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**ANNUAL CORPORATE SOCIAL
RESPONSIBILITY REPORT 2015**



indra

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Carta del Presidente

Fernando

ABRIL-MARTORELL

Dear Shareholder,

As I write to you to take stock of Indra's performance in 2015, the first year I have been honored with the responsibility of being in charge after becoming Chairman & CEO in January, I think it is important to highlight that the company has gone through some radical changes during this period.

Our priority has been to recover the financial situation and business performance, and steer the company as quickly as possible on the path of profitable growth and cash-flow generation.

With this in mind, a Strategic Plan was launched in July, with ambitious goals for 2018. The Plan establishes many initiatives in the areas of corporate governance and internal organization, and in many aspects of management.

As regards Corporate Governance, the Board composition has been brought into line with the Good Governance Code for listed companies and with international standards on the independence, size and qualitative composition of the Board of Directors.

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Our priority has been to recover the financial situation and business performance, and steer the company as quickly as possible on the path of profitable growth and cash-flow generation

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Measures have also been stepped up to ensure the independence of the Internal Auditor and Compliance Officer, who now report directly and exclusively to the Audit and Compliance Committee.

We have adapted the Company's internal regulations to the latest changes under Law 31/2014, of 3 December, which amends the Capital Companies Act with a view to improving corporate governance, and to the new Good Governance Code for listed companies.

In accordance with the new Corporate Governance regulations, we have also approved corporate policies on communications with shareholders, investors and proxy advisors; selection of directors; and Corporate Social Responsibility.

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The Plan establishes many initiatives in the areas of corporate governance and internal organization, and in many aspects of management

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Last but not least, the policy on remuneration of directors and managers has also been amended to adapt it to international standards and the recommendations of the new Good Governance Code for Listed Companies. This policy was voluntarily submitted for approval at the Annual General Shareholders' Meeting. It allows senior management remuneration to be linked to strict targets, increasing the

weight of long-term remuneration against short-term remuneration and remuneration in the form of shares against remuneration received in cash.

In terms of the most significant organizational changes, a Control, Organization and Processes Department has been created, reporting directly to the company's Chairman & CEO. The company's organizational structure has also been simplified as some Senior Vice Presidents have left Indra. Some of their duties have been taken on by other executives who do not sit on the Steering Committee, without any external hires to replace them in this case.

The governance model has also been amended in Latin America, specifying the duties of Country Managers in relation to those of business managers and corporate area managers.

An Indra Digital Unit has also been created to speed up the development and marketing of solutions and services in digital innovation fields, all of which form part of our clients' strategic agendas. This initiative includes the launch of Minsait, Indra's business unit that integrates its technology and consulting solutions in the digital transformation business.

We have also developed and implemented a new organizational and operating model for corporate functions, called the Global Business Services (GBS) project. This includes setting up a Shared Services Center in Spain and Europe and a network of Regional Shared Services Centers in the group's other regions to cover the different languages, time zones and local specificities in each country with an operational presence. This new structure of Shared Services Centers will provide Indra with a map of uniform systems and processes to meet the real needs of the businesses, facilitating the coordination and integration of functions and activities in the Company and achieving operational excellence from the point of view of efficiency, quality and control.

Finally, we have undertaken an organizational restructuring process, mainly in Spain and Latin America. In Spain this restructuring involved a collective dismissal procedure in Indra Sistemas S.A., as part of the cost saving measures established in the Strategic Plan. It was ratified by the majority of the workers' legal representatives. The measure will affect 1,750 employees at most and will continue through December 31, 2016. It was absolutely necessary to reverse the existing financial situation as soon as possible.

We are fully committed to the ambitious goals of our Strategic Plan and we firmly believe that by fulfilling them we will generate value for our employees, clients and, of course, all of our shareholders.

I would like to take this opportunity to thank all Indra employees for the remarkable effort they are making to help our company improve. And I would like to thank all of you for placing your trust in us for another year.

Kind regards,

Indra maintains its commitment to all its stakeholders, and to implement the best transparency, accountability and corporate governance practices. Our inclusion on the Dow Jones Sustainability Index (DJSI) for the tenth year running reflects this.

This report applies the highest non-financial reporting standards, such as the November 2013 G4 version of the Global Reporting Initiative (GRI) (comprehensive option) and the AA1000 APS (2008) Accountability Standard. It also describes the company's progress in meeting the Global Compact principles.

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Business model and strategy

Indra is one of the main consulting and technology companies worldwide and the global technological partner for its clients' core business operations throughout the world.

It offers a comprehensive range of proprietary solutions and high added-value cutting-edge services, helping clients to resolve their most critical issues and enhance their processes, efficiency, profitability and differentiation.

It provides integrated project management through tailored solutions for clients, with an excellent track record of project execution that has successfully addressed the most complicated problems that they might face.

Indra boasts a standout business model, based on a balanced, diversified portfolio of proprietary solutions that serve leading clients in key industries and regions.

Its leading technology and proprietary product portfolio also offers highly reliable solutions in key sectors.

This is all in addition to strong client orientation: a unique culture based on flexibility that adapts to client needs. Drawing on its in-depth know-how of key business processes, Indra forges long-term relationships with its clients, from the very first moment when it reviews their business processes.

Indra's teams of specialists have sound knowledge of its clients' technologies, markets and needs. They are focused on creating value and generating business for the company's clients, and they are accustomed to working together with them.



Minsait is Indra's business unit that addresses the challenges digital transformation poses for clients, using its immediate and tangible range of results for companies and institutions.

The strength of Minsait's commercial offer lies in its position as one of the leading digital transformation companies in Spain. This is in addition to a standout methodology, a broad portfolio of business solutions, a unique proprietary sales model, delivery and support aimed at impact generation, and a flexible organization based on multidisciplinary teams, made up of specialists with very specific profiles.

Main Brands

Business Areas



Key Financial Figures

	2011	2012	2013	2014	2015	Var. 2015-2014 (%) Report./ Local Currency
ECONOMIC PERFORMANCE						
Order intake (million euros)	2,975.80	3,193.2	3,028.8	3,013	2,651	-12% / -11%
Revenues (million euros)	2,688.5	2,941.0	2,914.1	2,938	2,850	- 3%/- 2%
Order book (million euros)	3,230.9	3,470.3	3,493.3	3,473	3,193	-8%
Recurring operating profit (EBIT) (million euros) (*)	267.8	248.8	226.2	204	45	-78%
Recurring EBIT margin (%) (*)	10.0%	8.5%	7.8%	6.9%	1.6%	-5.3pp
Non-recurring ítems	0	-31.6	-27.9	-246	-687	179%
Recurring operating profit (EBIT) (million)	267.8	217.2	198.3	-42	-641	1410%
EBIT margin (%)	10.0%	7.4%	6.8%	-1.4%	-22.5%	- 21.1pp
Recurring net income (million euros)	181.0	132.7	115.8	-92	-641	598%
Net debt (million euros)	513.6	633.3	622.5	663	700	6%
Free cash flow (million euros)	(-)	38.7	52.1	47	-50	(--)
CORPORATE PROGRESS						
R&D investment (million euros)	189	193	195	195	152	-20.51%
Final workforce	35,730	38,577	38,548	39,130	37,060	-5.29%
Percentage of h/m professionals	64/36	64/36	64/36	64/36	63/37	(--)
ENVIRONMENTAL PROGRESS						
Co2 emissions (scope 1 and 2) (tons of Co2e)	34,004	35,255	32,318	29,490	29,702	0.7%

* Before extraordinary expenses

STRATEGY

On July 8, 2015, Indra presented its 2015-2018 Strategic Plan, which sets out strategic lines to improve the company's competitiveness, sustainable growth and profitability.

The main lines of the Strategic Plan are: first, cost reductions implemented in the short term to achieve savings and increase Indra's competitiveness; second, improvements to the portfolio of products and projects, commercial strategy and the supply model as the basis for sustainable and profitable growth; and third, development of new businesses as a driver of growth (the first notable example being the launch in February 2016 of Minsait, Indra's digital transformation unit that completes its offering of high-value vertical solutions and boosts their growth). The enabler to implement this strategy is cultural change that means the company places greater focus on profitability and earnings.

To develop these strategic lines, Indra will draw on its unique combination of four cornerstones:

- Leadership in technology for core business operations.
- A balanced, sound portfolio in different industries with diverse cycles and key drivers, such as Defense & Security, Transport & Traffic and Information Technology.
- Strong client orientation, based on a culture of adaptability to client needs and partnership and a focus on co-investing and working with clients.
- Outstanding teams of professionals, with in-depth knowledge of key technologies in vertical industries and combining global experience with local implementation.

Indra's vision is to be an advanced global technology partner for its clients' core business operations. To achieve this, the company will continue to create a high added-value product portfolio based on technology for core business operations. It will also focus on a launch strategy in partnership with its clients by drawing on its know-how of the vertical businesses. At the same time the company will work on ongoing

improvement to render operations and the service delivery model more efficient. Moreover, it will take advantage of the new digital transformation offered by Minsait to drive growth in its vertical segments. All of the above will mean basing sustained growth objectives by a new culture focused on profitability and the company's teams.

Review of product portfolio, commercial strategy and service delivery model

To achieve its sustainable and profitable growth objectives, the Strategic Plan includes a review of the product and project portfolio with a focus on four areas:

- Giving priority to the existing product portfolio, concentrating on high added-value products.
- Increasing standardization of the offer to achieve economies of scale and boost know-how.
- A more selective procedure for choosing projects, with minimum requirements in terms of size and profitability.
- Restructuring of the business portfolio, which will include selective investment and divestment.

The Strategic Plan also involves a review of its commercial strategy. This will involve building up commercial capacity in added-value products; assessing risk and price acceptance; reinforcing the capabilities of the commercial teams; increasing income per client; supplementing local market strategies with specialist businesses to maximize the profitability of the target portfolio; and selective support in third-party channels.

By improving the service delivery model included in the Strategic Plan, Indra will achieve more profitability and an optimal positioning with clients. It will use levers such as standardized products (with more efficient costs, scopes and times), new first-rate project management tools and processes, reduction of errors and cost overruns, and ongoing improvement of the client experience to increase loyalty.

The review of Indra's portfolio towards existing high added-value products will increase profitability and cross sales

Cost savings plan

The Strategic Plan also features a cost savings plan. Among its objectives are to achieve savings and increase Indra's competitiveness, which is expected to bring in an extra €180 to 200 million. This plan envisages four main lines of action:

- Organizational restructuring with approximate savings of €120 million.
- Production and other costs with approximate savings of €30 million.
- Reduction of cost overruns and project losses with approximate savings of between €20 and €40 million.
- Optimization of the delivery model with approximate savings of €10 million.

MINSAIT

In 2015, in line with the Strategic Plan and to address new growth paths, Indra began to merge its technology and consulting solutions in digital business. That year, they brought in revenue of €313.3 million. In February 2016, Indra set up a new business unit to meet the digital transformation challenges that companies and institutions are facing, launching the Minsait brand on the market with a new and different commercial approach.

Minsait is a driving force for accelerating growth in all of Indra's businesses, since it will help the company as a whole generate new opportunities and complete its current offering of high-value vertical products, contributing to their development and growth in line with clients' key business operations.

Indra merges its digital transformation solutions in Minsait to complement its current offering of high-value vertical products

minsait
by Indra



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Corporate Social Responsibility

Indra is a business project that has been developed with a medium- and long-term vision. For this vision to become a reality it requires responsible behavior with respect to its main stakeholders. Indra's Corporate Social Responsibility Policy establishes a corporate framework of reference to achieve it and it applies to all companies and activities worldwide.

CORPORATE SOCIAL RESPONSIBILITY GOVERNANCE MODEL

Indra believes that Corporate Social Responsibility must be integrated across the organization in line with its activities and objectives. It has therefore implemented a responsibility management system which is decentralized across the various management units and integrated within the company.

The Appointments, Remuneration, and Corporate Governance Committee reviews Indra's policies, regulations, procedures, and practices in this area and presents relevant proposals to the Board of Directors, which holds final responsibility for approving them and supervising their application.

The Communication, Branding, and Corporate Responsibility Area is charged with implementing the Company's strategy in this area and executing the Corporate Social Responsibility (CSR) Master Plan while regularly informing the Appointments, Remuneration, and Corporate Governance Committee.

Indra believes that Corporate Social Responsibility must be aligned with its everyday strategy and business, creating value by generating cutting-edge solutions and services. Since 2003, Corporate Social Responsibility actions have been evaluated and driven forward under the Master Plan, which is subject to an annual review. The result is a sustainable business model which includes our stakeholders and reinforces the open and transparent corporate innovation model.

Open and transparent innovation in a sustainable business

The Master Plan establishes the right framework for Corporate Social Responsibility to play the distinctive role of a driving force for innovation within Indra in line with business objectives. For each one of these management areas, the list of material topics and specific practices is drawn up each year for each of the company's stakeholders.

The Master Plan sets out the company's policies, programs and actions, which are divided into two broad areas:

- Stakeholder integration: improving communication and listening channels
- Innovation in the company's management in order to improve sustainability

Indra's Corporate Social Responsibility Policy

Indra's Corporate Social Responsibility Policy establishes a corporate reference framework which applies to all companies and activities worldwide. The aim is to ensure responsible behavior toward stakeholders.

A model of behavior that creates value across the company

Indra's Corporate Social Responsibility goal is to achieve sustainable development for the company, integrating its stakeholders and contributing to the creation of value for society. This is achieved through its Action Principles in the following areas.

Indra's Corporate Social Responsibility Policy, approved by the Board of Directors, is available at <http://www.indracompany.com/en/indra/corporate-social-responsibility>

CRS action principles



HOW DOES INDRA ENGAGE WITH ITS STAKEHOLDERS?

Indra's Corporate Social Responsibility vision is: to be an innovative, responsible company in our relationship with professionals, shareholders, clients, providers, partners, knowledge institutions, environment, society, communications and media with a commitment to promote a framework of dialog and collaboration with the main stakeholders with whom it maintains a relationship and on whom it has an impact.

Since 2007, Indra has consulted and involved all the people responsible internally for managing relations with stakeholders, updating the Corporate Social Responsibility Master Plan as a result.

Stakeholders

G4-24

G4-25

G4-26



Value creation through Stakeholders

G4-24

Resources



Corporate Governance

Business Model

Leading technology
in key business
operations

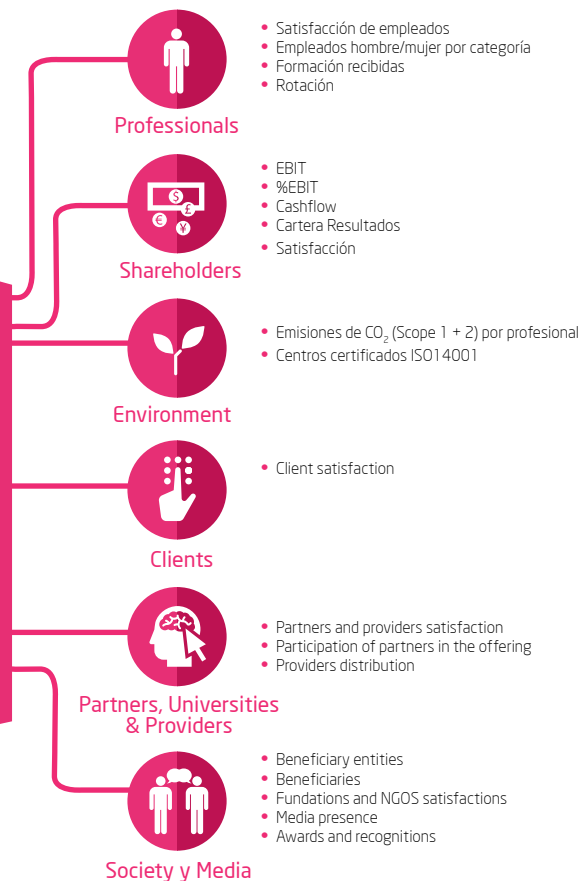
Streng client
orientation

Blance and resistient
portfolio

Capacities and
habilities of our
professionals

Impacts

Results



Financial

- Diferencia valor de la acción
- Difference share value
- Total volume of taxes



Social

- Jobs generated



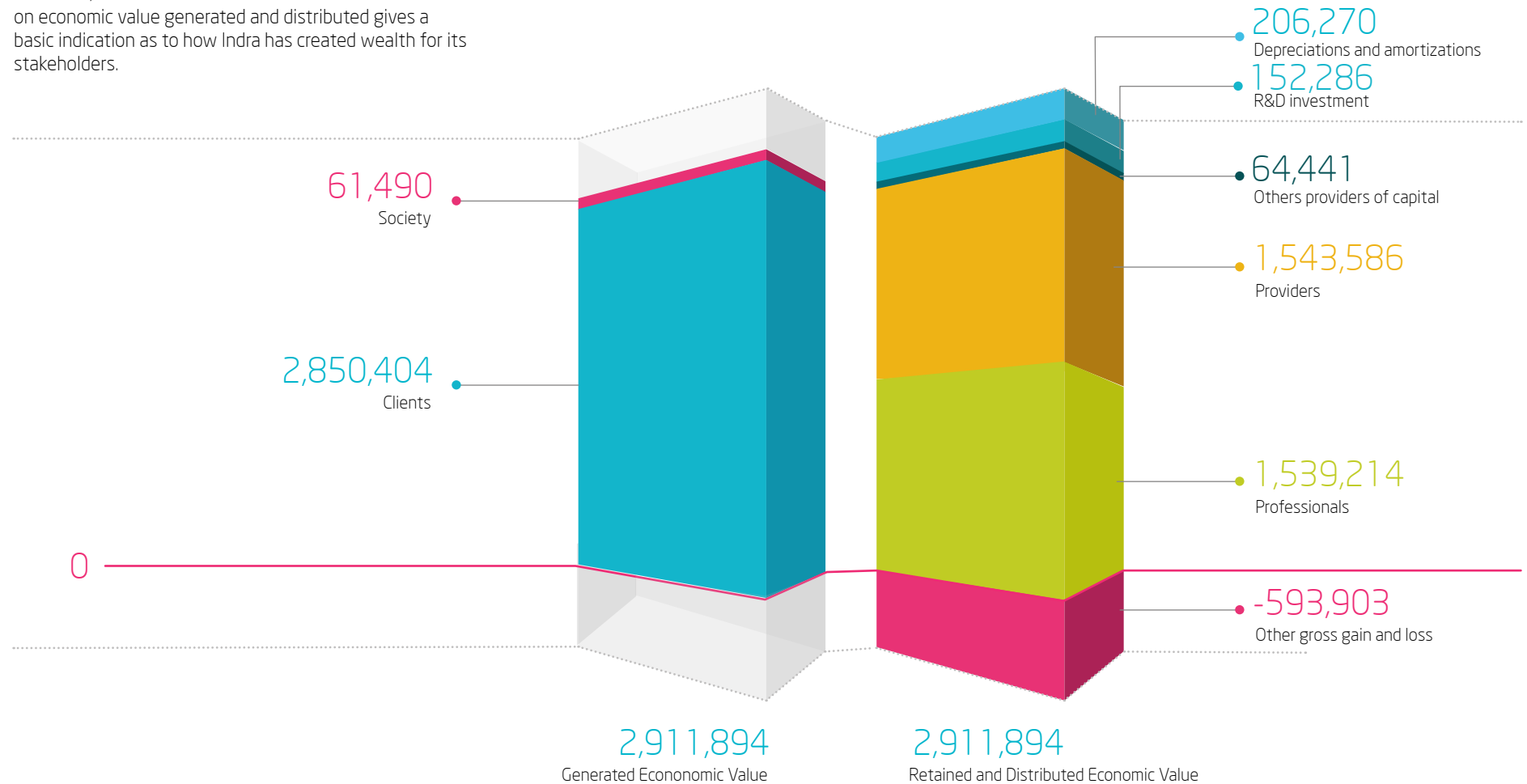
Environmental

- Avoided emissions

ECONOMIC VALUE GENERATED, RETAINED AND DISTRIBUTED

Indra's contribution to the communities in which it is present, expressed as economic value distributed or social cash flow, totaled €2.911 billion in 2015. This information on economic value generated and distributed gives a basic indication as to how Indra has created wealth for its stakeholders.

Economic Value Generated, Retained and Distributed (in euros)



The following table shows the method of calculating the items making up Indra's economic value generated and distributed in 2015.

	Generated economic value	Retained and distributed economic value	Calculation Method
Clients	2,850,404		Ingresos Ordinarios
Other gross gain and loss		-593,903	Ingresos ordinarios - (Empleados-Sociedad-Proveedores-Accionistas-Otros proveedores de Capital-Inversión en I+D+i-Reservas-Amortizaciones y deprecia)
Professionals		1,539,214	Gastos de personal, descontando aquellos gastos de personal atribuibles a I+D+i
Society	61,490		Impuestos sobre sociedades e inversiones en acción social la comunidad
Providers		1,543,586	"consumos y otros aprovisionamientos" y "otros gastos de explotación", descontando el gasto atribuible a "inversiones en acción social" y a "inversiones en I+D+i"
Shareholders			Dividendos
Other capital providers		64,441	Resultado financiero-Resultado de sociedades valoradas por el método de la participación
R&D investment		1 52,286	Inversión en I+D+i según Informe de Cuentas Consolidadas
Reserves			Reserva voluntaria + Reserva por fondo de comercio con cargo al ejercicio. De acuerdo con página 7 del Informe de cuentas anuales consolidadas
Depreciations and amortizations		206,270	Amortizaciones+Otros resultados procedentes de inmovilizado

(Figures in euros)

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Shareholders and Investors

Indra firmly believes that Corporate Governance and shareholder relations are one of its most important responsibilities as a listed company.

RELATIONS WITH SHAREHOLDERS AND INVESTORS

In recent years the Board of Directors has placed great emphasis on keeping a policy of active and transparent communication and contact with shareholders, institutional investors and proxy advisors. In accordance with Recommendation 4 of the Good Governance Code of Listed Companies, the Board has published this policy on its website <http://www.indracompany.com/en/accionistas/corporate-policies>

The Company holds regular meetings to present Indra's Corporate Governance System and share any concerns and suggestions that shareholders, investors and proxy advisors have raised.

The Board is the highest body responsible for guaranteeing this liaison, implementing the communication policy through the Board Secretary and the Corporate Governance Division.

In 2015 Indra continued to develop an active communication policy in order to ensure the highest level of transparency and information for the financial markets, making numerous presentations to institutional investors and analysts in Spain and in other countries in Europe. A total of 420 investors were visited throughout the year. In addition, to improve communication with investors and analysts, in 2015 the company started to organize quarterly

videoconferences, timed to coincide with each publication of results.

More transparency: videoconferences on quarterly results to improve communication with investors and analysts

The company also held its first Investor Day on July 8 to present its 2015-2018 Strategic Plan and to increase transparency and dialog about the company's position for investors and analysts.

