



MADRID



Comunidad de Madrid



GOBIERNO DE ESPAÑA

MINISTERIO DE ASUNTOS ECONÓMICOS Y TRANSFORMACIÓN DIGITAL

**MADRID
EUROPEAN
HEADQUARTERS
OF ANTI-MONEY
LAUNDERING
AUTHORITY
SPANISH BID FOR AMLA**

Executive Summary

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Servicio Ejecutivo de la Comisión de
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CONSEJO GENERAL
DEL NOTARIADO



unespa







1 THE BUILDING – TORRE DE CRISTAL

2 MADRID'S INFRASTRUCTURES

3 MADRID – QUALITY OF LIFE TO FEEL AT HOME

4 A ROBUST AML/CTF SYSTEM

5 ADDITIONAL AND ENABLING SERVICES

Spain Key Figures

Madrid Welcomes AMLA

47.6

million people in 2022

83.3

years life expectancy at birth
in 2021

4th

eurozone economy in 2022
€1,992,573 million GDP

5.5%

GDP growth in 2022

71.6

millions of tourists visited
Spain in 2022

2nd

in Europe in number of
UNESCO world heritage sites



A reference in the fight against ML/FT

A single authority

as a supervisor and Financial Intelligence Unit

A single supervisor

for all obliged entities

1st

in the production and use of
financial intelligence

3rd

in Digital connectivity EU-27

2nd

in ITU Global Cybersecurity
Index

94%

high-capacity network

83%

5G coverage



Madrid



Quality of life

4th

Regional Economy in the EU -
GDP PPS EU-27

90

International schools and 10
International Baccalaureate

4th

Best city in Europe to live and
invest

85,4

Years life expectancy in Madrid, the
highest in the EU

+130,000

Foreign students choose Madrid
each year

2,909

Hours of sunshine per year with
15°C average temperature



Infrastructures

3rd

Airport in the EU with 50.6 M
passengers annually and 1st in the
EU for punctuality

+200

Global destinations with +2,600
weekly-direct flights from/to 83 EU
cities

302

Metro stations all over Madrid and
+219 bus lines

1st

High-speed network in the EU in
number of km (2nd in the world)

1st

Madrid, world's Leading Meetings &
Conference Destination the last 4
years

+58,000

Public bicycle service users



The Building

10,000m²

Of gross floor area above ground

2,700m²

Of office space expandable to
5,400m²

1,000m²

Of fully-equipped meeting rooms

15 min

To the city centre and to the
airport by car

4

Certifications for meeting the
highest environmental standards:

1st

Class security measures with a
specific security plan designed by
the national police force



Madrid skyline



Madrid's Bid

Executive Summary

Spain is proud to present the candidacy of Madrid as the future host of the European Anti-Money Laundering Authority.

Madrid is a **flourishing and open-minded city** that welcomes the opportunity to host AMLA and is excited by the challenges that this new project presents.

The capital covers all the key elements and criteria defined by the European Union to ensure the successful settlement of the Agency:

- A **ready-to-use building**.
- An **accessible location**.
- Adequate **education facilities**.
- Appropriate **access to the labour market, social security and medical care** for both, children and spouses.
- A **sustainable and digital security and connectivity** regarding physical and IT infrastructure and working conditions.
- A **high quality, repute and experienced national AML/CFT framework**, able to recruit high-qualified and specialised staff, as well as provide adequate training opportunities for AML/CFT activities and **cooperation** with other EU institutions, bodies and agencies.
- A detailed **business allocation plan** to ensure that AMLA can be set up on-site.

Executive Summary

Why Spain?

Hosting the European Anti-Money Laundering Authority (AMLA) is an opportunity for Spain to show its commitment to Europe, while promoting a stronger and better Union for all its citizens. **Spain is among the countries with the greatest confidence levels in the future of the European Union, and has always been committed to its objectives**, promoting the European spirit of democracy, tolerance and diversity.

Madrid's bid brings two key elements that will guarantee AMLA's landing with the minimum impact for its staff and their families: engaged administrations, a supportive society and its commitment with the European project.

Engaged administrations

Establishing the new EU Anti-Money Laundering Authority represents a major challenge for the European Union. It is vital that the future host city meets all the criteria and has a proven track record to support all the infrastructural needs of the Agency, in order to guarantee AMLA's daily operations from day one.

All levels of Spanish public administration are fully committed to the success of the landing process, aligning their objectives and joining forces to present Madrid's bid as the ideal venue.

The national, regional and local administrations are working closely together to provide a smooth landing. Spain firmly believes that Madrid is the best location for the European Anti-Money Laundering Authority and its staff.



Madrid ensures that AMLA can be established on-site at any time, as well as the smoothness of the landing process, both for its activity and its employees.

Committed with the European project

The European Union plays a crucial role through its institutions and agencies, which take care of its citizens, ensure progress and foster tolerance. Due to the importance of these tasks, Spain is highly committed to the European project, particularly with AMLA, as it aspires to contribute greatly to the construction of a preventive system for potential illicit activities.



Spain is committed with the European project and has always supported the European spirit of democracy and diversity.



Plaza Mayor

Executive Summary

Why Madrid's bid?

Madrid is the ideal location to host the AMLA agency with maximum guarantees of success, going far beyond the needed requirements expressed by the European Commission. This bid is based on 5 key elements:

1

The building: Torre de Cristal



2

Madrid's Infrastructures



3

Madrid - Quality of life to feel at home



4

A robust AML/CTF system



5

Additional and Enabling Services



Aerial view of buildings in Madrid

Torre de Cristal

Ready to use venue from day one

Torre de Cristal is a flexible highly functional building that is already set up to host an international institution such as the European Anti-Money Laundering Agency. The optimal allocation of space is specifically designed to accommodate a complex and busy organization, catering to the needs of office premises as well as a significant volume of meetings.

Torre de Cristal key elements

250 m high
tallest skyscraper in Spain

2,700 m²
office space for AMLA,
expandable to 5,400 m² to accommodate the expected increase of AMLA's staff

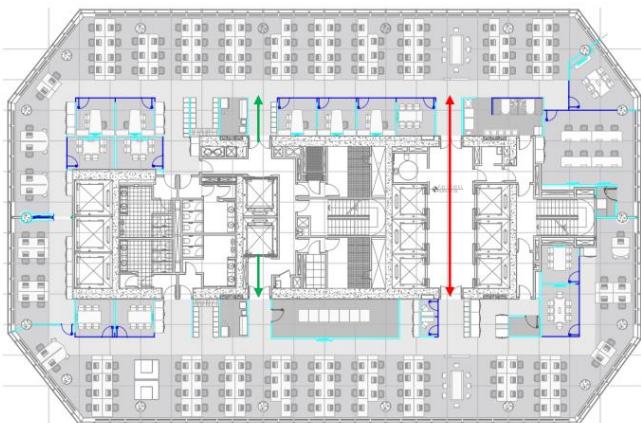
2,000 m²
2 lobby floors

1,000 m²
of event space,
distributed in meeting rooms of different capacities (up to 150 members)

+1,100 m²
of restaurants, cafeterias and gym

+1,300
parking places,
for staff and visitors and parking on the street

Torre de Cristal houses a 500m² vertical garden, the highest in Europe.



Floor section of the Torre de Cristal, showcasing different spaces for multiple uses.

Flexible, modern & complete workspace

The design of Torre de Cristal brings together quality and technology to provide entities like AMLA with the best office premises for their activities. The building is equipped with all the infrastructure needed to host the European Anti-Money Laundering Agency, as well as additional services that any member, firm or visitor may need:

Wide range of services



Parking spaces

With 1,300 parking places for staff and visitors with direct access to the building.



Accessibility for PRM

Full adapted access and services.



Gym

A fitness club for all employees.



Restaurants and cafeterias

More than 500 m² for restaurants, complemented by an outdoor terrace.



Electric vehicle chargers

Available in the premises with capacity for 50 vehicles.



Bicycle parking

Bicycle spots available for the staff.

Additional Services for AMLA

Torre de Cristal can be tailored to the specific needs of AMLA. The building is an adaptable and modern infrastructure ready to adjust to any specific change. Madrid will provide a technical team to adapt the office premises space and facilities to AMLA's needs.



Spain will cover the costs of adapting the spaces to specific AMLA's needs and the expenses of renting for 5 years

Torre de Cristal

An accessible and well-serviced district

Torre de Cristal is located in **Madrid's Cinco Torres Business Area**, which is one of the Spanish **major financial hubs**. The area combines outstanding business facilities with the proximity of several residential neighbourhoods, making it easy for employees to reconcile life and work. This exceptional location will provide **AMLA's staff** with an exceptional **workplace** that is both easily **accessible and well-serviced**.

Services within a radius of 3 km from AMLA's premises



Highly-connected to any spot of the city

The office premises are strategically located in **Paseo de la Castellana** (La Castellana, from now on), one of the main avenues in Madrid that cross the city from north to south. This location offers **convenient access to the city centre** and its main tourist attractions, as well as effortless entry to **air and rail transport connections**.



