at URÍA MENÉNDEZ complies with their legal obligations to keep client data and other information we become aware of in the course of the matters we handle confidential.



### Data protection

Our data protection officer answers queries on and audits compliance with data protection regulations. They have independent powers and report directly to the Firm’s highest management levels, as the General Data Protection Regulation requires.

### Whistleblowing channel

To develop a business culture that is based on transparency and trust, we offer an effective, confidential and secure whistleblowing channel to guarantee that members of the Firm can disclose wrongdoing and potential infringements of internal rules or other applicable regulations.



## ETHICS AND RISK MANAGEMENT ORGANISATION

The Ethics, Risk and Compliance Department (ECD) is independent from the professional practice areas, has powers to implement and supervise compliance policies and the following key functions:



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



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



Making sure everyone at the Firm is aware of these issues and receives continuous training.

Our Compliance Officer is also independent from the professional practice areas and is in charge of implementing and supervising the ECD.

The ECD is formed by specialist internal units that are co-managed by partners from each professional practice area. These units are the following:

### ETHICS, RISK AND COMPLIANCE DEPARTMENT

ETHICS AND COMPLIANCE	DAC-6	MONEY LAUNDERING PREVENTION	CRIMINAL COMPLIANCE	DATA PROTECTION AND INFORMATION SECURITY
-----------------------	-------	-----------------------------	---------------------	--

We allocate the necessary human, technical and financial resources to this structure to make sure we comply with the principles and underlying values of the Firm’s ethical culture, through awareness-raising and training, oversight, monitoring and audit.

However, as everyone at the Firm has a duty to comply with the laws and professional conduct rules that govern our activity, we have established an “open doors” policy so that everyone can and must inform the ECD of their queries, issues or suspicions regarding situations that they are concerned about from an ethical, regulatory or criminal perspective. They can notify concerns through the whistleblowing channel or informally.



## PROFESSIONAL CONDUCT, ETHICS AND COMPLIANCE TRAINING

The ECD creates specific annual training plans that cover its various action areas. It also helps organise and provide other training related to these areas and cybersecurity.

We provide in-person training. We also conducted a lot of our training by videoconference during the pandemic so that everyone could attend. We also

use a virtual platform through which we implement knowledge evaluation systems and create visual training tools to reinforce specific issues, including animated videos that simulate everyday situations at the Firm.

The Firm's members all received role-specific training in 2021. We ran 28 courses in 63 sessions.

Appendix 1 lists the Firm's donations to foundations and other not-for-profit entities in 2021.



## RISK MANAGEMENT AND PREVENTION

Our Board of Directors is responsible for the Firm's strategic planning as well as managing and preventing risks.

We have specific action plans to control and manage the Firm's **strategic and operational risks**. We use our technical, human and organisational resources to implement these action plans.

The Firm has a Business Continuity Plan to make sure our teams can continue to provide services to our clients after any crisis. It includes guidelines to manage the various actions properly and in a coordinated manner and identifies a Crisis Management Team that is responsible for implementing the plan.

We triggered the Business Continuity Plan for the covid-19 pandemic and continued to apply it in 2021, for two main reasons: to protect everyone's health and ensure we can continue to provide legal advice of the highest standard.

As regards **money laundering and terrorist financing prevention risks**,

in addition to having our prevention model and controls audited externally, we implement two major risk detection mechanisms every two years:

- updating or redoing a self-assessment report on the Firm's main laundering risks and ways of designing or adjusting its control policies and procedures. This report is based on sources such as the *RBA Guidance for legal professionals* of October 2008 and the *Guidance for a risk-based approach for legal professionals* of June 2019, both of which the Financial Action Task Force (FATF) published;
- internally auditing the extent to which the Firm is complying with its money laundering and terrorist financing prevention procedures, which involves carefully examining a sample of matters open during the audit period.

In terms of criminal risks, we focus on those affecting companies generally and those relating specifically to legal services

as well as criminal offences that a client may commit and in which a member of the Firm may find themselves involved in.

To prevent these risks from occurring or mitigate their impact, we rely on technical measures to identify risks and assess whether our controls are properly designed and effective (including interviews, notifying concerns informally, whistleblowing channel to alert of

breaches or any wrongdoing, audits, risk assessments and benchmarking). We also periodically analyse our global criminal risks to overview the Firm's position. The Criminal Risk Prevention Committee approved the latest global risk analysis and submitted it to the Board of Directors in October 2021. It confirmed that our controls are suitable and appropriate and examined how the Firm's members perceive both the risks

at the Firm and its culture in terms of professional conduct.

With regard to **cybersecurity**, we carry out regular awareness-raising activities and specific training for everyone at the Firm. We have an action plan in place for security breaches to analyse and record the steps that need to be taken under the guidance of the Information Security Incident Response Team, which we

created specifically to manage these incidents.

Finally, our whistleblowing channel to notify breaches and misconduct is key to risk detection and management. Each type of risk or breach is referred to a specific body that will look into the matter and, where appropriate, propose corrective or disciplinary actions and measures to avoid similar future risks.



MAIN RISK MANAGEMENT MECHANISMS



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

We have standards in place to identify and avoid professional conflicts of interest and ensure we do not accept professional engagements that could in any way harm our clients' or the Firm's interests.



**Anti-Corruption Policy**

Our standards are incompatible with any conduct that affects the impartiality and objectivity of the decisions of other professionals we interact with. Our Anti-Corruption Policy reflects our zero-tolerance approach to corruption.



**Whistleblowing channel for breaches and wrongdoing**

Everyone at the Firm must report any potential breaches of internal or external regulations through the whistleblowing channel, which we designed on the following bases:

- **Prevention:** the channel is not to punish, but rather to prevent any wrongdoing that might cause a breach of our internal regulations. It can be used to report non-criminal breaches or infringements. We have also established a step prior to formal reporting to allow consultations regarding whether a conduct is lawful or whether a breach needs to be formally reported.
- **Confidentiality:** the identity of the person who reports an incident or wrongdoing or makes a consultation will not be disclosed and they will face no reprisals for doing so.
- **Anonymity:** anti-money laundering breaches can be reported anonymously through a specific postcode provided to this end.
- **Internal management:** the channel is subject to specific rules to avoid potential conflicts of interest between the body who receives the reports and the body who investigates the incident reported.



**Money laundering and terrorist financing prevention guidelines**

These guidelines set out the due diligence measures and processes concerning clients and the matters we advise on.



**Privileged information rules**

These rules set out the conduct that everyone at the Firm must avoid, whether they carry it out directly or indirectly and for themselves or a third party.



**Supplier Code of Conduct and Purchasing Policy**

This code and policy define the minimum standards that our suppliers are expected to meet when they provide us with products and services. They cover human rights, employment practices, environmental responsibility, and ethics and compliance.



**Security breaches**

We have action protocols for potential security breaches, which apply where personal data or other confidential information are affected.





**Criminal risk prevention rules**

These rules set out the guidelines and procedures to detect crimes early and significantly reduce the risk of them being committed.



**Confidentiality and professional secrecy rules**

These rules ensure the information we receive from our clients and collaborators is protected internally and externally.



**Marketing guidelines**

These guidelines set out aspects we should take into account regarding marketing, based on our professional standards and our own quality standards.



**User rules and cybersecurity**

We have specific rules on using the Firm's IT systems and electronic devices. We monitor and audit these IT systems and regularly issue security recommendations.



**DAC-6 compliance rules and guidelines**

DAC-6 (Council Directive (EU) 2018/822 of 25 May 2018) obliges us to inform the tax authorities (or the client, so they can inform the authorities) when we are involved in advice on certain matters that present particular features or characteristics that indicate the existence of potentially aggressive tax planning. These rules and guidelines help us comply with DAC-6 and its transposing regulations.



**Document retention policy**

Our document retention and destruction policy complies with 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 other applicable regulations, such as on money laundering and terrorist financing prevention.

**MAIN RISK MANAGEMENT TOOLS**

We have internal and external tools to manage risks properly, through which we: (i) duly comply with and monitor our policies on client and matter engagement, conflicts of interests, money laundering prevention and DAC-6; (ii) provide effective training; and (iii) manage criminal risks.

For example, we have developed a tool that automates the client and matter engagement process. We also have tools to comply with our know-your-client and conflict detection policy-related obligations.

In the context of governance, risk management and compliance, we

acquired a new tool in 2021 to comprehensively manage criminal risks for the Firm. This specialist software allows the Firm's bodies and members with supervisory duties to be more actively involved in specific compliance and internal control functions. It will make the Compliance Programme more autonomous, efficient and flexible.

In terms of cybersecurity, we use modern and constantly updated systems to protect our computers, servers, networks and information against external cyberattacks and intrusions.

## KNOWLEDGE-BASED CULTURE

As a school for lawyers, our focus is to train all our staff.

We can only provide our clients with high-standard, value-added legal advice if we have a full understanding of the law and its practical application. We offer our professionals ongoing training in law, languages, technology, professional conduct and other skills, as well as giving them the opportunity to continue teaching.

Our five chaired professors and 96 lawyers teaching at Spanish, Portuguese and Latin American universities and business schools are a clear indication of our close ties with the education and research community and enhance our capacity for innovation.

We are an intellectual touchstone in the legal world because we share our knowledge. We use our website, social media and audiovisual platforms to offer free, open-access content, consolidating our academic roots and making us knowledge leaders. For example, our *Actualidad Jurídica Uría Menéndez* law journal articles were downloaded from our website over 620,000 times in 2021.



From the Firm's beginnings, our founders were passionate about teaching and research and understood how important they are to developing the law. Rodrigo Uría González and Aurelio Menéndez Menéndez were awarded the Prince of Asturias Award for Social Sciences in 1990 and 1994, respectively, to recognise their outstanding teaching and research records.

Strong knowledge creation requires impeccable knowledge management. We have developed a complete knowledge management programme, with a large database of annotated internal templates, memoranda, precedents and other useful documents for each practice area. We are currently automating some of our templates, so that teams can create legal documents using easy-to-use questionnaires.

The Knowledge Management Department also has a Spanish language consultant who answers language queries, reviews documents, issues reports and provides training.

Our Language Department, made up of lawyer-linguists, resolves queries and reviews documents in English and French to ensure the Firm's quality standards are met and as a way of providing continuous

language training. Our four style guides (in Spanish, Portuguese, English and French) ensure a consistent style across the Firm.

Our lawyer-linguists monitor our staff's level of English and French through level tests, organise courses and give seminars to help them improve their language skills and achieve their training targets. The Language Department also oversees the quality of the service external translators provide.



Publications

**514** 458 415  
2021 2020 2019

by our professionals



Books

**20** 16 23  
2021 2020 2019



Articles

**261** 187 181  
2021 2020 2019



Media and other

**233** 253 211  
2021 2020 2019

## INNOVATION AND TECHNOLOGY

We implemented a range of technology projects in 2021 to maximise our efficiency. We replaced our matter and financial information management system with one that automates many of our compliance and billing processes. We developed systems to automate repetitive but mandatory tasks in legal processes, improved systems for working and sharing information with clients and counterparties, and integrated our systems with external databases to help us understand our clients and how they operate.

Our IT systems offer us flexibility, so we are ready for the new world of remote working. Our professionals are free to choose to provide services from our offices or from home.

Cybersecurity is a critical challenge when it comes to remote working. Our clients expect their data and information to stay secure. Having advanced security systems as part of a flexible remote working environment has always been a strategic priority for us. In this way, our professionals can work remotely safe in the knowledge that doing so poses no added risk for our systems or our clients' information.

We extended our capabilities in 2021 with a round-the-clock Security Operations Centre. We work closely with a cybersecurity company that monitors our IT systems, alerts us to any incidents that require our attention and helps us catalogue, assess and respond to cybersecurity incidents.



The Technology and Innovation Department is supported by a Technology Committee that defines objectives, prioritises projects and works with the practice areas to create hybrid teams to implement projects. The Technology Committee also aligns the Technology and Innovation Department's projects with the Firm's global strategy, analyses legal

technology sector trends and collates the views of our professional practice areas on key projects.

We also dedicate significant resources to training members of the Firm through the Technology and Innovation Department. In terms of cybersecurity, the department works with the Ethics, Risk and Compliance

Department to regularly organise training sessions for everyone. We also provide training on the Firm's current and new technological tools, including individual sessions to improve specific areas of knowledge. All our training activity materials (guidelines, video tutorials, recorded sessions) are available on the UM Campus.



### The Firm's cybersecurity mainstays



All key security dimensions (confidentiality, integrity and availability) are considered from design stage.



Technical measures (hardware, software, architectures, etc.).



Organisational measures (policies, procedures, etc.) so we can meet legal requirements and client demands.



User training and awareness-raising to avoid social engineering attacks.



Working with specialist companies to assess, monitor and improve our IT security protection measures.



## RECOGNITION

### AWARDS RECEIVED IN 2021

#### IBERIA

##### Expansión Legal Awards 2021

- Best firm
- Best banking firm
- Best insurance firm
- Best digital economy firm
- Best deal of 2020 (CaixaBank-Bankia merger)
- Best young lawyer: Patricia Leandro

##### Iberian Lawyer 2021.

- Labour Awards
- Law firm of the year – Top Management
  - Lawyer of the year – Criminal Employment Law: Sergio Ponce

#### INTERNATIONAL

##### The Lawyer European Awards 2021

- Law firm of the year: Iberia

##### Financial Times Innovative Lawyers Awards 2021

- Most innovative firm in Europe in social justice

##### IFLR European Awards 2021

- Best firm in Spain
- Corporate firm of the year

##### International Tax Review European Tax Awards 2021

- Spain tax firm of the year
- Spain tax disputes firm of the year
- Portugal tax disputes firm of the year

##### International Tax Review America Tax Awards 2021

- International tax law firm of the year

##### Who's Who Legal 2021

Law firm of the year – Spain

#### CHAMBERS GLOBAL



##### Spain



##### Portugal



#### CHAMBERS EUROPE



##### Spain



##### Portugal



#### LEGAL 500



##### Spain



##### Portugal



#### IFLR1000 (results IFLR1000 2022)



##### Spain



##### Portugal



RANKINGS



**RANKED FIRST IN DEALS BY VALUE IN SPAIN IN 2021**



**RANKED THIRD IN DEALS BY VALUE IN THE IBERIAN PENINSULA IN 2021**



**RANKED FIRST IN DEALS BY VALUE IN EUROPE IN 2021**



Uría Menéndez  
€19,865.50 M



Uría Menéndez  
€20,375.33 M



Best Friends Group\*  
€229,596 M

**Ranking in Spain**

By value in millions of euros.