Increase in the number of positive analyst

At December 31, 2015 the breakdown of recommendations from the 26 analysts saw an improvement on the previous year: 35% positive recommendations (vs 8% in 2014), 15% neutral recommendations (vs 59% in 2014) and 50% negative recommendations (vs 33% in 2014). Their recommended average target price at the end of the year was €10.76 per share (vs €10.28 per share in 2014). Indra has created a specific department to respond to shareholders' questions and information needs: the

Shareholder's Office (Tel: +34 91.480.98.00, accionistas@indracompany.com). In 2015 this telephone number dealt with 1,087 inquiries related to a wide variety of matters connected to the company's business, its growth forecasts, the dividend, the Shareholders' Meeting, the share price etc. Indra was named one of the best companies on the IBEX 35 in terms of dealing with shareholders, according to a survey conducted by *El Economista* (published in November 2014).

10 years on the Dow Jones Sustainability World Index Member of FTSE4Good, Carbon Disclosure Project (CDP) and VIGEO

Dow Jones Sustainability Indices
In Collaboration with RobecoSAM



Stock Market Indicators

The main stock market indicators for the period are shown below:

Main Stock Market Indicators 2015

Total nº of shares (12/31/2015)	164,132,539
Nº of ordinary shares in free calculation-free-float (12/31/2015)	81,040,863
Nominal de la acción (€)	0.20
Average daily order intake in shares (total)	1,661,409
Average daily order intake (€)	16,077,922
Order intake days	256
Order intake frequency	100%
Minimum daily order intake (in shares) (12/24/2015)	219,710
Maximum daily order intake (in shares) (01/29/2015)	8,659,972
Total actual order intake (€)	4,115,947,933
Total annual order intake (in shares)	425,320,762
Total traded shares over total ordinary shares	259%
Total traded shares over ordinary shares in free circulation	525%
Minimum annual closing share price (01/12/2015)	7.60
Maximum annual closing share price (01/12/2015)	11.52
Share price at close (12/31/2015)	8.67
Average daily closing share price	9.69
Market capitalization at December 31st (thousand of €)	1,423
Net earnings per share reported (EPS) (in €)	-3,913
Book value per share (in €) ⁽¹⁾	1,874
Share price / EPS (PER) ⁽²⁾	-
Share price book value per share (BV) ⁽²⁾	4.63
EV/Revenues ⁽³⁾	0.74
EV/EBITDA ⁽³⁾	16.24

(1) Considering the total number of the company's shares: 164,132,539 shares

(2) Share price considered on December 31st December 2015

(3) Enterprise value (EV) considered at year end: market capitalization on December 31st + company's Net Debt at the time

Total Trading Volume

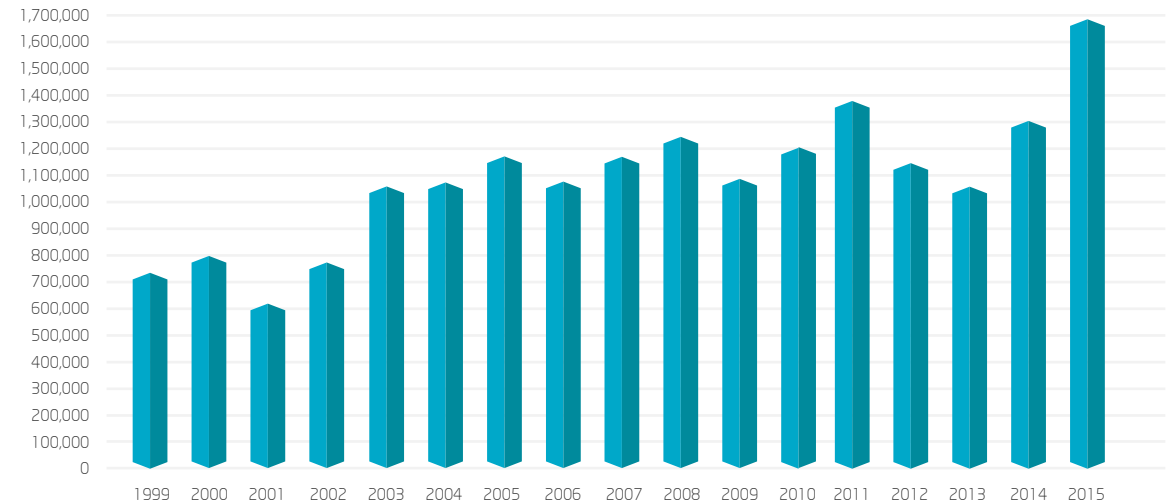
La acción tuvo una frecuencia de contratación del 100% durante todo el año.

La contratación media diaria ascendió a 1,661,409 un 28% superior a la del ejercicio anterior.

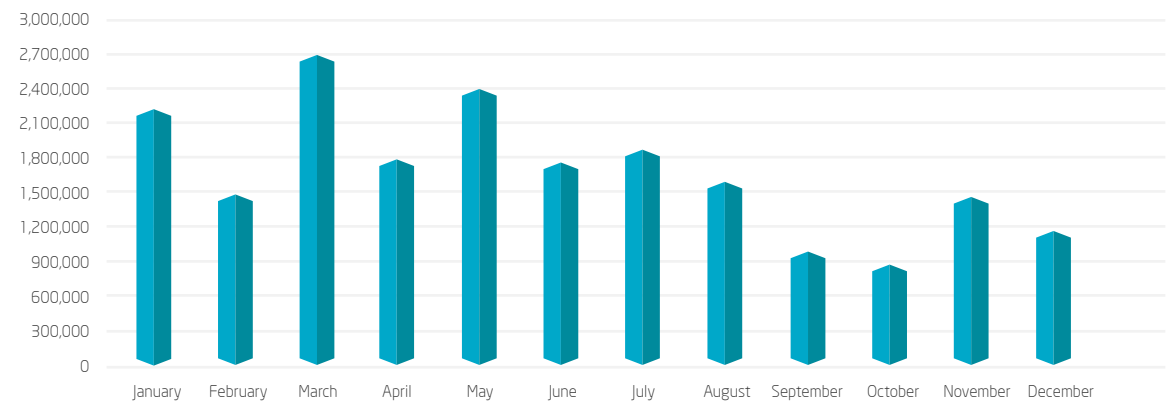
The information for 1999 includes the period from April to December and excludes the extraordinarily high volume traded in the week following the IPO (March 23-30, 1999), which distorts the ordinary volume.

425.3 million shares were traded on the market in 2015, which is equivalent to 2.59 times the total number of ordinary shares and 5.25 times the ordinary shares in free circulation (free-float). The actual trading value was €4,115 billion, representing an increase of 12% on the previous year. The average daily trading and the monthly trends are shown in the graph below:

Annual progress of the average daily order intake volume (shares)



Monthly progress of the average daily order intake volume (shares)



Indra share performance

The minimum, maximum, average and end-of-month closing prices of Indra's shares for each month of the year are shown in the following table.

A graph illustrating the share performance for the entire year is also given:

Monthly progress of the closing price

	Minimum	Maximum	Average	Close of month
January	7.60	9.10	7.99	9.06
February	8.81	9.52	9.15	9.52
March	8.82	11.02	10.10	10.93
First cuarter	7.60	11.02	9.09	
April	10.56	11.52	11.09	10.58
May	8.82	10.71	9.59	8.82
June	8.78	9.89	9.18	9.22
Second cuarter	8.78	11.52	9.93	
July	9.01	11.40	10.48	10.23
August	9.41	10.93	10.20	10.58
September	8.99	10.27	9.65	9.27
Third cuarter	8.99	11.40	10.12	
October	9.32-	10.12	9.70-	9.76
November	9.46	10.49-	9.91	9.73
December	8.65	9.70	9.18	8.67
Fourth cuarter	8.65	10.49	9.59	

Indraday prices not included

Indra's monthly share performance (Figures in euros)



Source: Bloomberg.

Information for the wealth tax return: The average share price in the fourth quarter of 2015 was €9.59 (published in Official State Gazette No. 47 of February 24, 2016).

Indra and the Sector

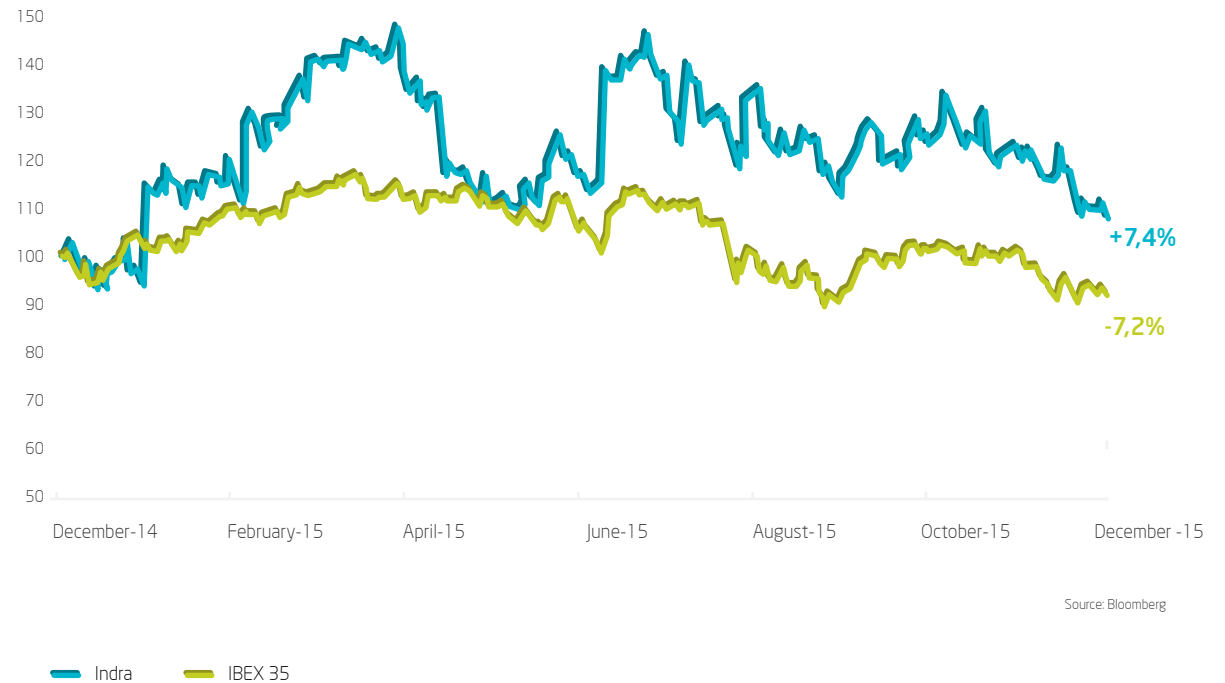
In 2015 the performance of the selective European share indexes was mixed (MIB +12.7%; DAX +9.6%; CAC +8.5%; FTSE -4.9%; IBEX -7.2%). The year 2015 was a volatile year for European equity. Recurring themes were political uncertainty in Greece, the ECB's stimulus policies and falling oil prices (-40% in the second half of the year) and an economic slowdown in China (the Shanghai Composite index fell by -13% during the second half of the year). Like in Europe, the performance of the main U.S. indexes was also mixed (Nasdaq +5.7%; S&P -0.7%; Dow Jones -2.2%) which is closely correlated to the FED's decisions on its schedule for raising interest rates.

As regards the technology sector, European company share prices gained on average by +38.0%, with variations ranging from +11% (Asseco) through +71% (Sopra Steria) following the merger of both companies. The STOXX EUROPE IT sector index closed the year with a gain of 35%. Indian and North American technology companies gained less than European companies (+4% for Indian companies and +11% for North American companies).

The performance of European Information Technology companies went from worse to better in 2015. The main events that affected Indra's share price during the year were: 1) arrival of the company's new Management; 2) first Investor Day at which the 2015-2018 Strategic Plan was presented; and 3) the company's restructuring.

The following chart depicts Indra's positive performance of 7.4%, compared with a 7.2% fall in the IBEX 35 (over a base of 100 at 31/12/2014).

Indra's performance vs the IBEX 35



By the close of 2015, Indra's shares had accumulated an increase in value of 94% from the date of the IPO (March 22, 1999), compared to the -4% fall of the IBEX 35.

GOVERNANCE MODEL

Indra's Board of Directors has always placed special focus on Corporate Governance as a fundamental management tool for the Company, respecting the latest and most important national and international standards. Corporate governance at Indra is based on information transparency and the following principles:

- **Efficiency: Generate value**
Guaranteeing and applying the necessary measures to allow members to act with unity of purpose and independent criteria, in the interests of the company and of its shareholders and maintaining the Company's sustainability.
- **Equity: Same treatment for the same groups**
Promoting two-way dialog channels with stakeholders.
- **Respect for rights: Exercise shareholder rights**
Implementing measures to increase informed participation of shareholders and the proper exercise of their rights.
- **Responsible compliance by managers**
The Board must actively supervise and assume specific responsibilities that cannot be delegated. The exercise of these responsibilities is assessed regularly.

The Board uses its powers to design the Company's general strategy, oversee the activities of the Company's executives and act as a liaison with the Company's shareholders.
- The Company's Corporate Governance system also helps to manage the risks arising from the Company's growing internationalization.
- Compliance with national and international good practices in the field of Corporate Governance.

The level of compliance with the Company's corporate governance recommendations has always been very high. The Annual Corporate Governance Report (section G) shows this compliance level. Applying these principles results in a Corporate Governance system based on the following practices:

Board of Directors

The Board is primarily concerned with supervision and ensuring that the executive bodies and management team (to whom it delegates the day-to-day management of the company) act in accordance with the strategies approved and the objectives defined. Under current law, the Board may not delegate any legal or statutory powers reserved for its direct knowledge; nor may the Board delegate other powers required to responsibly exercise its general supervision and control duties.

Board of Directors Selection Policy

The Board has approved a Board of Directors Selection Policy, which is included in the Corporate Governance Rules of Indra Sistemas, S.A. This policy ensures that proposals to appoint or re-elect directors are based on an analysis of the Board's needs. The Board has made its Board of Directors Selection Policy public and transparent through its Annual Corporate Governance Report and through information posted for the General Meeting of Shareholders. Also, at informative meetings held with shareholders, institutional investors and proxy advisors, information is given about these processes and explanations are given about fulfillment of requirements relating to the profiles of the directors sitting on the Board at any time (these profiles are always kept up-to-date on the corporate website).

For further information consult the aforementioned documents.

Gender diversity and medium-term goals

As regards gender diversity, the Company's internal regulations establish that the Board of Directors and the Appointments, Remuneration and Corporate Governance Committee (CNRGC) are responsible for ensuring that the criteria and policies designed to encourage gender diversity on the Board are applied when selecting candidates for Board members. These criteria have been applied for each renewal of positions over the past years, which the Company has made public. Independent directors are where the Board and the CNRGC have the greatest capacity to act, as they can take a much larger number of potential candidates into consideration to fill the post of female director. With regard to the directors representing major shareholders, the board and the CNRGC may only recommend that shareholders consider the appointment of women as board members at Indra to represent their shareholding interest. The Board of Directors Selection Policy lays down the objective that by the year 2020 the number of female directors should represent at least thirty percent of the total number of board members.

Size and qualitative composition of the Board of Directors

The size of the Board (13 members) is in keeping with the Company's needs and its composition reflects the diversity of knowledge, gender and expertise needed to be able to fulfill their duties efficiently, objectively and independently. Out of the 13 members, two are executive directors and the remaining 11 are non-executive directors. Of these, 7 directors are independent, accounting for 53.8% of the Board Members. The proportion of directors representing major shareholders is in keeping with the Company's shareholder structure. The board composition therefore meets the Board Regulations and the Good Governance Code for listed companies in terms of size and qualitative composition. It also complies with international standards on the independence of the Board of Directors.

The Board, the Audit and Compliance Committee and the Appointments, Remuneration and Corporate Governance Committee are formed by a majority of independent directors, and the chairpersons of both committees are also independent directors.

The Board Regulations describe the responsibilities of directors in detail, as well as how to deal with conflicts of interest and the ban on competition. The Company follows a policy of maximum transparency regarding public information about related transactions, over and above legal requirements.

As regards dedication, in accordance with current Corporate Governance Recommendations, the Board Regulations establish a maximum number of boards of directors to which the Board members can belong, which varies depending on whether they are executive directors (two additional boards) or non-executive directors (four additional boards).

Directors are under the obligation to attend personally any sessions held, with absences kept to the bare minimum. In the Annual Corporate Governance Report, information is given on director attendance and their other obligations, to assess their level of dedication. This is also an important aspect of the Board of Directors annual assessment.

Board of Directors Remuneration Policy

The 2015 General Meeting of Shareholders approved the current Board of Directors Remuneration Policy. This Policy amends the previous remuneration system in terms of remuneration of executive directors in their role as Senior Managers, to bring it into line with international standards and the recommendations of the new Good Governance Code for Listed Companies. In designing the new Remuneration Policy, the Board specifically took into consideration the votes at previous General Meetings of Shareholders and points raised by shareholders and proxy advisors at the Corporate Governance roadshows held in 2014.

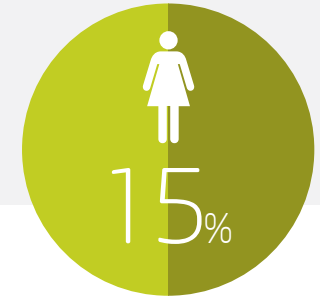
Qualification



Experience



Women



The Remuneration Policy in force is public and can be viewed on the Corporate Governance section of the corporate website. This is accessed through the Shareholders and Investors page <http://www.indracompany.com/en/accionistas/corporate-policies>

Policy on communication and contact with shareholders, institutional investors and proxy advisors

As mentioned above, one of the goals of the Company's Corporate Governance policy is to promote two-way dialog with shareholders, investors and other stakeholders.

The Board has approved a policy on communication with shareholders and proxy advisors which is public and can be viewed on the corporate website <http://www.indracompany.com/en/accionistas/corporate-policies>

Risk Management

The Board has approved the company's Risk Management Policy which includes the risk tolerance level of the company by risk category and is explained in another set of specific documents, among them the map of risks

Information on the Company's risk management is given in the Annual Corporate Governance Report, sections E and F, which is available on the corporate website <http://www.indracompany.com/en/accionistas/annual-report-corporate-governance> and on the CNMV website (www.cnmv.es).

5 Clients

Indra is the technology partner for its clients' core business operations. Indra's corporate culture adapts to its clients' needs, with a focus on co-investment and joint projects.

Indra has continued to develop its strategic actions aimed at ensuring recurrent business from clients, striving to excel in the development and delivery of projects and services, seeking to guarantee client satisfaction and build client loyalty.

Indra has therefore spent years reinforcing these models and applying stringent standards to ensure client satisfaction and minimize risks.

Indra places a strong emphasis on client orientation

In 2015 the company put in place a model to measure service quality and a common project in the Information Technology and Transport & Air Traffic markets, which is currently in the deployment phase. Work has been ongoing to improve the company's management systems, with major milestones achieved (described below).

The scope of global quality certification has been increased: Indra has further extended its quality management system based on the ISO 9001 standard to the company's quality systems in its subsidiaries in Argentina (Computación Ceicom), Spain (Indra Sistemas de Comunicaciones Seguras) and Indra Slovensko. At present, 94% of Indra's revenue is

generated by subsidiaries that hold ISO 9001 certification. A number of certifications and accreditations were received and renewed:

In 2015 Indra renewed the following local certifications:

CMMI-DEV level 3 in Peru; CMMI-DEV level 3 in Chile; and CMMI-DEV level 3 in Mexico.

It received the following certifications and new accreditations: MoProSoft and SAP Partner Quality Program Accreditation in Mexico and PERAM 145 (in February 2016) in Spain.

The Madrid Excelente seal was also successfully renewed.

The quality of relations with clients remained at a similar level to 2014: the global client satisfaction indicator was slightly higher than the previous year (3.6 compared with 3.59 out of 5 in 2014). The recommendation indicator hardly changed from the previous year, at 7.2 (out of 10). The NPS (Net Promoter Score) dropped to 6, compared with the score of 7 in 2014. As in the previous year, in 2015 the best scores were in: Knowledge and understanding of its activity and sector (4.29 out of 5 in 2015 versus 4.26 in 2014) and Ability to listen what you are saying (4.18 out of 5 in 2015, versus 4.12 in 2014)

Also, this year a new General Satisfaction Index has been included, on a scale of 100. The total score was 72.

As for project audits, more than 350 audits were conducted on operations in different regions. The quality audit process was also reviewed to highlight the company's value orientation, focusing on core projects in terms of their impact on results. This review was aimed at achieving the following results: save costs by identifying non-quality costs; improve client relations by identifying gaps; cut back and redefine the system of indicators to align them with the business indicators and to optimize them; transfer good practices to the company's business units and other departments.

INDRA HAS CONTINUED TO STRENGTHEN INFORMATION SECURITY

Indra's **Information Security Model** aims to maintain information security while achieving its goals, making sure that the security risks to which the company is exposed are identified and assessed, and accordingly adopting the most efficient and consistent security measures in line with the business strategy, while generating as much value as possible for everyone involved.

Information security is an inherent part of all of the company's organizational processes and features in its strategic planning.

The risks to which assets are exposed form Indra's risk map. Together with security requirements set by markets and Indra's clients, as well as internationally recognized security standards such as the UNE-ISO/IEC 27001 Information Security Management System, they form the basis for defining Indra's Information Security Strategy. In 2015 Indra continued to roll out the Global Security

Governance Model. The Local Security Committees have been standardized in Portugal, Mexico and Brazil, and recruitment processes are underway for Local Information Security Officers in Colombia, Peru, the Philippines and Australia. Local Information Security Officers have also been appointed in Brazil and Mexico.

Certificates endorsing compliance with the Information Security Management System (ISO 27001) and Information Technology Service Management System (ISO 20000-1) have been renewed, bringing them into line with new requirements under UNE ISO/IEC 27001:2013 and extending them to other services and regions.

A new information security regulatory framework has been designed, based on the main security risks that affect Indra in its various environments and that allow users to clearly identify the security measures they need to implement in the course of their duties.

A data retention procedure for corporate systems and services has been created, which lays down the guidelines for proper storage of information during the mandatory period under applicable laws.

The new internal support service to comply with PCI-DSS (Payment Card Industry Data Security Standard) has been implemented, which provides information and guidance intended to provide payment security advice.

A model to measure market security has been established, giving information on the security situation and level of compliance in each of Indra's markets. Security diagnostics run on the projects showed the level achieved in each one, allowing the necessary improvement plans to be prepared in accordance with the results.

In 2015 a wide variety of Information Security training and awareness actions were established, notably the New Welcome Plan.