+15

Public transport connections

- 11 bus lines
- 3 metro lines
- 7 train lines
- 3 train stations

Main distances from AMLA's premises



15'

To the city centre



15'

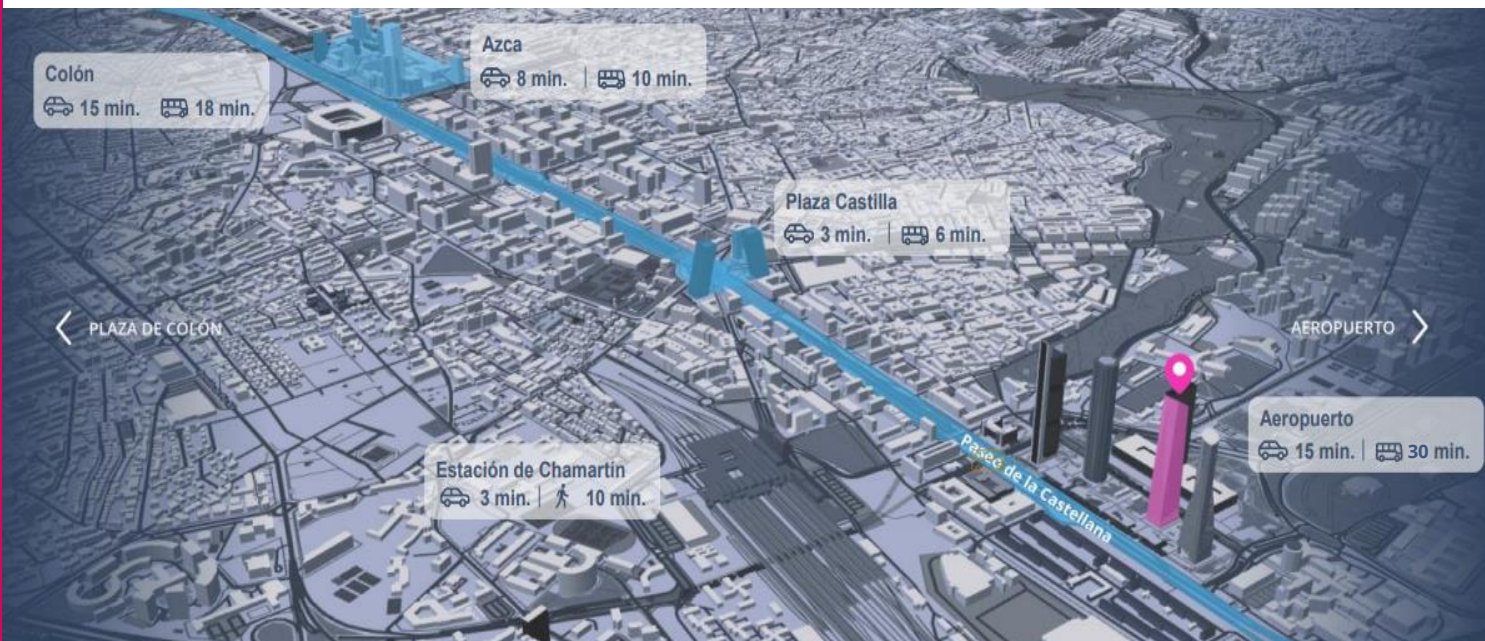
To the Airport by car and 30' by public transport



5'

To bike sharing stations by foot

With a direct connection to La Castellana through a bike lane



Map of AMLA Building

Torre de Cristal

Guaranteed sustainability for AMLA activity

The venue meets the environmental and sustainability standards of the Agency. Torre de Cristal has an advanced sustainability design offering the best quality standards, based on sustainable construction and efficient waste management.



Energy Management System
– ISO 50001



Environmental Management System
– ISO 14001



Decarbonisation and climate neutrality strategy - ISO 14064



Zero Waste to Landfill (LRQA)
– ISO 9001

The building uses 100% renewable electrical energy and has a class A energy certification:



Class A energy certificated building



Sensor-equipped LED lighting



Highly efficient climate control



Energy recovery lifts



Active façades

Source: Mutua Madrileña



Madrid Nuevo Norte, Future Central Park

AMLA's premises will be integrated into Madrid Nuevo Norte, the first climate-neutral business district in Europe by 2040.

The measures of the action plan for Madrid Nuevo Norte will lead to a reduction of:

100% of emissions linked to the use of buildings and space lighting

57% of emissions linked to transport

49% of emissions linked to water supply

Source: Madrid city council Action Plan for MNN

First-class security systems

Torre de Cristal has all the security conditions needed to host an international institution. Its high standards in safety and security will deliver for any requirement the AMLA Agency may need, including access control, intruder system, video surveillance, entryphone system and cybersecurity.

Torre de Cristal also has a **Control Centre** in the building itself, with 24/7 physical security.

The national security forces will prepare an institutional headquarters security report, which will determine the security measures that need to be put in place to further secure Torre de Cristal.



A specific **Security Plan** will be designed with the national security forces for AMLA.

In addition, security in the area is especially reinforced thanks to the high police presence, due to the existence of embassies close to the building.

Accessibility & Infrastructures

Reference and strategic hub in Europe

Madrid Airport is one of the busiest and most efficient airports in the EU, providing numerous connections to the main European cities and delivering one of the most punctual air transport systems in the world.

Key figures of Madrid Airport

50.6 M passengers in 2022	72% international passengers
351,906 operations in 2022	397 routes in 2022
76 airlines operating	+200 destinations

Source: Aena

EU flight distance from Madrid



Weekly direct flights from/to Madrid

264 to Paris	110 to Rome	109 to Amsterdam	108 to Brussels
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Source: Aena



Passengers entering the T4 boarding area at Madrid – Barajas Airport

Gateway to Latin America

Madrid Airport is the main entrance to Europe from Latin America, and vice versa, as well as a fundamental connection between the European continent and North America and Asia.

Connectivity highlights

29% of the traffic between Europe and Latin America is originated at Madrid Airport.

Source: Aena

Madrid Airport highlights



Madrid Airport is the **3rd EU airport** in terms of passenger traffic, with **+2,600 weekly-direct flights** from/to **83 destinations in the EU.**

Source: Airport statistics, Aena

Connected to anywhere

During a regular week, Adolfo Suárez Madrid-Barajas Airport provides diverse flight connections to any European city and worldwide.

Centre of Journeys in Spain

Madrid's Airport allows travellers to fly to any Spanish destination in approximately 1h, and to the Canary Islands in less than 3h.

Direct connection; Airport & City centre



Adolfo Suárez Madrid – Barajas Airport

Quality of services

Madrid Airport is a consolidated international reference site.



Madrid Airport ranks **1st in EU** for mega airports **in terms of punctuality**, with a total coverage of 91% in OTP (On-Time Performance).



Madrid, with **4.04 out of 5**, scores higher than many other EU Member States **in terms of passengers' overall satisfaction**.



Madrid Airport has won **8 international awards and certifications**; including an ACI, CAPA and four Skytrax (excellence) awards, Brand Finance (financial) awards and the EFQM 500+ European quality management awards, among others.



The cost of a stopover in Madrid is 57% lower than the average of its competitors.

Source: Aena

Madrid is one of the best-connected cities in the EU, offering a growing flight network with highly competitive prices within the EU.

Sustainability

Madrid Airport provides a **unique connectivity** level allowing travellers to move in a fast way and without exiting terminals, due to the **integrated connection** with the metro and railway to travel to the city centre and suburban areas or the AMLA building.

Aena is working on making its airports net-zero **CO₂ emissions by 2040**, bringing the sector's commitment forward by ten years and carbon-neutral by 2026. Additionally, the commitment is to achieve level 4+ of the Airport Accreditation Programme, a specific certification for the airport sector by ACI EU.

The discount made on the parking for electric vehicles and the installation of charging points shows the airport's commitment to sustainability.

Madrid Airport has obtained level 3 (Optimisation) in the Airport Accreditation Programme thanks to the achievement of reduction of CO₂ emissions and has the target to get level 4+ by 2026.



From AMLA to the Airport by public transport



*Metro line 8 (L8) is available in all four terminals every 5' and the journey from AMLA takes 36' to Terminals 1, 2 & 3. Prices range between €1.5 - €3, depending on the scope. Metro line L10 connects the L8 line with the AMLA building through the Nuevos Ministerios stop.



○ T1, T2 & T3 – floor 1

○ From 6:05 am to 2:00 pm, every 30'



*Train lines 1 (C1) and 10 (C10) are available in Terminal 4 (T4) every ≈15' per €1.70 - €2.60 and the journey to AMLA takes 15' from Chamartín Train Station. Trains reach suburban areas too.

○ T4 – floor -1



Bus services are available for driving to urban, interurban and suburban areas through three different bus categories. The journey to the AMLA building takes approximately 30'.