Firm	Range	
	Value*	No.
1 Uría Menéndez	19,865.50	80
2 Garrigues	18,974.60	86
3 Freshfields Bruckhaus Deringer	16,522.70	25
4 Davis Polk & Wardwell	16,108.60	6
5 Clifford Chance	15,900.20	43
6 PwC Legal LLP	15,253.90	52
7 Allen & Overy	13,294.60	24
8 Latham & Watkins	12,968.80	24
9 Linklaters	11,463.40	33
10 Cuatrecasas	10,606	156

**'Top Ten' in the Iberian Peninsula**

By value in millions of euros

Firm	Range	
	Value*	No.
1 Garrigues España (Global)	26,714.20	163
2 Cuatrecasas España (Global)	22,151.76	154
3 Uría Menéndez España (Global)	20,375.33	84
4 Clifford Chance Spain	17,896.80	25
5 Allen & Overy Spain	16,527.82	28
6 Freshfields Bruckhaus Deringer España	13,475.64	18
7 Pérez-Llorca	11,813.19	94
8 Cuatrecasas México	11,043.21	8
9 Latham & Watkins España	10,316.12	24
10 Latham & Watkins	8,796.70	10

**"Top ten" in Europe**

By value in millions of euros

Firm	Range	
	Value*	No.
1 Best Friends Group	229,596	234
2 Cleary Gottlieb Steen & Hamilton	162,121	56
3 Freshfields Bruckhaus Deringer	153,633	131
4 Latham & Watkins	148,043	161
5 Linklaters	135,307	185
6 White & Case	130,546	231
7 Weil Gotshal & Manges	113,317	85
8 Clifford Chance	110,395	144
9 Allen & Overy	105,378	174
10 Simpson Thacher & Barlett	99,324.7	26

\*Currency conversion as at 31-12-2021. Source: Thomson 2021.

\* Currency conversion as at 31-12-2021. Source: TTR.

\* Made up of Hengeler Mueller, Bredin Prat, De Brauw Blackstone Westbroek, Slaughter and May, BonelliErede and Uría Menéndez. \* Currency conversion as at 20-1-2022. Source: Mergermarket.

# HOW WE WORK

## 2.

ACTION FRAMEWORK	29
FOR OUR CLIENTS	33
FOR OUR PROFESSIONALS	38
FOR OUR FUTURE PROFESSIONALS	56
FOR OUR ALUMNI	58
FOR OUR SUPPLIERS AND SERVICE PROVIDERS	59
FOR THE WORLD WE LIVE IN	60
COMMITMENT TO SOCIETY: THE PROFESSOR URÍA FOUNDATION	64

## ACTION FRAMEWORK

We are a responsible law firm. For us, sustainability means being committed to economic, social and environmental progress. It means pushing to generate shared value with our stakeholders. And it means showing that we want to support society by contributing to the public function of administration of justice.

Our respect for human and workers' rights is unwavering and complying with environmental and health and safety regulations is a priority for us. To fully integrate sustainability, we have developed policies, codes and standards that everyone at URÍA MENÉNDEZ has to know, understand and respect. These policies, codes and principles underpin all our ongoing initiatives to have a positive impact on people and the environment, raise awareness among our team and consolidate our sustainability culture.



### Our key stakeholders



Clients



Lawyers  
and other  
professionals



Partners



Law  
students



Former  
professionals



Suppliers and  
service providers

### Mainstays of our responsible business strategy



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

We are involved in 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).

We base our sustainability strategy on stakeholder relationships. We want

to build relationships of trust through transparency and effective dialogue. In 2021, we communicated with our stakeholders to understand their expectations and hear their proposals and suggestions.

We launched our website in 2020. It has become a vital platform to communicate with our stakeholders.

This report summarises our actions to meet our stakeholders' demands and expectations and create shared value in 2021.





## HOW WE COMMUNICATE WITH OUR STAKEHOLDERS



### Internal channels

#### Written:

- *Sustainability Report*

#### Digital:

- Intranet
- *UM Noticias* magazine
- Partner and counsel portals
- Suggestion box
- Activities programme
- Senior partner and managing partner communications
- Internal appraisal platform

#### Presentations and events:

- Managing partner's annual address on strategy
- Monthly partner lunches
- 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, providing expert opinions, interviews, etc.

#### Digital:

- Firm website: [www.uria.com](http://www.uria.com)
- UM-PC (*Uría Menéndez* newsletter)
- *Actualidad Jurídica Uría Menéndez* law journal
- Social media (LinkedIn)
- *Digital Minds* podcast channel
- 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
- Institutional forums
- Webinars and digital events

## HUMAN RIGHTS

We are signatories of the United Nations Global Compact and protecting fundamental human rights is important for us. We condemn all forms of forced labour and child labour. We also comply with the International Labour Organization's fundamental conventions on freedom of association and the right to collective bargaining.

Our Human Rights Policy sets out our commitment to domestic and international human rights. It defines our basic standards for protecting human rights and preventing their violation.

We have due diligence procedures in place that are aligned with the minor risks our activity poses to human rights.

We also expect all our collaborators to support and respect human rights, as our Supplier Code of Conduct has expressly established since 2019.

As in previous years, in 2021 much of our pro bono work (led by the Professor Uría Foundation) focused on defending human rights. We handled applications for international protection (particularly due

to gender-related persecution), helped stateless children, reunited refugees with their families, advised non-national minors (for example, in proceedings to determine the age of alleged minors), helped non-national minors become resident in Spain and provided legal assistance for young people leaving care in Melilla. We also helped with a study on applying the recent Basic Child Protection Law (specifically regarding how to structure the new specialist courts in this area) and a legal report on regulating child begging in various jurisdictions.

The Professor Uría Foundation worked with Save the Children to organise two seminars on human rights and immigration in 2021, offering all the Firm's lawyers training on the rights of non-national minors leaving care and the procedure to determine the age of non-national minors (and their rights in the proceedings). These tied in with two programmes on the subject for which the Firm's lawyers volunteered.

We also celebrated Human Rights Day (10 December) together with the Professor Uría Foundation, as human rights are the cornerstone of our pro bono work.



We received the Innovation in Social Justice award at the FT Innovative Lawyer Europe Awards in 2021. This award recognises our work in a case involving a young Congolese woman who died at an immigration detention centre in Madrid.

## FOR OUR CLIENTS

### OUTSTANDING LEGAL ADVICE

Clients are at the heart of our activity and a key stakeholder for the Firm.

We have continued to be there for our clients during the pandemic, anticipating their needs and finding the most adequate solutions to their problems. With a repeat business rate of 92%, we are proud of how much our clients trust us. Our clients' satisfaction is key to our long-term relationships.

Our global strategy is based on three mainstays:

- Clients
- Sectors
- Strategic markets

Each pillar has a specific working plan. We assign heads, specific targets and associated indicators to assess our performance and how our strategic plan is going.

We implemented a range of actions to build relationships and exchange knowledge in 2021.

#### Client initiatives in 2021



**118**  
newsletters  
and guides

+ 125  
bilateral meetings with firms from  
across the world involving...



**10,732**  
recipients

+ 35                      ± 130  
UM partners and      partners from  
counsel                      other law firms



**39** client webinars

**25** in-house webinars

**2** reverse webinars



**+1,700**  
attendees



**+170**  
internal speakers

**+80**  
external speakers

**12** in-person events

**4** mixed events

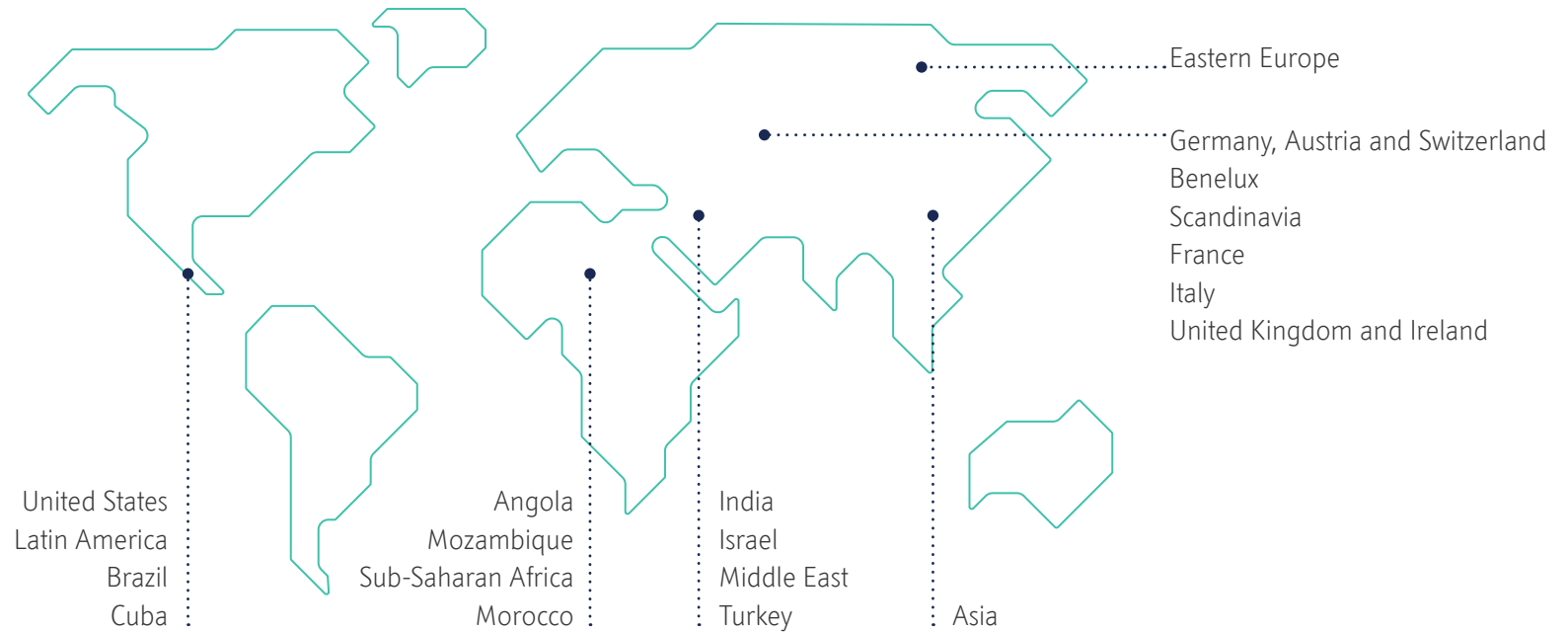
## INTERNATIONAL STRATEGY

The Iberian peninsula (Spain and Portugal) and Latin America (through PPU, with offices in Chile, Colombia and Peru) are our main markets. We have over 25 years of experience in Latin America and with PPU we are one of the leading firms in the region.

Our strategy includes being in key international finance hubs such as London, Brussels and New York City. We monitor regions of strategic interest by country desks: groups of professionals with in-depth and current expertise in key strategic countries and regions for our clients. We held over 125 bilateral meetings with firms from across the world in 2021, sharing legal and market expertise with top lawyers from four continents.

**Over half of our clients are from markets outside Spain and Portugal.**

### Country Desks (countries or regions)



**URÍA MENÉNDEZ and PPU together**

 **191**  
partners

 **800+**  
lawyers

 **26**  
nationalities

 **13**  
offices

 **8**  
countries

 **8**  
Global reach:  
presence in the  
leading 8 business  
hubs

**PPU: THE IBERO-AMERICAN FIRM**



**Established team. Regional and multidisciplinary reach**

**PPU is the leading Ibero-American firm:**

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

**3 countries**

Chile, Colombia and Peru

**4 offices**

Santiago, Bogota, Barranquilla and Lima

**566 people**

224 other professionals

**285 lawyers**

57 partners



**International reputation. Regional leader**

Leaders in the top international legal directories

**LatinFinance**

Infrastructure Law Firm of the Year: Andes

**Latin Lawyer**

Elite Firm 2021

**IJ Global**

Best Transport Deal: Airports Category – Lima Airport Expansion PPP, Peru  
 Best Refinancing Transport – Project: Alma  
 Best Transport M&A: Alto Magdalena/PPP Corredor Puerto Salgar  
 Best Power PPP Deal: Enfragen Energia Sur Refinancing, Colombia



**Clients and experience**

**Over 3,500 clients**  
**30% multinationals**

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

Many clients listed on the **Chilean, Colombian and Peruvian** stock exchanges

**Comprehensive advice to businesses on all legal needs** in the region





## CLIENT SATISFACTION

We connect with our clients so that we can anticipate their needs, react quickly to changes and find areas for improvement.

We get feedback through our “client partners” (who carry out regular performance reviews with clients), annual meetings, deal or matter reviews and by gathering specific information to complete qualitative feedback.

We use the following processes to analyse our work and gauge client satisfaction:

- **Client and Firm performance analysis**

We analyse how our clients are evolving to identify and anticipate market trends in relevant sectors, which means we can position ourselves to act ahead of time.

- **Service quality and client satisfaction assessment**

We hold internal meetings to assess all potential matters and clients (whatever the outcome) and identify the value we have added and the lessons we can learn.

- **Deal and team management**

We actively manage matters and review cases to check whether we have met the required standards in terms of service and client satisfaction.



### Initiatives

- **Joint training** sessions on competition law with our Best Friends.
- **Young Lawyers Academy**, offering training in different areas of law for junior members of clients’ in-house legal departments.
- **Reverse seminars**, where we listen to our clients to learn more about their business.
- **Bespoke in-house** training programmes on key topics for each client.
- **Open seminars** on hot topics, market trends and legal developments.
- **Sending tailored** memos and key updates.

## TRUST, SECURITY AND DATA PROTECTION

In 2021, we continued to comply with data protection laws and protect the privacy of our clients, employees, suppliers and other professionals. We reviewed and updated policies and trained our teams further to reinforce our strict implementation of the General Data Protection Regulation (EU Regulation 679/2016) and other applicable regulations. The pandemic has brought about new challenges as remote working and related tools have become more prominent. We make sure we respect regulations and follow the recommendations made by the competent authorities, including the Spanish Data Protection Agency, as we meet those challenges.

Our data protection officer and compliance team provide support on these issues in all the jurisdictions in which we operate. They constantly work with our staff, clients and suppliers to be sure we are complying with data protection law.



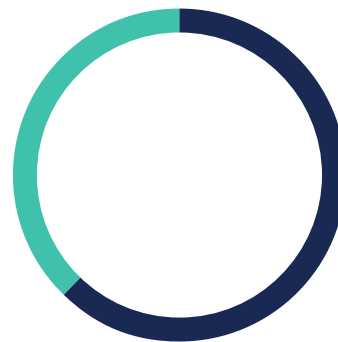
## FOR OUR PROFESSIONALS

### PROFESSIONAL TEAM

The people at URÍA MENÉNDEZ are our main asset. Our corporate culture, professional development plans, support for diversity and inclusion, and remuneration and recognition policy make the Firm a stimulating and dynamic environment for all our professionals. We are always pursuing excellence, camaraderie and solidarity.