Indra continues to make progress on perimeter security

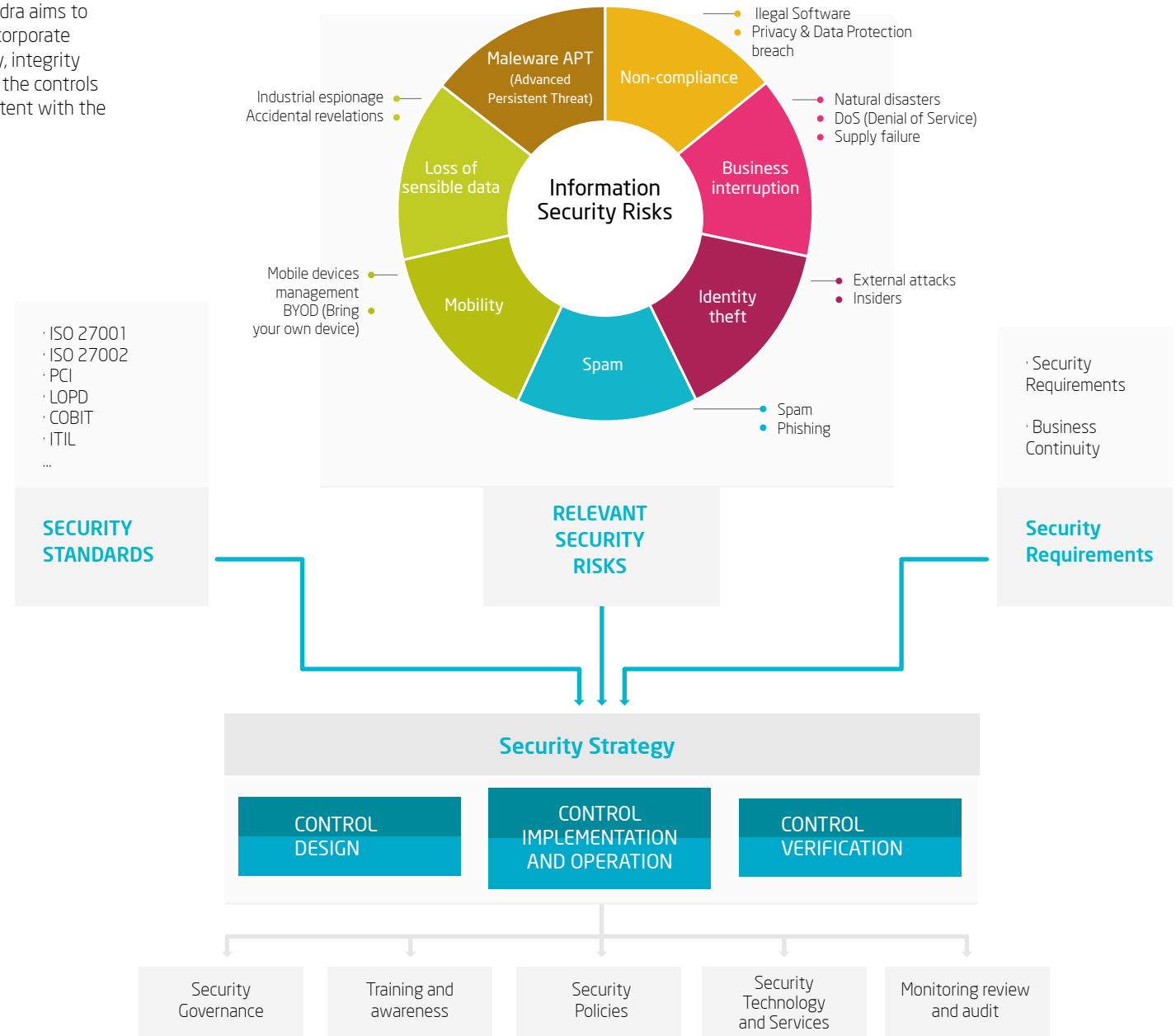
Our perimeter security systems have reported more than 26,112,984 cyberattack attempts, although no critical security incidents caused by those attacks have been recorded. To improve protection, in 2015 the core functions of the intrusion detection and prevention systems were updated.

Indra continues to make progress on perimeter security

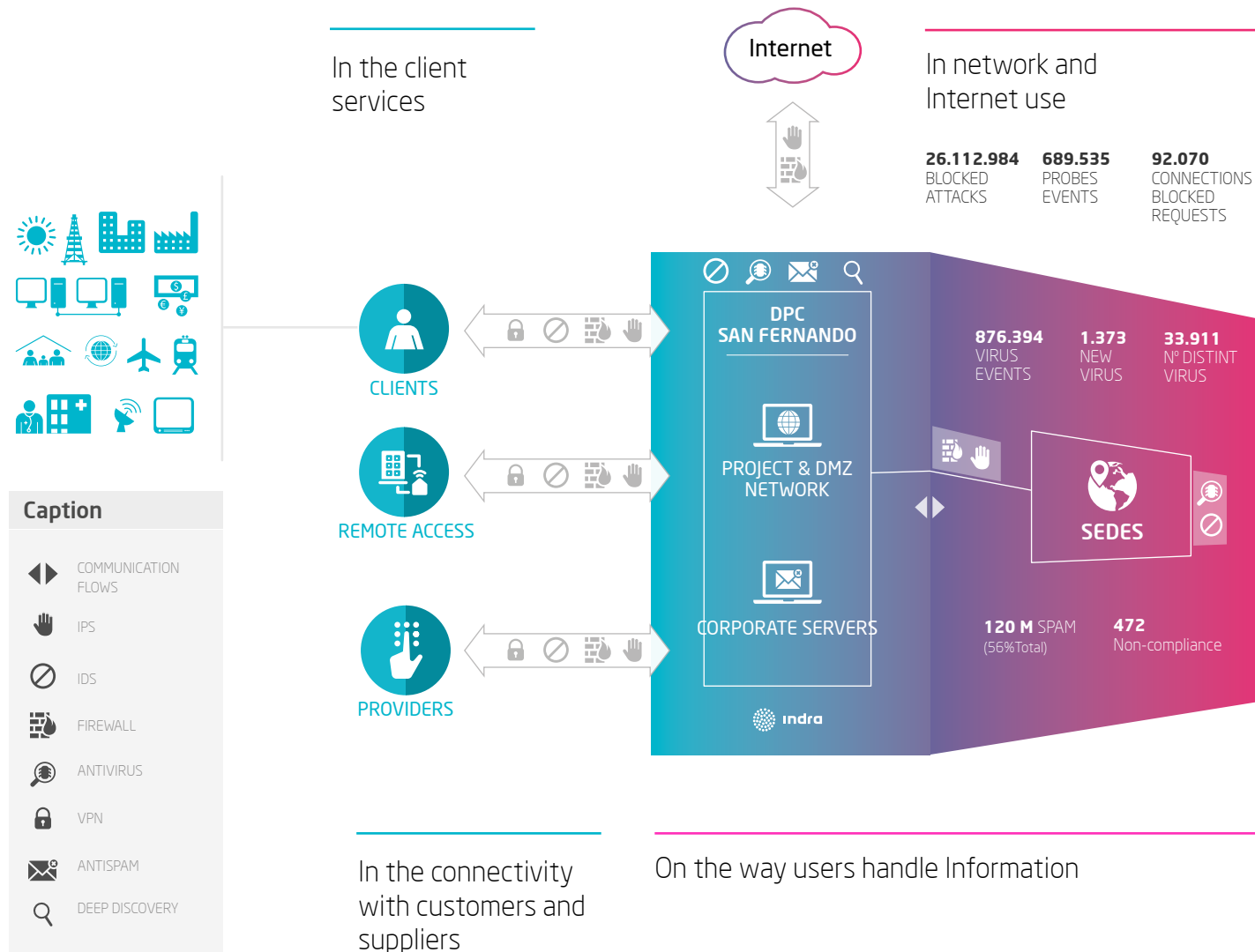
Activities were also stepped up to detect pattern anomalies in our systems. More than 1,200 new viruses were detected and reported to antivirus companies, allowing them to develop new defensive patterns.

Emphasis was placed on collaboration with public sector organizations to share expertise and experience in the field of IT security, aimed at identifying and preventing attack patterns. In particular, Indra collaborated with AENOR on publishing international standards, including: ISO/IEC 29146 Information technology -- Security techniques -- A framework for access management; and ISO/IEC 24760-x Information technology -- Security techniques -- A framework for identity management. Indra also sat on the following sub-committees: AEN/CTN 071/SC 27 "Security techniques"; AEN/CTN 196/SC 01 "Continuity of critical infrastructures and services"; and AEN/CTN 139 "Health information technology and communications", as well as collaborating with the Corporate Security and Society Foundation (ESYS).

The Global Security Model established in Indra aims to ensure the management of all assets and corporate information, maintaining the confidentiality, integrity and availability of information, by adopting the controls and procedures more effective and consistent with the business strategy.



The following basic diagram shows the security protection systems and several security metrics



The "clients" chapter of this Report includes detailed information about the policies, strategy and performance in 2015 this field

FORECASTS

Actions planned in the field of quality for 2016 will focus on several aspects, for example key processes related to production and delivery of solutions, products and services, control activities and quality assurance.

A project/operation audit plan will also be executed based on corporate indicators (financial information, strategic risks, core regions, etc), sensitive to the type of production process. Plans to boost operational efficiency (proposing/ implementing any which reduce the number of production errors) and effectiveness (promoting process improvement and more practical and secure methodologies/techniques) will also continue to be developed. Finally, the certificates required for the business will be maintained as it adopts the global plan adapting to the new ISO9001 standard.

Information security is expected to be stepped up in 2016. The company's initiatives in the pipeline include: rolling out the Global Security Governance Model in the various geographical regions; raising awareness about Information Security among users through monthly newsletters; dissemination of the new regulatory framework; extending certification of the Information Security Management System (ISMS) to new regions, for example, Peru; biennial

audits under the Spanish Data Protection Act for companies where required; integration of cyber risk management with the company's Global Risk Management; progressive adaptation of Indra's companies to the European Data Protection Regulation; analysis of the level of compliance with data privacy and protection requirements in Indra's markets (Healthcare, BPO, Outsourcing and Telecom); implementation of a Threat Intelligence area to respond quickly to security incidents and advanced, targeted threats; mobile device security pilot with collaboration from other related areas (compliance, legal advice, etc.); and software asset management with inventories and licensing and control of illegal software use.

A HIGH VALUE-ADDED OFFERING FOR OUR CLIENTS

Achieving the financial objectives set means continuing to use innovation as a lever to strengthen the portfolio through proprietary products in every market and region, with clear added value for our clients and society at large, by developing personalized solutions and services and paying particular attention to specific requirements set by law.

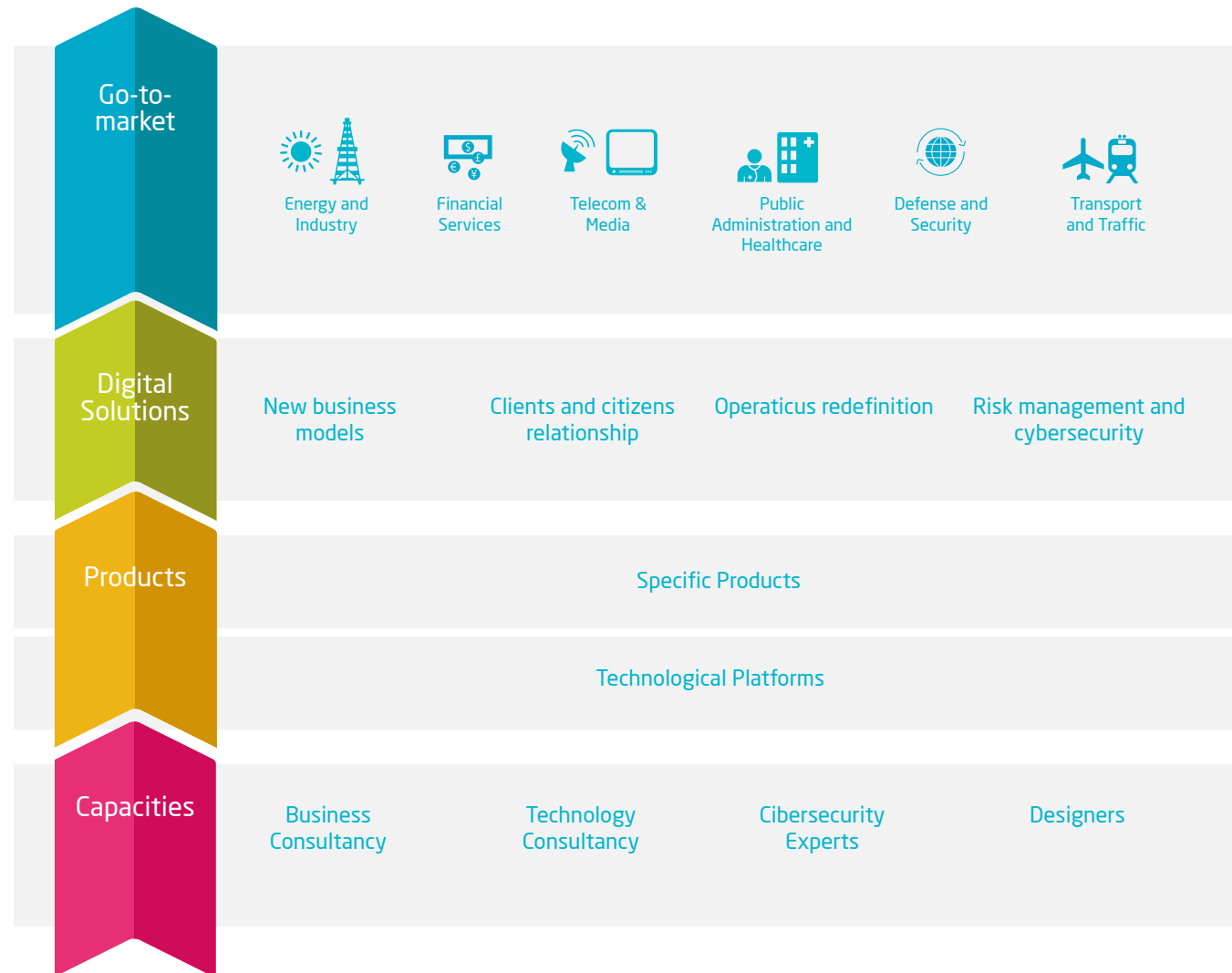
Indra has continued to focus heavily on developing services and solutions. This has allowed it to gain a foothold as a technology leader in the various sectors and markets in which it does business. The amount allocated to research, development and innovation activities represents around 5.3% of revenues for the year.

A balanced and diversified portfolio of technological solutions



152M€
(5.3% sales)

R&D
Investment

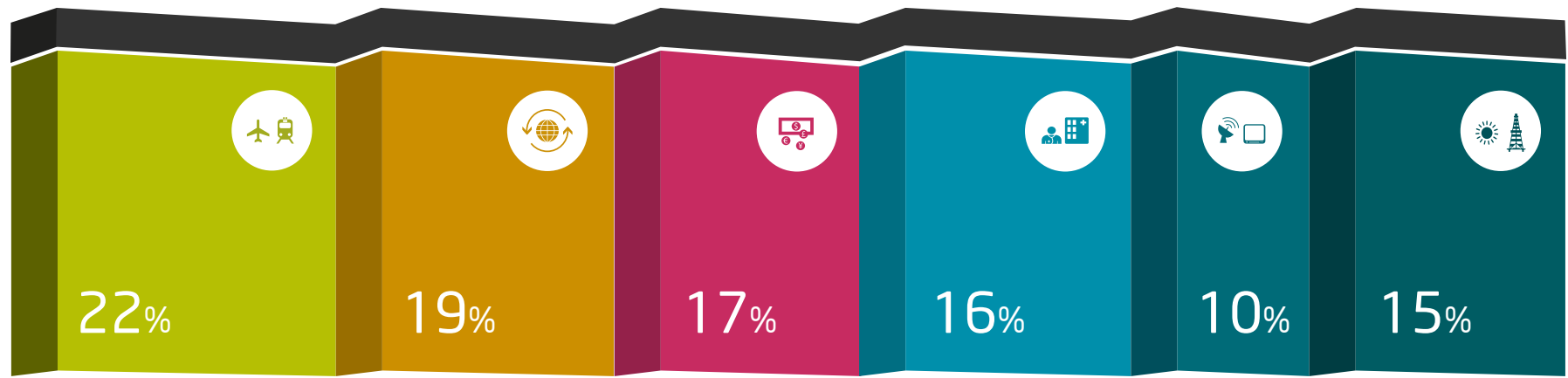


Offering of Services



Revenue performance 2015 by Solutions and services

Revenue performance by Vertical Markets 2015



Transport and Traffic

- Air traffic management systems and Communication, navigation and surveillance systems.
- Railways and airport management systems
- Urban traffic, highways, tunnels and traffic control systems



Defense and Security

- Air surveillance, military simulation, maritime surveillance, electronic defence
- Satellite Communications



Financial Services

- Key operations systems in assurance companies and Banks
- Operation transformation and process efficiency



Public Administration and Healthcare

- Health management platforms
- Education and justice management systems
- Electoral Processes



Telecom & Media

- Supporting systems to operation and business between telecommunication companies
- Solutions for new communication media
- Digital television in the Media field



Energy and Industry

- Products, solutions and services to manage energy generation, distribution and commercialization
- Air lines
- Tourism Business processes

6

Professionals

In Indra's everyday business, its employees lead project innovation and project development. They are professionals with sound know-how of core technologies and industries, and share their global experience with local teams. Against this background, the recruitment, development and management of professionals, based on criteria of diversity, are a lever for innovation and a key factor in the company's strategy.

	Final Staff	2015	%	2014	%	Variación (%)
Spain		20,251	55	21,461	55	(6)
Latam		13,453	36	14,388	37	(6)
Rest of Europe and Northamerica		1,720	5	1,788	5	(4)
Asia, Middle East and Africa		1,636	4	1,493	4	10

Indra's professionals are the main actors for innovation, transformation of the company and project development. It is key to invest in their learning and professional growth, and to promote their commitment to meet the goals of the Strategic Plan. To achieve this, Indra's Talent Management is based on four cornerstones:

1. Attracting the best talent, by offering professionals a unique value proposition
2. Ensuring professionals have the skills that set them

apart through development and training
3. Creating leaders who in turn create leaders, thereby guaranteeing a sustainable flow of talent

4. Increasing process and procedure efficiency

ATTRACTING AND RECRUITING TALENT

During the first few months of 2015, actions to attract talent underway the previous year continued. These recruitment actions stopped in the second quarter in the countries affected by the workforce restructuring plan.

Recruitment strategies using social media were in place throughout the year. 805 posts were published, with 5,354,446 impressions and 36,850 interactions.

Relations with universities and knowledge institutions were consolidated. Indra permanently liaises with 418 innovation and knowledge institutions and cooperation agreements with 239 of which 118 are based in Spain and 121 are in other countries. For additional information see the "Partners an knowledge Institutions" chapter of this Report.

Contact with 418 Innovation and Knowledge institutions

Management of diversity, inclusion and equal opportunities

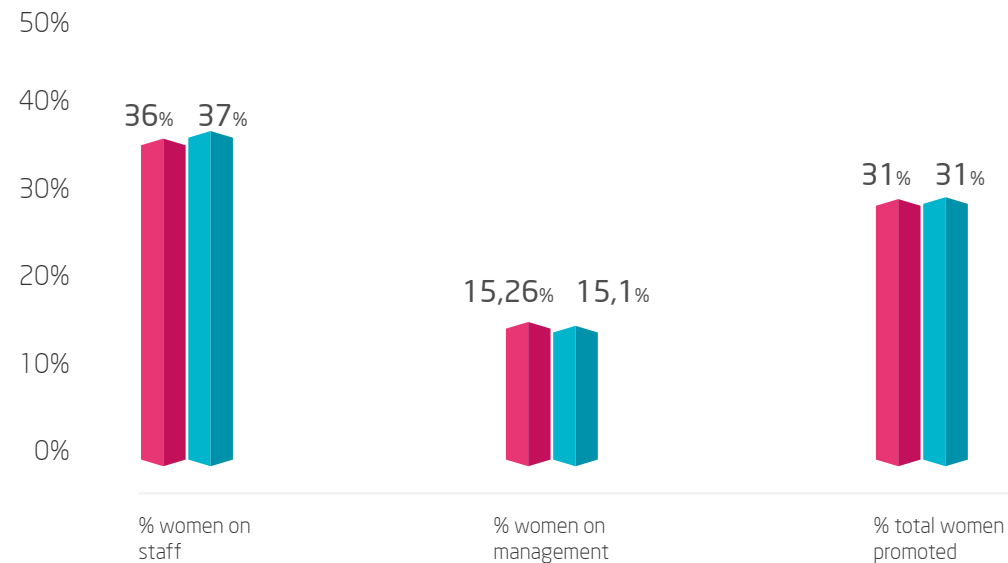
Indra aims to have the finest talent, without any conditioning factors influencing the recruitment and development of its employees. Non-discrimination in terms of gender and disability is a core part of its diversity strategy.

37% of the workforce is female, which is one percentage point up on 2014. The percentage of women out of the total number of employees promoted in 2015 was 31%, which is unchanged from 2014. Women represent 15.1% of the management team, not far off the 15.26% recorded in 2014.

The company has created the program Women and Leadership to promote the professional development of women. Implemented globally, it consists of mentoring, networking meetings, training in management skills, etc. The program is targeted at female managers and middle-level managers to boost female representation in managerial positions. The

third year of the program was launched in 2015, with the involvement of every region. The women who took part in the 2014 program as mentees were the mentors this time around. Two sessions of a Personal Brand training workshop and several networking breakfasts were held.

Women on Indra



■ 2014 ■ 2015

Our support for diversity has allowed us to:

- ✓ • Retain the Distinction for Equality granted by the Board for Equal Opportunities, part of Spain's Ministry of Health, Social Services and Equality.
- ✓ • Receive the Human Capital prize in the Social Responsibility category for our diversity management strategy.
- ✓ • In Mexico, receive the Socially Responsible Company prize for the second year running.

In Indra, the focus is on people and results

Remuneration Model

One of the main factors that influences the attraction of talent is remuneration. Indra's remuneration model is a reflection of its focus on people and results, promoting internal and external equity and also distinguishing contribution and commitment to the corporate project.

The variable remuneration scheme used in 2014 was revised for 2015 to make it more transparent and simpler, and to increase the level of motivation. This scheme aims to create incentives for the fulfillment of the company's global goals and the management unit's goals by achieving

individual goals. 15.13% of staff are subject to variable remuneration programs.

In 2015 Indra was recognized in a number of rankings as one of the best companies to work for:

- ✓ • Most attractive company to work for in the Randstad España Awards.
- ✓ • Nominated as one of the companies with the greatest impact on recruitment for the LinkedIn IN Award.
- ✓ • Ability Awards in the recruitment and integration category. (For additional information, see the Awards and Recognitions table of this report).

Commitment management

Indra implements a set of initiatives to increase the implication of professionals with companies' objectives and to bring out the best of themselves.

Reward programs

Indra sets out to create a culture of co-responsibility and commitment to make the most of the Company's innovative talent.

Indra makes it easier to get the work-life balance right

Its work-life balance programs propose measures to achieve flexibility over time and space, allowing employees and their families to meet their various everyday needs.

Volunteering and collaboration with NGOs

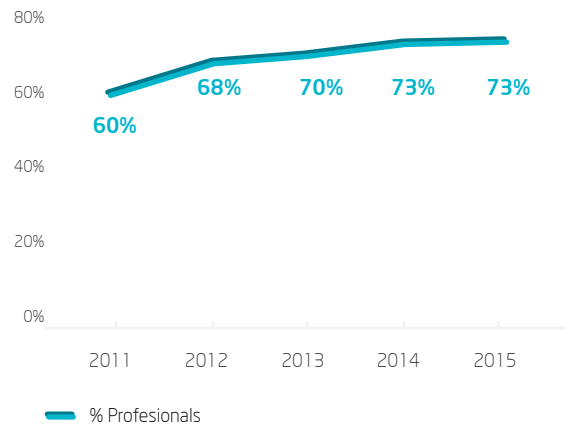
456 professionals participated in volunteering activities with various non-profit institutions, with 21,569 hours spent on 15 pro bono projects for 14 third-sector institutions. (For additional information, see the Society chapter of this report).