Urban buses



➡ 203 Bus line 203 – 24h service every 15' per €5 per journey and from T1, T2 & T4.



➡ 101 Bus line 101 – from 6:05 a.m. to 11.45 p.m. service every 14' per €1.50 per journey and from T1, T2 & T3.



➡ 200 Bus line 200 – from 5:50 a.m. to 11.30 p.m. service every 15' per €1.50 per journey and from all four terminals.

Interurban buses**



822 824 Lines 822, 824, 827 and 828 – from 5.45 a.m. to 10.40 p.m. offer service every 20' per €1.5 or €2 per journey and from T1 (822 and 824) & T4 (827 and 828).

Long-distance buses (suburban areas & distant destinations)



4 bus companies varying in price and scope are available in T1 & T4 and include many destinations:

- +30 Spanish cities and locations
- Portuguese and French cities



Taxi services are available anytime at Madrid Airport, providing transport to AMLA offices:

- €30 fixed fee
- 15' to the AMLA building
- No parking slots needed
- 24/7 free pick-up location



Car-sharing services are also a possibility for mobility from the airport to any destination.

- Zero-emission service
- 15' to the AMLA building
- Possibility to park at the airport (specialised area)

*Transfer to other modes of transport is needed

**Interurban buses offer different schedules depending on each bus

Source: Aena, EMT & Renfe

An accessible airport for everyone

Madrid Airport offers **free assistance service** for passengers with reduced mobility (PRM) at any time.



The average PRM service satisfaction was 4.94/5 at Madrid Airport, according to ASQ surveys managed by ACI.

Exceptional high-speed connections

Easy access to the most competitive country in tourism and travel

Spain is a global leader in mobility and innovation. Its high-speed rail network connects 39 cities (3 of them in France) through +3,700 km of rail lines, being the 2nd largest high-speed rail network in the world, and 1st in the EU in number of kilometres. Its execution quality is proven especially through the 84.23% punctuality rate, guaranteeing the efficiency of the long-distance railway service.

From Madrid to Spanish iconic places with high-speed & car



17,551

kilometres

of great-capacity highways and motorways in Spain



	High-Speed	Private
● Málaga	2h 28'	5h 30'
● Costa Brava*	3h 18'	7h 40'
● Valencia	1h 49'	3h 40'
● Granada	3h 20'	4h 20'
● Cuenca	55'	1h 50'
● Pirineos*	2h 5'	5h
● Barcelona	2h 30'	5h
● Sevilla	2h 34'	5h 8'
● Córdoba	1h 42'	4h 10'

*High-speed destination is Girona (Costa Brava) & Lleida (Pirineos)
Source: Renfe & Google Maps

#VisitSpain

Madrid has a centric location that allows people to travel to many destinations in just a few hours, mainly due to its high-speed rail network and radial road system.



Coastal areas

Costa del Sol (Málaga), Costa Brava (Girona), Islas Canarias y Baleares or Valencia are some examples of Spanish coastlines. Southern Spain is also an extraordinary place to play golf.



Mountain regions

Some examples include Picos de Europa, Sierra Nevada (Granada) or Pirineos, where travellers can ski or hike and arrive through high-speed railways.



Cultural Tourism

There are different destinations to enjoy a cultural experience: Granada, Córdoba, Sevilla, Toledo, Barcelona or Santiago de Compostela are some.

Two of the most visited monuments in the world are in Spain:



Sagrada Familia
in Barcelona



Alhambra
in Granada

Accessible trains and stations



Spanish train operators are committed to provide accessible railroads to enable everyone to exercise its right to mobility.

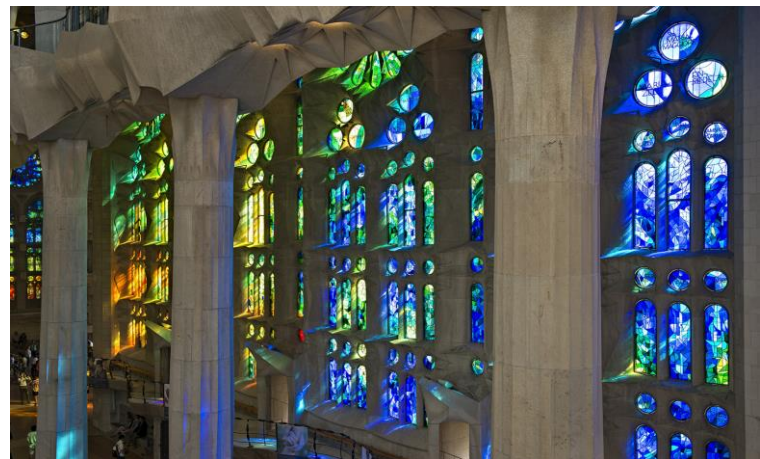
The major train operator conceives products and services based on universal design, in order to be used by any person regardless of their capabilities.



Spanish trains and stations provide free assistance services in 100% of their fleet and facilities, aiming to guarantee the accessibility and well-being of all users.

Source: Renfe

Spain's goal is that 9 out of 10 citizens have a high-speed rail station less than 30 km away from their homes.



Sagrada Família historic building, Barcelona



Costa del Sol views, Andalucía

Sustainable urban mobility

An outstanding urban mobility

Madrid's public transport system connects every part of the city through a **connected and efficient network**. The system includes **metro, buses and a railway network**.

In terms of connectivity, the city's public transport network covers more than 250 public transport lines.

Source: EMT Madrid, Metro Madrid, Renfe, CTM

Madrid transport highlights



Madrid metro is **the largest metro network in the EU**, with 12 lines covering the city and 302 metro stations, as stated by TheBiteTour Agency.

Source: Metro de Madrid & Comunidad de Madrid

Competitive prices highlights



54.6 euros is the average price of a monthly season ticket, way lower than in Dublin (120 euros), Frankfurt (94 euros) or Paris (84 euros).

Source: NUMBEO
*Data from April 2023

Mobility for everyone



Buses, trams, trains, metros and stations are developed to help people with reduced mobility to freely move around the city.



100%
accessible
buses



70%
accessible
metro stations



100%
accessible
tramways

Source: Metro de Madrid

Sustainable public transport network

Almost half of Madrid's citizens use public means of transport for commuting to work, including cycling and walking.

Madrid's mobility highlights



Madrid has become the **first EU Member State** to have a **100% clean bus fleet**.

Source: Clean Bus Europe Platform

¹According to a study developed by Forbes in 2021.

Commitment to multi-mobility

Madrid is a **world leader in green transport services and active mobility**. The city is on the list of **Best Green Capitals in Europe**¹.



Walking on sunshine

Madrid opts for **public transport and multimodal integration through micro-mobility and intermodality**, aiming to encourage journeys **by foot, bike or public transport**, promoting active mobility. The city is developing new **walkable itineraries and zero-emission zones**.

Shared mobility vehicles are located all over Madrid; next to **public transport nodes**, at the **airport** and even in some northern residential areas **outside the city**, allowing citizens to **combine their use** quickly and safely.

Importance of cycling

Bicycle Rental Service

biciimad

Electric and unlimited bike-sharing system.



7,500 bicycles



58,397 users



611 stations

BiciMADgo
EMT MADRID

No need to park the bikes at BiciMAD fixed stations.



450 bicycles

Private operators

Multiple **private electric bicycles operators** that offer bike renting through their apps.



+2,500 bicycles

Source: BiciMAD & BikeSharingWorldMap

Cycling at Casa de Campo, Madrid



The Spanish capital city offers 700km of bike lanes. Source: Madrid360

Accommodation

A Unique Host: Hotels in Madrid

With a vast majority of hotels situated at a short walking distance from a metro station and close to convention centres, Madrid offers a **high-quality hotel infrastructure** in the city while presenting excellent value for money.

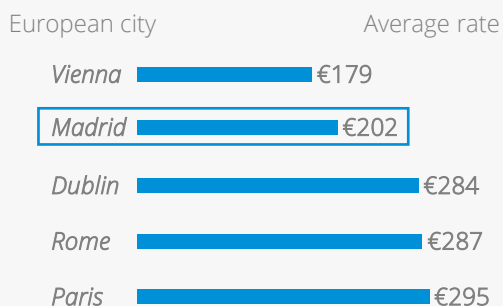
High-end hotels

35	Five-star hotels ★★★★★
12,042	Beds in five-star hotels
151	Four-star hotels ★★★★☆
46,519	Beds in four-star hotels
76	Three-star hotels ★★★☆☆
12,039	Beds in three-star hotels

Source: Madrid City Council

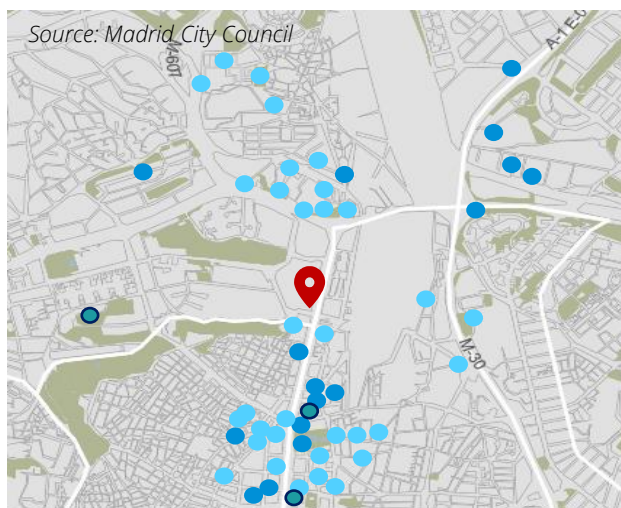
Competitive prices only in Madrid

€ Average rate per night for a standard double room



Source: Trivago Price Index, 2023

Five, four and three-star hotels in an approximated 3km radius from AMLA



● Five-star hotels ● Four-star hotels ● Three-star hotels ● AMLA building

Madrid's fair & congress infrastructure

Madrid has been named "World's Leading Meetings & Conference Destination" for four years in a row and "Europe's Leading Meetings & Conference Destination" for five years in a row.