Our workforce of 921 people (excluding partners) in 2021 was demographically diverse (gender, language, age and culture) and experienced.\*

**By sex**



Sex	2021	2020	2019
Women	575 62.4%	558 60.7%	585 61.7%

Sex	2021	2020	2019
Men	346 37.6%	361 39.3%	363 38.3%

**By age**



Age Group	2021	2020	2019
< 30	317 34.4%	305 33.2%	348 36.7%

Women 181 Men 136

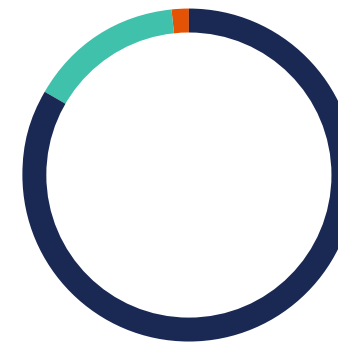
Age Group	2021	2020	2019
30-49	491 53.3%	517 56.3%	515 54.3%

Women 301 Men 190

Age Group	2021	2020	2019
50 or over	113 12.3%	97 10.6%	85 9%

Women 93 Men 20

**By country or region**

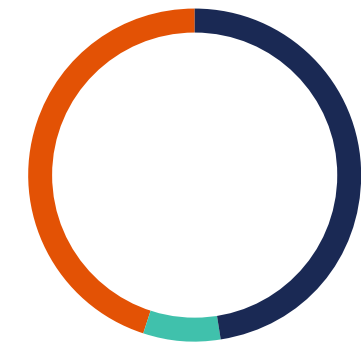


Country/Region	2021	2020	2019
Spain	780 84.7%	767 83.5%	789 83.3%

Country/Region	2021	2020	2019
Portugal	126 13.7%	137 14.9%	134 14.1%

Country/Region	2021	2020	2019
International offices	15 1.6%	15 1.6%	25 2.6%

**By professional category**



Category	2021	2020	2019
Lawyers	440 47.8%	453 49.3%	463 48.9%

Women 214 Men 226

Category	2021	2020	2019
Non-practising and support lawyers	69 7.5%	51 5.5%	60 6.3%

Women 42 Men 27

Category	2021	2020	2019
Staff	412 44.7%	415 45.2%	425 44.8%

Women 319 Men 93

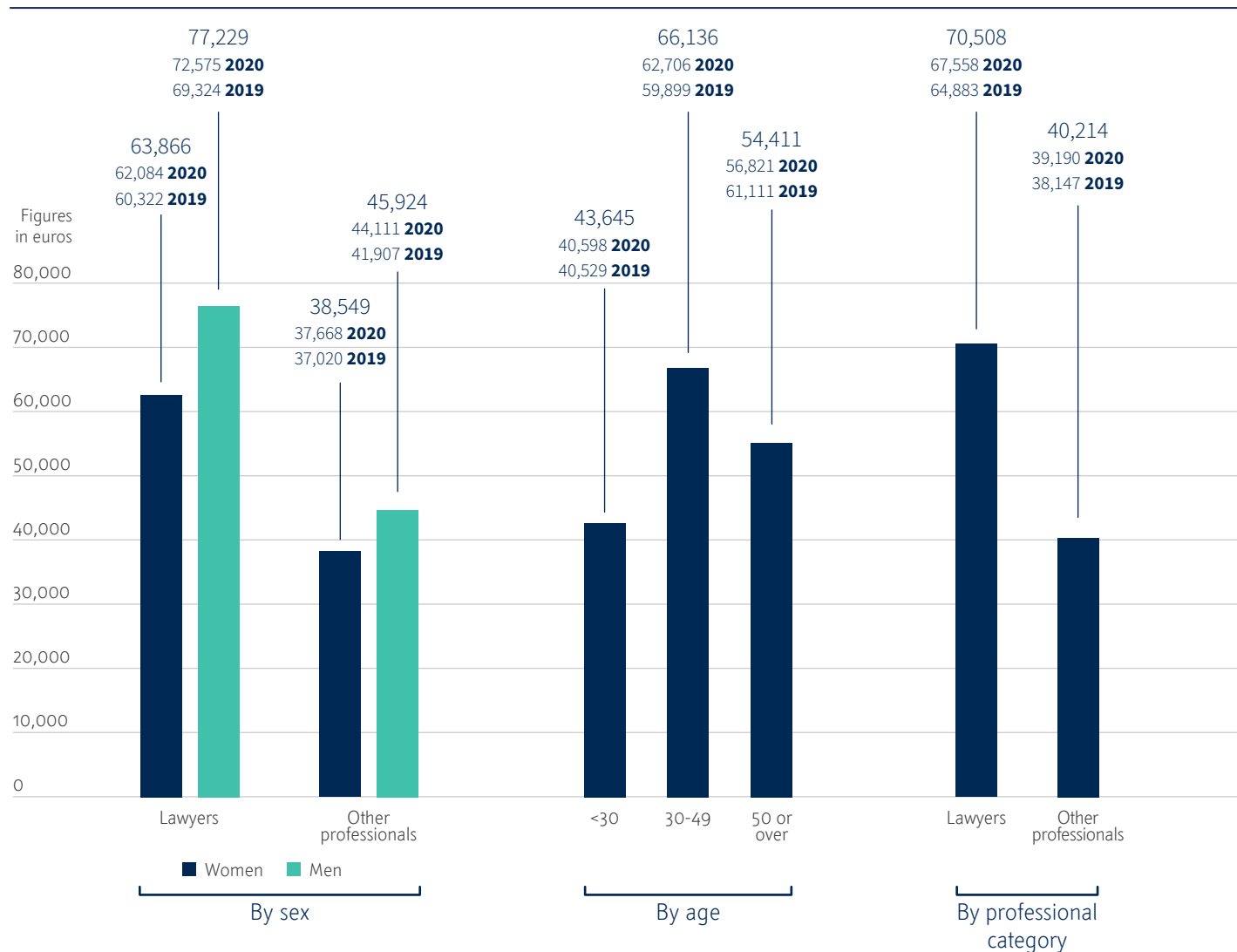
\* Workforce includes employees across all offices including lawyers in the Lisbon and Porto offices, although they are not subject to Spanish employment law. The Firm had 86 Portuguese lawyers and trainee lawyers on 31 December 2021.

Most of our workforce has a permanent contract (95.1%). Appendix 1 classifies the different types of contract and working day by sex, age, professional category and country. It also classifies dismissals by sex, age and professional category.

All our employees in Spain are covered by a collective bargaining agreement. Our lawyers are covered by the special employment regime established by Royal Decree 1331/2006 of 17 November on the special employment relationship of lawyers rendering services in law firms. They are not covered by a collective bargaining agreement because there is not one for law firms.

Lawyers at our Lisbon and Porto offices are not employed by the Firm. Almost all our staff in Portugal (98%) are covered by a collective bargaining agreement.

AVERAGE DISTRIBUTION OF REMUNERATION FOR THE FIRM'S WORKFORCE IN 2021\*



\* Average remuneration has been calculated based on total salary, including variable remuneration, per working day, divided by the number of people; it does not take into account whether personnel are part or full-time.

Our remuneration policy is gender neutral. It is based on performance and other contributions such as teaching and publications. We do not discriminate on grounds of sex or any other kind of diversity when setting remuneration levels for our career path.

The equal pay gap\* compares the salaries of men and women who do the same work in the same professional category.

Our equal pay gap calculations show minimal differences for both lawyers and staff. These differences are mainly due to identical factors for men and

women that produce different results each year, such as being paid variable remuneration for achieving individual objectives.

In 2021, we reorganised our professional categories to create groups of staff based on what they do. As a result, we have recalculated our equal pay gap calculations for staff from 2019 and 2020 to provide comparable information\*.

The equal pay gap for lawyers in 2021 slightly favoured men (1.35%), but the gap was narrowed by 0.37% compared to 2020.

Pay gap for male and female staff in 2021 was almost identical (0.34%). The pay gap for this group has traditionally favoured women except in 2020, when we allocated more variable remuneration to groups defined as “essential” because of their outstanding work and commitment during the lockdown and pandemic. These groups happened to be made up of more men than women. This did not happen in 2021, when pay was essentially the same.

\* The equal pay gap for staff was 1.16% in 2019 and 4.23% in 2020 under the former professional categories.



**Equal pay gap\***

	2019	2020	2021
Lawyers	2.42%	1.72%	1.35%
Staff	- 1.78%	2.11%	- 0.34%
Firm total	0.42%	1.90%	0.88%

\* Weighted average of the percentage difference in hourly pay (including fixed and variable remuneration) for male and female employees who do similar work or are in the same professional category. Consultants have been excluded from this calculation.



## OUR LAWYERS' PROFESSIONAL DEVELOPMENT

We offer a clear career path that shows lawyers how their career can progress, from the time they join the Firm until they potentially become partners.



### CAREER PATH

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

Mandatory practical master's studies.

##### GRADUATE

Employment contract before they qualify.

##### 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 their mandatory practical period, with two seats in different practice areas or offices during the first year.

Duration: one year

#### 2 JUNIOR ASSOCIATE

Assigned to a practice group.

Duration: three years

#### 3 ASSOCIATE

Duration: three to four years

#### 4 SENIOR ASSOCIATE/MANAGING ASSOCIATE

Duration: three years

#### 5 PARTNER/COUNSEL

### TRAINING PROGRAMME

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

Each trainee lawyer is assigned a partner or counsel as a tutor to guide them through every stage of their professional career at Uría Menéndez.

Internal training on the skills required to handle matters (using legal resources, LexNet, drafting briefs, professional conduct and money laundering prevention, case studies on matters the Firm handles, etc.).

#### JUNIOR ASSOCIATE. Training programme with IE Business

##### School: «IE-UM Professional Development Program for Lawyers»

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

#### ASSOCIATE, SENIOR ASSOCIATE, PARTNER/COUNSEL

Training continues throughout a lawyer's time at Uría Menéndez, with specific training programmes in collaboration with Spain's leading business schools (e.g. associates have a training programme with ESADE).

These programmes reinforce skills including 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 renowned professors, judges and legal experts.
- **Specific training:** Legal reasoning and drafting, preparing legal opinions and reports, drafting due diligence reports, etc.

We review our lawyers' skills, technical knowledge and contributions to the Firm and set their targets for the following year in an annual appraisal process. This helps them with their career path progression.

Lawyers who have a child in the same or the preceding year in which they are eligible for partnership or to be appointed counsel can choose to postpone the process for one or two years. The Appointments Committee may authorise a longer period in exceptional circumstances.

We have also implemented other measures in recent years as part of our professional talent development plan. Every lawyer who joins URÍA MENÉNDEZ has the potential to become an outstanding legal professional. We want to offer them a diverse, dynamic, flexible and supportive environment so they have the best possible chance to fully develop that potential.

- **Mentoring and support programmes**

aimed at assigning to our associates and senior associates a reference partner or counsel (who they do not usually work with) to build a relationship of trust over various stages of their professional careers.

- **Leadership programmes**

intended to retain talent and develop management and leadership skills, especially among female associates. These programmes include in-house sessions and national and international third-party conferences.

- **Networking programmes**

aimed at building professional relationships and raising our lawyers' profiles both within and beyond the Firm. Particularly noteworthy are our lunches featuring leaders in diversity from various industry sectors in the fields of law and economics, and celebrating International Women's Day, LGBTQ Pride, the International Day of Persons with Disabilities and internal events and networks involving various peer groups.

We founded the Spanish Chapter of the Women's White Collar Defense Association (WWCDA) in 2021. It is the first Spanish group intended to promote networking and business development opportunities among female lawyers with extensive experience in white collar criminal law. The WWCDA is an international association with over 2,200 members across 45 chapters worldwide.



98

Lawyers participated in mentoring and support programmes



22

Female lawyers participated in leadership courses

Our lawyers can also pursue professional development working abroad. Despite the pandemic, in 2021 seven of our lawyers were seconded to other firms' offices, two to other foreign firms (with an average stay of six months) and six to clients.



7

Secondments of Uría Menéndez lawyers to other firms' offices

24 in 2020 | 28 in 2019



2

Secondments to other firms

7 in 2020 | 18 in 2019  
| 10 in 2018

We started to welcome lawyers from foreign firms once again in 2021, with four visiting lawyers (after receiving 19 in 2019 and none in 2020 because of the pandemic).

OUR STAFF'S PROFESSIONAL DEVELOPMENT

Our staff is made up of the finest professionals from a broad range of areas. They work with our lawyers to provide our clients with the highest standard of service.

Our support departments are horizontally structured and generally made up of small, specialist teams of

committed, proactive and detail-oriented individuals. They include the General Secretariat, Office Management, Knowledge Management and Training, Technology and Innovation, Business Development and International Relations, Communication, Sustainability, and Ethics, Risk and Compliance.

Our professionals undergo a tailor-made annual performance appraisal process, in which the appraiser and appraisee can discuss performance any other issues honestly and openly.

We have an internal mobility programme that gives members of the Firm the

opportunity to change posts or promote by filling vacancies in other departments. The Human Resources Department announces vacancies on the intranet, and suitable candidates from within the Firm have priority over outside hires. We offered seven internal positions in 2021.



REMUNERATION

The Firm’s remuneration policy aims to optimise performance by rewarding employees for excellence, dedication, career progression, responsibility and commitment to the Firm. Our HR portal allows users to manage different aspects of their professional relationship. They can access their pay slips and personal income tax statements and change their bank details, among other things.

The remuneration policy includes three components:

**Fixed remuneration**

Based on internal professional category, profile, experience when joining the Firm and professional development.

**Variable remuneration**

Annually based on the Firm’s results and standardised criteria linked to performance, technical expertise and other contributions.

**Flexible remuneration and other benefits**

Through our *UM Flexible* plan employees can choose to be paid part of their wages in kind (health insurance, meal vouchers, childcare, public transport card, etc.).

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.
- On-site services (gym, physiotherapy and osteopathy, employee healthcare programme, 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 to help with household management.
- Special offers and agreements with suppliers (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. Whoever makes the best suggestion every year receives a bonus payment.

## TRAINING

Helping our professionals grow and develop is a priority for us. Our policy has always been to encourage and offer continuous training. We mainly rely on internal training and coordinate most of our training initiatives through the UM Campus.

The UM Campus is structured in five schools:

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

The UM Campus Council has a rector and a dean for each school. It meets regularly during the year to organise, coordinate and develop training programmes, content, quality, efficiency and visibility.