ENSURING PROFESSIONALS HAVE THE SKILLS THAT SET THEM APART THROUGH DEVELOPMENT AND TRAINING

To further improve employee alignment with the Company's strategy, in 2015 Indra introduced the new FOCUS performance assessment procedure. It was reviewed by Senior Management, market directors, and Human Resources.

The process focuses on defining and monitoring objectives, which are closely tied to business goals, associating individual development plans and thus allowing each employee to enhance those skills and knowledge areas that are required to achieve their goals. The performance assessment process covered 73% of employees, the same figure as in 2014.

Percentage of professionals involved in performance procedures



Global Assignments program to fill international job positions

To ensure professional development, Indra encourages internal mobility and assignment rotation, which allows employees to take on new duties and acquire new knowledge. One example is the Global Assignments program, which boosts international internal mobility within the management and supervision team.

Indra encourages internal mobility on an international scale

The program allows employees to apply for the international job positions that are most suited to their profile. Every candidate application is reviewed by an international committee and authorized by the Management Committee.

In 2015, 48 internal vacancies were filled under the Global Assignments program; 26% in AMEA and 45% in America, key markets for the company.

High potential management model

To keep up the company's flow of talent, Indra picks out and develops employees who demonstrate high potential. They are the employees who show motivation, ability and the necessary commitment to be part of this process.

In 2015 Indra continued to apply the standout management model to employees during their technical and management career stages, through training activities to boost their professional development, with the aim of turning them into future leaders.

The percentage of employees offered a promotion in this group is five times higher than the workforce as a whole. The percentage of promotions in the high potential group in 2015 was 20.2%, 2.2% up on 2014.

Training

Indra promotes the continuous development of its professionals through training. In 2015 employees received 1,250,694 hours of training, which is 32% more than in 2014.

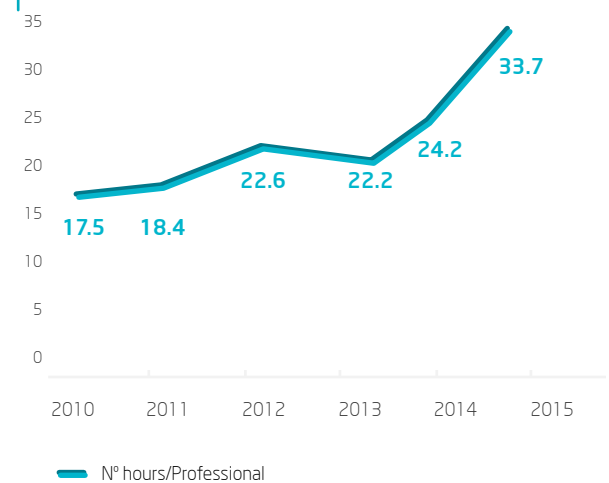
1,250,694 hours of training in 2015

One of our priorities is having a workforce that is highly skilled in technology. Technical training thus accounted for 21% of total training hours.

In 2015, 27,715 employees participated in at least one training activity, 6% up on 2014. The number of hours of training received per employee increased to 33.7 hours (9.6 hours more than in 2014), and 74.8% of the workforce participated in at least one training activity.

As regards training method, 78% was classroom-based and 22% online. Online training is encouraged to allow any professional from anywhere in the world to access training

Training hours per professional



in business, methodologies, tools, processes, languages, etc. In 2016 the aim is to develop technology-based MOOCs. Indra believes in self-training and co-learning. Everyone can round off their training through the company's formal channels with non-formal training via the Sharing Knowledge platform created in 2011 and supplemented in 2013 by the Professional Network. They both form a virtual collaborative space, by adapting social networking to knowledge management. This allows us to: collaborate, connect and share experiences and documentation; generate internal networking; get the most out of the company's talent; and adapt training to our needs, providing access to information and training wherever, whenever and however required.

The platform, which is multi-language and available to any company employee, allows them to create collaboration and conversation spaces, depending on the participants' goals. It was accessed more than 1.5 million times in 2015, more than 160 communities and groups were created (45 more than 2014) where professionals are able to share information, attend virtual classes, and so on, and

a number of dedicated courses were developed to provide self-training resources that allow each employee to improve any skills that they choose. 77.16% of Indra's employees accessed the Sharing Knowledge platform in 2015.

In 2015 the company designed global online training programs to address the company's current needs. Like for instance the Welcome Programme, which has been designed at a global level for the professionals that enter the company and which included a curricula and a community in the Sharing Knowledge platform.

In 2015 this Programme was deployed in Spain, Italy and other Latinamerican countries.

CREATING LEADERS WHO IN TURN CREATE LEADERS, THEREBY GUARANTEEING A SUSTAINABLE FLOW OF TALENT

Indra continues to focus on cultivating the management team to meet the goals of the 2015-2018 Strategic Plan. To be a member of Indra's management team several criteria must be fulfilled, both in terms of business and the right fit for the managerial role. Current leadership abilities are monitored and measures are driven forward to boost the development of leaders by proactively managing the demand and supply of managerial talent based on the criteria of contribution and potential. The direct involvement of Senior Management is critical in this process, with an ongoing reflection process and definition of the most appropriate action plans in each case.

En 2015 se ha realizado la revisión anual del mapa de capacidades directivas para directivos.

Se mantiene el proceso de evaluación para la promoción a equipo de dirección. Ante una propuesta de promoción interna se ponen en marcha una serie de procesos evaluativos cuya finalidad es conocer mejor al candidato propuesto y determinar su grado de adecuación. Estos

procesos implican la valoración externa del profesional contra el perfil de dirección, así como la valoración interna tanto por parte de pares como colaboradores (evaluación 360°), con especial foco en la reputación interna del profesional. Estos procesos nos arrojan una información relevante que apoya la toma de decisiones y que también se traslada como feedback al participante para establecer planes de desarrollo individuales.

Indra's Corporate University

To develop the talent management strategy, and to reinforce Indra's new culture, one of the main goals for 2016 is to deploy Indra's Corporate University at a global level.

In 2015 the University's conceptual design was completed to align training and development with the company's strategy and business needs. It will be the umbrella framework for the aforementioned activities and lines of action.

The main objectives of the University are to cultivate leadership and build a co-responsibility culture that involves every employee in the fulfillment of regulations, processes and goals.

INCREASING PROCESS EFFICIENCY

The core actions of the 2015-2018 Strategic Plan in relation to increasing efficiency which the company submitted on July 8, 2015 include a workforce restructuring process. This restructuring is a response to the need to review and simplify processes and structures, while still expanding the company's value-added offering, to attain the improvement and steady growth goals set out in the Strategic Plan.

A collective dismissal procedure commenced in July 2015 in Indra Sistemas, S.A., concluding on August 4 with an agreement between Indra and most of the workers' legal representatives.

The procedure, which will affect 1,750 employees at most, commenced in August 2015 and will end on December 31, 2016. A series of measures are planned to alleviate or reduce the number of dismissals or their impact, notably: willingness as the first criterion to select those affected; exclusion of some groups to give them special protection (the disabled, victims of gender violence and special family situations such as serious illnesses and the impact on the whole family when all are employed by Indra); early retirement benefit; and other alternative measures such as relocating the affected employee to another group company or salary adjustment, when feasible.

The agreement envisages a committee to monitor the procedure by the signatory parties, in terms of the interpretation, application and information of all of the aspects of the agreement, and to monitor the relocation plan.

A workforce restructuring process has also been undertaken in Brazil.

IMPROVEMENT OF EFFICIENCY IN HUMAN RESOURCES PROCESSES

Staff evolution 2014-2015 by regions

	2014	2015	Var (%)
Spain (-5.68%)	21,461	20,251	-5.6%
Rest of Europe and Northamerica (-5.6%)	1,788	1,687	-5.6%
Latam	14,388	13,452.78	10.10%
Africa, Asia and Pacific(+11.8%)	1,493	1,667.7	9.09%
TOTAL	39,130	37,060	-5.3%

Indra seeks to create initiatives that make Human Resources processes more efficient. It works hard to standardize and globalize the processes which cover the entire talent cycle, combining global requirements with local requirements. In 2015 the recruitment model was redefined in the main countries.

INDRA ENSURES MAXIMUM HEALTH, SAFETY AND WELL-BEING FOR ITS WORKERS

Indra has established a Prevention Policy and Plan, available to all employees on the Intranet and disseminated through specific training and communication actions. This policy states that the company is committed to ensuring the highest possible level of safety, health and well-being for its employees, in addition to procuring that not only Indra's workers but also others who could be affected by its activities are appropriately protected.

The company is also committed to observing the applicable legislation in Occupational Risk Prevention, not only with respect to health and safety obligations but also with a view to cultivating a culture of prevention for all company activities.

The company fosters a prevention culture

Annual program of preventive activities

In keeping with Indra's commitment to continuously improving health, safety and well-being, the company produces an annual schedule of preventive activities to achieve and maintain a safe work environment for Indra's professionals, both its own employees and its collaborators.

To foster a corporate culture that integrates preventive measures across the entire organization, Indra undertakes the following initiatives:

- Training the management and supervision team in preventive management to ensure success in projects (using own and/or external equipment) that involve significant risks: working from a height, construction, confined spaces, etc.
- Preventive information given to each professional once a year

Indra's intranet includes an "Occupational Health, Safety and Well-being" section that features campaigns to raise awareness on health and general well-being. They are targeted at all employees to create an efficient and effective health culture in the work environment and help raise awareness about the importance of protecting their health and avoiding risks.

Question and answer with company representatives

Indra considers and recognizes the importance of the active and collaborative involvement of company representatives through Risk Prevention Delegates, since this helps focus the desired level of attention on matters related to occupational health and safety.

The company provides these company representatives for the purpose of information, consultation and participation with the management system, as well as to program annual activities and risk assessments and preventive action plans arising from the technical actions taken.

The company has set up Health and Safety Committees at its workplaces with more than 50 workers. These Committees are joint and collegial bodies for regular and periodical consultation on health and safety matters. They hold periodic meetings, of which minutes are taken.

Extension to Indra contractors

Indra's Prevention Plan includes a "Supplier Approval System in relation to health and safety" which sets out requirements for suppliers in relation to health and safety in accordance with the risks that their activities entail.

Indra also establishes general procedures for activities in the field of construction or services provided by Temporary Employment Agencies.

FORECASTS

Establishment of the Corporate University: Move our learning model toward a Corporate University, following the design created in 2015.

Commitment improvement plan: Define and implement a commitment management model to involve employees further in the company's goal-setting strategy and encourage a shared culture that increases the sense of belonging among employees, as well as teamwork.

Project to segment career plans: Review the company's career plans to ensure that they meet business needs and professional development needs even more closely.

Interns and Juniors plan: Create a pool of internal talent based on the new profiles that need to address current business needs.

Review planning and workforce monitoring processes: Implement a new workforce and cost monitoring tool to increase cost efficiency and improve planning.

Review the variable remuneration system: Review the variable remuneration system to make it more motivating and transparent, as well as the guidelines for setting all of the company's roles, focusing especially on that of Project Manager.

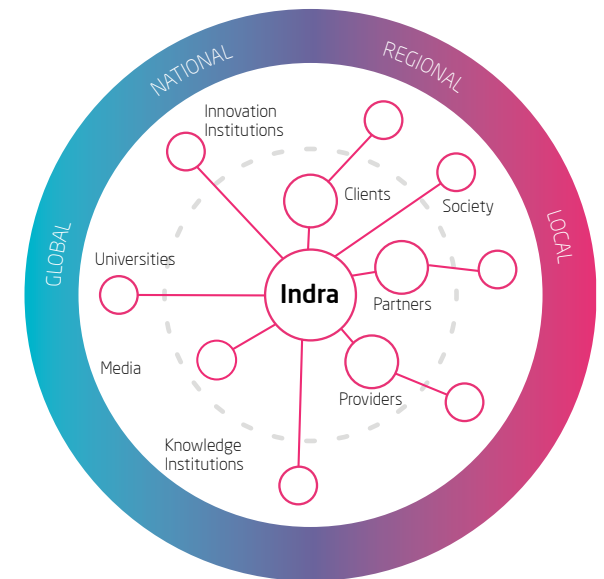
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Partners and Knowledge Institutions

Indra is moving away from classic innovation management models and setting up global multidisciplinary collaboration networks. It is a decentralized innovation management model in which the whole organization is involved. It is open, networked and aligned with the company's strategy.

Throughout 2015 Indra continued to participate actively in innovation programs, developing R&D&i projects and becoming involved in different platforms to boost its capacity to generate a new offer in key regions.

Involvement in European R&D&i projects has been mainly linked to the 2020 Horizon Program (European Framework Program for Research and Innovation 2014-2020).



287 Partnership
with technology partners



Agreements with
239 Universities



152M€
invested in R&D projects

During 2015 Indra also extended its participation in technology platforms and forums, was awarded new projects and submitted new proposals in European calls for proposals.

Sections 5 and 6 of the Annex show new R&D&i projects in 2015 and the most significant R&D&i projects this year.

Improvements to the R&D&i management system

In 2015 Indra continued to make improvements to its R&D&i management system. This system, implemented in Software Labs, has been brought into line with European CEN/TS 16555-1 standard and the new version of the UNE 166002:2014 standard. Indra was also awarded the Technological Surveillance and Competitive Intelligence System certificate in accordance with the UNE166006:2011 standard.

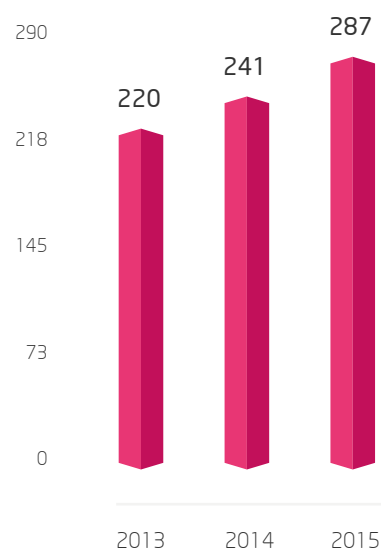
287 partnerships with technology partners

Indra continued to consolidate the partnership governance model introduced in 2012 and developed the year before.

In 2015, Indra worked with Italy, the Philippines, Chile and Mexico in particular, and a total of 287 partnerships were formed with technology partners, strengthening existing agreements with the most strategic partners, especially those in the iGAN group (Indra Global Alliance Network). Indra reinforced its relations with this group by: globalizing agreements and applying them locally, principally in Latin America; making solutions more competitive through advantageous, worldwide licensing agreements; extending the capacity for local dialog with each of the iGAN partners in the different regions, appointing liaison officers and defining responsibilities; and optimizing innovation activities by taking advantage of synergies with iGAN partners.

During the year, Indra collaborated with 418 innovation and knowledge institutions and continues to have collaboration agreements with 239 (17 framework agreements signed in 2015), of which 118 in Spain and 121 in other countries. Indra funded 20 corporate research chairs, eight of them on Accessible Technology (eight in Spain and two in Latin America: IPN in Mexico and Red Ilumino in Brazil).

Partnership with technology partners

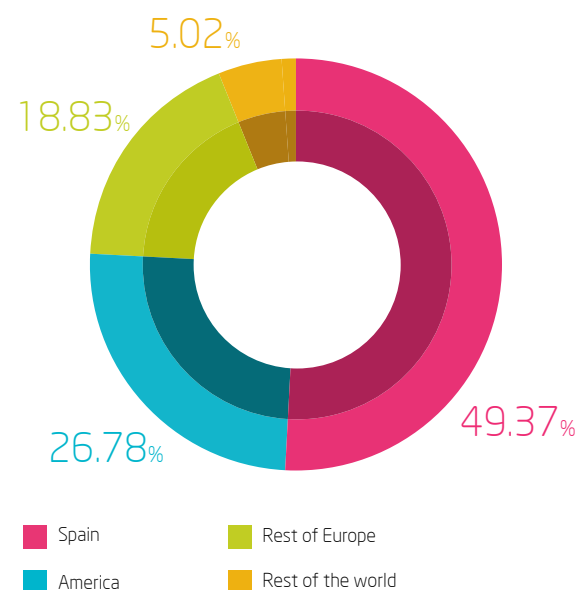


The geographical distribution of agreements with knowledge institutions in 2015 was as follows:

- 118 agreements with universities and research centers in Spain
- 45 agreements with universities and research centers in European countries

- 64 agreements with universities and research centers in the Americas
- 12 agreements with universities and research centers in the other regions in which Indra is present

Distribución geográfica de los acuerdos con Instituciones del Conocimiento en 2015



In the Annex document (sections 8 and 13) there is a detailed list of projects and agreements.

FORECASTS

The company hopes to fulfill several objectives by driving innovation and the development of new offers: Firstly, continue and broaden Indra's presence in the European Innovation Ecosystem. Secondly, proactively manage relations with innovation and knowledge institutions, to capitalize on all available talent, both inside and outside the organization, thus creating a multidisciplinary and global collaborative network. Such relationships are often established via framework agreements and research chairs.

Finally, continue to focus on European programs consistent with Indra's growth strategy, keeping in mind those operating areas where new technologies will have a particular impact: social challenges, industrial leadership, Joint Technology Initiatives (JTIs), Public Private Partnerships (PPPs) and European Innovation Partnerships (EIPs).

8

Suppliers

In 2015 Indra continued to push forward initiatives to increase the quality of its offer and improve the organization's efficiency and competitiveness via supply chain optimization. Building relationships of trust with key suppliers is a factor that sets the company apart from the rest.

SELECTION, APPROVAL, ASSESSMENT AND MONITORING OF SUPPLIERS

At an organizational level, Supplier Quality and Advanced Purchasing profiles have been introduced to ensure supplier quality and to incorporate technology and innovation into procurement procedures.

The factor that sets Indra apart is the relationship of trust it builds

The following actions are proposed at an operational level:

Ongoing management of the supplier panel by the Approval Committee

In Spain, there are 6,191 available suppliers and 4,069 active suppliers. In 2015, the number of available suppliers dropped by 13% and the number of active suppliers remained stable. In the other regions, there are a total of 4,846 available suppliers and 4,008 active suppliers (7% reduction).

Implementation of a panel of qualified suppliers

Geared to bidder lists as a way of regulating the relationship between Indra and the supplier market.

Setting up 514 purchasing groups

Which classify all the services and materials that may be purchased, assigning available suppliers to those purchasing groups. A rationalization plan has also been established: ongoing analysis of the supplier panel to find the right list for each purchasing group.

Supplier risk analysis

Which classify all the services and materials that may be purchased, assigning available suppliers to those purchasing groups. A rationalization plan has also been established: ongoing analysis of the supplier panel to find the right list for each purchasing group.

Approval

In 2015 the number of approved suppliers in Spain and other regions continued to grow, especially in Latin America, Brazil, Portugal and Italy. In Spain: 2,297 approved suppliers, accounting for 73% of the volume of purchases over the past 12 months. In other countries: 1,070 approved suppliers accounting for 63% of the volume of purchases from suppliers in those subsidiaries.

Checking social, environmental and good governance criteria during supplier assessment

Measures to check that suppliers comply with social, environmental and good governance criteria.

Indra applies environmental, social and governance (ESG) criteria when selecting suppliers, which apply penalties to suppliers but do not exclude them. The criteria are assessed during the on-site audit and contribute to the final result.

During the approval procedure, suppliers are requested to show commitment to and proof of fulfillment of legal obligations, workplace safety regulations and human rights aspects.

The on-site audits check the aspects identified during the first approval stages described by the suppliers, in the self-assessment documents and in registration on a web platform.

Indra performs supplier assessment and monitoring throughout the supplier's lifecycle, in conjunction with the Quality and CSR units.

In 2015, 58,415 quality inspections were conducted on 1,119 suppliers. As a result, 2,266 shipments were rejected from 326 suppliers (3.32% rejection rate).

The monthly analysis of compliance with quality and deadlines revealed the 20 suppliers who most breached Indra's quality standards. In 2015, 37 action plans were implemented for those suppliers.

The Incidents Committee meets once a month to deal with severe incidents involving critical suppliers, which require a joint analysis and coordinated decisions between Purchasing and other business units: Legal Advice, Quality and CSR. The

Committee analyzed a total of 20 new incidents, resolving 10 of them.

PROCESS MAPPING AND SYSTEMS

In 2015, the company continued to work on developing process mapping to support Purchasing activity, and on developing its systems to cover the entire supply chain.

CHANGE MANAGEMENT

In 2015, the company established and implemented a line of work focused on change management to equip it with the right tools to ensure smooth integration of the transformation process underway in the Purchasing unit for the last three years, which has an impact at three levels: operational, technological and organizational.

Indra has written clauses on conflict minerals, which are to be included in the general conditions for orders, master agreements and supply contracts with its suppliers. The supplier warrants that the products to supply in execution of this contract/agreement/order contain no conflict minerals according to the terms defined in Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act. Information on conflict minerals is being collected through an online questionnaire sent to more than 1,700 of our suppliers.

FORECASTS

Indra will continue to drive forward several initiatives, including execution of the strategic bidding plan in accordance with the set schedule, strategic purchasing analysis and implementation of new forms of procurement, implementation of a 360° supplier assessment process and deployment of Purchasing in Latin America.

9

Society

Indra is a global company that interacts with its stakeholders in a variety of social environments. This relationship is governed by recognized international policies, such as (since 2004) the United Nations Global Compact. Indra also supports the Universal Declaration of Human Rights, the ILO Declaration and OECD Guidelines, in accordance with its Ethics and Legal Compliance Code. In addition, Indra upholds free market principles and guarantees respect for local legislation. Indra firmly believes in innovation in technology solutions and services as a means of improving living conditions, and sets up co-innovation networks with knowledge institutions, which it considers to be a strategic public.

Investment in social action



€2,561,549

In 2015 Indra upped its investment in social action by 22%

Bridging the digital divide is at the core of the company's social action, and innovation and technology are the tools to achieve this goal.

By combining innovation and technology, Indra contributes to the social integration of people at risk of social exclusion, in particular disabled people.

One of the cornerstones of social action is collaboration with knowledge institutions to devise innovative solutions that can help disabled people.

We also want to help to develop a culture of entrepreneurship within society, especially among young people, to help them meet the challenges that their future brings.

We are currently developing the following initiatives to reach our goal: R&D&i projects in Accessible Technology; technology training for third-sector institutions through the pro bono program, active participation by our employees in volunteering activities, and support for entrepreneurship activities.

INITIATIVES TO BRING TECHNOLOGY WITHIN EVERYONE'S REACH

Indra strives to achieve a more inclusive society through initiatives such as the Accessible Technology initiative and the Accessible Technology Chairs initiative, which includes technology innovation and development projects to serve society.

Pro bono projects aim to give NGOs, associations and foundations greater capacity through technology and consulting projects.

Through corporate volunteering Indra's employees apply their knowledge and expertise to help groups at risk of

exclusion and disabled people through ICT training, coaching and mentoring initiatives.

Through our support for entrepreneurship we work on initiatives that promote an entrepreneurial and innovative culture in communities where the company operates, in particular among young people.

The breakdown of social actions undertaken in the regions in which Indra is present is given in the Annexes section (point 14, Social actions undertaken by country).