Source: Madrid Convention Bureau

Madrid fair & congress highlights



In 2021, the **International Congress and Convention Association** ranked **Spain 1st** among all **EU Member States** and **2nd worldwide** in terms of **success** as a congress destination.

Madrid holds a large experience on hosting major events like the NATO Summit 2022 or the COP 2019.

Source: NATO & UNFCCC



Madrid fair and congress highlights



IFEMA, the trade fair and congress operator in Madrid, **has been recognised as the best convention centre in Europe in 2022.**

Source: World Mice Awards

IFEMA has **extensive experience** in the holding of events and a substantial international presence:



898

Events in 2019



22%

international expositors



6

security fairs and conventions planned for 2023



200,000m²

of space organised in 85 rooms, 13 pavilions, 2 convention centres and exterior spaces

Source: IFEMA

Housing & Cost of living

High-quality homes at competitive prices

Madrid and its metropolitan area offer **high-quality homes at competitive prices** compared to other EU cities. The residential areas located less than 10 km from AMLA offer the possibility to live close to the vibrant cultural life of the city, or to seek the peace and quiet of family-oriented developments.

	RENT	SALE
HOUSING OPTIONS	8,870+ flats & houses for rent	21,000+ flats & houses for purchase
MARKET PRICES	€1,667 per month €13.10 /m ² per month	€236,000 on average €5,423 m ² for homes in the city centre

Source: Idealista & Numbeo, March 2023

Madrid highlights



Madrid ranks as **2nd in the EU** to attract cross-border capital targeting **residential investments**.

Source: CBRE, Capital Flows into the European Residential Sector 2022

Pay less, enjoy more

Madrid is a European hub for **quality workers** and tourists and has been able to keep prices low.



Consumer Prices

32%

lower in Madrid than in the average*



Rent Prices

20%

lower in Madrid than in the average* (city centre)



Restaurant Prices

24%

lower in Madrid than in the average*



International schools

30%

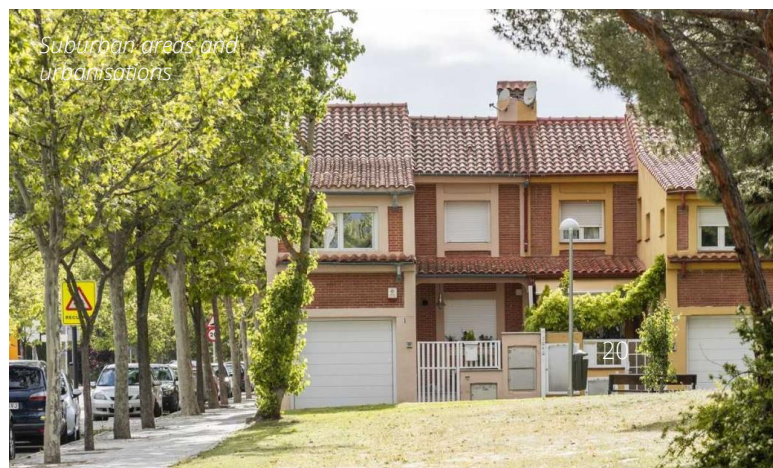
lower in Madrid than in the average*

* Average between the correspondent costs in Dublin, Frankfurt, Luxembourg, Paris, Riga, Rome, Vienna and Vilnius

Source: Numbeo



New Urban Developments



Suburban areas and urbanisations

Education

Nursery, primary & secondary education



Madrid offers **10 international schools** in a 3 km radius around the AMLA building, improving work-life balance.

Source: International Schools Database



90
International schools



4.96/5
Rating of satisfaction



564
Private & State-subsidised nurseries



169
State nursery schools



11
International curriculums offered, including American, British, Dutch, French, German, Italian, Japanese, Swedish or Swiss curriculums among others

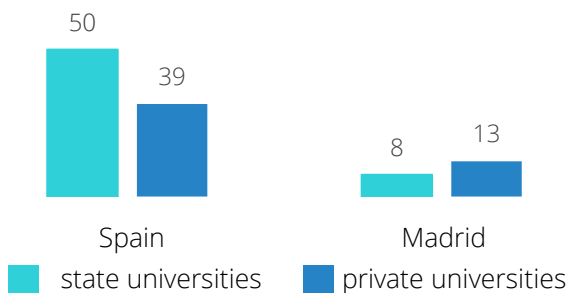


33
International nurseries available, including American, British, Dutch, French, German, Italian, Japanese, Swedish or Swiss curriculums among others

Source: Madrid City Council

The Spanish educational system promotes an inclusive environment, including support teams for different degrees of disability.

Higher education



89/21 universities in Spain/Madrid

Source: Madrid Region & Spanish Universities Ministry



University environments include adapted features to provide services usable and practicable for everyone

Spain is a member of the European Higher Education Area (EHEA). Higher education system that is compatible to other European universities.



452
university certifications



+120
bilingual certifications

Source: Madrid Region's

Business Schools

Madrid offers a complete financial and business secondary education in distinguished European Schools:

Madrid highlights



Spanish Business School: **2nd best school for MBA studies in the EU**



Spanish Business School: **4th best business school in the world**

Source: The MBA Exchange & Financial Times Global MBA Ranking 2021

Erasmus+ city

Spain is the **preferred Erasmus+ destination** for most students throughout the EU.

+130,000 students outside Madrid choose the capital universities every year.

Capital city for R&D

48
R&D Centres

Madrid Region provides a diverse range of research institutions:

- ✓ Scientific Research
- ✓ Technological development & innovation institutes

Opportunities to learn Spanish

Madrid offers an extraordinary opportunity to learn the **third most spoken language on the planet**. Aside from the native immersion experience, there is a wide range of options to excel at Spanish:

25

Cervantes Institute-Accredited Spanish Academies in Madrid

+100

centres to learn Spanish

Labour market

A competitive, diverse and dynamic-job opportunities environment

Spain is positioned as the **4th National Economy** in the Euro Zone and the **6th exporter in the EU**. Additionally, Madrid is considered the **4th regional economy in the UE** and offers a dynamic and growing job market. The sectors with the best employment outlook for 2023:

- Programming, consultancy and other computer-related activities
- Health activities
- Services to buildings and gardening activities
- Specialized construction activities
- Office administrative activities and other auxiliary activities to companies
- Building constructions
- Headquarters activities – business management consulting
- Other professional, scientific and technical activities
- Financial services and insurance
- Cinematographic, video, television program activities, and musical production

Source: SEPE 2022

Happiness builds better results

The Spanish workforce's satisfaction level is **above the European average**.

Spain ranks **3rd** in the EU in terms of the best work-life balance, according to the OECD.

Source: OECD Better Life Index

Madrid highlights



2nd EU city in terms of **human capital and lifestyle**.

Source: FDI Intelligence

New opportunities in a powerful city

Spain is burly in the banking sector, and many foreign banks decide to establish their offices in Madrid due to its strength in the industry.



The **banking sector in Spain is an international reference**, with 3 banks among the largest in the EU.

Source: EBA

19
financial entities in Madrid Region

1,822
banking offices in Madrid Region

141
foreign banking offices in Spain

3.92%
increase of investment prospects

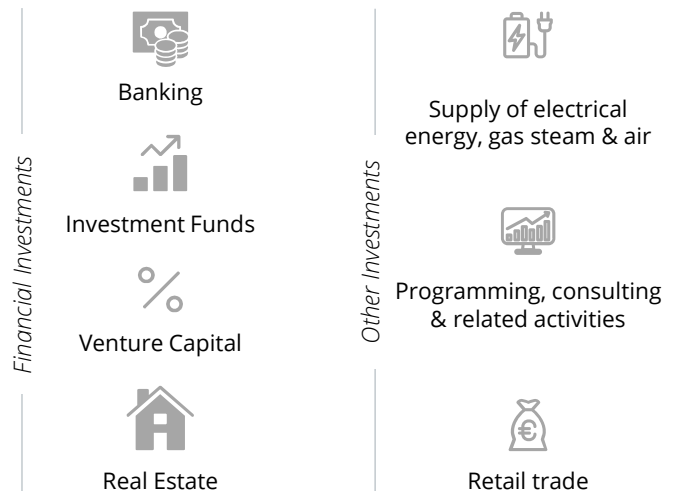
4
of the *Top50* European banks are from Spain

Source: Banco de España, PWC Study & S&P Global Market Intelligence

Madrid is a **global leader** in attracting foreign investment capital: more than 9,943 foreign-owned companies operate in Madrid, from 97 different countries,



Madrid ranks **5th** in the EU for cities with leading real estate markets, according to PWC study.