The UM Campus has an easy-to-use interactive space on the Firm’s intranet. This space provides access to information about ongoing training programmes and activities, previous programmes, publications by lawyers, videos and training session materials. The UM Campus also has a digital platform to manage library resources.

We train our professionals on specific technical issues as well as soft skills such as leadership, motivation and communication. This helps them develop positive knowledge and skills that positively influence personal satisfaction and wellbeing.

Although we have had to adjust the Firm’s training activity because of covid-19, we managed to provide the full scheduled programme in 2021. Most sessions were hybrid but we were able to return to in-person training in some cases, with reduced groups and following covid-19 guidance at all times.





### Internal training by school in 2021

INTERNAL TRAINING	No. of sessions	No. of attendees	Duration (h)
Law School	504	10,372	635
Skills School	231	4,662	429
Language School	634	3,202	950
Technology School	91	812	225
Professional Conduct and Compliance School	57	1,445	72
<b>Total internal training</b>	<b>1,517</b>	<b>20,493</b>	<b>2,311</b>

### The Firm also encourages employees to attend external training sessions.

EXTERNAL TRAINING	No. of sessions	No. of attendees	Duration (h)
Law School	212	401	2,435
Skills School	9	10	647
Technology School	2	5	24
Professional Conduct and Compliance School	-	-	-
<b>Total external training</b>	<b>223</b>	<b>416</b>	<b>3,106</b>



398 teachers took part in **training programmes**, of whom 333 were internal (84%) and 65 external (16%).

Training time varies for the Firm’s members depending on their career path stage and on the UM Campus school. Each professional category received the following training in 2021:

### Hours of training/year by employee and job category, in 2019, 2020 and 2021

Professional	No. of sessions			No. of attendees			Duration (h)		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
Lawyers and graduates	1,616	1,571	1,566	16,939	23,227	17,836	5,189	5,919	4,167
Staff	89	44	89	778	513	992	529	184	1,079
Joint training	236	115	85	2,362	2,480	2,081	410	276	171
<b>Total</b>	<b>1,941</b>	<b>1,730</b>	<b>1,740</b>	<b>20,079</b>	<b>26,220</b>	<b>20,909</b>	<b>6,129</b>	<b>6,379</b>	<b>5,417</b>

We conducted an anonymous survey in 2021 and 90% of those who took it gave the training sessions an average overall score of three or higher (on a scale from one to four, where four is excellent).

Beyond the UM Campus, we offer our lawyers a range of international training activities 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. We combine with Lex Mundi to organise the Associates Workshop and the Lex Mundi Institute. We also organise the March School with PPU and our Latin American Best Friends.

Finally, the Professor Uría Foundation works with the Firm on training. It organises sessions and debates on important matters for society in general and of interest to everyone at URÍA MENÉNDEZ, such as politics, international relations, art, education and gastronomy. Because of covid-19, just one online debate took place in 2021, entitled "Covid-19: permanent scars?"

**Key training figures in 2021**



**5,417**  
Hours taught

6,379 in 2020 | 6,129 in 2019



**20,909**  
Attendees

26,220 in 2020 | 20,079 in 2019



**1,740**  
Sessions

1,730 in 2020 | 1,941 in 2019



**398**  
Teachers

388 in 2020 | 347 in 2019



**4.1**  
Average number of internal sessions/day

4.1 in 2020 | 4.8 in 2019



OUR PARTNERS

The firm had 134 partners in 2021.

Our partners are largely men (85%), but our recent appointments reflect a positive trend toward a more balanced position. In the past four years (from 2018 to 2021), 40% of new partners have been women.

The Firm holds a one-and-a-half day introductory programme every year for newly appointed or hired partners and counsel. A number of the Firm’s partners actively participate in the programme. There are also specific training initiatives for new 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 (which Slaughter and May organises together with the University of Oxford and the Said Business School), and internal, including stand-alone seminars on academic and professional issues. All in all, they make up a varied training programme that consolidates a range of professional skills and abilities.

In addition to technical training initiatives, the Firm provides training in other skills

to make sure partners have the resources they need to handle the challenges they face at different points of their professional careers. We implemented a renovated coaching programme for partners in 2021 using our experience from similar programmes for lawyers of various categories. This programme is fully internal (the coaches are partners of the Firm) and aims to help partners grow professionally, providing them with access to the experience and resources of longer serving and more senior partners. Our senior partner leads the Oversight Committee created to monitor how the programme is progressing and improve and tweak it as necessary.

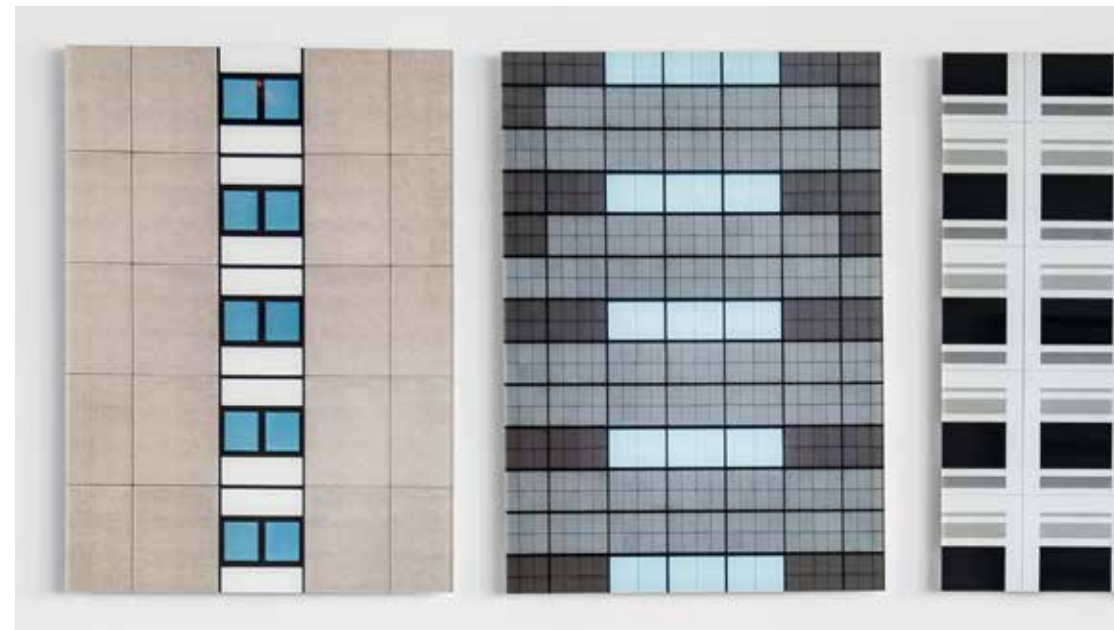
The partners take part in an annual self-assessment process in which they analyse and assess their professional activity, contributions, plans and targets. The Partner and Remuneration Assessment Committee oversees this process, which concludes with an interview with the senior partner or the managing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

The partners have access to a virtual partner’s portal 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 the research service of a top financial advisory firm prepares.

Other ways of enhancing partner cohesion are the Annual Partners’ Meeting, practice area annual meetings (corporate and commercial, public law and litigation, and tax and employment), and the partner and counsel restaurant.

Seven new partners in 2021, two of whom were women and one an external hire.



## DIVERSITY AND INCLUSION

We are proud of our diversity. The Firm is home to people spanning four generations, from twenty-seven nationalities. We have employees with disabilities in roles across the Firm and our workforce is diverse in terms of gender, sexual orientation and ethnic, social and cultural origin.

We drive our diverse talent's development based on the same values by fostering and encouraging diversity and inclusion.

We signed a Diversity Charter in 2018, and in 2019 our managing partner adhered to the #CEOPorLaDiversidad (CEOsForDiversity) alliance the Fundación Adecco and Fundación CEOE launched. This alliance unites the CEOs of major Spanish companies around a shared innovative vision of diversity, equity and inclusion to promote and act as ambassadors of diversity policies at their companies. We have also adhered to the Equal Representation in Arbitration Pledge, which works to improve the profile and representation of women in international arbitration and address their underrepresentation on arbitral tribunals.

### Diverse talent



62.4%

women in the workforce



75

universities



20

languages



27

nationalities



4

generations



11

employees with disabilities



11.1%

LGBTI people in the workforce according to 2019 ADIM project survey

### Gender equality

We have had an Equality Plan since 2008, in compliance with Law 3/2007 of 22 March on effective equality of men and women. We have since included and standardised new measures in various updated versions of the plan.

Key specific measures to support work-life balance and efficient organisation of working time include:

- Measures aimed at making our working day more flexible, in terms of working hours and the workplace itself (flexible workplace and remote working plans), as well as our dress code.
- Commitment to investing in technology that makes it easier and more efficient to work from outside the Firm (laptops, subsidised computer screens, VPN connections, free connectivity, smartphone management tools, etc.).
- Increased annual leave, active planning and management of holiday periods and some free Friday afternoons per month.



- Option to convert breastfeeding leave into full days of leave.

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

Finally, some of our professional development programmes are clearly gender-focused. Our leadership programme is aimed at retaining and developing the talent and leadership of our female associates, while our breakfast programme features leading women in business and law.

We have a respectful working environment where everybody is treated equally and is not discriminated against for any reason. If any conduct does not reflect these principles, we immediately

put corrective and disciplinary measures in place and protect those affected.

URÍA MENÉNDEZ has had no reported cases of discrimination to date. Our Equality Plan includes an Action Protocol to prevent workplace harassment. There is no place for sexual harassment, harassment on grounds of sex and bullying at the Firm. They all involve attacks on dignity, very negatively affect the working environment and damage health, morale, trust and self-esteem.

We regularly disseminate our Action Protocol to all members of the Firm to avoid harassment. It is also permanently available on the intranet. All of the actions in the Protocol are processed and led by the Harassment Prevention Committee.

The identity of anyone affected by or involved in any workplace harassment case or investigation stays confidential.

### Disability

We are firm believers that people with disabilities bring unique characteristics and talents to the workplace.

Our target is to cover the full reserved quota of positions for people with disabilities established by law. And we are close to achieving that target: 11 of our employees have disabilities and we are working on hiring more.

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 our commitment to people with disabilities. We then implemented several initiatives in 2021, such as starting to collaborate with the INSERTA project to ensure candidates with disabilities are included in our recruitment process, the Digital Law Group providing training



### Family Plan

to promote a more inclusive society and workplace for family members with disabilities



**11**

As in 2020, 11 beneficiaries at 31 December 2021



2. HOW WE WORK | SUSTAINABILITY REPORT 2021

on digital law skills, having responsible purchasing policies in place involving ILUNION and pro bono work.

We also work with Down Madrid and Casa de Santa Teresa to support people with Down’s syndrome who are seeking employment and with Prodis by hiring people with intellectual disabilities to work at the Firm.

We have had a Family Plan in collaboration with Fundación Adecco since 2008 to promote a more inclusive society and workplace for our personnel’s family members with disabilities (parents, children and siblings). Eleven members of the Firm are currently benefiting from the plan.

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

We cooperate with other firms and organisations in several working groups that the Foundation for Legal and Business Research (FIDE) leads, including “Good Practice in Law Firms relating to Disability” and “Ethnic, Socioeconomic and Cultural Diversity”. The “Good Practice in Law Firms relating to Disability” working group discusses the legal sector’s approach to disabled workers in view of the sector’s particular features. This group has worked with the Rey Juan Carlos University and Fundación Esfera to produce the “Legal Assistant” course for people with disabilities. The Firm is actively involved in this course, hosting student internships, and so is the Professor Uría Foundation, offering one student a grant.

We celebrated the International Day of People with Disabilities on 3 December 2021 by collaborating with the Fundación Juan XXIII to host an awareness-raising talk on disability and teamwork. Roberto Chinchilla gave the talk at our Madrid office while our other offices followed live online.





**LGBTI**

We actively promote an inclusive environment for our LGBTI professionals in Spain and Portugal and very openly support equal rights and protections for the LGBTI community.

In 2018, we were the only Iberian multinational to participate in the founding of the Business Network Association for LGBTI+ Diversity and Inclusion (REDI), together with a dozen other international companies. Over one hundred businesses and professional organisations have joined REDI since and we have been re-elected as a member and 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, which the EU and the Spanish and Portuguese governments finance and manage, and the Emidis

FELGBT directory listed us among the fifteen most inclusive businesses for the LGBTI community.

Our LGBTI & Allies Desk is a group of allies made up of more than 70 members of URÍA MENÉNDEZ (LGBTI and otherwise) who are committed to supporting LGBTI inclusion. The LGBTI & Allies Desk promotes networking initiatives to help its members flourish personally and professionally, offering a platform for communication with other like-minded professionals.

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

And of course, in 2021 we continued our REDI pro bono activity and organised various internal networking events, including to celebrate Pride Day.

**Generational diversity**

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

Generation	Number of people	Percentage
Baby Boomers (born between 1956 and 1970)	90	9.8%
Generation X (born between 1971 and 1981)	248	26.9%
Generation Y (Millennials) (born between 1982 and 1992)	306	33.2%
Generation Z (born between 1993 and 2010)	277	30.1%

Four generations are currently working together at the Firm. Each has different skills, abilities and experiences that we try to draw on through our professional development programmes and most of all by creating an open and enriching working environment.



Our LGBTI & Allies Desk’s 70 members are fully committed to LGBTI inclusion.



## OCCUPATIONAL HEALTH AND SAFETY

We aim to protect all our professionals against occupational risk. We promote health and wellbeing both at work and elsewhere. We have our own prevention service (the Occupational Health Department) that knows the organisation inside out and with whom we work very closely to meet our needs. This prevention service carries out technical preventive specialities internally and liaises with third-party occupational medicine services.

We comply with every health and safety requirement, including implementing our occupational risk prevention plan and disseminating our occupational risk prevention policy, both of which are tailored to the Firm's activity. Providing health and safety training for everyone at the Firm is also of the utmost importance to us. They received a total of 185 hours' health and safety training in 2021 (148 people attended 11 training sessions).

We worked especially hard in 2021 to continue the work we started in 2020 to minimise the impact of covid-19 on members of the Firm. All covid-19 cases were monitored individually. We carried out coordinated covid testing (conducting around 7,200 tests in 2021). We reviewed and updated our action protocols, and answered queries from Firm members (handling around 1,200 cases, including positives, close contacts and other pandemic-related issues). We kept a constant focus on our twin goals of information and safety.

The occupational medicine services performed 489 workplace medical check-ups in 2021, going further than legally required where appropriate. The Occupational Health Department answers occupational health and safety queries, requests or suggestions from the Firm's members individually. The department answered 140 queries in 2021, mainly linked to workplace ergonomics.