The most notable non-profit foundations, associations and entities with which Indra collaborated in 2015 are included in the document containing the Annexes (table 13).



Accesible Technologies

Nº of active Agreements: **8 (6 Spain, 1 Brazil, 1 Mexico)**

Nº Active Research Projects: **10 (8 Spain, 1 Brazil, 1 Mexico)**

Nº of Projects under development : **4 en España**

Investment 2015: **685,940€**

Relevant Milestones:

- Extension of 5 chair projects in Spain (APR, Prolog II, ALMA II, HeadMouse y VirtualKeyboard and REM) and signature of a new chair in Brazil with the Ilumino Network led by the Jorge Amado University.
- Release of free apps to help people with cognitive daily activities, in a collaboration with F. Adisgua

Success story = Personal Robotic Assistant project (APR) with the University of Lleida (Spain) <http://www.tecnologiasaccesibles.com/en>



Pro bono Projects

Nº Finalised: **6**

Nº under development: **9**

Nº professionals: **26**

Nº hours 2015: **21,569,52**

Equivalent donation: **156,178€**

Relevant Milestones:

- New opportunities for business and offering development with FEAPS Madrid and Banco de Alimentos in CRM.
- Definition of impact indicators in collaboration with Seres Foundation

Success story = Proyecto de Registro de Pacientes AME de España en colaboración con FUNDAME <http://www.indracompany.com/en/indra/social-action>



Corporate Volunteering

Nº Volunteers (% staff): **241 (Spain), 215 (other geographies)**

Nº of initiatives: **12 (Spain), 21 (other geographies)**

Nº of collaborating Foundations: **15 (Spain), 21 (other geographies)**

Success story = COACH Project with F. Exit Foundation in Spain and Peru

Indra fosters an entrepreneurial and innovative culture in the communities where it operates, thus supporting their development.

In 2015 the company partnered eleven institutions that promote and support entrepreneurship. The breakdown of initiatives undertaken is given in the Annexes document (section 15, Entrepreneurship support initiatives undertaken in 2015)

The main sector-specific associations of which Indra is a member are listed in the Annexes document (section 16).

INVESTMENT IN SOCIAL ACTION

The figures for investment in social action are given below, using the method of calculating social investment which includes concepts such as management cost overrun, the cost of hours of professionals dedicated to volunteer work (time) and donations in kind linked to the pro bono program.

<i>Pro bono</i> and Volunteering	787,004 €
Accessible Technologies	685,940 €
Social Innovation	689,167 €
Social Integration	296,210 €
Management	103,228 €
Social Action Grand Total	2,561,549 €

TAX CONTRIBUTIONS TO GOVERNMENT

Indra contributes toward creating economic value for government in the communities in which it operates by paying direct and indirect taxes, and through its role as tax collector for the tax agency.

In 2015, Indra's tax contribution stood at €1,299 million

Insofar as a large number of Indra's employees are highly qualified (see Percentage of graduate workers and highly-qualified workers in the Annexes, table 1, Scorecard) with remuneration conditions generally higher than other profiles on the job market (see Ratio between standard starting wage and local minimum wage (%) in the Annexes, table 1, Scorecard), the taxes paid and collected are especially significant. Tax contribution by country is listed in the Annexes section, document, section 21.

10

Environment

Indra's shift toward increased efficiency in management and performance involves a commitment to environmental innovation to minimize the impact of our own processes and systems and those of our stakeholders. Indra's products and services generate value and allow the company to move toward being a more sustainable business that can address major environmental challenges

INDRA'S STANCE ON CLIMATE CHANGE

Indra accepts that it has been scientifically proven that human activity, primarily through the process of burning fossil fuels, has a negative impact known as the greenhouse effect, which produces carbon, methane and nitrous oxide emissions.

Indra has brought its electricity consumption down by 5.6 million kWh, representing a 5.5% reduction per employee

Indra acknowledges that its activities have a major environmental impact derived from the energy consumption of the computers used to develop the solutions and services that it offers, and from the trips made by its professionals to provide services. Both of these impacts lead to greater indirect emissions of CO2 and other greenhouse gases.

Indra has taken full responsibility for minimizing its environmental impact by establishing specific policies and goals for reducing greenhouse gas emissions. Specifically, it has undertaken the following actions:

- Measuring and controlling its level of greenhouse gas emissions by performing periodic combustion analyses.
- Implementing energy efficiency measures, green IT, responsible mobility of professionals and, in general, any action that reduces the energy consumed by the company, its professionals and its value chain.
- Publicly reporting its objectives, actions and progress with respect to greenhouse-gas emissions.

Indra's Environmental Policy is available at: <http://www.indracompany.com/en/indra/environment-0>

Indra believes that technology can play an important role in combating climate change by contributing to a more efficient and rational use of energy. Accordingly, the company identifies commercial opportunities that promote greater environmental awareness on the part of its clients and greater demand for technologies that allow organizations to be more energy-efficient.

Indra has set an overall goal to reduce its CO₂ emissions by 26% per person between 2014 and 2020

Table of CO₂ emissions in tons

	2014	2015	2014/2015
Direct CO ₂ emissions (CO ₂ e tons)	1,478	1,489	0.7%
Indirect CO ₂ emissions by consumed electricity (CO ₂ e tons)	23,136	23,587	1.95%
Direct CO ₂ emissions due to company transport (own vehicles)(tons)	4,876	4,626	-5.1%
Indirect CO ₂ emissions due to company transport (own vehicles) (tons)	14,088	13,713	-2.7%
N° of professionals(*)	39,130	38,658	-1.2%
Scope 1	6,354	6,115	-3.8%
Scope 2	23,136	23,587	1.95%
Scope 1 + Scope 2	29,490	29,702	0.72%
Scope 1 intensity	0.162	0.158	-2.47%
Scope 2 intensity	0.59	0.610	3.17%
Scope 1 + scope 2 intensity	0.75	0.768	1.91%

(*) In 2015 the figures are based on Indra's average workforce, because of the reduction in number of employees in the last quarter of the year.

The CDP (Carbon Disclosure Project) score is recognition of Indra's efforts in recent years to improve its carbon footprint management and reduce its CO2 emissions. In 2015 the company's score was 82 out of 100, compared with an industry average of 60, and 10 points up on the result in 2014.

MINIMIZATION OF THE ENVIRONMENTAL IMPACT

In 2015 the Global Environmental Management System Certification was extended to two new workplaces in Spain: Ferrol and Barcelona BPO, and to four new regions: Brazil (Panamérica headquarters), Italy (Rome headquarters), Mexico (Antara headquarters) and Colombia (new workplaces in Barranquilla and Bucaramanga). Indra now has 38 workplaces that hold the ISO 14001 certification around the world, including the Portugal, Australia and Prointec workplaces.

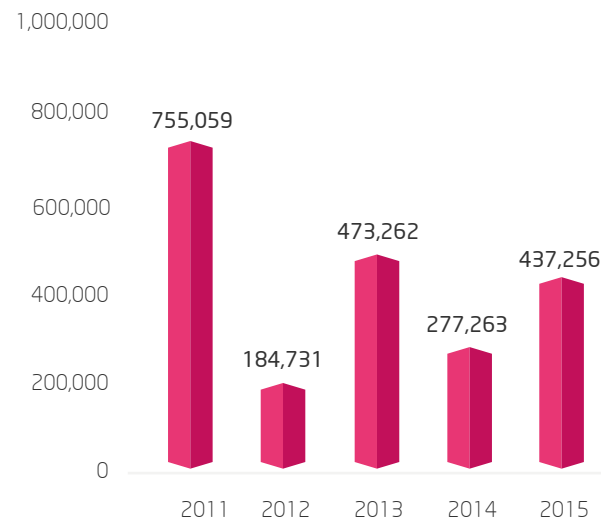
At the close of 2015, 61.40% of Indra's professionals were located at centers covered by the certifications based on the ISO 14001 standard or by the Implementation Module of Environmental Legal Requirements" (similar to the 61% in 2014).

In 2015, the Arroyo de la Vega corporate headquarters was awarded the LEED Gold and ISO 50.001 certification.

The corporate head quouters have been awarded with one of the most important sustainability worldwide

Expenses and investments aimed at minimizing the impact of the company's operations stood at €437,256 in 2015.

Expenditures and investment aimed to minimise the envirommental impact (data in euros)



In 2015 environmental information control was also optimized with upgrades of tools already used (Archibus), creating an interface to record consumption and emissions at Indra's buildings worldwide.

As regards the supplier chain, at the close of 2015 a cumulative total of 858 subcontractors were evaluated on the impact of their activities with relation to waste, emissions and spills, of which 397 have been approved (the remainder are subcontractors to which these environmental requirements do not apply due to the lack of environmental impact of their business). A further 93 subcontractors from various industry sectors have been reviewed, of which 45 have been approved.

Driving forward the logistical process optimization plan

Consolidation in HAWB, New York: Shipment consolidation levels were maintained in 2015, thus reducing the CO₂ per kilogram of material shipped.

Year	Weight of material (kg)	Collection distance (km)	Delivery distance (km)	CO ₂ emissions (kg)	Level of emissions by delivery weight	Variación 2015-2014
2014	19,709	1,034,831	4,038,565	71,451	3.63 kg CO ₂	-1.60%
2015	20,909	810,373	4,165,129	74,593	3.57 kg CO ₂	
Overall	40,618	1,845,204	8,203,694	146,044	3.60 kg CO ₂	-

The energy efficiency measures and environmental investments undertaken in 2015 are described below:

Consolidation of workplaces. 3,793.11 square meters of the Anabel Segura workplace (25% of the building) have been closed. Ansoain has been closed in Navarra, as have four warehouses in Barcelona (Trempe, Figaró, Castellbell and Vidreres), and one new workplace has been opened in Sabadell.

Improvement of the control and monitoring systems for technical facilities. The Energy Control Center currently monitors the status and consumption of Indra's main headquarters in Spain, which account for energy consumption of over 90%. It is based in Arroyo de la Vega, with its main process servers at the San Fernando DPC (Data Processing Center), working on an Indra virtual network.

AN ENERGY EFFICIENCY PLAN

The improvement measures identified in past energy audits on Indra's buildings have been implemented, which include improvements to general lighting and climate control systems, with a total investment of €1,941,339.22 by the owners.

This set of measures is resulting in savings of 2,235.34 tons of CO₂.



Green IT

Indra is working on Green IT using DCIM, the Data Processing Center (DPC) integrated management tool, through a power monitoring pilot with a production scope covering 535 machines. It includes monitoring hot aisle temperature via radiofrequency sensors.

The current equipment that supports the backup infrastructure is also being replaced with a smaller number of newer and more efficient computers.

Indra continues to renew its infrastructures based on Dell servers with energy-efficient technology that reduces consumption and enhances performance and capacity.

Smart mobility

Indra has created an air travel adjustment plan and continues to promote effective use of telecommunications to cut down on the need for trips. In 2015, the use of videoconferences increased by 4.7%, and of the equipment used for them by 27%. The number of instant messaging conversations in 2015 totaled 23,760,154.

The compliance level with the environmental goals established for Indra's certified centers in 2015 is included in the Annexes (point 17).

VALUE ADDED THROUGH OUR OFFER

Indra's offer covers a wide range of solutions to mitigate the economic, social and environmental impacts caused by climate change and to help adapt to it in a variety of locations around the world. The company is currently working on proven solutions in fields such as energy efficiency and water use in industrial sectors, promoting different types of renewable energy and making them more profitable and viable (wind, solar, biofuels, electric vehicles, and so on), monitoring, following up and analyzing impact on natural environments (georeferencing) and urban environments (smart cities), and developing smart infrastructures and traffic (optimizing air, sea and land mobility).

Given the specific role that cities play in the fight against climate change (the world's population is increasingly urban), Indra's experience in developing smart cities is of particular note. The company works on optimizing the management of citizen services, transport and mobility, infrastructures and eco-energy, security and emergencies. These management aspects are critical in fighting and adapting to climate change.

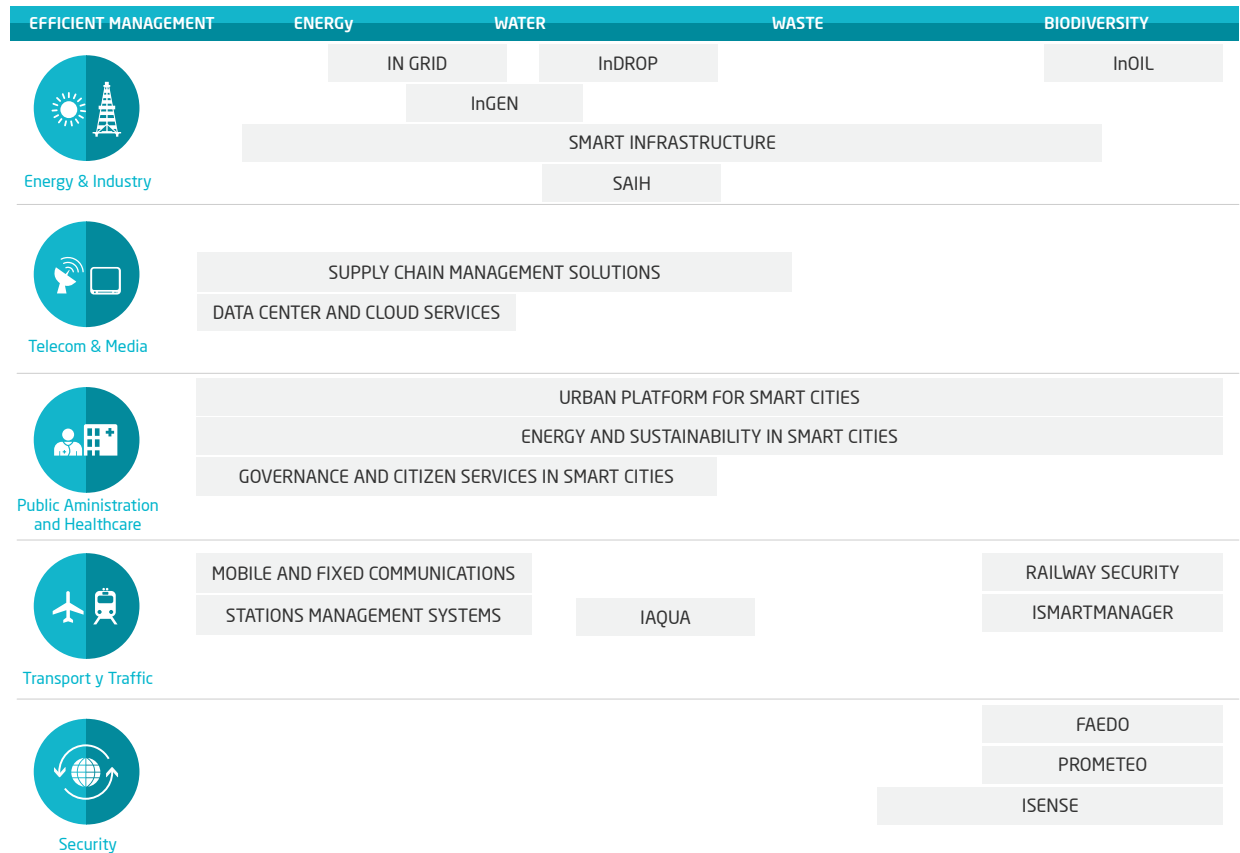
FORECASTS

Indra will continue to work on bringing the Global Environmental Management System into line with the new ISO 14001:2015 standard, by training all those involved in environmental activities in different countries and drawing up a transition plan to implement new requirements.

An analysis of changes in EMAS Regulations is planned due to new requirements under the ISO 14001 standard and necessary changes will be made to Environmental Statements by EMAS centers.

The current ISO 14001 certificates will also be renewed and extended to the Badajoz workplace in 2016.

A valuable offering for the environment



Efforts will continue to reduce consumption and CO₂ emissions through energy efficiency measures, for example: free cooling, LED light replacements, anticipating, extending and standardizing the MPAN supply point code, etc.

A pilot scheme will be run to digitize expense accounts in order to reduce paper consumption.

11 Compliance

The Board of Directors, Management and each Indra employee and partner assume responsibility for and are committed to building a solid culture of compliance and integrity. Consequently, all employees and partners must go about their business in compliance with current legislation and regulations, the Code of Ethics and Legal Compliance, internal policies and any procedures and controls established by the company.

On its website, and available to everyone, Indra publishes a set of declarations and obligations in relation to various risks inherent in its business and corporate conduct, such as:

- Corruption risk
- Free market and fair competition
- Trade in defense or dual-use materials
- Information security
- Environment
- Relations with governments
- Lobbies
- Tax havens
- Health, safety and well-being

In 2015, the company's criminal risk prevention model was reviewed to bring it into line, as far as possible, with changes introduced by the latest reform of the Criminal Code. The Compliance Unit undertook this review, with support and advice from a consultancy firm and an external law firm, who validated the outcome. Updating the model involved designing the map of criminal risks, identifying those inherent to the company's business, updating the Code of Ethics and Legal Compliance, which includes Rules

of Conduct and the complaint channel (Direct Channel) and drafting the Criminal Risk Prevention Manual, which describes the revised model. These three documents were approved by Indra's Board of Directors on December 22, 2015.

**Integrity starts with everyone
who is a part of the company**

Indra applies its public commitments through its Code of Ethics and Legal Compliance. For more information on the Code of Ethics and Legal Compliance, and the obligations that Indra has assumed, click on the following link:

<http://www.indracompany.com/en/indra/code-ethics-legal-compliance>

The Compliance Unit is the body in charge of responding to queries raised via the channel. When breaches are reported, the Compliance Unit conducts the necessary inquiries and informs the Audit and Compliance Committee,

proposing any disciplinary or other measures that should be adopted. Disciplinary measures will be adopted through the intervention of Human Resources.

The Compliance Unit reports directly and exclusively to the Audit and Compliance Committee, whose duties include overseeing compliance with the Code of Ethics and Compliance. In 2015 training and awareness actions were established for employees outside Spain and management teams in the field of ethics and legal compliance.

In 2015, 71 complaints were received via the Direct Channel. All of them were dealt with, applying disciplinary measures where appropriate.

In 2016 the new and updated Code of Ethics and Legal Compliance and the criminal risk prevention model will be launched and made available to employees and partners to whom it applies. These include anyone who provides a service to Indra, acting on their own behalf or on behalf of Indra and under its authority, regardless of whether they are bound by an employment or business contract.

CORRUPTION RISK

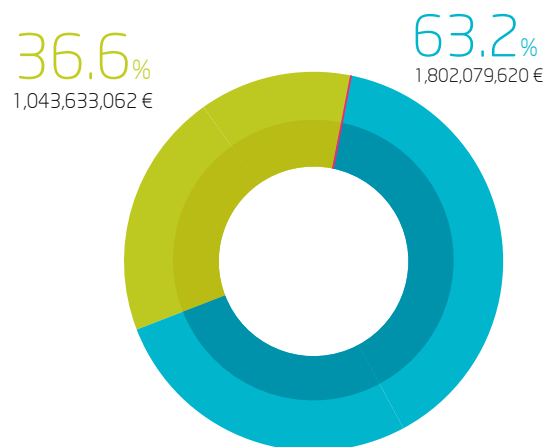
Indra operates in over 140 countries around the world, which means that it has had to deal with varying levels of transparency. Specifically, 62.2% of Indra's revenues in 2015 came from countries with a transparency score of more than 50 out of 100, according to the index published by Transparency International. Indra is aware that it must conduct its business activities not only in accordance with the law, free market conditions and fair competition, but also in an ethical and transparent manner.

PRESENCE IN TAX HAVENS

Indra is not active in countries regarded as tax havens for reasons of taxation; the aim is solely to develop the company's international business, always with the approval of the Audit and Compliance Committee and the Board of Directors.

In 2015 Indra had a significant presence or carried out projects in the following countries that are included on the latest list of tax havens published by the Tax Justice Network.

Breakdown of Indra's revenues by the level of transparency in the countries where they are obtained



■ N.A. ■ 0 a 19 ■ 20 a 49 ■ 50 a 100

Source: Transparency International. Corruption Perception Index 2015.
<http://www.transparency.org/cpi2015/results>

According to Oxfam Intermón's report La ilusión fiscal (The tax illusion), Indra is the only company on the IBEX35 index that does not have any subsidiaries in tax havens. <http://www.oxfamintermon.org/es/documentos/05/03/15/ilusion-fiscal>

In 2015 Indra had a significant presence or carried out projects in the following countries that are included on the latest list of tax havens published by the Tax Justice Network.

- Bahrain: Indra has one subsidiary, whose opening was reported in the 2011 Annual Report, with 52

professionals who provide support for a major healthcare project.

- Philippines: Indra employs 1,023 professionals in the Philippines at a work center that forms part of the company's Software Labs and supports Indra's operations all over the world. In this country, Indra is involved in important projects in the Transport & Traffic market, such as the NLEX highway and a new Urban Traffic Control Center in Metro Manila. For additional information, see: <http://www.indracompany.com/en/pais/philippines>
- Oman: Indra has expanded significantly in this region, driven by major infrastructure modernization projects, for example, the new Salalah airport, which operates entirely using Indra technology, and operation of the new control tower at Mascate international airport.
- Panama: Indra's presence in this country consists of one work center with 170 professionals. Indra is undertaking major projects, such as the Panama Canal expansion project. For more information, see <http://www.indracompany.com/en/pais/panama>
- Uruguay: Indra has one work center with 88 professionals who provide support for the company's projects in the country, which include air traffic management and aerial surveillance systems.

Additionally, in 2015 Indra carried out isolated activities in the following countries or territories: Andorra, Bahamas, Barbados, Cyprus, United Arab Emirates, Gibraltar, Guernsey and Jersey, Hong Kong, Mauritius, Ireland, Jamaica, Luxembourg, Macao, Malta, the Netherlands, Santa Lucia, Singapore and Switzerland. These places are also considered tax havens according to the Tax Justice Network. As a whole, Indra's 2015 revenues in tax havens represented 3.6% of the company's total revenues. The Society chapter of this report describes Indra's tax contribution to the public sector in the communities in which it operates, and table 21 in the Annexes gives a breakdown of Indra's paid and collected taxes by country.

12

About this Report

THE PRINCIPLES THAT GOVERN THIS REPORT

This report was prepared pursuant to the following standards:

- G4 Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI), under the comprehensive option.
- Accountability standard AA1000 APS (2008 version).
- United Nations Global Compact Progress Report, to which Indra has been a signatory since 2004.
- The report was drafted in accordance with the recommendations of the 2013 Management Report Guidelines for Listed Companies established by the Spanish National Securities Market Commission (CNMV).

The most significant information is verified by an independent third party

The economic, social and environmental information contained in this report has been independently verified by a third party. The scope, description of the work and the conclusions of this verification can be found in the chapter titled "Verification Report".

In accordance with its commitment to continued improvement, Indra has worked tirelessly since its first Corporate Social Responsibility report (in 2003) to extend the reporting scope to all group companies.

The scope of the reported information includes all Indra companies unless otherwise indicated. For a complete list of the companies that comprise Indra as of December 31, 2015, see: Consolidated Annual Accounts

<http://www.indracompany.com/en/accionistas/memoria-cuentas-anuales>

G4-17

G4-23

Every year the Indra employees who are responsible for relations with each stakeholder group are involved in preparing this report. The process requires information sharing and constant efforts to enhance systems for dialog with the company's different stakeholder groups.