Madrid highlights



Madrid is **the most competitive** financial centre in **Southern Europe**.

Source: the Global Financial Centres Index, 2022

A city led by entrepreneurship

The concentration of R&D and innovation centres in Madrid and the wide range of jobs and business opportunities greatly encourage leadership and entrepreneurship.

Madrid is a leading country in the EU in innovation and entrepreneurship.

Innovation in Madrid Regions has increased by **13.7%** over 2014 and 2021.

Source: Regional Innovation Scoreboard

Madrid highlights



3,100 start-ups are based in Madrid and employ **48k workers**.



5th in EU for start-ups & scale-up volume.



4th European ecosystem in terms of entities' support.

Source: Madrid Region

Social security and medical care

Universal coverage and free healthcare service

Madrid is the region with the highest life expectancy in the EU, with an average of **85.4 years old**, higher than the EU average of 80.1.

According to Eurostat, Spain is the first EU Member State in population health and wellbeing.

The Spanish public and universal healthcare system is based on Universal Coverage that includes a complete portfolio of free healthcare services.

Spain highlights



Madrid's **excellent, free and universal healthcare** system ranks **6th in the EU**.

Source: World Health Organization

Key figures of the health system in Madrid

90

hospitals

430

Primary Care Centres

Source: Madrid Region

According to Newsweek ranking, Madrid hosts 3 of the World's top 100 hospitals, and citizens have a Primary Care Centre less than 15 minutes from their home.

Spain highlights



Spain is the **7th EU Member State** in terms of **satisfaction with the healthcare system**.

Source: IPSOS



Key figures of the health research system in Madrid

Hospitals have an **intense research activity**, both independently – **associated with Universities and in collaboration with the pharmaceutical industry**, as demonstrated by the 2,500 clinical trials carried out in 2021.

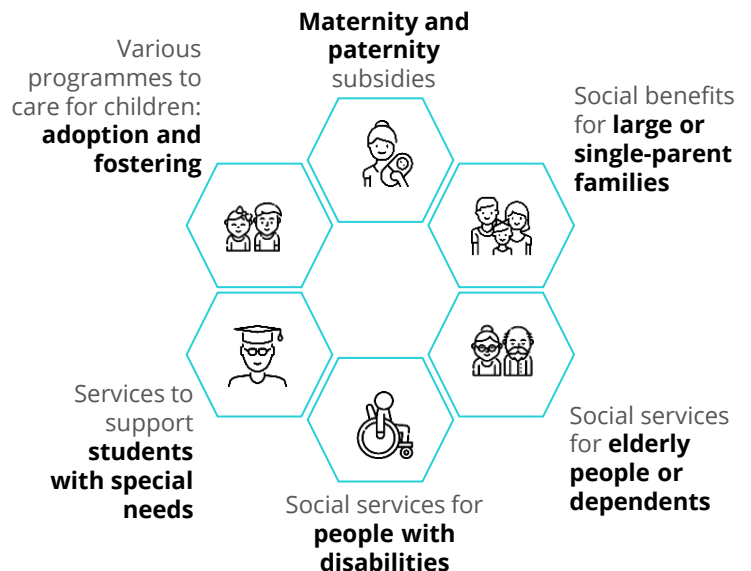


Hospital Universitario Ramón y Cajal, Madrid

Social welfare benefits

Madrid's various **social services** are designed to improve difficult personal, family or social situations by undertaking a **comprehensive assessment** of each individual situation and defining a structured work plan to target the critical areas.

Social Services Offering



Sustainability

Green areas

Madrid has numerous green areas and trees along every street in the city that invites to **enjoy life in the open air surrounded by nature.**

53%

of the city's surface
are green areas

+5,000

tree-covered
streets

6,000 ha

of parks and public
green areas

5.7 M

number of
trees in the city

Source: Madrid City Council

Moreover, Madrid has more than **500 different trees species.**

In 2022, Madrid was named "Tree City of the World" by the Food and Agriculture Organization of the United Nations (FAO) and the Arbor Day Foundation.

Endless sunlight hours

Quality of life in Madrid is enhanced by the number of sunlight hours, fostering a healthy lifestyle.

Madrid's sunlight hours reach **+14-hours-day** in summer.



2,909 hours

of sunlight per
year



15°C

Madrid's average
annual
temperature

Source: Engel & Völkers and Aemet, respectively

Low Emissions city

The city established the **Madrid 360 Environmental Sustainability Strategy**, an initiative to make the entire city of Madrid a **Low Emission Zone (LEZ)**.

CO₂
NEUTRAL

1st EU Member State

In largest area of Low Emission
Zone, with 604 km² by 2024.

Madrid has been selected by the European Commission to be part of the climate-neutral and smart cities' mission to achieve climate neutrality by 2030.

Sustainable commitment

Madrid joined the **climate-neutral and smart cities' mission** to achieve climate neutrality by 2030. The city has an ambitious strategy for sustainability: **Madrid 360**, which includes a precise roadmap to reach climate neutrality. Initiatives follow a 360 approach and try to enlist citizens to make a real change. By mid-2023, the initiatives in progress are:



Madrid 360 Solar to encourage
photovoltaic generation in the city.

Sustainable public transportation:

Madrid city is the **first operator** of
electrical buses in Europe.



New multimodal nodes surround the downtown with 5,716 parking spaces and integration with public transport and micromobility.

Smart waste management with more
than **1,300 solar rubbish compactors.**



Electrical chargers. Madrid offers
569 public charging points for electric
vehicles.

Bike-sharing: service in all districts with
611 stations, 7,500 bicycles available and
700 kms of bike lanes.



El Capricho historical garden

Unbeatable quality of life

Vibrant lifestyle with endless possibilities

Spain is worldwide known for its **great weather, outdoor lifestyle, sociability, wide culture and unique gastronomy.**

Cultural and social activities in Madrid

131

Museums and collections in Madrid Region

90

Concert halls

16,000

Performances per year in municipal centres (theatre, music, dance)

289

Scenic spaces

1st

In the International Opera Awards 2021 by the company of the Teatro Real

23

Michelin-starred restaurants

Source: Yearbook of Cultural Statistics 2021

Madrid is an open city with a high quality of life together with a wide range of possibilities for activities and leisure, beyond working life.

Madrid is a leader in green areas and a hub of outdoor lifestyle and sports. The city is popularly known by its entertainment and lively atmosphere on the streets.

Additionally, its attributes make it the perfect environment to enjoy leisure, commerce and quality family time.



Family time & outdoor activities nearby

Two theme parks and one water park

Zoos and aquariums

Zip-lining

Nature parks and mountains (Guadarrama, Sierra Norte)



Exceptional gastronomy

Madrid is the 3rd most popular gastronomy destination and it is ranked of 4.59 out of 5.



Nightlife vibes

Bars open until 3 a.m.

Discotheques open until 5.30 a.m.



Madrid highlights

Reina Sofía 2 museums

is the 2nd most visited museum in the EU in 2021

in the *Top10* most visited museums in the EU in 2021

180

nationalities coexist in Madrid and 25% of the population is foreign

70 percentile

Madrid is within the 70 percentile of European cities with the highest safety index