*humanum*  
the Health Promotion Programme that brings together the Firm's occupational wellbeing activities

We launched our health and wellbeing helpline in 2019 to provide medical and psychological support to all Firm members and their immediate family. It continued to operate in 2021, handling a total of 19 cases via 42 telephone calls and 4 in-person cases involving a total of 16 sessions. We also implemented various health campaigns as part of the Health Promotion Programme, including flu vaccination (339 people were vaccinated under the programme in 2021).

Finally, the Firm actively encourages healthy habits by offering on-site physiotherapy services at the Madrid office (it also has special deals with external centres in the other Spanish offices) and free fruit at all Iberian offices, as well as an active lifestyle by organising sporting activities through ClubUM.

**The absenteeism rate in 2021 was 1.44%\***

	2019		2020		2021	
	Spain	Portugal	Spain	Portugal	Spain	Portugal
Men	0.68	0.46	1.09	0.00	0.93	0.25
Women	1.69	1.40	2.19	0.83	2.30	0.00

\* Figures not available for international offices.

There were no workplace accidents causing absence or recorded occupational illnesses in 2021

	2019		2020		2021	
	Women	Men	Women	Men	Women	Men
Frequency of workplace accidents	0	0	0	0	0	0
Seriousness of workplace accidents	0	0	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.

Frequency index represents number of accidents per million hours worked.

Seriousness index shows number of working days lost per thousand hours worked.



CLUBUM

ClubUM helps build and reinforce relationships at URÍA MENÉNDEZ through cultural, sporting, leisure and charity initiatives, the latter with the Professor Uría Foundation. Lawyers from different practice areas and staff all work together on a common project.

ClubUM has a steering committee with a representative in practically every office, who decides the initiatives and encourages as many people as possible to participate.

We resumed some of our face-to-face initiatives in 2021, while keeping some activities remote and creating hybrid solutions in other cases.

ClubUM initiative participants in 2021



**20**  
participants in regular sporting activities



**85**  
participants in fun runs



**20**  
participants in viewings of international matches



**195**  
participants in competitions



**154**  
groups attending family magic show  
148 online  
6 in person



**15**  
attendees at bimonthly online Book Club meetings



**146**  
groups participating in online wine-tasting and cooking workshops



**91**  
attendees at exhibitions



**150**  
participants in virtual art classes



**50**  
participants in online concerts and DJ sessions



## FOR OUR FUTURE PROFESSIONALS

We want enthusiastic and friendly law graduates with a passion for learning to join the Firm. We offer excellent conditions for personal and professional development, continuity at the Firm during the introductory and training stage, a clear career path and a highly competitive remuneration package.

Our lawyer recruitment process is friendly but demanding. Every year, we hire young university graduates to start their professional careers at the Firm. Each graduate has a tutor (partner or counsel) to introduce them to the profession, guide them and support their professional development.

The Firm's partners and counsel carry out all our recruitment interviews. They dedicate around 2,000 hours per year to finding talent. Interviewers try to get a general impression of each candidate, so they do not just focus on legal and linguistic knowledge but want to find out

more about their interests and passions to help them decide whether the candidate is a good fit for the Firm.

We take part in online and on-site job fairs that universities and postgraduate centres organise, 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 (brochure, recruitment video, etc.), we involve our lawyers in recruitment activities to make sure candidates get first-hand information about daily life at the Firm.

We were involved in various competitions to help develop legal practice skills during 2021. We worked with Moot Madrid and with the student organisation ELSA to hold the ELSA Moot in Madrid, with the EBCN (negotiation competition) in Barcelona and with CONEDE on the first edition of its Legal Talent Awards.





**2,000**

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

2,000 hours in 2020 | 2,000 hours in 2019



**110**

**new hires, including interns completing the master's degree to access the legal profession, of whom 56 were women**

95 hires in 2020, of whom 50 were women  
116 hires in 2019, of whom 61 were women



**7**

**new partners, of whom two were women and one an external hire**

Three new partners in 2020, of whom one was a woman;  
six new partners in 2019, of whom three were women

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

We hosted 104 interns at our Spanish offices in summer 2021, observing all covid-19 safety protocols. The interns also completed a tailored online training programme that included sessions that our own lawyers gave on matters and transactions involving the Firm's three practice areas, skills (drafting briefs, public speaking, negotiation and business development) and others on international experiences, the Firm's career path and pro bono work.

The programme was a real success and we were able to convey our corporate culture to all the interns.

Several months later, many of them returned to take part in our recruitment process with a view to starting their professional careers by completing the practical part of the master's degree to access the legal profession at URÍA MENÉNDEZ.

We also welcomed seven interns to our offices in Portugal, each of whom was assigned two senior and two junior tutors. They received 14 hours of training across 11 sessions.



## FOR OUR ALUMNI

Our alumni are part of the Firm’s permanent footprint. We owe them a great deal; they have been a big part of making URÍA MENÉNDEZ what it is today, and they are our great ambassadors.

We officially created our Alumni Programme in 2004 by publishing the first directory, which offers a point of contact between alumni and the current members of URÍA MENÉNDEZ. The programme includes lawyers who have left the Firm and lawyers from our Best Friends who have completed a secondment with us. We organise meetings with our alumni every two years at different offices (Barcelona, Bilbao, Brussels, Lisbon, London, Madrid, New York and Valencia).

The programme currently has 1,482 participants. They are mainly in Spain and Portugal but also span over 30 countries and five continents. Our alumni work across a variety of sectors, mainly in the legal and academic fields. They are usually members of other law firms, companies, institutions or public bodies.

Our alumni can stay connected to current Firm members through the alumni section in the *UM Noticias* magazine, which includes interviews and updates from all over the world.

In 2020, we launched an alumni-UM group on LinkedIn so that our alumni can interact with each other and with the Firm. We share a range of content on the group, including Firm news, publications and invitations to Professor Uría Foundation projects and exhibitions.



**1,482**

**lawyers**

Members of the Alumni Programme

## FOR OUR SUPPLIERS AND SERVICE PROVIDERS

Suppliers and service providers are essential to our aim of providing advice of the highest standard, and we want them to share our sustainability-based values. We try to establish relationships with them that are based on trust, transparency, mutual benefit and respect for free competition.

Our Corporate Social Responsibility Policy identifies our suppliers and service providers as significant stakeholders. We convey the Firm's culture and values, our aim to provide excellent service and our principles of responsible action in all our dealings with suppliers and service providers.

The Purchasing Department uses the Purchasing Policy and the Supplier Code of Conduct as key supply chain management tools. We approved the Supplier Code of Conduct in 2019 to define the minimum standards of conduct

we expect from our suppliers, and 81% of our suppliers have now signed up. Based on the Purchasing Policy, we include sustainability criteria in our procurement processes wherever we can and use suppliers who respect responsible social practices, human rights, standards of professional conduct and environmental practices.

Local suppliers are a priority for the Firm. Using them drives economic growth in the areas where we have offices while minimising our environmental impact, by reducing transport and product delivery and service provision times. In 2021, 77% of our suppliers were local, in line with the figure in 2020 (78%).

We purchase products and services via special employment centres wherever possible. A significant portion (4.6%) of the Firm's procurement of products and services came from them in 2021. This is

close to the pre-pandemic figure (5.9% in 2019), largely because many of the business trips we use these centres for have resumed.

We added a new supplier to procure coffee capsules via a special employment centre in 2021. The new coffee capsules that we use in all Spanish offices contain ecologically cultivated coffee; they are 100% biodegradable and organic.



**77%**

of the Firm's suppliers in 2021 were local

78% in 2020  
90% in 2019



**4.6%**

of total procurement in 2021 was carried out via special employment centres

2.2% in 2020  
5.9% in 2019

## FOR THE WORLD WE LIVE IN

### FOR OUR ENVIRONMENT

Our activity does not significantly affect the environment, but we still try to minimise its impact and use natural resources as efficiently as possible.

As signatories to the United Nations Global Compact, we have taken a preventive approach to protecting the environment in line with the Sustainable Development Goals. We have two documents that reflect the Firm’s environmental commitment: the Environmental Policy and the Environmental Best Practices Guidelines.



#### Our Environmental Policy’s main aims

- Comply with environmental law wherever we operate.
- Provide a framework for initiatives and best practices to help meet our environmental protection commitments.
- Mitigate our activity’s impact on climate change.

The Environmental Best Practices Guidelines cover the range of measures we have implemented to minimise our environmental impact, grouped into our three main forms of consumption (energy, water, and paper and toner) and waste management. They also include initiatives and recommendations aimed at helping everyone at the Firm to use resources more efficiently.

#### Sustainable premises

We do not own any of the premises where we work from.

We implemented a range of initiatives in 2021 to support the post-pandemic

return to working in the office, ensuring that our workplaces are welcoming, safe, respectful and sustainable.

We have also introduced several initiatives to use energy and water more efficiency. The energy inspections and air quality reviews we undertook at our two Madrid offices yielded very 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 CONSUMPTION MEASURES IMPLEMENTED IN 2021

**Responsible consumption**

In line with the circular economy principle, we use resources efficiently and favour environmentally friendly ways of consuming materials.

In 2021, in addition to the measures outlined below regarding our main forms of consumption, we changed our carwashing supplier at the Madrid office to one that offers a fully ecological and water-efficient cleaning process. We now also have reusable name cards to use less plastic.



**Energy**

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

Our Barcelona office represents almost 18% of our total premises and uses 100% renewable electricity. Our other offices continued to introduce measures to reduce energy consumption in 2021, installing fluorescent tubes and lightbulbs, smart slim panels and LED screens.

One of our two Madrid offices has solar panels to heat sanitary water for toilets and kitchens.

Our Office Management Department checks electricity consumption for fluctuations on a monthly basis.



**Water**

We strive to consume water efficiently.

In 2021, we continued to find ways of reducing consumption, including gradually replacing manual taps with sensor taps.

Our Office Management Department checks water consumption for fluctuations on a daily basis.



### Paper and toner

Paper and toner consumption is an important issue for the Firm as it is closely related to our activity.

In 2021, all Iberian offices started to use EU Ecolabel and Blue Angel certified paper. More than 30% of the paper the Firm used in 2021 was recycled (compared to 9% in 2020).

We have introduced initiatives to raise awareness among our professionals regarding how they use paper and toner, instilling good practices and promoting paper replacement or saving approaches such as default duplex printing in black and white and using two screens to reduce printing. We use non-hazardous toner.

All our offices took on the “Plant the UM Forest” challenge to optimise paper usage and improve consumption habits in 2020. Working remotely during the lockdown had a positive effect on consumption and we will soon be planting 2,480 trees near the Madrid, Barcelona and Lisbon offices. We donated a large number of these trees (1,400) to the Madrid City Council in 2021 to help alleviate the effects of Storm Filomena.



### Energy consumption\*

**14,588.03** GJ

2020	2019
12,465.42 GJ	16,405.95 GJ

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

### Water consumption\*

**7,370** m<sup>3</sup>

2020	2019
6,624 m <sup>3</sup>	9,842.33 m <sup>3</sup>

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

### Paper consumption\*

**39,052** kg Recycled paper  
11,996 kg (30.7%) (9% 2020)

2020	2019
32,856 kg	57,855 kg

(\* Consumption here refers to all offices except Brussels.

### Toner consumption

**920** units

2020	2019
814 units	1,394 units



**Waste management**

Most of the waste we generate is domestic and non-hazardous. We have containers to separate and collect paper and cardboard, packaging and other waste. We send this waste and the small amount that is considered hazardous (fluorescent tubes, batteries and electric and electronic appliances) to third parties for processing as established by law.

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

**Controlling 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.

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



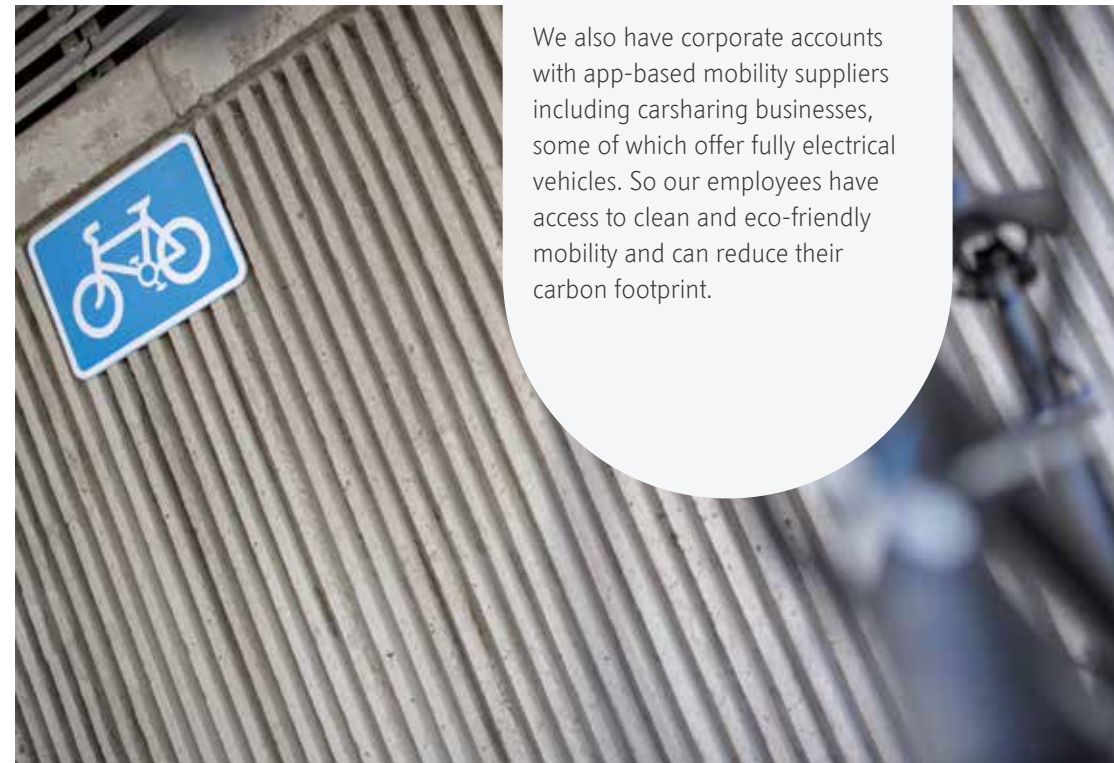
**Environmental awareness**

As our Environmental Policy sets out, all Firm members are aware that they are expected to use resources in a sustainable way, both in their personal lives and at work. We provide training and raise awareness on environmental issues such as putting up signs urging everyone to follow printing and recycling good practices and use plastic responsibly.