The procedure for preparing the report facilitates compliance with the principles for defining its contents (materiality, stakeholder participation, an explanation of the sustainability context and exhaustiveness), as well as the principles regarding the report's quality (balance, comparability, accuracy, timeliness, clarity and reliability) required by the G4 Guide and the three founding principles of the AA1000 APS standard (2008) (responsiveness, an exclusive principle of the AA1000 standard; and inclusivity and materiality, which are principles shared with the GRI but with an interpretation according to the AA1000 standard).

The information provided in this document comes from several management and information systems implemented in each of Indra's areas. These areas report their information to the Brand, Corporate Social Responsibility and Communications Department, which is responsible for coordinating these areas in order to include the information needed for this report, as well as for preparing the Corporate Social Responsibility Master Plan. The information related to market characteristics or performance represents Indra's opinions and is prepared by company experts.

There are various internal mechanisms for controlling the information handled by management and information systems. Indra is working on improving its data generation, aggregation and consolidation systems in order to further increase the quality of the information presented in its Corporate Social Responsibility Report.

The stages in preparing this report, from October 2015 to June 2016, were as follows:

G4-18

1. The materiality assessment was updated between October and December 2015 to identify all relevant issues for the report. This analysis included a media study, investor analysis, the analysis of opinion leaders and internal meetings with Indra managers.

G4-22

2. Interviews were held between December 2015 and January 2016 with those responsible for relations with stakeholders, seeking to compile information on sustainability issues for the company in order to prepare annual reporting.

3. A formal request for information regarding GRI indicators (version G4) was made to the people responsible internally for relations with each stakeholder. Likewise, information was also compiled on any policies, programs, initiatives and actions related to responsible value that may have been carried out during the year.

4. Delivery of the report, upon completion, to each member of Indra staff responsible for stakeholder relations, as well as to those in charge of company operations, to confirm that all information concerning their areas of operations is reflected accurately.

5. Submission of the draft report to CC.OO, UGT and USO labor union representatives, inviting their suggestions.

G4-26

6. Submissions and approval by the Board of Directors in May of 2016.

7. Verification by an independent third party.

8. The report was made available to shareholders on the occasion of the announcement of the General Meeting of Shareholders in May of 2016.

G4-18

Principles related to defining the contents of this report

AA1000
APS2008

GRI

CNMV

How Indra enforces this principle

Participation by stakeholders/Inclusivity

G4-25

G4-26

Identifying stakeholders and an appropriate response to their reasonable expectations and interests, as well as stakeholder participation in developing and achieving a transparent and strategic response to sustainability issues.

X

X

X

Indra regularly consults with the following stakeholders: shareholders, employees, clients and suppliers. The company also communicates with knowledge institutions and society. Indra's main consultation systems for each of its stakeholders are described in the corresponding chapters. The responsible areas also have their own identification and prioritization tools for their stakeholders.

Indra's Brand, Corporate Social Responsibility and Communications Department has held meetings with those responsible for relations with shareholders, employees, clients, suppliers, partners, the environment, knowledge institutions and society as a whole in order to identify the aspects to be included in the report and to monitor the objectives established in previous years. The report has also been drafted with the participation of those responsible for stakeholder relations, while a number of operations supervisors have been consulted in order to detect the sustainable value in Indra's commercial offering.

Indra's objective is to make ensure that such identification and prioritization processes become formal.

In 2015 the business model set out in the 2015-2018 Strategic Plan was updated. The areas responsible for relations with stakeholders receive clear guidelines on how to communicate with each stakeholder. In 2016 work will continue to bring the CSR Master Plan, which sets out the main actions to be undertaken by each of these areas responsible for managing the company's stakeholders, into line with the 2015-2018 Strategic Plan.

G4-18

Principles related to defining the contents of this report**AA1000
APS2008****GRI****CNMV****How Indra enforces this principle**

Materiality/Relevance	What is significant, important, relevant and has an impact on the responsibility and sustainability of operations. According to the AA1000 APS standard (2008), materiality should be linked to the business so that these subjects can be strategic for the company.	X	X	X	<p>Since 2007 a materiality study has been carried out prior to preparing the report in order to evaluate a number of matters and include those deemed most relevant. To this end, qualitative analysis is conducted on how leading DJSI companies approach material aspects. Negative news items are also investigated to identify those aspects that the media considers most relevant. Finally, the aspects that socially responsible investors (associated with the Dow Jones Sustainability Index) deem most relevant are taken into account, along with the opinions of various commentators, both in the sectors in which Indra operates and society in general.</p> <p>The objective of the Corporate Social Responsibility Master Plan is to establish the key issues and actions that need to be taken. This plan is updated every year using external and internal sources. The previous year's plan is used as a basis, and the matters that were considered relevant in the materiality study and recommendations arising from the verification process of the previous year are then included. The results of satisfaction surveys conducted, as described in their respective chapters, are also taken into account. As a new feature, since 2008 the surveys of clients and suppliers have included specific questions aimed at identifying the degree of importance these stakeholders attach to various aspects of corporate social responsibility. Standards such as the GRI and the opinions of socially responsible investors are also taken into account. There are also less formal means of obtaining information (based on observatories, focus groups, and so on).</p> <p>The procedure for drawing up the report allows the organization to align material aspects identified via the Corporate Social Responsibility Master Plan with the annual report.</p> <p>Indra plans to continue improving the process, driving standardization for future reviews and gradually extending coverage.</p> <p>Indicators are being defined to measure the connection between financial and non-financial aspects to assess the impact of non-financial aspects on the company's performance and sustainability.</p>
Responsiveness	The various mechanisms through which the organization meets stakeholder expectations. In accordance with the AA1000 APS 2008 standard, this principle, which continues to have value in terms of communication and action, implies a special emphasis on understanding the response.	X		X	<p>Through consultation processes and regular surveys conducted among shareholders, employees, clients and suppliers, Indra incorporates stakeholder expectations and values within its sustainability management. Indra publicly reports stakeholder expectations and values in various chapters of the Annual Report. The process for preparing the report is described in this chapter.</p> <p>The purpose of Indra's Corporate Social Responsibility Master Plan (the process of preparing the same is explained in the stakeholder participation/inclusiveness section) is to summarize the primary actions aimed at addressing the identified stakeholder requirements. It also provides consistent responses to key stakeholders for the company.</p> <p>As a result of communications with its stakeholders, Indra understands that it must improve its communication of Corporate Social Responsibility and Sustainability. It will also continue to work on improving the documentation used to implement responses and monitor the feasibility of each of the identified action plans.</p> <p>Indra tries to continuously identify trending content for its stakeholders and gradually improve the content of its report. For instance, the Scorecard table of this Report includes, for the first time, a summary of Indra's tax contribution by country, in response to demand from various stakeholders and in anticipation of possible legal requirements.</p>

G4-27

G4-18

Principles related to defining the contents of this report		AA1000 APS2008	GRI	CNMV	How Indra enforces this principle
Sustainability Context	How the organization contributes to local, regional or global development.		X	X	<p>Indra's approach to responsibility is associated with innovation. Our management approach to economic, social, human rights, environmental and product performance (explained in the Sustainability Management chapter) includes observations regarding said context.</p> <p>Since 2008 Indra has identified in this report any impacts (economic, social and environmental) associated with its operations. The Impacts of our Business chapter includes information on such impacts.</p>
Exhaustiveness	The scope, coverage and time defined for the report. Reasonable and appropriate presentation of data as well as quality aspects.		X	X	The process for preparing the report and its internal and independent verification ensure that it is exhaustive.
Supplementing financial statements	Created to help investors make sound and informed choices when investing capital.			X	<p>Indra addresses the primary information requests received from stakeholders; past events, explanation of decisions, prospective information, risks and uncertainties. It also included certain information from financial statements in the 2015 Corporate Social Responsibility Report.</p> <p>The Corporate Social Responsibility report provides greater value by compiling important financial, social economic and environmental information for different stakeholders.</p>

G4-18

Principles related to the quality of this report

How the company enforces this principle

Balance G4-22	The report must reflect both positive and negative aspects and allow a fair assessment of the company's performance.	The 2015 report covers positive aspects, those than can be improved, the company's success achieving targets and commitments established in the past, as well as future goals.
Comparability G4-23	The report must allow analysis of progress and changes.	The process used to identify relevant aspects (see the Materiality principle) also helps to ensure compliance.
Accuracy	The report must be sufficiently accurate and detailed for the performance of the organization to be assessed.	The sustainability scorecard in this report includes a record of data since 2013 to reflect the progress made by the company. It must also show any changes to calculation methods. The aim is to present accounts according to the G4 comprehensive option, and to explain, where appropriate, when the indicators are not applicable, are not available or only refer to parts of the company. The verification procedure to which this report has been subject ensures the accuracy of the quantitative data and confirms the appropriate evidence and context for qualitative information.
Timeliness	The report must be submitted on time and in accordance with a schedule.	Indra has published its Corporate Responsibility Report every year since 2003. As of 2008 the Annual Report replaced the Corporate Responsibility Report for reporting economic, social and environmental performance. The Annual Report is also published every year at the same time as the company's other annual reports.
Clarity	The information should be presented in an understandable and accessible manner.	Indra prepares a digital version of its report, which is available to the public via its corporate website: www.indracompany.com This report is also sent to shareholders, key clients, the media, responsible investment institutions and other interested parties upon request. Since 2009 the online version of the report has included a survey aimed at measuring user satisfaction based on four variables: clarity, relevance, transparency and the quantity of information. Those areas identified as requiring improvement are subsequently factored into the planning and design for the following year's annual report.
Reliability	The information included in the report is verified by a third party. The data included is supported by relevant documentation and internal controls.	In line with its commitment to transparency, Indra required that independent third parties audit the economic, social and environmental information contained in this report. The scope, description of the work and the conclusions of this verification can be found in the chapter titled "Verification Report".
Connectivity of information	The report should fulfill the principles of hierarchy, the separation of content into different levels and the use of cross references.	Indra prepares a Corporate Social Responsibility report in pdf format that allows for cross referencing between chapters and specific content on the company website. The online report links to other content on the website to avoid duplicating information.
Strategic focus and future orientation	An report should provide for a better understanding of company strategy and its ability to create short, mid and long term value, as well as how capital is used and what impact this can be expected to have.	The Corporate Social Responsibility report clearly defines the strategies and forecasts for each of the matters deemed material. Indra defines its capital model and the different effects this has throughout its value chain.

MATERIALITY ANALYSIS

The company has the support of a team of independent experts to help identify the materiality of our company. The method used is based on analyzing the information on corporate social responsibility information to which the written media and investors pay more attention, as opinion leaders for Indra, and identifying corporate, environmental and ethical behavior matters that are important internally for the company.

Its objective is to identify and justify which matters are of interest to the company's stakeholders and therefore constitute possible opportunities or risks for the reputation

Indra identifies the important issues for stakeholders

and trustworthiness of the company.

Significant matters, those which are most important for the performance of the company's activity, have been identified from the following sources:

- Matters included in the previous materiality studies
- Eurosif
- Stakeholders Document on the Global Reporting Initiative
- Dow Jones Sustainability Index (DJSI)

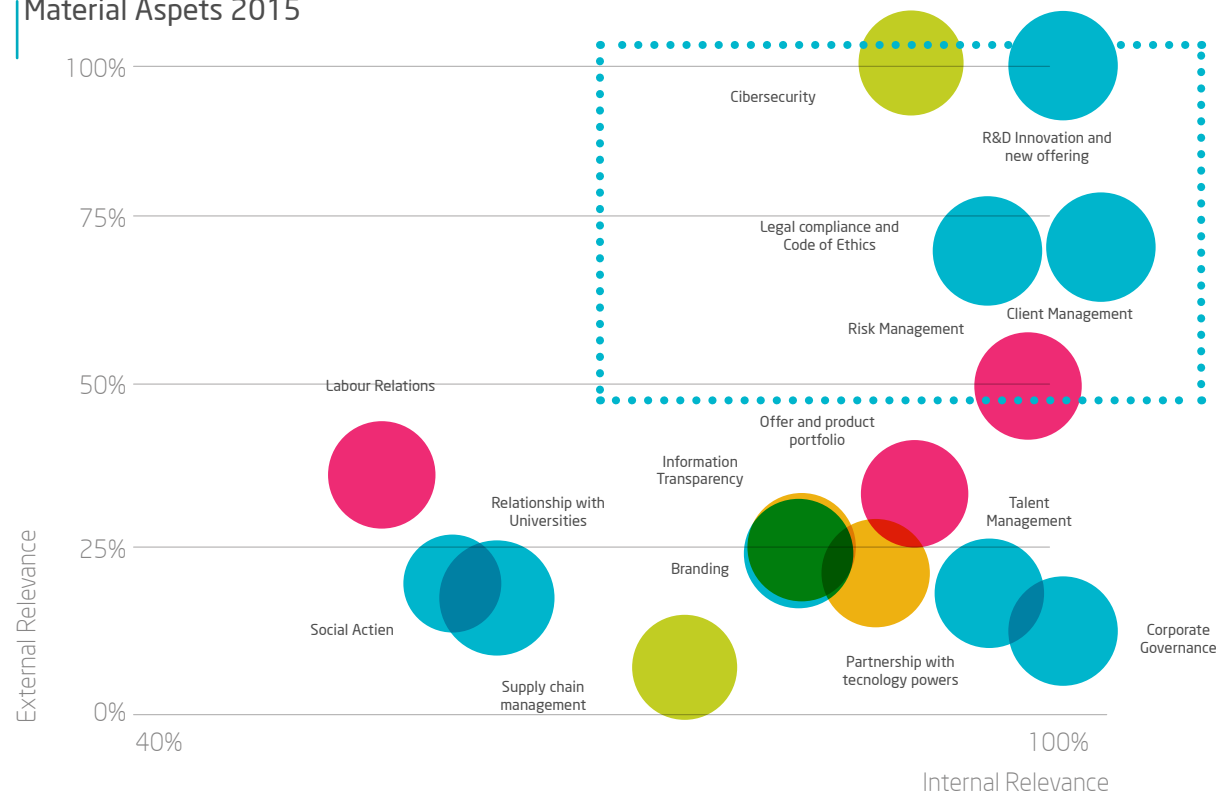
- Indra's 2014 Integrated Annual Report
- Questionnaire based on the Canvas model

El resultado de la priorización se muestra gráficamente según relevancia externa e interna de cada uno de los asuntos identificados. Esta priorización ha sido tenida en cuenta a la hora de ser incluidos en este Informe.

Asuntos relevantes para la elaboración de este Informe

The external and internal importance of each matter identified in the prioritization process has been represented graphically. This prioritization has been taken into account when including matters in this report.

Material Aspets 2015



G4-19

G4-20

G4-21

Verification Report



KPMG Asesores S.L.
Paseo de la Castellana, 259 C
28046 Madrid

Independent Assurance Report to the Management of Indra Sistemas, S.A.

(Free translation from the original in Spanish.
In case of discrepancy, the Spanish language version prevails.)

In accordance with our engagement letter, Indra Sistemas S.A. (hereinafter Indra) management has requested that we provide limited assurance on the non-financial information contained in the Annual Corporate Social Responsibility Report of Indra for the year ended 31 December 2015 (hereinafter "the Report"). The information reviewed corresponds to the contents marked as external assurance, as referred to in the section of the Report entitled "GRI Index".

Indra management is responsible for the preparation and presentation of the Report in accordance with the Sustainability Reporting Guidelines version 4.0 (G4) of the Global Reporting Initiative as described in point G4-32 of the GRI Content index of the Report and in accordance with Materiality Disclosure Service, obtaining confirmation from the Global Reporting Initiative on the proper application of these. Management is also responsible for the information and assertions contained within the Report, for determining Indra's objectives in respect of the selection and presentation of sustainable development performance, including the identification of stakeholders and material issues, and for establishing and maintaining appropriate performance management and internal control systems from which the reported performance information is derived.

Our responsibility is to carry out a limited assurance review on the preparation and presentation of the other indicators within the review scope, and to express a conclusion based on the work performed, referring exclusively to the information corresponding to 2015. We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000, "Assurance Engagements other than Audits or Reviews of Historical Financial Information", issued by the International Auditing and Assurance Standards Board (IAASB) and with the Performance Guide on the revision of Corporate Responsibility Reports of the Instituto de Censores Jurados de Cuentas de España (ICJCE). These standards require that we plan and perform the engagement to obtain limited assurance about whether the report is free from material misstatement.

KPMG applies International Standard on Quality Control 1 (ISQC1) and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the Internal Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our limited assurance engagement consisted of making enquiries of management and persons responsible for the preparation of information presented in the Report, and applying analytical and other evidence gathering procedures. These procedures included:

- Verification of Indra's processes for determining the material issues, and the participation of stakeholder groups therein.
- Interviews with management and relevant staff at group level and selected business unit level concerning sustainability strategy and policies and corporate responsibility for material issues, and the implementation of these across the business of Indra.

KPMG Asesores S.L., a limited liability Spanish company and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity.

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- Evaluation through interviews concerning the consistency of the description of the application of Indra's policies and strategy on sustainability, governance, ethics and integrity.
- Risk analysis, including searching the media to identify material issues during the year covered by the Report.
- Review of the consistency of information comparing General Standard Disclosures with internal systems and documentation.
- Analysis of the processes of compiling and internal control over quantitative data reflected in the Report, regarding the reliability of the information, by using analytical procedures and review testing based on sampling.
- Review of the application of the Global Reporting Initiative's G4 Sustainability Reporting Guidelines requirements for the preparation of reports in accordance with comprehensive option.
- Reading the information presented in the Report to determine whether it is in line with our overall knowledge of, and experience with, the sustainability performance of Indra.
- Verification that the financial information reflected in the Report was audited by independent third parties.

Our multidisciplinary team included specialists in AA1000 APS, stakeholder group dialogue and in social, environmental and economic business performance.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently the level of assurance obtained in a limited assurance engagement is lower than that of a reasonable assurance engagement. This report may not be taken as an auditor's report.

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this Independent Review Report. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusions.

Based on the limited assurance procedures performed and the evidence obtained, as described above, nothing has come to our attention that causes us to believe that Annual Corporate Social Responsibility Report of Indra Sistemas S.A., for the year ended 31 December 2015, have not in all material respects, been prepared and presented in accordance with the Sustainability Reporting Guidelines version 4.0 (G4) of the Global Reporting Initiative as described in point G4-32 of the GRI Index, including the reliability of data, adequacy of the information presented and the absence of significant deviations and omissions.

Additionally, and also based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that as a result of Indra Sistemas, S.A. has not applies the principles of inclusivity, materiality and responsiveness as included in the AA1000 AccountAbility Principles Standard 2008 as detailed in the report in the "About this Report. The principles that govern this Report."

Under separate cover, we will provide Indra management with an internal report outlining our complete findings and areas for improvement. Without prejudice to our conclusions presented above, we present some of the key observations and areas for improvement below:

3

In relation to the INCLUSIVITY principle

During 2015, Indra has conducted an update of its business model stated in its Strategic Plan 2015-2018. Moreover, given the maturity reached by the company in the areas responsible for the relationship with stakeholders, there are clear guidelines to communicate with each of them. In the upcoming period, it is recommended that Indra progress in aligning its CSR Master Plan with the new strategy stated within the Strategic Plan 2015-2018. In this CSR Master Plan are collected the main actions to be developed by each of the areas responsible for the management of the company' stakeholders.

In relation to the MATERIALITY principle

Indra is working on setting indicators to measure connectivity between financial and non-financial aspects to assess, in this way, the importance of the initiatives that will be included in the review of CSR Master Plan. This process will consider stages such as; obtaining the necessary maturity of the indicators, the establishment of such connectivity, data analysis and finally reporting the findings identified. It is recommended to continue working on increasing the internal control of non-financial information throughout the organization. This approach can assist decision-making with the same level of security as financial information.

In relation to the RESPONSIVENESS principle

For Indra, providing uniform responses to its stakeholders is a key element. The development of the Social Master Plan or satisfaction surveys conducted globally are the proof of this commitment. It is recommended, however, that the company make further progress within the communication process at different levels of the organization as well as in different geographical areas. The purpose of this is moving towards a seamless integration of the response to meet the requirements of the stakeholders in the management of the company.

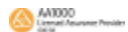
In accordance with the terms of our engagement, this Independent Assurance Report has been prepared for Indra in relation to its Annual Corporate Social Responsibility Report and for no other purpose or in any other context.

KPMG Asesores, S.L.