6th safest city in the UE

Source: Safe Cities Index 2021 and Spain's Ministry of Interior

Terrace at Cibeles Palace, Madrid



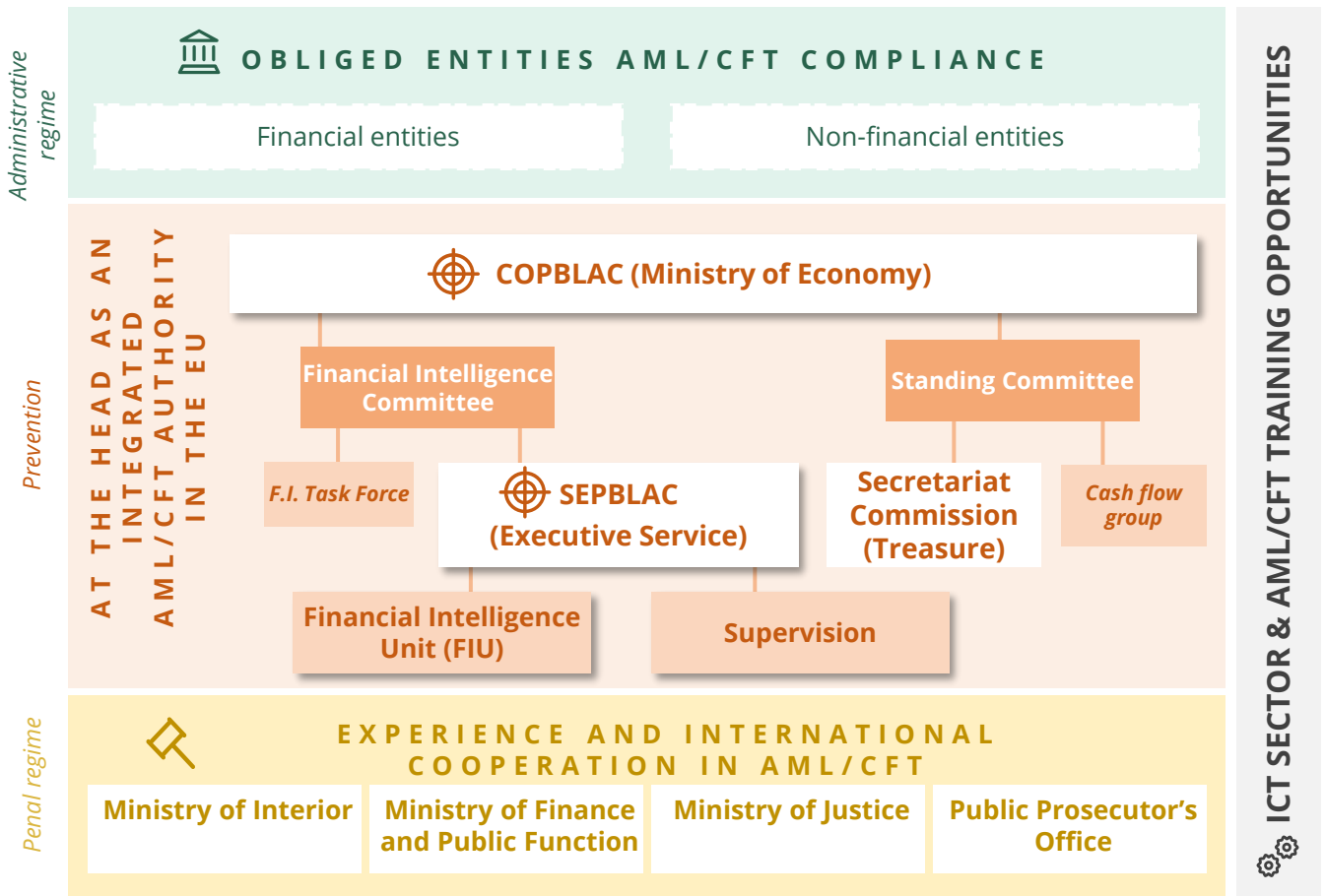
Madrid is home to major sporting events with great international recognition, such as **Champions League**, in which **Real Madrid FC** is the all-time leading winner, with a total of 13 victories. Also host events like Basketball World Cup (FIBA), Tennis Mutua Madrid Open, Open Golf, etc.

Madrid is ranked 4th in liveability, according to the Global Power City Index.

A proven quality and reputation system

Efficient institutional framework

The Spanish AML/CFT system is characterised by being efficient, well coordinated and involving expert agents:



A top-rated AML/CFT system

Spain is clearly positioned as a reference system for AMLA, sharing some similarities in their institutional design:

Main similarities between AMLA and SEPBLAC



Integration of the supervisory functions and the FIU



Promotion of public-private partnerships



Implementation of FAFT recommendations



Risk-based approach



Thematic inspections



Application of EBA guidelines

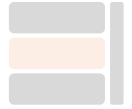


Joint Supervisory Analyses



Provision of specialized training in AML/CFT

At the head of an integrated AML/CFT Authority in the EU



Coordination at the core of the system

The Spanish AML/CFT framework has a **robust institutional design** and is characterized by being **efficient, well coordinated and involving all relevant AML agents** with allows for ongoing and dynamic cooperation.

According to the FATF report, Spain has a high degree of specialization in AML/CFT supervision and prevention.



Source: Financial Action Task Force (FATF)

The **Commission for the Prevention of Money Laundering and Monetary Offences** is the main mechanism for developing and coordinating Spain's AML/CFT policies and tasks.

To ensure such collaboration and facilitate the exchange of information and effective implementation, the Commission relies on **Secretariat Commission**, whose powers exercises the **Treasury** and on an **Executive service (SEPBLAC)**.

SEPBLAC is the only independent AML/CFT body in the EU that integrates supervisory functions of all obliged entities, as well as the **Financial Intelligence Unit**.

A highly specialized AML/CTF supervision and prevention system of a proven quality



Enables **close cooperation with financial supervisors through institutional coordination** with formalized MoUs at domestic and international level

Boosts **supervision efficiency through ML/TF risk analysis** based on finance intelligence information **due to the integrated model of AML Supervision and FIU**



Becomes a **central point of contact facilitating information sharing and collaboration** between the different stakeholders

SEPBLAC acknowledgements by FATF Report



Spanish **FIU** is considered **one of the two EU Member States** that makes **the most effective use of financial intelligence**.



SEPBLAC takes a **highly sophisticated risk-based approach** to supervise across different sectors and within each sector.



Due to the **substantial exchange of information** with other regulatory bodies across Europe and worldwide, Spain has been acknowledged with a **high rating in the international cooperation field**.



Spain is the **only candidate** to host the AMLA whose **financial entities fully comply with the FATF standards**.



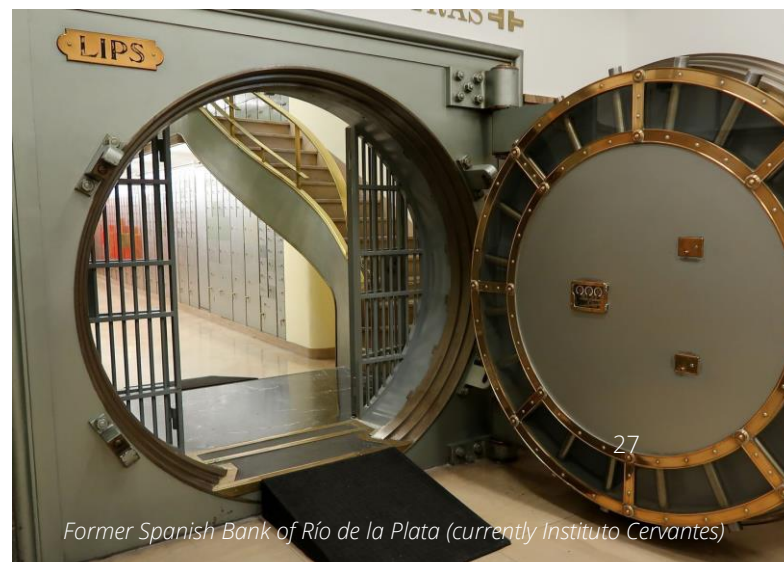
Spain is **fully compliant with 28 out of 40 recommendations** (including internal controls and suspicious transaction reporting), **and largely compliant with the other 10**.



Spain obtains the **highest technical compliance rating** for **suspicious transaction reporting**, disclosure and confidentiality

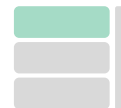
Source: Financial Action Task Force (FATF)

The Spanish AML/CFT framework is of proven quality and reputation, as is one of the best internationally evaluated by the FATF assessment in terms of effectiveness and technical compliance.



Former Spanish Bank of Río de la Plata (currently Instituto Cervantes)

Obligated entities AML/CFT Compliance



Public-private collaboration

One of the main pillars of the AML/CFT system in Spain is the **high awareness** of obliged entities including the legal profession of AML/CFT.

The Spanish AML/CTF system is highly mature and deeply marked by complexity and the implication of its members.

In Spain, the private sector is totally committed to AML/CFT, with institutional respect to the role of the authorities. There is a consolidated experience of cooperation with the authorities.

High level of awareness and commitment in the private sector regarding the prevention of illicit activities, with many banking and technology companies supporting the AML/CTF preventive system.



Source: Financial Action Task Force (FATF)

Cooperation proven experience



SEPBLAC led a **public-private partnership** in 2018 to provide obliged entities with **operational information on criminal activity in Campo de Gibraltar** and to **increase the volume and quality of financial intelligence information** sent by entities for further analysis and exploitation.



Spain is a **member of the global public-private partnership – EFIPPP** - aimed at enhancing cooperation between investigative services, FIUs and banking institutions at a European level.

Sectoral associations collaborate on AML/CFT procedures and training:



Financial entities: banks and financial institutions, insurance companies, payment service companies, asset management firms, stock exchanges and brokerage firms, etc.



Non-financial entities: lawyers, notaries, registrars, real estate agents, jewellers, casinos and betting houses, art galleries and auction houses, etc.