**Sustainable mobility**

We promote sustainable and environmentally friendly mobility. We have covered bicycle storage facilities at our two Madrid office buildings and the Barcelona office, as well as electrical vehicle charging stations at the Madrid office buildings that 22 people regularly use.

We also have corporate accounts with app-based mobility suppliers including carsharing businesses, some of which offer fully electrical vehicles. So our employees have access to clean and eco-friendly mobility and can reduce their carbon footprint.



**Greenhouse gas emissions (tCO<sup>2</sup>) in 2019, 2020 and 2021\***

	2019*	2020*	2021
Scope 1	96.87	92.82	28.83
Scope 2	1,294.11	752.10	615.82
Scope 3	1,954.59	758.48	573.97

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



## Commitment to society: the Professor Uría Foundation

URÍA MENÉNDEZ has always been committed to society by supporting culture, education and learning about law to develop 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 at the Firm and to implement charitable initiatives to benefit the most vulnerable groups in society. Our Foundation is the Firm's soul.

As many as 380 volunteers worked with the Professor Uría Foundation in 2021, in programmes involving over 2,593 beneficiaries.



**380**  
**Volunteers**

389 in 2020  
481 in 2019



**2490**  
**Beneficiaries**

2,205 in 2020  
4,084 in 2019



**Pro bono programme**

We introduced a pioneering pro bono programme in Spain that has developed under the leadership of the Professor Uría Foundation. We continue to lead the way also in terms of how committed we are to society.

Pro bono work is an exciting initiative involving voluntarily providing free-of-charge legal advice to not-for-profit entities. It brings meaning to the legal profession by reconnecting it with the value of justice.

The Professor Uría Foundation promotes and coordinates a pro bono programme involving volunteer lawyers from all the Firm’s offices. It focuses on five priority areas: children, young people, immigrants, prisoners and the fight against poverty.

As in previous years, our pro bono work in 2021 focused on defending the human rights of priority groups (children, young people, immigrants, refugees and other especially vulnerable groups) and providing legal advice to not-for-profit entities.

Our pro bono activity also included:

- organising two human rights and immigration training seminars, open to all Firm lawyers, on the rights of young non-nationals leaving care and the procedure for determining the age of non-nationals alleged to be minors (and their rights as part of that procedure); and
- preparing six information notes regarding the aid system approved to support business solvency in response to the pandemic.



**Pro bono in 2021**



**77**

**Active matters**

66 in 2020  
68 in 2019



**181**

**Participating lawyers**

154 in 2020  
109 in 2019



**49**

**Beneficiary entities**

41 in 2020  
51 in 2019

**Promoting education**

Our education and training programmes are aimed at the most vulnerable groups in society. We use our knowledge of law and other fields to encourage social harmony, integration, equal opportunities and non-discrimination.

We did our best to resume all our education and training activity during 2021, while prioritising the safety of both beneficiaries and volunteers by making adjustments and relying on technology (webinars and videoconferencing).

Despite these efforts, we were limited in how many education and training programmes we were able to carry out during the covid-19 pandemic.

**Key education promotion programmes in 2021**

**Community Law School**

Workshop for primary and secondary state school pupils in all the cities in which URÍA MENÉNDEZ has offices in Spain and Portugal.

**CLS plus**

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

**Law Workshop**

Workshop for prisoners in Madrid.

**Support for rehabilitation of young offenders**

Workshop for minors serving sentences at young offenders’ institutions in Madrid and Valencia.

**Social and workplace integration workshops**

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

*“I have a dream: a legion of young lawyers going to primary schools and talking about the meaning of law, the rule of law, human rights and the Spanish Constitution. There is also much for us to do in prisons, and many groups would greatly benefit from having a lawyer by their side”*

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



### Fostering solidarity, justice and tolerance

The Professor Uría Foundation has launched various social initiatives itself and with other entities.

The Social Action Committee is formed by 36 volunteers and it drives our social action work. Its main aims are to encourage volunteering among Firm members and to implement the Foundation's charitable initiatives in Spain, Portugal and beyond.

In 2020, the Professor Uría Foundation launched a charitable fund to help entities that it has worked closely with to respond to the social crisis arising from the covid-19 pandemic. This fund is still active.

### Charitable programmes and campaigns the Professor Uría Foundation carried out in 2021

- **Aid for school canteens** for schools in Madrid and Barcelona.
- Helping with food services in collaboration with a **Cáritas food bank** in Bilbao.
- **Route Zero** in collaboration with the Bokatas Association, supporting homeless people in Madrid.
- **Campaigns for blood donation and food, toys and blankets collection**, in addition to Christmas gifts (for the elderly, children and homeless people) across all the Firm's offices.
- **SonrisasxMascarillas (Smiles for Masks) Campaign** as part of the **UM Solidarity Day** (11 March) to benefit schools of the Community Law School network in Madrid, Barcelona, Valencia and Bilbao.
- **University study grants for young people.**

### Support for culture and art

The Professor Uría Foundation's other key goals are promoting culture and using the law to preserve and protect Spain's artistic and natural heritage.

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) through the annual Rodrigo Uría Meruéndano Art Law Award. Paula de Castro Silveira won the seventh edition of the award with her work "ARTE(FICIAL): Obras criadas por Inteligência Artificial e seus impactos no conceito de obra de arte e de direitos de autor".

The 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). The winning work is published in the Ibero-American Art Law Yearbook.

This work (which now extends to seven volumes) is produced in collaboration with the publisher Thomson Aranzadi. It is a compendium of the most innovative Ibero-American scientific works on the subject of art. The award's ninth edition was announced in 2021.

The fourth edition of the Rodrigo Uría Meruéndano Art Law Seminar was held in collaboration with the Prado National Museum in 2021 to promote the study of art law and to contribute from a legal perspective to developing and protecting Spain's rich and varied artistic heritage.

The Firm kept up its relationships with a whole host of cultural entities in 2021, including 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 also added the photographer Hannah Collins' work *True Stories (Barcelona), 24, 2005* to our art collection.

# ABOUT THIS REPORT

# 3.

SCOPE AND COVERAGE \_\_\_\_\_ 69

OTHER INFORMATION ABOUT THIS REPORT \_\_\_\_ 70

## SCOPE AND COVERAGE

Publishing this report reflects our commitment to transparency. We want our stakeholders to know about URÍA MENÉNDEZ’s business model and strategies, as well as our activity’s main economic, environmental and social impacts in 2021. The report is available on our website in digital and printable formats.

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 includes a statement

of non-financial information in the management report as established by Law 11/2018 of 28 December amending the Spanish Commercial Code; the restated text of the Companies Law that Royal Legislative Decree 1/2010 of 2 July approved; 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, is a statement of non-financial information of URÍA MENÉNDEZ for the financial year ended 31 December 2021.

This is our Sustainability Report’s fourth edition, as the first one covering 2018 was published in 2019.

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

The Firm is also committed to achieving the United Nations Sustainable Development Goals (SDGs). We contribute directly to the SDGs through the way we practise law. We

believe it is important to identify the SDGs that are most clearly linked to our sector, our activity and the impact we have on people, the economy and the environment. Therefore and as part of our commitment to the 2030 Agenda, we have identified the SDGs that are most important for the Firm’s activity so that we can focus on making the greatest and best contributions. We have focused on two SDGs that are directly related to our activities (SDGs 16 and 17) and another three (SDGs 4, 5 and 8) owing to our efforts in education, our impact on gender equality and our contribution to socioeconomic development.



**ODS 4**  
Quality education



**ODS 5**  
Gender equality



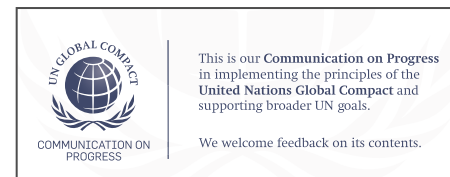
**ODS 8**  
Decent work and economic growth



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



**ODS 17**  
Partnerships for the goals

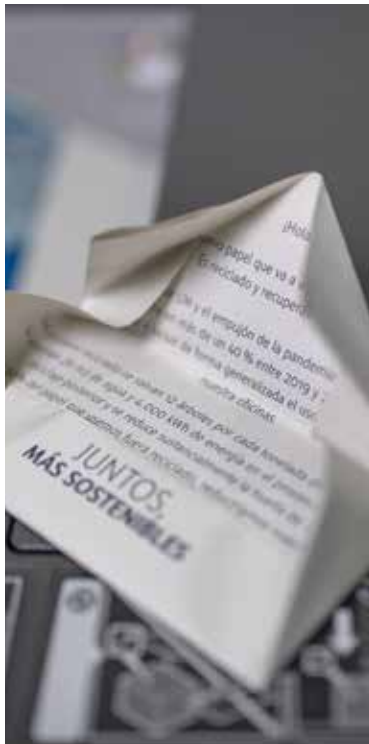




## OTHER INFORMATION ABOUT THIS REPORT

### STANDARDS AND PRINCIPLES FOR PREPARING THE REPORT

We have applied the following standards and principles in preparing this report to make sure we have reported transparent, reliable and complete information:



The core option of the Global Reporting Initiative (GRI) Standards, which applies the standards and principles defined in this report and specifically addresses 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 contents page, which lists the GRI standards and where they can be found in the report.

### DEFINING REPORT CONTENT AND QUALITY

This report concerns matters that are material for URÍA MENÉNDEZ and for its stakeholders according to our materiality analysis, which can be consulted in section 4. Therefore, the report does not include information on matters that are referred to by Law 11/2018 on non-financial information and diversity but are not material or relevant to the Firm's activity.

We have defined both report content and report quality in accordance with the principles established in the GRI standards.

### EXTERNAL ASSURANCE

BLANCO, GONZÁLEZ Y MIER, S.L., DE AUDITORÍA has reviewed and verified the report.

#### Principles for defining report content

- Stakeholder inclusion
- Sustainability context
- Materiality
- Completeness

#### Principles for report quality

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



The British consultant RSGi has rated Uría Menéndez as the top Spanish firm in terms of ESG and sustainability "Reporting". We received the top rating (level 5) for reporting and the second-highest rating (level 4) for targeting and policies.

# FURTHER INFORMATION

# 4.

LINKS WITH THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)	72
MATERIALITY ANALYSIS	74
GRI CONTENT INDEX	76
TABLE OF REQUIREMENTS UNDER LAW 11/2018	81

## 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, the 2030 Agenda 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, we outline below our contribution to the SDGs that we are best equipped to influence, highlighting how our business has directly contributed to achieving SDGs 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: **5,417** hours in 2021 to support their development.

Teaching and research by our lawyers:

- **5 chaired professors and**
- **96 university lecturers**

Training our professionals in human rights.

**Working with universities** (ICADE-Uría Menéndez Market Regulation Chair, members of the ESADE 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 for various master's degrees to access the legal profession).

**Hosting interns and graduates** via 69 framework agreements with 41 universities and the Madrid and Barcelona bar associations.

**Open days** and support for school and university students.

**Mentoring** and support programmes involving our lawyers.

**The education and training programmes** the Professor Uría Foundation organises.

### 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.**

**Promoting equal** treatment and opportunities between men and women at the Firm, 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.

### 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: **110 new hires** in 2021.

Supporting our diversity, particularly by creating the **LGBTI & Allies Desk** and disability-related initiatives.

Indirectly creating and maintaining jobs: over **390 suppliers**, of which **77% are local**.

Continuously investing in innovation to improve productivity.

Implementing measures to use resources **(energy, water, paper and toner) efficiently**.

Employee health and wellbeing **initiatives under the *humanum*** programme.

The Professor Uría Foundation's **education and training programmes**.

### 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.

Strictly complying with legal provisions and professional conduct rules.

Our **Code of Conduct**, which sets out the ethical principles and general rules for everyone at the Firm to follow on issues such as conflicts of interest, confidentiality, privileged information, money laundering and terrorist financing prevention, anti-corruption policy, crime prevention and personal data protection.

Continuous **training and awareness-raising** for the Firm's professionals on ethical and professional conduct issues.

##### Furthering the rule of law and its institutions.

##### Pro bono work.

Adhering 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. Targets 17.16 and 17.17

#### We contribute to SDG 17 through:

Partnerships with other **international firms**.

Partnerships with **universities**.

Relationships with our **alumni**.

Our representation on various committees of top **professional organisations** including the International Bar Association, Union Internationale des Avocats, International Fiscal Association, American Bar Association, International Trademark Association 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.

**Collaborating with museums:** Prado, Thyssen, MNAC, Guggenheim Bilbao, MAAT Lisbon, the Manuel Benedito Foundation, the Mapfre Foundation and the Botín Centre.

**The Professor Uría Foundation's projects** and its collaboration with other foundations.

## MATERIALITY ANALYSIS

We analyse material topics to identify the public reporting and accounting priorities for URÍA MENÉNDEZ and our stakeholders. Social, environmental and economic topics that are highly likely to have a significant impact on the business and on stakeholders' views 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, so we can take account of them in our activity and better manage our business.



### METHODOLOGY

#### 1. Identifying 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

#### Information sources analysed

##### Internal sources

- Corporate information
- Clients
- Innovation and technology
- Employees
- Society
- Environment and general services

##### External sources

- **Social and sector-based challenges and trends:** studies and publications on global trends and social needs based on RADAR CANVAS
- **Benchmarking:** good practices of four leading national and international firms
- **Monitoring traditional and social media:** media presence of the material topics for URÍA MENÉNDEZ
- **SDGs:** analysing topics and their connection with the SDGs on which URÍA MENÉNDEZ has the most significant impact





## 2. Assessing and prioritising material topics

We used our map of identified topics to prioritise the most important ones according to their significance for our and our stakeholders' business.

### Consultations:

- Interview with senior partner and managing partner
- 16 assessments of the various URÍA MENÉNDEZ areas:
  - Clients and Business Development
  - 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
- Sector and social trends analysis and sector benchmarking
- In 2020, we completed the materiality analysis through one-to-one interviews with several individuals from each of our stakeholders.