(Signed)

José Luis Blasco Vázquez

25 May 2016



04

ANNEXES

Annual Corporate Social
Responsibility Report 2015



indra

The following Annex complements the information included in the Annual Corporate Responsibility Report 2015 of Indra. This Annex comprises the following information:

- | | | |
|---|--|--|
| 1. Indra Scorecard | 10. Agreements with Universities and Research Centers in Europe | 16. Key sector-specific associations to which Indra belongs |
| 2. Local good practices in talent management | 11. Agreements with Universities and Research Centers in the Americas | 17. Compliance with environmental goals established for certified centers in 2015 |
| 3. Participation in major European innovation initiatives | 12. Agreements with Universities and Research Centers in other countries | 18. Consumption, waste and emission levels by country |
| 4. Participation in main innovation platforms in Spain | 13. Featured collaboration with foundations and associations | 19. Carbon footprint (Scope 1+2) in Spain using the Ministry of Agriculture, Food and Environment (MAGRAMA) calculator for 2011-2015 |
| 5. New R&D&i projects | 14. Social actions undertaken by country | 20. Premios y reconocimientos |
| 6. Featured R&D&i projects in 2015 | 15. Entrepreneurship support initiatives undertaken in 2015 | 21. Tax contribution by country |
| 7. Indra Chairs at universities | | 22. GRI Index |
| 8. Framework Agreements signed in 2015 | | |
| 9. Agreements with Universities and Research Centers in Spain | | |

Indra Scorecard

Indicators	2013	2014	2015
Governance model			
Composition of Board of Directors			
Scope	100%	100%	100%
Number of Indra directors	14	13	13
External directors	12	11	11
Independent directors	7	6	7
Proprietary directors	5	4	4
Number of Indra executive directors	2	2	2
Number of women on Indra Board of Directors	3	3	2
Board Profile			
Scope	100%	100%	100%
Proportion of women on Board of Directors	21%	23%	15%
Nationalities represented on Board of Directors	2	2	2
Average length in post (years)	4.65	5.1	4.8
Age pyramid of directors by gender			
Scope	100%	100%	100%
Number of men/women directors: > 60 years of age	3/0	3/0	7/0
Number of men/women directors: between the ages of 50 and 59	7/3	7/2	3/2
Number of men/women directors: between the ages of 40 and 49	1/0	1/0	1/0
Number of men/women directors: between the ages of 30 and 39	0/0	0/0	0/0
Performance of Board of Directors			
Scope	100%	100%	100%
Average attendance to Board meetings	89%	96%	94%
Average directors' remuneration	152,899	153,964	125,461

Indicators	2013	2014	2015
Investor relations			
Scope	100%	100%	100%
Institutional investors seen during the year	356	441	420
Number of telephone enquiries addressed by the Shareholders Office	1,151	995	1,087
One-on-one meetings	184	146	141
Number of analysts' reports	286	277	333
Institutions tracking Indra in the year	28	27	26
Research institutions that closed the year with a positive buy recommendation.	9	2	9
Visits to shareholder's magazine	2,827	1,181	922
Code of ethics and professional conduct			
Number of messages through Direct Channel	40	48	71
Scope	100%	100%	100%
% professionals trained in Ethics Code	65%	57%	47%
Scope	100%	100%	100%
% professionals management team	54%	65%	56%
% professionals technical team	68%	56%	84%
Clients			
Financial performance			
Sales (millions of €)	2,914.1	2,937.9	2,850.4
Scope	100%	100%	100%
Revenues by geographical areas			
Scope	100%	100%	100%
Sales in Spain (millions of euros)	1,124.9	1,146.5	1,222.8
Sales in Latin America (millions of euros)	830.7	804.0	733.8
Sales in Europe and North América (millions of euros)	577.3	612.5	558.0
Sales in Asia, Middle East and Africa (millions of euros)	381.1	374.9	335.3

Indicators	2013	2014	2015
EBIT (millions of €)	198.3	-42.0	-641.5
Recurrent Operating Profit (millions of €)	226.2	204.0	45.2
Order backlog (millions of €)	3,493.3	3,473.0	3,193.4
Cash position (millions of €)	-622.5	-662.7	-699.7
Attributable profit (millions of €)	116.7	-92.0	-641.2
Operating cash flow (millions of €)	249.7	220.0	-151.4
Dividend (euros/share)	0.34	To be approved in the shareholders General Assembly	0.01
Customer profile			
Number of customers per year	2,289	2,262	2,241
Scope	100%	100%	100%
Number of public-sector customers	638	609	603
Scope	100%	100%	100%
Number of private-sector customers	1,651	1,653	1,640
Scope	100%	100%	100%
Number of new customers	459	437	345
Scope	100%	100%	100%
Revenue from the top 35 customers (millions of euros)	1,115	1,065	983
Scope	100%	100%	100%
Number of countries where Indra has references (in the last four years)	138	148	162
Scope	100%	100%	100%
Customer satisfaction			
Customer satisfaction and loyalty (1-5)	3.9	3.6	3.6
Scope	100%	100%	100%

Indicators	2013	2014	2015
IT security			
Number of hacker intrusions	0	1	1
Scope	100%	100%	100%
Customer information revealed accidentally	1	1	0
Scope	100%	100%	100%
Number of complaints regarding security breach or loss of information for customers	1	1	0
Scope	100%	100%	100%
Talent			
General profiles			
Workforce	38,548	39,130	37,060
Scope	100%	100%	100%
% of graduates and highly qualified personnel	68.23%	77.13%	76.21%
Scope	76%	100%	100%
Management	500	490	471
Scope	99%	100%	100%
Workforce by geographical areas			
Scope	100%	100%	100%
Breakdown of employees by geographical area (%): Spain	53.70%	54.85%	54.64%
Breakdown of employees by geographical area (%): Rest of Europe and North America	4.31%	4.47%	4.55%
Breakdown of employees by geographical area (%): Latin America	38.63%	36.77%	36.30%
Breakdown of employees by geographical area (%): Africa, Asia and Middle East	3.35%	3.91%	4.50%
Diversity			
Average age of employees	36	37	37
Scope	99%	100%	98%
Average age of executives	48	45	45
Scope	100%	100%	98%

Indicators	2013	2014	2015
Number of nationalities	94	97	108
Scope	100%	100%	98%
Average of local employees (%)	96.56%	96.02%	97.13%
Scope	99%	100%	98%
Proportion of executives from local community (%)	92.60%	87.69%	90.04%
Scope	98%	97%	98%
% of disabled employees in workforce	0.90%	0.92%	1.01%
Scope	97%	58%	56%
Percentages of men/women employees by employment category			
Percentages of men/women employees by employment category: Total	63.86%	64.10%	62.90%
Scope	100%	100%	100.00%
Percentages of men/women employees by employment category: directors	84.91%	85.10%	86.41%
Scope	99%	100%	100.00%
Percentages of men/women employees by employment category: managers	76.76%	76.18%	75.78%
Scope	100%	100%	100.00%
Percentages of men/women employees by employment category: Level 3 technical employees	69.63%	69.59%	69.87%
Scope	100%	100%	100.00%
Percentages of men/women employees by employment category: Level 2 technical employees	66.25%	66.07%	66.51%
Scope	100%	100%	100.00%
Percentages of men/women employees by employment category: Level 1 technical employees	59.99%	60.13%	58.02%
Scope	100%	100%	100%
Age Pyramid by gender men women			
Scope	100%	100%	100%
> 60 years of age	221 46	324 99	288 83
between the ages of 55 and 60	718 256	923 391	808 361

Indicators	2013	2014	2015
between the ages of 50 and 55	1,282 635	1,523 814	1,507 817
between the ages of 45 and 50	2,058 1083	2,243 1221	2,130 1149
between the ages of 40 and 45	3,120 1728	3,774 2266	3,735 2301
between the ages of 35 and 40	4,645 2906	4,863 2814	4,513 2589
between the ages of 30 and 35	5,418 3046	5,601 3053	5,115 2817
between the ages of 25 and 30	4,983 2736	4,256 2263	3,797 2233
between the ages of 20 and 25	2,040 1342	1,507 1,005	1,301 1194
< 20 years of age	131 154	69 121	115 207
% of disabled employees in workforce per category			
Scope	98%	58%	79%
% of disabled employees in workforce: director	0.03%	0.01%	0.01%
Scope	98%	58%	76%
% of disabled employees in workforce: managers	0.06%	0.10%	0.10%
Scope	98%	58%	64%
% of disabled employees in workforce: technical employee	0.81%	0.81%	0.90%
Remuneration			
Workforce expenditure: wages	1,046,060,586	1,039,904,714	1,071,180,802
Scope	97%	97%	98%
Workforce expenditure: social security contributions	242,997,552	245,273,048	251,647,055
Scope	97%	97%	98%
Workforce expenditure: pensions	3,246,683	5,838,384	7,403,727
Scope	97%	97%	98%
% of employees in variable remuneration system	14.78%	15.26%	15.13%
Scope	99%	97%	100%
Minimum wage at Indra/Minimum wage at country ratio (%)	183.05%	187.13%	169.70%
Scope	99%	97%	98%

Indicators	2013	2014	2015
Spain	198.08%	208.86%	193.79%
Europe and North América	276.75%	196.01%	190.29%
Latinamérica	173.55%	186.02%	166.85%
Asia, Middle East and Africa	196.25%	192.77%	200.32%
Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual)			
Scope	98%	97%	97%
Brazil	19.2	12.8	17.8
Colombia	12.1	12.9	14.1
Mexico	10.1	9.2	9.6
Argentina	8.6	5.5	7.7
Perú	18.7	22.0	23.0
The Philippines	9.7	10.3	10.9
Chile	8.1	7.4	9.3
Italy	8.4	5.3	5.3
Portugal	6.5	6.6	8.0
El Salvador	18.9	11.8	4.2
Norway	3.2	No data	3.4
Panama	6.4	7.3	7.1
Czech Republic	4.8	4.3	4.8
Uruguay	10.6	10.6	10.2
USA	3.7	3.3	3.1
India	6.6	7.5	7.4
Australia	3.8	4.1	4.0
Kenya	6.2	6.4	18.5
Bahrein	2.3	5.6	7.6
China	5.9	5.0	5.1

Indicators	2013	2014	2015
Moldova	2.7	2.6	2.6
Slovakia	4.8	4.6	4.8
United Kingdom	4.2	4.2	4.1
Dominican Republic	7.4	8.2	3.1
Romania	2.7	2.8	3.2
Morocco	6.3	15.0	8.1
Turkey	3.8	4.9	4.9
Malaysia	4.7	4.6	2.7
Oman	2.8	2.7	5.8
Indonesia	4.1	5.3	4.5
Germany	2.6	2.7	2.9
Kazajstan	2.3	1.5	2.2
Poland	3.5	2.6	2.9
Spain	11.6	11.6	11.4
Saudi Arabia	12.6	3.1	3.3
Algeria	13.6	2.9	4.2
Ecuador	17.6	3.9	3.4
Ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)			
Scope	98%	97%	98%
India	0.9	0.0	1.0
Panama	1.0	0.0	2.2
Morocco	0.9	0.0	3.6
Romania	0.0	0.0	1.4
Argentina	0.5	0.0	1.3
Kenya	0.4	0.4	0.0
Australia	1.1	1.8	2.4

Indicators	2013	2014	2015
Bahrein	0.6	NA	0.0
Portugal	0.0	0.0	2.0
Uruguay	0.7	NA	3.4
Italy	9.8	NA	0.0
Chile	1.1	NA	1.2
Colombia	5.2	0.0	1.3
Mexico	0.0	NA	2.6
Oman	0.0	0.0	0.0
Peru	0.0	0.0	0.0
USA	0.6	0.0	0.0
Dominican Republic	1.6	0.0	2.6
The Philippines	0.7	0.5	0.9
Turkey	1.5	0.0	1.2
Germany	0.6	0.0	0.6
Spain	0.0	0.0	0.0
Brazil	no data	no data	1.2
Norway	no data	no data	1.7
Men/women wage ratio per category			
Scope	97%	97%	98%
Men/women director wage ratio (%)	105.16%	109.01%	105.08%
Men/women manager wage ratio (%)	104.52%	103.76%	103.81%
Men/women manager wage ratio (%)	102.96%	102.65%	100.78%
Men/women level 3 technical employee wage ratio (%)	102.08%	102.19%	101.49%
Men/women level 2 technical employee wage ratio (%)	102.65%	101.18%	102.46%
Men/women level 1 technical employee wage ratio (%)	103.94%	103.66%	107.84%
Commitment and motivation			
Average seniority	6.29	6.46	6.65
Scope	98%	100%	98%

Indicators	2013	2014	2015
Unwanted external rotation (%)	10.03%	9.26%	10.01%
Scope	100%	100%	100%
Unwanted external rotation by geographical area (%)			
Scope	100%	100%	100%
Spain	3.87%	5.02%	7.90%
Latin America	18.69%	13.46%	15.80%
Europe and North América	14.9%	0.8%	1.07%
Asia,, Middle East and Asia	11.37%	9.62%	11.20%
Total rotation %	33.39	35.23	26.57%
% of employees with permanent contract	86.87%	86.32%	87.74%
Scope	100%	100%	100%
Spain	86.87%	87.41%	88.67%
Latin America	90.18%	85.74%	88.35%
Europe and North América	90.62%	85.15%	88.41%
Asia,, Middle East and Asia	96.52%	77.78%	74.18%
Evaluation and Promotion			
% of people promoted	20.20%	19.04%	20.49%
Scope	98%	70%	75%
% of women promoted (over total number promoted in company)	30.40%	31.32%	30.92%
Scope	98%	70%	75%
Number of employees in performance-based evaluation system	27,070	28,440	26,758
Scope	98%	100%	72.64%
% women and % men in skill-based evaluation system	31.33%	32.56%	30.35%
Scope	70%	100%	72,64%
Training and knowledge			
Total training hours received (including online)	856,181	945,746	1,250,694
Scope	98%	97%	100%

Indicators	2013	2014	2015
Training hours received online	262,718	267,409	272,638
Scope	98%	97%	100%
	22.2	24.2	33.7
Scope	98%	97%	100%
Training actions	87,376	81,085	85,225
Scope	98%	97%	100%
Number of persons attending training	18,284	26,078	27,715
Scope	98%	97%	100%
% of training expense over total pay	1.86%	2.42%	2.77%
Scope	97%	98%	100%
Evaluation of training: student satisfaction (1-4)	3.74	3.59	2.96
Scope	100%	98%	100%
Professionals in talent development programs (%)	1.98%	2.31%	2.04%
Scope	98%	98%	100%
Recruitment appeal			
Number of spontaneous employment applications received	97,471	66,619	52,092
Scope	79%	100%	100%
Average number of applications received per vacancy	96	69	172
Scope	96%	100%	100%
Net job creation	-29	582	-2,070
Scope	100%	100%	100%
Conciliation			
Number of employees in Teleworking programme	251	319	347
Scope	79%	98%	75%
Professionals with "My desktop" services	7,019	6,878	6,607
Scope	100%	100%	100%
% of employees satisfied with teleworking	99.6%	100.0%	100.0%
Scope	97%	100%	98%

Indicators	2013	2014	2015
Number of employees taking maternity leave	1,145	823	820
Scope	97%	100%	98%
Number of persons with reduction in working hours	1,624	1,852	2,459
Scope	97%	100%	98%
Retention rate following paternal/maternal leave	86.79%	67.22%	70.90%
Scope	97%	100%	98%
Social benefits			
Scope	97%	100%	98%
% employees accessing social security supplement in case of illness	50.46%	67.86%	66.99%
% employees accessing social security supplement in case of accident	47.97%	64.86%	63.74%
% employees provided with food vouchers	41.86%	46.16%	47.84%
Work-related accidents with and without sick leave (excluding accidents occurring on the way to or from work)			
Number of accidents	164	133	140
Scope	85%	79%	95%
Spain	112	110	113
Rest of EU	1	1	3
Latin America	45	22	24
North America	0	0	0
Africa, Asia and Pacific	0	0	0
Frequency	3.02	2.48	2.20
Scope	85%	79%	95%
Spain	3.2	3.1	3.2
Rest of EU	0.5	0.5	1.1
Latin America	3.5	1.5	7.9
North America	0.0	0.0	0.0
Africa, Asia and Pacific	0.0	0.0	0.0
Incidence	5.0	4.4	3.8
Scope	85%	79%	95%

Indicators	2013	2014	2015
Spain	5.3	5.3	5.2
Rest of EU	0.8	0.9	2.2
Latin America	7.3	3.1	1.9
North America	0.0	0.0	0.0
Africa, Asia and Pacific	0.0	0.0	0.0
Seriousness	0.0	0.0	0.0
Scope	85%	79%	95%
Spain	0.0	0.0	0.0
Rest of EU	0.0	0.0	0.0
Latin America	0.0	0.1	0.2
North America	0.0	0.0	0.0
Africa, Asia and Pacific	0.0	0.0	0.0
Average duration	6.6	16.1	7.9
Scope	85%	79%	95%
Spain	3.9	5.7	5.3
Rest of EU	9.5	52.0	0.3
Latin America	10.6	66.5	21.0
North America	0	0	0.0
Africa, Asia and Pacific	0	0	0.0
Fatal accidents	0	0	0
Scope	85%	79%	95%
Training hours in workplace risk	21,538	36,634	21,330
Scope	85%	79%	95%
Collective bargaining			
Scope	100%	100%	100%
% of employees covered by collective bargaining agreements	76%	81%	80%
Spain	100%	100%	100%
Latin America	52%	63%	61%

Indicators	2013	2014	2015
Europe and North América	54%	62%	61%
Asia, Middle East and África	0%	0%	0%
Solutions and value-added services			
Innovation and collaboration with knowledge centres			
Scope	100%	100%	100%
RDI investment (€M)	195	195	152
% RDI investment of sales	6.7%	6.6%	5.3%
Number of agreements with universities and business schools	182	192	239
Partner profile			
Scope	100%	100%	100%
Number of partnerships in place	220	241	287
Supplier profile			
Distribution of suppliers			
Scope	100%	100%	100%
Spain	62%	51%	55.16%
Latin América	20%	34%	25.07%
Europe and North América	16%	13%	15.98%
Asia, Middle East and África	2%	2%	3.79%
Expense of local suppliers	77%	80%	76%
Contribution to the environment			
Resource consumption, waste generation and emissions			
Electricity (Kwh)	95,567,851	84,505,310	78,857,529
Scope	100%	100%	100%
Electricity (Gj)	344,044	304,219	283,887
Scope	100%	100%	100%
Gas oil C (l)	338,496	286,683	280,048
Scope	79%	100%	100%

Indicators	2013	2014	2015
Gas oil C (GJ)	13,404	11,353	11,090
Scope	79%	100%	100%
Natural gas (m³)	513,278	374,024	389,036
Scope	79%	100%	100%
Natural gas (GJ)	20,018	14,587	15,172
Scope	79%	100%	100%
Total energy consumed (GJ)	377,467	330,159	310,149
Scope	87%	100%	100%
Utilities water (m³)	225,271	143,096	156,857
Scope	100%	100%	100%
Ground water (m³)	14,841	8,401	9,154
Scope	100%	100%	100%
Hazardous waste (Kg)	34,148	35,582	49,245
Scope	49%	48%	59 %
Non-hazardous waste (Kg)	775,842	621,590	894,677
Scope	49%	48%	59 %
% of employees in environmentally certified workplaces	49.6%	61.0%	61.4%
Scope	100%	100%	100%
Direct CO2 emissions (T CO2e) (scope 1)	1,880	1,478	1,489
Scope	100%	100%	100%
Indirect CO2 emissions through electricity consumed (T CO2e) (scope 2)	25,891	23,136	23,587
Scope	100%	100%	100%
Direct CO2 emissions from transport (own vehicles) (t) (scope 1)	4,547	4,876	4,626
Scope	100%	100%	100%

Indicators	2013	2014	2015
Indirect CO2 emissions from transport (third-party vehicles) (t) (scope 3)	19,433	14,088	13,713
Scope	100%	100%	100%
Emissions of Persistent Organic Pollutants (POPs) (T)	< 0.151	< 0.152	< 0.152
Scope	100%	100%	100%
CO2 emissions (scope 1 + 2) per professional	0.84	0.75	0.77
Scope	100%	100%	100%
Environmental expenditures and investments	473,262	278,392	437,256
Scope	100%	100%	100%
Mobility and efficiency			
Scope	100%	100%	100%
Number of conversations in the instant messaging service (M)	21.7	22.5	23.76
videoconferences made	28,829	30,195	40,319
Sanctions and fines			
Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations (€)	16,245,273	3,005,001	1,424,441
Scope	100%	100%	100%
Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations (€)	0	0	0
Scope	100%	100%	100%
Monetary value of significant fines and number of non-monetary sanctions for non-compliance with regulations concerning health and safety of clients	0	0	0
Scope	100%	100%	100%
Monetary value of significant fines and number of non-monetary sanctions for non-compliance with of regulations concerning consumer law violations	0	0	0
Scope	100%	100%	100%
Number of non-monetary sanctions	0	0	0
Scope	100%	100%	100%

Indicators	2013	2014	2015
Cases settled through dispute resolution mechanisms	5	2	0
Scope	100%	100%	100%
Legal actions for anti-competitive behavior or monopolistic practices	0	0	0
Scope	100%	100%	100%
Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	0	0	0
Scope	100%	100%	100%
Economic contribution to the community			
Scope	100%	100%	100%
Fiscal Contribution	1,168,986,998	1,272,482,678	1,299,181,744
Capital Grants (€)	2,111,076	5,333,710	5,382,238
Tax reliefs or credits (€)	19,221,411.34	18,133,298.76	14,717,845.45
Financial value for investment grants (€)	16,966,353.66	18,309,154.00	43,600,568.48
Financial value for financial assistance form ECAs	0	0	0
Financial value for financial incentives	0	0	0
Investment in Social Action	1,459,007	2,103,240	2,561,549
Importe de compras realizadas a centros especiales de empleo en relación a las compras totales	2,271,993	2,183,600	1,753,118
Sustainability in the value chain			
Scope	100%	100%	51%
Active suppliers that have accepted the Code of Ethics of Indra Providers	34%	31%	31%
Scope	100%	100%	100%
Percentage of new suppliers that were screened using environmental criteria	66.4%	65%	54%
Percentage of new suppliers that were screened using labor practices criteria	66.4%	65%	54%
Percentage of new suppliers that were screened using human rights criteria	66.4%	65%	54%

Indicators	2013	2014	2015
Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	0	0	0
Percentage of new suppliers that were screened using criteria for impacts on society	66.4%	65%	54%
Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	0	0	0

Local good practices in talent management

Local good practices in talent recruiting and attracting

Indra Academia in the Philippines: The program which was described in the 2014 Annual Report was continued into 2015, increasing the number of subjects taught by Indra professionals who volunteer to teach classes as part of the syllabus of the Polytechnic University of the Philippines (PUP). Asia is a key market for Indra. During the first part of 2015, the company dedicated resources to boost its recruitment capabilities in the region, as evidenced by its 11.8% growth in workforce.

In 2015, five employees specializing in Agile Methodologies, Business Intelligence, UX and testing taught classes to a total of 400 students.

Local good practices in diversity management

In Spain Indra has an Equality Committee on which the workers' legal representatives sit. The company has also set up the Sumando Capacidades Internship Program which helps disabled students to enter the job market. From its rollout in 2010 through December 2015 a total of 59 interns joined the company via the program. In 2015, 1% of our professionals (1,007) informed the company of a disability, a slightly higher figure than the 0.92% recorded in 2014.

In Colombia, new measures have been promoted under the heading of Equal Opportunities: Homage to women, learners from vulnerable groups and people of African descent.

Local good remuneration practices

In Spain a new version of the flexible remuneration program has been launched to allow employees to design their pay packages according to their specific needs. In 2015, 42% of employees made use of this program.

Local good practices in relation to awards and recognition

Programs have been set up to reward employees who have shown an outstanding attitude, to foster the company's values:

- A new edition of the Excellent Club was rolled out in 2009, and by 2014 a total of 84 employees had been rewarded (details of the award winners in 2015 will be released in 2016).
- In Spain the recognition program in the Airborne Systems area was continued, linked to its ongoing improvement program. Between 2010 and 2015, 51 employees received recognition for their improvement ideas.

Good local practices to strike a work-life balance

In Spain and Colombia Indra has continued with measures aimed at achieving a work-life balance, seeking to support employees at each stage of their lives (becoming parents, looking after family members, etc.)

In Colombia new work-life balance measures were put in place in 2015 in the area of health and well-being, with Indra +, flexibility in terms of time and space (flextime, extra vacation time based on length of service, day off for birthday and work-related travel expenses), and Family Support.

In Spain, Portugal, Mexico, Argentina, Chile and Colombia there are employee clubs with extra services and perks for employees.

Local good practices to promote recreational and sports activities

The "Juntemos" initiative is still going strong in the Philippines. It offers support for ten sport and leisure groups for our employees in the Philippines, providing various resources for self-management.

Local good practices in high-potential management

Some measures to support the training plan for high-potential employees include:

- In Chile, a special training program was implemented in 2015, targeted at a high-potential group of eleven people, an internal mobility program aimed at new assignments, and together with General Management there were contributions to the Improvement Plan for the subsidiary.
- In Colombia, the "Management Development" diploma program was implemented for management and high potential, with 23 employees taking part who were identified as possible successors, account for 28% of the whole management and high-potential group; as well as the Strategic Leadership Development Program, with participation by 73 leaders from the Employees to Retain and High Potential Group (T3), accounting for 85% of the whole group.
- In Spain, new editions were run of the postgraduate courses for employees belonging to the management team, in conjunction with the Polytechnic University of Madrid, with priority given to the high-potential group. The two postgraduate courses which make up the Master's Degree in Managerial Development were in their third intake at the Polytechnic University of Madrid.

Good local training practices

In Spain 72 managers have completed one of the two postgraduate courses: Management Strategy or Integrated Operations Management. Over the years, 216 employees have received a Polytechnic University of Madrid degree. It is expected to be run again in 2016.