Financial entities

Financial entities **play a crucial role** in the field of AML/TF, they **work actively to prevent illicit financial activities** and ensure the integrity of the financial system.

Role of the financial entities in the AML/CFT



Risk assessment

Customer Due Diligence (CDD)



Suspicious activity reporting

Compliance programs



Ongoing training

Collaboration with SEPBLAC and other authorities



High awareness leads to a financial sector committed to the fight against ML/FT, and with a tradition of strong cooperation with authorities.

Suspicious transaction reports in the last two years

65,2%

Corresponds to **banks and savings banks**. It is the highest number of reports of Fis obliged entities

13,9%

Corresponds to **other credit institutions**

12,6%

Corresponds to **payment institutions**

4,2%

Corresponds to **electronic money institutions**

Increase in the number of suspicious transaction reports in the last two years is attributed to:

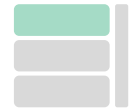
680%

electronic money institutions

200%

other credit institutions

Obligated entities AML/CFT Compliance



Non-financial entities

The non-financial sector assists all registries in their detection and reporting to SEPBLAC, with Self Regulatory Bodies (SRB) setting standards and enforcing the law.

Two important SRBs are Notaries-OCP and Registrars-CRAB, which represent an important nexus between the prevention, supervision and prosecution phases by submitting reports to SEPBLAC through their respective centralised prevention bodies.

OCP Notaries

OCP Notaries is a unique ML/TF – specialized body aimed at reinforcing and channelling the collaboration of notaries with the SEPBLAC. It connects to all the Notaries in Spain and offers a global view and information.

The OCP facilitate the work of notaries by providing a manual of proceedings, conducting training sessions (even for foreign notaries), and by investigating and communicating suspicious transactions to the SEPBLAC.



Registrar's CRAB

Registrar's CRAB intensifies and canalizes the collaboration of Registrars with prosecution bodies. It also carries out a comprehensive and integrated analysis of suspicious transactions submitted by registrars using its own tools and expertise.

In the category of non-financial obliged entities, Notaries and Registrars submit the largest percentage (58.2%) of suspicious transaction reports to the SEPBLAC.

Source: SEPBLAC Activity Report 2020-2021



Former Spanish Bank of Río de la Plata (currently Instituto Cervantes), Main hall

Experience and international cooperation in fighting financial crime



High reputation of Spanish ML/FT investigation and prosecution

Spain has a broad, robust, well-coordinated institutional framework for investigation and prosecution against ML/TF activities with over 30 years of experience.

Law enforcement agencies operate with SEPBLAC and are integrated into its structure through their respective attached units.

Highlight of the information requests in 2021

• Collaboration requests

910 Received by SEPBLAC from others FIU's	298 Sent by SEPBLAC to others FIU's
---	---

• Requests for information regarding TF

83 Received from foreign authorities	88 Sent to foreign authorities
--	--

• Asset recovery requests

529 Received from other countries	99 Sent to other countries
---	--------------------------------------

Source: Statistical information memory (COPBLAC)

Requests for collaboration highlight



Between 2019 and 2021 **requests for collaboration have increased by 63%** and **122 international FIUs** have been involved.

Source: SEPBLAC Activity Report 2020-2021

International recognition

FATF report positions Spain as one of the states with the **strongest judicial power and investigative authorities' enforcement**. It also assesses its sanctioning measures as one of the most **effective, proportionate and dissuasive**.

Spanish law enforcement entities, cooperate closely with EU institutions and international bodies and peer agencies.

Close cooperation of Spain with the UE



GAR-SI SAHEL. Project of the EU and the FIIAPP led by Spain and directed by the **Civil Guard** aimed to improve operational capacities, as well as **combating organized crime and terrorism** in the G-5 Sahel countries.



RED AMON. International network within the National Police that promotes cooperation in AML investigations. **Spain is a member of this network**, and Europol provides secretariat support and helps organize annual meetings (in 2015 and 2023 Spain has been the host).



Spain is the Member State with the highest number of contributions to Europol's counter-terrorism department (TFTP).



Spanish Supreme Court

ICT Sector & AML/CFT training opportunities



The Spanish Digital Agenda 2026

Digital Spain 2026 is the **roadmap for the country's digitalization**, taking advantage of the benefits of new technologies to achieve **more sustained economic growth**. The strategy operates in three fundamental dimensions and is conformed by ten strategic axes together with two cutting axes.

Digital Spain Strategy dimensions



Infrastructure and technology



Economy



People

The ambition of achieving a humanistic digitalization aligns with the EU Digital Compass, which guides the Union's digital transformation until 2030.

Source: Digital Spain2026 report

Innovative & cybersecurity technologies

Madrid ranges as one of the **best EU cities in terms of technology companies and infrastructures**.

According to the FATF report, Spain has achieved the highest rating regarding the use of innovative technologies to implement effective preventive measures.

Spain has **institutions specialised in cybersecurity** to implement policies and coordinate responses to Information Security Incidents.

Cybersecurity contributions highlight



Spain is the 2nd EU Member State and 7th worldwide in ITU's Global Cybersecurity Index.



Spain is **currently leading the most important cyber defence project in the EU**: the Development of the European Cyber Situational Awareness Platform (ECYSAP).



Spain has **won two** out of four editions of the **European Cybersecurity Challenge, promoted by the EU**.

**Source: Global Cybersecurity Index, ITU, 2020*

Since 2010, Spain has had a **National Security Scheme** based on **accreditation and product certification** that provides the necessary technical skills to implement and evaluate cybersecurity assurance systems and guarantee the cybersecurity of products and services.

ICT and training infrastructure

The ICT sector was one of the **fastest-growing sectors in Spain** over the last decade.

ICT & telecommunication Madrid infrastructures highlights



1st best city in the world for digital nomads.



1st city in Europe to adopt hybrid working models and **2nd fastest** in the world.



Spain is **the 3rd best-connected state** in Europe.

Sources: ETIAS Digital Nomad Index 2022; Savills, Hybrid Working Index 2021; Financial Times, fDi European Cities and DESI'22 report



In Spain, the coverage of the high-capacity fixed network is 94%, 34 points above the EU average. Specifically, fibre optics in Spain reach 89% of homes, almost double the European average.

Source: Desi report 2022

According to Eurostat, Madrid region boasts **288,500 technology-related jobs**.

In terms of **ICT and business training**, Madrid offers **multiple options in different reputed universities**, ensuring adequate training opportunities in the technological and financial fields. Additionally, Madrid is considered a **STEM Region**, with over **63,000 graduates** and over **11,000 post-graduate STEM students**.



3 Madrid-based Business Schools are among the top 15 schools in Europe, according to the Financial Times 2022 (3rd, 9th & 11th).

Source: European Business School Rankings 2022 (Financial Times)

ICT Sector & AML/CFT training opportunities









Madrid: digital node for data centres

The **Community of Madrid** is already the **digital hub** of Southern Europe and has an ecosystem of companies capable of covering all phases of start-up and operation.

Spain is home to 26 data centres, 13 of them located in the Madrid region.

Source: Guide to the data centre sector in Spain, Spain DC

Spain has the **optimal conditions** to host a leading data centre ecosystem:

-  Exceptional connectivity: 94% coverage
-  Strong cybersecurity and talent availability
-  High-quality electricity supplying at a competitive cost
-  Renovated and high-quality distribution and transmission networks, compliant with high standards
-  Green energy: 42.2% contribution share of renewable energies to national electricity
-  Good climatic and environmental conditions

Source: Renewable energy report 2022, red eléctrica

Spain's distribution and transmission grids have a high quality of supply due to **investment in digitalisation, renewable energies, and cities.**

The **contribution of renewable energies to national electricity generation** in 2022 has reached a share of **42.2%** of electricity generation.

Tres Cantos DTC facility is the first DPC in Europe and the fourth in the world to receive dual Tier IV certification (for design and construction) verifying that it offers optimal levels of reliability and safety.



Source: BBVA: Innovation

In Spain, the **blockchain** and **FinTech** industries are also an emerging and dynamic sector:

Blockchain highlight



Spain is the **1st EU Member State to publish a standard on decentralised digital identities.**



Spain is the **2nd EU Member State** with the **largest number of Blockchain projects for the common good.**

Source: Study on innovation and the use of Blockchain in Spain, Cotec

The **Spanish government** has created a **sandbox for projects involving technology-based financial innovation applicable in the financial system and in which the risks for the economic system and participants have been mitigated or minimised.**



Source: Banco de España



ICT Sector & AML/CFT training opportunities



Specific AML/CFT specialists and training

SEPBLAC has specialised AML/CFT experts with proven experience in both supervisory and financial intelligence arms, including staff with technical background from the financial supervisors and law enforcement agencies in the attached units:

SEPBLAC attached units

- National Police
- Civil Guard
- State Tax Administration Agency

Spain is in high demand in technical cooperation projects within the EU and internationally, participating in the EBA AML network of experts or FATF assessments.