## 3. Material topics

- Ethics and professional conduct
- Operational excellence
- Trust, security and personal data protection
- 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
- Flexibility and balance focus
- Pro bono work
- Promoting solidarity, justice and tolerance\*
- Education and training focus\*
- Supporting art and culture\*
- Protecting the environment
- Transparent and trust-based supplier relationships

*\*Material topics addressed through the Professor Uría Foundation.*



## 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

GRI 102: General disclosures	Content	Page no. or direct response
102-1	Name of the organisation	6
102-2	Activities, brand, products, and services	6-8
102-3	Location of headquarters	Back cover
102-4	Location of operations	7, 34
102-5	Ownership and legal form	12
102-6	Markets served	7, 34
102-7	Scale of the organisation	9, 38
102-8	Information on employees and other workers	38, 89-90
102-9	Supply chain	59
102-10	Significant changes to the organisation and its supply chain	9, 59
102-11	Precautionary principle or approach	18-21
102-12	External initiatives	30, 49-52, 67, 69
102-13	Membership of associations	49-52, 67, 69

##### Strategy

GRI 102: General disclosures	Content	Page no. or direct response
102-14	Statement from senior decision-maker	3, 4
102-15	Key impacts, risks, and opportunities	18-21

##### Ethics and integrity

GRI 102: General disclosures	Content	Page no. or direct response
102-16	Values, principles, standards, and norms of behaviour	13-17

##### Governance

GRI 102: General disclosures	Content	Page no. or direct response
102-18	Governance structure	12
102-35	Remuneration policies	91

GRI Standard	Content	Page no. or direct response	
<b>Stakeholder engagement</b>			
GRI 102: General disclosures	102-40	List of stakeholder groups	29
	102-41	Collective bargaining agreements	39
	102-42	Identifying and selecting stakeholders	29
	102-43	Approach to stakeholder engagement	31, 74-75
	102-44	Key topics and concerns raised	75
<b>Reporting practice</b>			
GRI 102: General disclosures	102-45	Entities included in the consolidated financial statements	6, 69
	102-46	Defining report content and topic boundaries	69-70
	102-47	List of material topics	75
	102-48	Restatements of information	Equal pay gap data from previous years has been recalculated for Staff
	102-49	Changes in reporting	No significant changes during 2021
	102-50	Reporting period	2021
	102-51	Date of most recent report	31 December 2020
	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	76-80
	102-56	External assurance	94
	<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	13-17
	103-3	Evaluation of the management approach	13-17
GRI 205: Anti-corruption	205-1	Operations assessed for risks related to corruption	13-17
	205-2	Communication and training about anti-corruption policies and procedures	14-15
<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	26-27
GRI 207: Tax	207-1	Approach to tax	92
	207-2	Tax governance, control and risk management	92-93
	207-4	Country-by-country reporting	93
Uría Menéndez in-house indicators	Awards received and inclusion in rankings in 2021	26-27	

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	24-25, 37
	103-2	The management approach and its components	19, 24-25, 37
	103-3	Evaluation of the management approach	24-25
<b>Knowledge-based culture</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	22
	103-2	The management approach and its components	22-23
	103-3	Evaluation of the management approach	23
Uría Menéndez in-house indicators	Publications in 2021	23	
<b>Risk management and prevention</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	18-19
	103-2	The management approach and its components	18-21
	103-3	Evaluation of the management approach	18-21
<b>High-added-value legal advice</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	11, 33
	103-2	The management approach and its components	33
	103-3	Evaluation of the management approach	33
Uría Menéndez in-house indicators	Total number of offices in 2021 and best friends network	7-8	
<b>Continuous improvement to meet client expectations</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	33
	103-2	The management approach and its components	33
	103-3	Evaluation of the management approach	36
<b>Professional training and development</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	45
	103-2	The management approach and its components	45-47
	103-3	Evaluation of the management approach	46
GRI 404: Training and education	404-1	Average hours of training per year per employee	46-47
	404-2	Programmes for upgrading employee skills and transition assistance programmes	45-46
	404-3	Percentage of employees receiving regular performance and career development reviews	42-43
	412-2	Employee training on human rights policies or procedures	32

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	41-43
	103-2	The management approach and its components	41-43
	103-3	Evaluation of the management approach	41-43
GRI 401: Employment	401-1	New employee hires and employee turnover	9, 56-57
	401-3	Parental leave	90
Uría Menéndez in-house indicators	No. of annual hours dedicated to recruiting talent by partners and counsel in 2021		57
	No. of lawyers participating in mentoring and support, leadership and networking programmes		42
<b>Occupational health and safety</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	53
	103-2	The management approach and its components	53-54
	103-3	Evaluation of the management approach	54
GRI 403: Occupational health and safety	403-1	Occupational health and safety management system	53
	403-2	Hazard identification, risk assessment, and incident investigation	53-54
	403-3	Occupational health services	53-54
	403-5	Worker training on occupational health and safety	53
	403-6	Promotion of worker health	53-54
	403-9	Work-related injuries	54
	403-10	Work-related ill health	54
<b>Equality and diversity</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	49-52
	103-2	The management approach and its components	49-52
	103-3	Evaluation of the management approach	49
GRI 405: Diversity and equal opportunity	405-1	Diversity of governance bodies and employees	38
	405-2	Ratio of basic salary and remuneration of women to men	40, 91
<b>Focus on flexibility and balance</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	49-50
	103-2	The management approach and its components	49-50
	103-3	Evaluation of the management approach	49-50
<b>Pro bono work</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	65
	103-2	The management approach and its components	65
	103-3	Evaluation of the management approach	65
Uría Menéndez in-house indicators	No. of active matters, participating lawyers and beneficiary entities in the 2021 pro bono programme		65

Estándar GRI	Contenido	Nº de página o respuesta directa	
<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	67
	103-2	The management approach and its components	67
	103-3	Evaluation of the management approach	67
Uría Menéndez in-house indicators	Charitable programmes and campaigns carried out with volunteers by the Professor Uría Foundation in 2021		67
<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	66
	103-2	The management approach and its components	66
	103-3	Evaluation of the management approach	66
Uría Menéndez in-house indicators	Key programmes to promote education in 2021		66
<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	67
	103-2	The management approach and its components	67
	103-3	Evaluation of the management approach	67
Uría Menéndez in-house indicators	Art law awards and seminars organised or held in 2021		67
<b>Commitment to protecting the environment</b>			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	60
	103-2	The management approach and its components	60-63
	103-3	Evaluation of the management approach	60-63
GRI 301: Materials	301-1	Materials used by weight or volume	62
GRI 302: Energy	302-1	Energy consumption within the organisation	62
GRI 303: Water and Effluents	303-1	Interactions with water as a shared resource	62
	303-5	Water consumption	62
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	63
	305-2	Energy indirect (Scope 2) GHG emissions	63
	305-3	Other indirect (Scope 3) GHG emissions	63
GRI 306: Effluents and Waste	306-2	Waste by type and disposal method	63
<b>Transparent and trust-based supplier relationships</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
	103-3	Evaluation of the management approach	59
GRI 204: Procurement Practices	204-1	Proportion of spending on local suppliers	59



## TABLE OF REQUIREMENTS UNDER LAW 11/2018

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

Requirements under Law 11/2018 on non-financial information and diversity	<a href="#">Link to GRI Indicators</a>	Page no. in this Report or direct response
--	--	---

### BUSINESS MODEL

Corporate environment	102-4	Location of operations	7, 34
Organisation and structure	102-18	Governance structure	12
Markets in which operates	102-6	Markets served	7, 34
Objectives and strategies	102-6	Markets served	11
Main factors and trends that could affect future evolution	102-6	Markets served	11

### POLICIES

Description of policies applied by the group with respect to the above issues, which will include:

• due diligence procedures applied to identify, assess, prevent and mitigate significant risks and impacts	103	Management Approach	18-21
• verification and control procedures, including details of measures adopted	103	Management Approach	18-21

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

## RESULTS

Results of those policies, with the obligation to include key indicators of relevant non-financial results that permit: <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>	103	Management Approach	72-73
--	-----	---------------------	-------

## 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	18-21
---	--------	---------------------------------------	-------

## 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	60
Environmental assessment or certification procedures	102-11	Precautionary Principle or approach	60
Resources dedicated to the prevention of environmental risks	103	Management Approach	60-63
Application of the precautionary principle, amount of provisions and guarantees for environmental risks	102-11	Precautionary Principle or approach	60-63

Requirements under Law 11/2018  
on non-financial information and diversity

[Link to GRI Indicators](#)

Page no. in this Report  
or direct response

## INFORMATION ON ENVIRONMENTAL ISSUES

### Contamination

Measures to prevent, reduce or repair carbon emissions that seriously affect the environment	103	Management Approach	60-63
--	-----	---------------------	-------

### Circular economy and waste prevention and management

Measures for prevention, recycling, reuse, other forms of recovery and elimination of refuse	103	Management Approach	63
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	61-62
Consumption of raw materials and measures adopted to improved efficiency of use	103	Management Approach	61-62
	301-1	Materials used by weight or volume	61-62
Direct and indirect consumption of energy, measures taken to improve energy efficiency and use of renewables	103	Management Approach	61-62
	302-1	Energy consumption within the organisation	61-62

### Climate change

Measures taken to adapt to the consequences of climate change	103	Management Approach	60
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	63
	305-2	Energy indirect (Scope 2) GHG emissions	63
	305-3	Other indirect (Scope 3) GHG emissions	63
Voluntary medium- and long-term reduction targets established to reduce greenhouse gas emissions and measures implemented for this purpose	103	Management Approach	60

Requirements under Law 11/2018  
on non-financial information and diversity

[Link to GRI Indicators](#)

Page no. in this Report  
or direct response

### 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	38
	102-8	Information on employees and other workers	38, 90-91
	405-1	Diversity of governance bodies and employees	38
Total number and distribution of types by employment contract	102-8	Information on employees and other workers	89-90
	405-1	Diversity of governance bodies and employees	38
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	89-90
	405-1	Diversity of governance bodies and employees	38
Number of dismissals by sex, age and professional category	401-1	New employee hires and employee turnover	90
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	39
	405-2	Ratio of basic salary and remuneration of women to men	40
Salary and remuneration gap in equal job positions or on average in the company	103	Management Approach	91
	102-35	Remuneration policies	44
Implementation of work disconnection policies	103	Management Approach	49-50
Employees with disabilities	405-1	Diversity of governance bodies and employees	50-51

### Organisation of work

Organisation of working time	103	Management Approach	49-50
Number of hours of absence	403-2	Hazard identification, risk assessment, and incident investigation	54
Measures aimed at facilitating work-life balance and promoting responsible co-parenting	103	Management Approach	49-50

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

### Health and Safety

Occupational health and safety conditions	103	Management Approach	53-54
Workplace accidents, particularly their frequency and seriousness	403-2	Hazard identification, risk assessment, and incident investigation	54
Occupational ill health, broken down by sex	403-3	Occupational health services	54

### Social relations

Organisation of social dialogue, including procedures to inform and consult with workforce	103	Management Approach	39
Percentage of employees covered by collective bargaining agreements, by country	102-41	Collective bargaining agreements	39
Balance of collective bargaining agreements, particularly as regards occupational health and safety	403-1	Occupational health and safety management system	53-54

### Training

Training policies implemented	103	Management Approach	45-47
Total number of training hours by professional category	404-1	Average hours of training per year per employee	46

### Accessibility

Universal accessibility for disabled persons	103	Management Approach	50-51
--	-----	---------------------	-------

### Equality

Measures taken to promote equality of treatment and opportunity between men and women	103	Management Approach	49-50
Equality plans, measures taken to promote employment, sexual harassment protocols	103	Management Approach	49-50
Integration and universal accessibility for disabled persons	103	Management Approach	50-51
Comprehensive anti-discrimination policy and, if applicable, diversity management policy	103	Management Approach	30, 49

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

### INFORMATION ON HUMAN RIGHTS

Application of human rights due diligence procedures	103	Management Approach	32
Prevention of risks of human rights violations and, if applicable, measures to mitigate, manage and repair potential abuses	103	Management Approach	32
	412-2	Employee training on human rights policies or procedures	32
Complaints of human rights violations	No complaints of this kind were recorded at Uría Menéndez in 2021		
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	32
Elimination of discrimination in employment and in the workplace	103	Management Approach	49-50
Elimination of forced or compulsory labour	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	32
Effective abolition of child labour	408-1	Operations and suppliers at significant risk for incidents of child labour	32

### INFORMATION ON CORRUPTION AND BRIBERY

Anti-corruption and bribery measures	103	Management Approach	13-16
	205-1	Operations assessed for risks related to corruption	13-16
	205-2	Communication and training about anti-corruption policies and procedures	13-16
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	91



Requirements under Law 11/2018  
on non-financial information and diversity

[Link to GRI Indicators](#)

Page no. in this Report  
or direct response

## INFORMATION ON SOCIETY

### The company's commitment to sustainable development

Impact of the company's activity on local employment and development	103	Management Approach	29-30
	203-1	Infrastructure investments and services supported	64-67
Impact of the company's activity on local populations and on the territory	204-1	Infrastructure investments and services supported	59
Relationships with actors in local communities and forms of dialogue with them	102-43	Approach to stakeholder engagement	31
Association or sponsorship initiatives	102-12	External initiatives	49, 67, 69
	102-13	Membership of associations	No sponsorship activities at Uría Menéndez in 2021

### Subcontracting and suppliers

Inclusion of social, gender equality and environmental issues in the procurement policy	102-9	Supply chain	59
Consideration of social and environmental responsibility in relations with suppliers and subcontractors	103	Management Approach	59
	308	Supplier Environmental Assessment	59
	414	Supplier Social Assessment	59
Audit and supervision systems and results	308	Supplier Environmental Assessment	59
	414	Supplier Social Assessment	59

### Consumers

Measures for consumer health and safety	103	Management Approach	20, 33
Complaints mechanism, complaints received and their resolution	103	Management Approach	20

### Tax information

Country-by-country profits obtained	201-1	Direct economic value generated and distributed	92
Taxes paid on profits	201-1	Direct economic value generated and distributed	93
Receipt of public subsidies	201-4	Financial assistance received from government	93

# APPENDIX

# 5.

APPENDIX 1: OTHER NON-FINANCIAL INDICATORS	89
INDICATORS ON SOCIAL AND WORKFORCE ISSUES	89
ANTI-CORRUPTION AND BRIBERY INDICATORS	91
TAX INFORMATION	92
APPENDIX 2: VERIFICATION REPORT	94

## INDICATORS ON SOCIAL AND WORKFORCE ISSUES

## TYPE OF CONTRACT AND WORKING DAY DISTRIBUTION BY SEX, AGE, PROFESSIONAL CATEGORY AND COUNTRY OR REGION



## By employment contract \*

By sex	Total 2019		Total 2020		Total 2021	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Women	93.3%	6.7%	96.3%	3.7%	93.9%	6.1%
Men	95.3%	4.7%	96.2%	3.8%	97.1%	2.9%
<b>Total</b>	<b>94.0%</b>	<b>6.0%</b>	<b>96.3%</b>	<b>3.7%</b>	<b>95.1%</b>	<b>4.9%</b>