Spain has AML/CFT specific training, which has allowed it to have a high-qualified staff fully prepared to face the challenging tasks of AMLA

Sources of AML/CFT training

- ✓ AML/CFT Master/degree university can be coursed at several Universities.



Higher university course in the prevention of money laundering and terrorist financing



Specialisation Programme in Prevention of Money Laundering and Terrorist Financing



Regulatory Compliance, Prevention of Money Laundering and Liability of Legal Entities. Internal Procedures and IT Tools (online)



Expert Diploma in Pega Systems Technology applied to Money Laundering Prevention

- ✓ The Civil Guard's own university centre associated with the Carlos III University (CUGC) offers:



Degree in Public Security Management



- Diploma of University Expert in Economic Investigation and Money Laundering

- ✓ University Training Centre of the National Police (with an agreement with the University of Salamanca) offers:

- Degree in Police Studies



Master's Degree in Security and Police Function (University of Salamanca)

- ✓ Both SEPBLAC and judicial police provide training to obliged entities on procedures or best practices on AML/CFT with case studies and practical views
- ✓ Private associations such as OCP provide AML/CFT training to their obliged entities.
- ✓ Members of the AML/CFT Spanish authorities staff actively collaborate in international training

Specific AML/CFT training highlight



The Civil Guard leads the **GAR-SI SAHEL** project, which has already **trained 1,734 gendarmes**, cooperating to **guarantee stability** in the area and the **fight against organised crime and terrorism**.



National Police academy in Ávila

Headquarter agreement & Special provisions

Advantageous & optimal conditions from Day One

Given the high implications of AMLA's activities, Madrid strives to make the city the best choice to host the Agency, promoting optimal economic conditions for the professionals.

Spanish Government will offer economic and fiscal benefits for AMLA employees and relatives, guaranteeing the functioning and independence of the new Authority and its staff.

Metropolis building between Gran Vía and Alcalá street




 Madrid City Council will offer to pay **the rent for the AMLA headquarters building** for a period of **5 years**.


For the purchase of certain goods, AMLA employees will be exempt from the **payment of mandatory contributions to social security**, such as VAT and other national taxes.

 AMLA employees will be exempt to pay **customs duties**.

To **facilitate the transfer and stay in Spain**, AMLA staff and their family members will be **exempt from applying for a residence permit**.

 AMLA staff will be exempt from the payment of **national income taxes** and will enjoy a one-year **exemption from the payment of taxes** on the purchase of furniture and vehicles.

The Government of Spain will **facilitate immigration procedures** for AMLA experts and collaborators (**fast-track visa**) and repatriation facilities in case of an international crisis.

 AMLA professionals will enjoy **jurisdictional immunity** concerning their actions undertaken in an official capacity.

AMLA staff will have AMLA's **admission rights** and hire **private security guards and escorts**. AMLA and Spanish Authorities will collaborate closely on all matters related to security that may impact AMLA staff, buildings and facilities.

Soft landing: a smooth arrival

Ensure quality standards from Day One

A **Welcome Package** will be established in order to **provide full support** to the AMLA and its staff, including families, whilst maintaining maximum efficiency throughout the transition to the new headquarters in Madrid.

Welcome Desk Objectives



Minimise the impact of the transfer

Ease the landing experience

Offer a custom plan for each employee

The Soft-Landing strategy will work through **two main tools** in order to execute their labour:



Welcome Package

Providing **personalised attention and guidance** through procedures.



Technical Team

Adapting the workspace to AMLA's needs and ensuring activity from Day One.

The Welcome Package will include an **in-house Welcome Desk team** that will offer **tailored assistance to AMLA staff** upon their arrival in Madrid and will continue to provide support thereafter.

Welcome Package

The service called 'Welcome Desk' will be made available to AMLA employees and their families in order to **facilitate their settlement in Madrid**, providing them with personalised attention, technical assistance, and access to a network of national AML/CFT experts, among other services:

"Welcome Desk" facilities



Finding a new home and vehicles for the families



Helping families find a suitable school, university and language school and advising them throughout the administrative and enrolment process



Providing access to Spain's universal, free and high-quality healthcare



Supporting partners in their job-seeking efforts



Guiding AMLA staff through Madrid's social and cultural life



Providing technical assistance for every type of administrative or financial procedure and support in their relocation process

A technical team will assist AMLA in adapting their assigned space and accessing services. AMLA will also receive technical assistance for problem-solving during the initial stage of its operations.



Madrid financial district

Soft landing: a smooth arrival

The welcome desk phases

The services offered by the Welcome Desk will be provided to the Agency staff in **three distinct stages**:

1. PRE-LANDING

Starts with the announcement of Madrid as the host city for AMLA. Agency staff will be surveyed and interviewed to create a **custom plan tailored to each employee's needs and preferences**.

2. LANDING

AMLA staff and their families will receive **briefings and assistance from a local volunteer to support them** during the Landing experience in Madrid.

3. INTEGRATION

AMLA staff will **receive assistance for the first year after landing**, monitored by the Welcome Desk Team, and will have volunteers to assist them during the Integration phase.

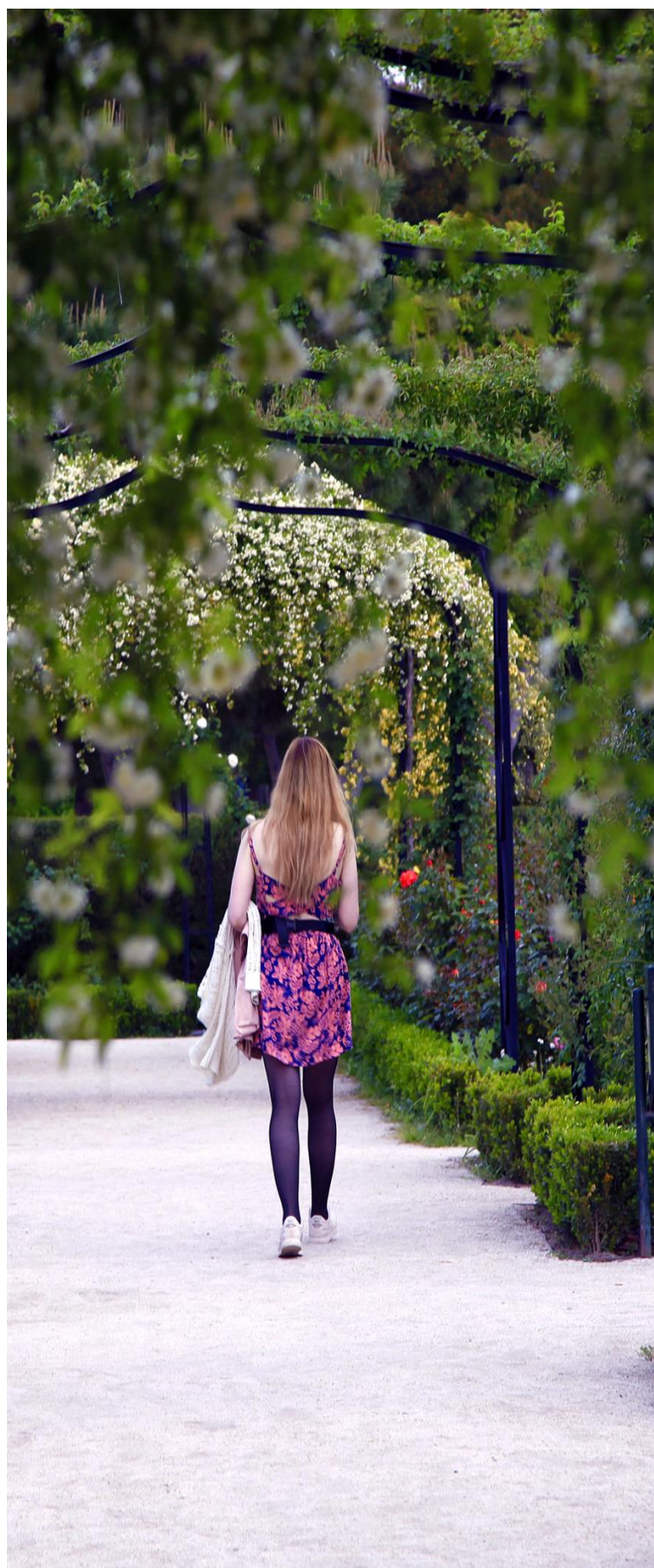
The Welcome Desk will ensure that the services are tailored to the Agency's staff-specific needs and preferences.

Also, these three distinct phases will consider two different profiles: **family profile** and **single AMLA member profile**.

This differentiation will allow the Welcome Desk to adapt to each profile's needs and offer them the best services according to their requirements.



Pre-Landing Landing Integration



Retiro Park, Madrid



Cibeles Fountain



MADRID



Comunidad de Madrid



GOBIERNO DE ESPAÑA

MINISTERIO DE ASUNTOS ECONÓMICOS Y TRANSFORMACIÓN DIGITAL