By age range	Total 2019		Total 2020		Total 2021	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
< 30	88.8%	11.2%	90.0%	10.0%	87.6%	12.4%
30-49	96.2%	3.8%	98.8%	1.2%	98.5%	1.5%
50 or over	100.0%		100.0%		99.1%	0.9%
<b>Total</b>	<b>94.0%</b>	<b>6.0%</b>	<b>96.3%</b>	<b>3.7%</b>	<b>95.1%</b>	<b>4.9%</b>

By professional category	Total 2019		Total 2020		Total 2021	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Lawyers	99.2%	0.8%	100.0%		100%	
Non-practising & support lawyers	17.5%	82.5%	16.1%	83.9%	41.7%	58.3%
Staff	96.5%	3.5%	98.8%	1.2%	96.8%	3.2%
<b>Total</b>	<b>94.0%</b>	<b>6.0%</b>	<b>96.3%</b>	<b>3.7%</b>	<b>95.1%</b>	<b>4.9%</b>

By country or region	Total 2019		Total 2020		Total 2021	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Spain	94.4%	6.0%	96.0%	4%	94.7%	5.3%
Portugal	100.0%		100.0%		100%	
International offices	83.3%	16.7%	100.0%		100%	
<b>Total</b>	<b>94.0%</b>	<b>6.0%</b>	<b>96.3%</b>	<b>3.7%</b>	<b>95.1%</b>	<b>4.9%</b>



## By working day

By sex	Total 2019		Total 2020		Total 2021	
	Full time	Part time	Full time	Part time	Full time	Part time
Women	82.1%	17.9%	82.3%	17.7%	83.8%	16.2%
Men	99.2%	0.8%	98.9%	1.1%	99.1%	0.9%
<b>Total</b>	<b>88.6%</b>	<b>11.4%</b>	<b>88.8%</b>	<b>11.2%</b>	<b>89.6%</b>	<b>10.4%</b>

By age range	Total 2019		Total 2020		Total 2021	
	Full time	Part time	Full time	Part time	Full time	Part time
< 30	96.6%	3.4%	96.4%	3.6%	96.5%	3.5%
30-49	82.5%	17.5%	84.3%	15.7%	85.3%	14.7%
50 or over	92.9%	7.1%	88.7%	11.3%	88.5%	11.5%
<b>Total</b>	<b>88.6%</b>	<b>11.4%</b>	<b>88.8%</b>	<b>11.2%</b>	<b>89.6%</b>	<b>10.4%</b>

By professional category	Total 2019		Total 2020		Total 2021	
	Full time	Part time	Full time	Part time	Full time	Part time
Lawyers	97.8%	2.2%	96.9%	3.1%	97.0%	3.0%
Non-practising & support lawyers	98.3%	1.7%	100.0%		100%	
Staff	77.2%	22.8%	78.6%	21.4%	79.9%	20.1%
<b>Total</b>	<b>88.6%</b>	<b>11.4%</b>	<b>88.8%</b>	<b>11.2%</b>	<b>89.6%</b>	<b>10.4%</b>

By country or region	Total 2019		Total 2020		Total 2021	
	Full time	Part time	Full time	Part time	Full time	Part time
Spain	86.7%	13.3%	87.1%	12.9%	88.1%	11.9%
Portugal	98.5%	1.5%	98.5%	1.5%	99.2%	0.8%
International offices	96.0%	4.0%	86.7%	13.3%	86.7%	13.3%
<b>Total</b>	<b>88.6%</b>	<b>11.4%</b>	<b>88.8%</b>	<b>11.2%</b>	<b>89.6%</b>	<b>10.4%</b>

(\*) Members of staff in our Lisbon and Porto offices have been taken into account for these figures but the lawyers in those offices have not because they are not employed by the Firm.



### DISMISSALS BY SEX, AGE AND PROFESSIONAL CATEGORY

	Total 2019		Total 2020		Total 2021	
<b>By sex</b>						
Women	16	51.6%	16	55.2%	6	31.6%
Men	15	48.4%	13	44.8%	13	68.4%
<b>Total</b>	<b>31</b>	<b>100.0%</b>	<b>29</b>	<b>100.0%</b>	<b>19</b>	<b>100.0%</b>
<b>By age range</b>						
< 30	5	16.1%	18	62.1%	5	26.3%
30-49	23	74.2%	10	34.5%	12	63.2%
50 or over	3	9.7%	1	3.4%	2	10.5%
<b>Total</b>	<b>31</b>	<b>100.0%</b>	<b>29</b>	<b>100.0%</b>	<b>19</b>	<b>100.0%</b>
<b>By professional category</b>						
Lawyers	23	74.2%	25	86.2%	15	78.9%
Non-practising & support lawyers			2	6.9%	1	5.3%
Staff	8	25.8%	2	6.9%	3	15.8%
<b>Total</b>	<b>31</b>	<b>100.0%</b>	<b>29</b>	<b>100.0%</b>	<b>19</b>	<b>100.0%</b>

### PARENTAL LEAVE, RATE OF RETURN TO WORK AND RETENTION RATE AT THE SPANISH AND PORTUGUESE OFFICES

	Año 2021		
	Women	Men	Total
<b>Parental leave</b>			
Individuals entitled to parental leave	21	20	41
Individual who have taken parental leave	21	20	41
<b>Total %</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

	Women	Men	Total
<b>Rate of return to work</b>			
Individuals due to return to work following parental leave	24	30	54
Individuals who have returned to work following parental leave	24	30	54
<b>Total %</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

\* Defined as individuals who became parents during 2021 and returned to work following leave in the same year, as well as those whose leave started in 2020 and ended in 2021.

### RETENTION RATE

	Individuals returning from parental leave in previous period (2020)	Individuals retained 12 months after returning to work following a period of parental leave (at the Firm as at 31 December 2021)	
Women	27	24	88.9%
Men	13	11	84.6%
<b>Total %</b>	<b>40</b>	<b>35</b>	<b>87.5%</b>

## ANTI-CORRUPTION AND BRIBERY INDICATORS

In 2021, the Firm made contributions to foundations and other not-for-profit entities amounting to €767,133.18 (€1,041,248.61 in 2020; €772,005.30 in 2019). It contributed over half of this amount to the Professor Uría Foundation.

URÍA MENÉNDEZ has made no donations or contributions to foundations or other not-for-profit entities with links to political parties.

**2021**

**€767,133.18**

contributions to foundations and other non-profit entities

**2020**

**€1,041,248.61**

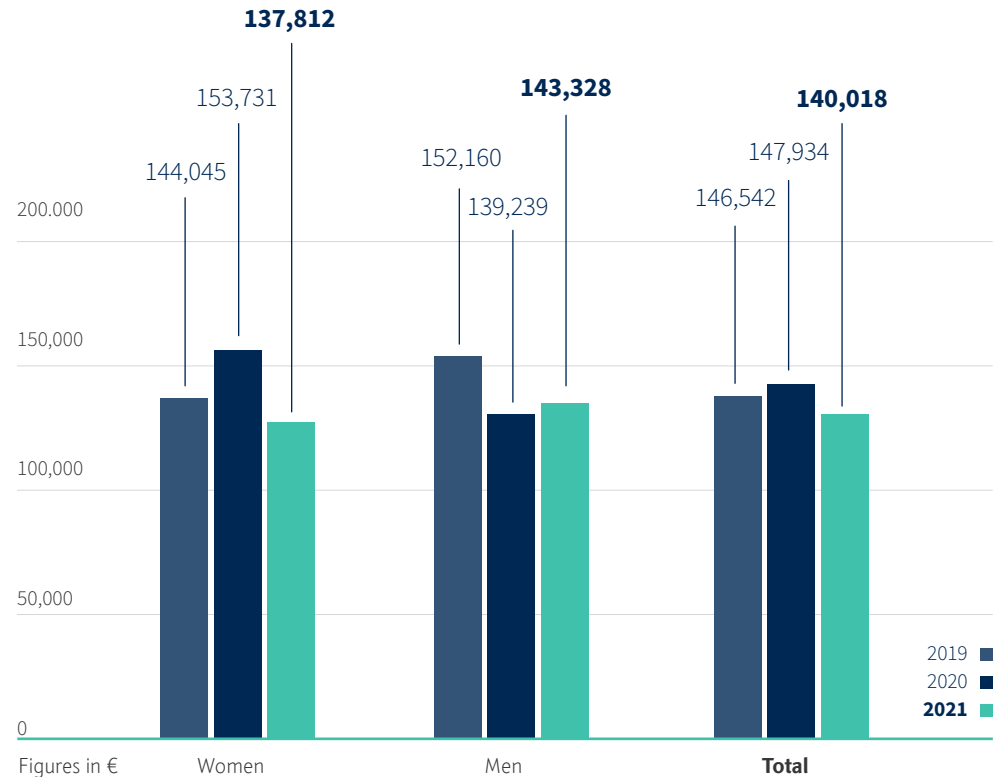
**2019**

**€772,005.30**



### AVERAGE REMUNERATION OF DIRECTORS AND BOARD MEMBERS

Our directors' average remuneration in 2021 was €140,018 (€147,934 in 2020; €146,542 in 2019).



Board members have no employment relationship with the Firm and their position is not remunerated. They received no remuneration in 2021 for their role as board members.



## TAX INFORMATION

We have a responsible tax policy at URÍA MENÉNDEZ. We comply with all our tax obligations across all the countries in which we operate and we always follow the most conservative approach whenever there is uncertainty regarding how the rules should be interpreted, taking into account administrative legal principles. Our tax policy is to minimise asset and reputational risks for the Firm and our partners.

We also avoid tax engineering structures and do not operate in any tax havens. We base our corporate structure on objective business criteria and never solely on the tax outcome.

We have implemented an internal procedure to identify situations in which our clients may be using aggressive tax planning mechanisms, applying the Spanish DAC-6 regulations (Council Directive (EU) 2018/822 of 25 May 2018). The Ethics, Risk and Compliance Department ensures compliance with money laundering and terrorist financing prevention regulations.

### PROFITS OBTAINED BY EACH GROUP COMPANY (FIGURES IN EUROS)

	2019	2020	2021
URÍA MENÉNDEZ ABOGADOS S.L.P.	1,033,521	1,240,620	819,814.98
URÍA MENÉNDEZ MÉXICO, S.C. (EN LIQUIDACIÓN)	- 214,632	-35,075	
URÍA MENÉNDEZ USA, LLC		-406,680	-68,952.54





## TAXES PAID BY COUNTRY (FIGURES IN EUROS)

	VAT			Personal Income Tax			Corporate Income Tax			Other taxes		
	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
<b>Uría Menéndez</b>	<b>6,659,192</b>	<b>7,288,475</b>	<b>3,842,779</b>	<b>32,626,301</b>	<b>33,162,695</b>	<b>34,880,407</b>	<b>2,092,114</b>	<b>1,949,685</b>	<b>664,127</b>	<b>498,363</b>	<b>464,894</b>	<b>477,370</b>
Spain	6,435,947	7,058,650	3,582,906	24,969,413	26,598,864	27,551,592	964,779	485,201	3,355	364,149	363,480	377,131
Portugal	-	-	-	5,916,046	5,704,720	6,234,823	787,943	1,349,204	660,772	-	-	-
Belgium	211,032	224,414	259,873	65,908	100,272	82,212	169,873	115,280	-	17,202	17,122	17,974
United Kingdom	-	5,412	-	735,283	667,670	1,011,779	169,519	-	-	79,850	80,573	82,266
United States	-	-	-	861,144	-	-	-	-	-	31,084	-	-
China	12,213	-	-	78,507	91,169	-	-	-	-	6,078	3,718	-
<b>Uría Menéndez USA</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>630,027</b>	<b>235,123</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>36,200</b>	<b>22,077</b>
United States	-	-	-	-	630,027	235,123	-	-	-	-	36,200	22,077
<b>Uría Menéndez México</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>47,851</b>	<b>9,058</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,770</b>	<b>-</b>	<b>-</b>
Mexico	-	-	-	47,851	9,058	-	-	-	-	7,770	-	-
<b>TOTAL</b>	<b>6,659,192</b>	<b>7,288,475</b>	<b>3,842,779</b>	<b>32,674,152</b>	<b>33,801,780</b>	<b>35,115,530</b>	<b>2,092,114</b>	<b>1,949,685</b>	<b>664,127</b>	<b>506,133</b>	<b>501,094</b>	<b>499,447</b>

We are aligned with the principles and initiatives advocated in the OECD's BEPS (base erosion and profit shifting) report. We value related party transactions at arm's length prices and keep appropriate records.

We are not required to prepare a country-by-country report for our group entities as their revenue does not exceed the applicable threshold.

## RECEIPT OF PUBLIC SUBSIDIES (FIGURES IN EUROS)

Subsidies received	2019	2020	2021	AWARDING AUTHORITY
<b>Uría Menéndez</b>	<b>70,422</b>	<b>62,987</b>	<b>73,500.63</b>	<b>Forcem</b>
Spain	70,422	62,987	73,500.63	
Portugal	-	-	-	
Belgium	-	-	-	
United Kingdom	-	-	-	
<b>Uría Menéndez USA</b>	<b>-</b>	<b>-</b>	<b>-</b>	
United States	-	-	-	
<b>Uría Menéndez México</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>TOTAL</b>	<b>70,422</b>	<b>62,987</b>	<b>73,500.63</b>	



**INFORME DE VERIFICACIÓN INDEPENDIENTE DEL ESTADO DE INFORMACIÓN NO FINANCIERA CONSOLIDADO DE URÍA MENÉNDEZ ABOGADOS, S.L.P. Y SOCIEDADES DEPENDIENTES DEL EJERCICIO 2021**

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

De acuerdo al artículo 48 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 2021, 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 incorrección 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 profesional, confidencialidad y comportamiento profesional.

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

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

**Nuestra responsabilidad**

Nuestra responsabilidad es expresar nuestras conclusiones en un informe de verificación independiente de seguridad limitada basándonos en el trabajo realizado. 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

González del Valle, 6 - 1º E - Teléfs.: 985 27 70 95 - 985 27 71 04 - Fax: 985 27 70 91  
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 2021.



(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 2021 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 2021.
- 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 2021.
- Comprobación, mediante pruebas, en base a la selección de una muestra, de la información relativa a los contenidos incluidos en el EINF del ejercicio 2021 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 2021 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, 23 de Mayo 2022

**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

© URÍA MENÉNDEZ ABOGADOS, S.L.P.  
Príncipe de Vergara, 187  
28002 Madrid  
[www.uria.com](http://www.uria.com)

**CONTACT DETAILS**  
Ana Suárez Capel  
Sustainability Director  
[ana.suarez@uria.com](mailto:ana.suarez@uria.com)



URÍA  
MENÉNDEZ

[www.uria.com](http://www.uria.com)