Managers who study the Master's Degree in Management Development undertake Internal Improvement Projects and Innovation Projects for the Company's portfolio of solutions and products, aligned with Indra's strategy, as their final degree theses, which they present before a panel of experts from the University and Indra Directors who assess it in terms of financial and technological feasibility. So far the following have been submitted: 22 Improvement Projects, some of which later led to improvements in the Company; 21 Business Plans on innovation projects, some of which have been added to the portfolio or have been implemented as projects for clients.

In Spain the third GeneSYS project was run to foster internal entrepreneurship and new value-added solutions and services. The participants who belong to the technical team work in teams to brainstorm business ideas, receiving help from any training and experts they need. In 2015, 110 participants came together from across all the areas and markets, totaling 253 employees and 26 ideas generated. Seven of these were entered in an internal business incubation process. The project is expected to run for the fourth time in 2016.

In Chile the second Internship Program was held for employees who make an outstanding contribution. In 2015, 65 employees benefited from the program.

Local good practices in leadership strategy

The middle-management team is a key aspect of our management cultivation strategy. Some initiatives undertaken to develop them further as leaders include:

- In Chile individual and group coaching programs were held, with total participation from 27 employees. It was used as the basis for promotions, internal mobility and performance assessment. It also allowed the middle management team to build ties of trust, encouraging good teamwork and leadership qualities.
- In Brazil, 80 team leader senior technicians participated in the good leadership practices program, helping them to improve as people managers. In 2015 nine sessions were held.
- In Colombia, 139 employees took part in the Leadership and Organizational Transformation program.
- In the Philippines the Leadership Model was re-designed, adding two new dimensions which have already been used in the FOCUS 2015 assessment.

Participation in major European innovation initiatives

Major European Initiatives	Indra's participation
SHIF2RAIL	Indra is an associate member of and participates in the following programs: IP2, which develops advanced rail traffic management and control systems; IP4, which develops new ICT solutions for new services to users in fields such as interoperability, ticketing and new payment or information systems; and IP5, to move toward more efficient, sustainable and competitive freight transport.
DTLF	Indra is a member of the European Commission's Digital Transport & Logistics Forum (DTLF).
AIOTI	Indra is part of the Alliance for Internet of Things Innovation (AIOTI), launched by the European Commission in 2015 to give Europe the lead of in the Internet of Things (IoT) field.
ARTEMIS / ECSEL	Indra is a member of the steering board of Artemis-IA (ARTEMIS Industry Association). The company chairs the Industrial Chamber and sits on the ECSEL Governing Body.
BIG DATA VALUE PPP	Indra is a founding member of Big Data Value and a member of the Steering Committee.
Vessels for the Future PPP	Indra is a member and was involved in electing the members of the current Committee.
Robotics –SPARC PPP	Indra is a full member.
SESAR / SESAR 2020	Indra is a member of the Interim Deployment Steering Group (IDSG)
EIT ICT Labs	It is a Committee member of the Spanish node.
EIP on Smart Cities and Communities (EIP-SCC)	It leads the SMART CAMPUS Agreement and is involved in another two approved proposals: ENERGY GOALS and CSC project.
euROBOTICS AISBL	Indra is responsible for implementing the PPP (Private-Public Partnership) and Robotics.
ACARE–Advisory Council for Aviation Research and Innovation in Europe	Indra participates in the ACARE platform and the European High Level Group (HLG), and is a member of several work groups.
UNIFE	Indra is a full member of the European Railways Association.
EOS	Indra is a full member of the European Organization for Security and chairs the Board of Directors .

Participation in main innovation platforms in Spain

Main Platforms in Spain	Indra's participation
es.Internet	Indra is Vice Chairman of the Spanish platform es.Internet and is involved in Strategic Agenda Management, leading the Smart Grids work group.
FUTURED – Spanish Power Grid Platform	Indra is a member of the governing board and promoter of the platform.
PLANETIC (integration of PROMETEO, INES and GENESYS platforms)	Indra is a member of the Executive Committee of the Spanish Technological Platform PLANETIC, incorporated in 2013, to adopt and disseminate electronic Information and Communication Technologies.
PTC – Highways Technological Platform	Indra is Vice Chairman of the PTC Management Committee
PTME – Spanish Maritime Technological Platform	Indra is a member of the FP10 - Surveillance work group
AMETIC	Indra is Regional Vice Chairman, participating in many Sector-specific Areas (Consumer, Electronic Industry, ICT, etc.), Committees and Work Groups

New R&D&i projects

Project	Description
INDIGO DATA CLOUD	Towards a Sustainable European PaaS-based Cloud Solution for e-Science http://www.indracompany.com/sostenibilidad-e-innovacion/proyectos-innovacion/indigo-datacloud-towards-sustainable-european-paas-
IN2RAIL	Innovative Intelligent Rail http://www.indracompany.com/es/indra/in2rail-innovative-intelligent-rail
IT2RAIL	Information Technologies for Shift2Rail http://www.indracompany.com/es/indra/it2rail-information-technologies-shift2rail
HARMONY	Viability Analysis on the harmonization of common data type categories for the road & public transport network http://www.indracompany.com/es/indra/harmony-viability-analysis-harmonization-common-data-type-categories-road-public-transport
ETSIN	E-Taxi Supply Indra http://www.indracompany.com/es/indra/tsin-taxi-supply-indra
STAGEDIS	Design of the dual-use electrical starter/generator disconnect system for next-generation aircraft engines http://www.indracompany.com/es/indra/stagedis-desconexion-arrancadorgenerador
BELS	Building European Links toward South East Asia in the field of EGNSS http://www.indracompany.com/es/indra/bels-building-european-links-toward-south-east-asia-field-egnss
A320NEO UPSET RECOVER	Development of capabilities for efficient flight crew training, especially in Upset Recovery, which has caused and is causing a significant number of LOC-I (Loss of control In Flight) accidents and incidents on the A320 NEO aircraft platform
GaN Integrated Power Amplifier	Design of Integrated Power Amplifier Circuit based on Gallium Nitride (GaN) technology
SMACTESTING	Automatic and continuous testing for non-traditional applications
GOVINDA	Gobierno (governance) Valor (value), Ingeniería De negocios (business engineering) and Arquitectura empresarial (business architecture) applied to software factories
MIRE 3D	Efficiency in building and mobility solutions in cities
Advanced Generation	Management of large volumes of geographic information, aerial images, 3D models and digital mapping in an efficient centralized platform, for advanced generation systems for visual scenarios in simulators
Wind Environment	Development of a Surface Wind and Turbulence Server for helicopter simulators, allowing realistic training on missions http://www.indracompany.com/es/indra/entorno-vientos-superficie
HUD 1.9	Integration of HUD Visor in Level D Flight Simulator and Upgrading

Featured R&D&i projects in 2015

PROJECT	DESCRIPTION
2020 CITY	Toward a new sustainable smart city model http://www.indracompany.com/es/indra/ciudad-2020-modelo-ciudad-inteligente-sostenible
Mobile 3D RADAR	Specification, Design and Manufacturing of 3D Mobile Deployable Radar http://www.indracompany.com/es/indra/especificacion-diseno-fabricacion-radar-3d-movil-desplegable
NOTTS	Next generation Over-The-Top multimedia Services http://www.indracompany.com/es/indra/notts-next-generation-top-multimedia-services
SAPPIEMS	Smart Acquisition and Processing Platform for Intelligent Energy Monitoring and Supervision http://www.indracompany.com/es/indra/sappiems-smart-acquisition-processing-platform-intelligent-energy-monitoring-supervision
DDSA_IOS	Real-time simulation communications architecture with simultaneous access to dynamic data http://www.indracompany.com/es/indra/ddsa-ios-arquitectura-comunicaciones-simulacion-tiempo-real-acceso-concurrente-datos-dinamicos
iCSR-20	Development of a coastal surveillance pulse radar http://www.indracompany.com/es/indra/icsr-20-desarrollo-radar-pulsado-vigilancia-costa
READY	REal time Analytical Dashboards in-memorY http://www.indracompany.com/es/indra/ready-near-real-time-analytical-dashboard-memory
Indra DIRCM	Infrared laser self-protection system http://www.indracompany.com/es/indra/indra-dircm-autoproteccion-basado-laser-infrarrojo
ARROWHEAD	Addressing efficiency and flexibility at the global scale by means of collaborative automation for five application verticals. That means production (manufacturing, process, energy), smart buildings and infrastructures, electro-mobility and virtual market of energy. http://www.indracompany.com/es/indra/arrowhead-ahead-future
SENSIBLE	Storage-Enabled Sustainable Energy for Buildings and Communities The main objective of the Project is to develop, demonstrate and evaluate a sustainable energy supply with storage capacity for buildings and communities. The Project aims to achieve the objectives set by the European Union for year 2030: <ul style="list-style-type: none"> • Emission reduction of glass house effect gases up to 40% • Creation of a sustainable energy supply http://www.indracompany.com/es/indra/sensible-storage-enabled-sustainable-energy-buildings-communities
CPSELabs	CPS Engineering Labs Expediting and accelerating the realization of cyber-physical systems http://www.indracompany.com/es/indra/cpselabs-cps-engineering-labs-expediting-accelerating-realization-cyber-physical-systems
DECUMANUS	Development and consolidatón of geo-spatial sustainability services for adaptation of environmental and climate change urban impacts http://www.indracompany.com/es/indra/decumanus-development-consolidation-sustainable-geo-spatial-services-adaptation-climate-change
MOBILEPASS	A secure, modular and distributed mobile border control solution for European This European R&D Project focuses on the development of a smart border management system and mobility solutions, a field where Indra is consolidating its position as one of the leading companies in Europe
CYBERROAD	Development of the CYBER crime and CYBER terrorism reseach ROADmap http://www.indracompany.com/es/indra/cyberroad-development-cyber-crime-cyber-terrorism-research-roadmap

INTERACTION	Innovative technologies and researches for a new airport concept towards turnaround coordination http://www.indracompany.com/es/indra/interaction-innovative-technologies-researches-new-airport-concept-towards-turnaround
MOBIWALLET	Mobility and Transport Digital Wallet http://www.indracompany.com/es/indra/mobiwallet-mobility-transport-digital-wallet
DEWI	Dependable Embedded Wireless Infrastructure http://www.indracompany.com/es/indra/dewi-dependable-embedded-wireless-infrastructure
Senior Ludens	Serious Games platform for older workforce training and intergenerational knowledge transfer http://www.indracompany.com/es/indra/senior-ludens-serious-games-development-platform-older-workforce-training-intergenerational
SMARTSIT	Characterization of traffic and enhanced mobility using ResisTivos Magneto Sensors for Intelligent Transport Systems http://www.indracompany.com/es/indra/smartsit-sensores-magnetico-resistivos-sistemas-inteligentes-transporte
LPS-BIGGER	Line of software products for big data based on innovative applications in real environments http://www.indracompany.com/es/indra/lps-bigger-linea-productos-software-big-data-aplicaciones-innovadoras-entornos-reales
PELICANO	Technical changes and improvements to the PELICANO system Development of an unmanned helicopter with a tactical character of rotary wing of Class II (more than 150 kg maximum weight capacity on take-off) called Pelicano, prepared to cover the operational necessities of any on ground and naval operation. Using as a starting point a system developed by Indra, the Project is undertaking the design, fabrication, deployment and validation of an operative pre-series. This pre-sere must comply with certain specific requirements for naval and terrestrial operations, including the integration of a heavy fuel engine, automatic take-off and landing system for vessels from a ship deck of the Army in certain wind and deck moving conditions, etc The system was contracted at the end of 2014, under the "Public Procurement of Innovative Technology" (CPI) model, and a result, certain innovation and development activities are partially funded by the Spanish Centre for Technological and Industrial Development (CDTI)

Indra Chairs at universities

Country/Region	Institution	Subject
Brazil	Red Ilumino (9 Latin American universities) including U. Veiga de Almeida (UVA) and Jorge Amado University Center (UNIJORGE) in Brazil	Accessible Technology
Spain / Andalusia	University of Malaga (UMA)	Accessible Technology
Spain / Asturias	University of Oviedo (UNIOVI)	ATM
Spain / Cantabria	University of Cantabria (UCAN)	Space
Spain/Catalonia	Autonomous University of Barcelona (UAB)	Accessible Technology
Spain/Catalonia	University of Lleida (UDL)	Accessible Technology
Spain / Madrid and Barcelona	IESE Business School	Digital Strategies
Spain / Madrid	University of Alcalá de Henares (UAH)	Security & Defense
Spain / Madrid	Carlos III University of Madrid (UC3M)	Cybersecurity
Spain / Madrid	Carlos III University of Madrid (UC3M)	Accessible Technology
Spain / Madrid	European University of Madrid (UEM)	Outsourcing
Spain / Madrid	Polytechnic University of Madrid-Center for Biomedical Technology (UPM-CTB)	Accessible Technology
Spain / Madrid	Polytechnic University of Madrid Higher Technical School of Mining Engineering	ATM
Spain / Madrid	(UPM-ETSIM)	Energy

Country/Region	Institution	Subject
Spain / Madrid	Polytechnic University of Madrid Higher Technical School of Telecommunications Engineering I	Seguridad, Defensa, Radares
Spain / Murcia	Polytechnic University of Cartagena (UPCT)	Public Administrations & Healthcare
Spain / Valencia	Polytechnic University of Valencia (UPV)	Healthcare
Mexico / Mexico City	National Polytechnic Institute of Mexico (IPN México)	Accessible Technology

Framework Agreements signed in 2015

Country	Institution	Type of agreement
Brazil	ANPEI	Joining ANPEI (Association of Businesses and Universities for Innovation)
Ecuador	University of Yachay	Collaboration
Spain / Andalusia	University of Córdoba	Collaboration
Spain / Asturias	CTIC Foundation	Collaboration
Spain / Cantabria	Cantabria University Foundation	Collaboration to participate on Yuzz and propose use of the "Emprender es posible" (Entrepreneurship is Possible) platform
Spain / Castile-La Mancha	Castile-La Mancha Caja Rural Foundation	Collaboration in Lazarus project to support Entrepreneurs
Spain / Galicia	CitiC Foundation	Joining the Foundation
Spain / Madrid	University Center of Technology and Digital Arts U-TAD	Collaboration
Spain / Madrid	CIFF	Collaboration and participation in Big Data Master's Degree
Spain / Madrid	Madrid Innovation Campus	Promote innovation and entrepreneurship with Madrid City Council
Spain / Valencia	Miguel Hernández de Elche University	Framework Collaboration Agreement
Spain	Association of Regional Development Agencies	Collaboration and support for entrepreneurs
Spain	Red.es	Collaboration in digitalization and entrepreneurship
Spain	ENISA	Collaboration on the Entrepreneurship is Possible initiative

Country	Institution	Type of agreement
Spain	Planeta de Agostini	Collaboration
Mexico	Latin American University of Technology	Collaboration to give people with motor disabilities access to Information Technology
Puerto Rico	Inter-American University	Collaboration

Agreements with Universities and Research Centers in Spain

Institution	Type of agreement
University of La Coruña Foundation	HR
University of La Coruña	HR
Spanish Distance Learning University (UNED)	Framework Agreement; HR
U-TAD	Framework Agreement; HR
Gradiant	Framework Agreement
Castile-La Mancha Caja Rural Foundation-Lazarus Project	Framework Agreement
CTIC Foundation	Framework Agreement
Sociedade Xestora do Centro de Investigación en Tecnoloxías de Información E Comunicación S.L	Specific; Framework Agreement
INTA	Specific
Grupo Planeta	Framework Agreement
IESE University of Navarre	Business Chair
University of Vigo Foundation	Specific; HR
Rey Juan Carlos University	Specific; HR
Barcelona Tech CIM Foundation	HR
University of Barcelona	HR
Polytechnic University of Catalonia	Business Chair; HR
Pompeu Fabra University	HR
Autonomous University of Barcelona	Business Chair
Ramón Llull University (La Salle)	HR
University of Deusto	Specific; HR
Polytechnic University of Cartagena	Business Chair; HR
University of Castile-La Mancha	Framework Agreement; Business Chair; HR
Madrid Distance Learning University (UDIMA)	HR
University Foundation for the development of the province of Córdoba	HR
Miguel Hernández de Elche University	Framework Agreement; HR
Carlos III University	Specific; Business Chair; HR
University of Jaén	HR
UNIR	HR

Institution	Type of agreement
University of Las Palmas de Gran Canaria	HR
Innove Institute Business School	HR
León Institute for Economic Development, Training and Employment	HR
University of León	Specific; HR
University of Lleida	Framework Agreement; Business Chair; HR
Adecco Foundation	Business Chair
Business & Marketing School	HR
International Financial Training Center (Cliff)	Framework Agreement
Centro de Estudios de Video S.A	HR
Centro de Estudios Garrigues	HR
College for Financial Studies	HR
College for International Studies	HR
ESCP Europe	HR
Business and Management School	HR
European Business School	HR
ESRI	HR
EUDE	HR
Antonio de Nebrija Foundation	HR
Spain Council Foundation	HR
Dialogo Foundation	HR
EOI Foundation	HR
Autonomous University of Madrid General Foundation	HR
Complutense University General Foundation	HR
Polytechnic University of Madrid General Foundation	HR
Foundation for the Advancement of Soft Computing	Specific Framework; HR
Rogelio Segovia Foundation for Telecommunications Development	Specific; HR
SAGARDOY Foundation	HR

Institution	Type of agreement
FUNDOSA Social Consulting S.A	HR
National Association of Doctors and Graduates in Political Sciences and Sociology	HR
Institución Universitaria Mississippi S.A	HR
Institute of Business	HR
University of Saint Louis	HR
Trazos Infografía S.A	HR
Autonomous University of Madrid	Framework Agreement; Business Chair; HR
University of Alcalá de Henares	Specific; Business Chair; HR
Complutense University of Madrid	HR
Francisco de Vitoria University	HR
Polytechnic University of Madrid	Specific; Business Chair; HR
Pontifical University, Madrid	HR
CEU San Pablo University	HR
Valentín de Madariaga y Oya Foundation	HR
University of Malaga	Specific; Framework Agreement; Business Chair; HR
University of Loyola	Business Chair
University of Murcia	HR
Public University of Navarre	HR
University of Oviedo	Business Chair; HR
INTALENTIA	HR
University of Salamanca	Framework Agreement; Business Chair; HR
University of La Laguna General Foundation	HR
University of Alcala UNIR General Foundation	
University of Cantabria Foundation	Framework Agreement
University of Cantabria	Specific; Business Chair; HR
University of Santiago de Compostela	Specific; HR
Andalusian Confederation of Businessmen and Women	HR

Institution	Type of agreement
University of Seville	HR
University of Valencia	Specific; Business Chair
Polytechnic University of Valencia	Specific; Framework Agreement; Business Chair; HR
University of Valladolid General Foundation	HR
University of Valladolid	Framework Agreement; HR
Alfonso X El Sabio University	HR
University of Vigo	Specific; HR
European University of Madrid	Business Chair; HR
European Training Center for Railways	Specific
Center for Financial Studies	Specific
CIEMAT	Specific
Industrial Cybersecurity Center	Specific
La Marañosa Institute of Technology	Specific
Technological Institute of Optics, Color, and Imaging	Specific
Foundation for the Technological Corporation of Andalusia (CTA)	Framework Agreement
ESADE Foundation	Specific
Tecnalia Research Foundation	Framework Agreement
Círculo de Tecnologías para la Defensa y la Seguridad (Circle of Technologies for Defense and Security) Foundation	Framework Agreement
Conocimiento y Desarrollo (Knowledge and Development) Foundation	Framework Agreement
Barcelona Digital Technology Centre Private Foundation	Framework Agreement
Center of Aeronautical Technology Foundation	Framework Agreement
Galician Enterprise-University Foundation (FEUGA)	Framework Agreement
Andalusian Foundation for Aerospace Development	Framework Agreement
Spanish Aeronautics and Astronautics Foundation	Framework Agreement
University of Salamanca Science Park Foundation	Framework Agreement
Cercle Tecnològic de Catalunya Foundation	Framework Agreement

Institution	Type of agreement
Balearic Foundation for Innovation and Technology	Framework Agreement
Galician Technological Institute Foundation	Framework Agreement
IESE International Foundation	Framework Agreement
Castile-León Center of Supercomputing Foundation	Framework Agreement
Castile-La Mancha IN-Nova Foundation	Framework Agreement
University of Granada	Specific
University of Almeria	Specific
University of Huelva	Specific
University of Zaragoza	HR

Agreements with Universities and Research Centers in Europe

Country	Institution	Type of agreement
Germany	Fraunhofer-gesellschaft zur foerderung der angewandten forschung e.v	Specific
Germany	IZT Institut Fuer Zukunftsstudien Und Technologiebewertung GMBH	Specific
Germany	Technische hochschule nurnberg georg simon ohm	Specific
Germany	Stiftung deutsches elektronen-synchrotron desy	Specific
Germany	Karlsruher Institut fuer Technologie	Specific
Croatia	Ruder Boskovic Institute	Specific
France	Association pour la recherche et le developpement des methodes et process	Specific
France	Ecole nationale de l aviation civile	Specific
France	Commissariat a l'energie atomique et aux energies alternatives (CEA)	Specific
France	European organization for nuclear research	Specific
France	Centre national de la recherche scientifique	Specific
Holland	Universiteit Utrecht	Specific
Holland	Delft University of Technology	Specific
Italy	Politecnico Di Milano	Specific
Italy	Università Degli Studi Di Roma La Sapienza	Specific
Italy	Università Degli Studi Di Genova	Specific
Italy	Istituto superiore mario boella sulle tecnologie dell'informazione e delle te	Specific
Italy	Politecnico di Torino	Specific
Italy	Cefriel - societa consortile a responsabilita limitata	Specific
Italy	Istituto nazionale di fisica nucleare	Specific
Italy	Consorzio interuniversitario risonanze magnetiche di metallo proteine	Specific
Italy	Istituto nazionale di astrofisica	Specific
Italy	Istituto nazionale di geofisica e vulcanologia	Specific
Italy	Consiglio nazionale delle ricerche	Specific
Italy	Centro euro-mediterraneo sui cambiamenti climatici scarl	Specific
Poland	Instytut chemii bioorganicznej polskiej akademii nauk	Specific
Poland	Akademia gorniczo-hutnicza im. stanislawa staszica w krakowie	Specific

Country	Institution	Type of agreement
Portugal	Universidade Do Porto	Specific
Portugal	Inesc porto - instituto de engenharia de sistemas e computadores do porto	Specific
Portugal	Laboratorio de instrumentacao e fisica experimental de particulas	Specific
Portugal	ISCTE Business School	HR
Portugal	Nova SBE – Universidade Nova School of Business & Economics	HR
Portugal	Instituto Politécnico de Setúbal (IPS)	HR
Portugal	Universidade Portucalence (UP)	HR
Portugal	Instituto Superior de Engenharia de Coimbra (ISEC)	HR
Portugal	Faculdade de Engenharia da Universidade do Porto (FEUP)	HR
Portugal	Robot Bombeiro - Instituto Politécnico da Guarda	HR
Czech Republic	Vysoká škola báĎská (Department of Computer Science)	HR
Czech Republic	Cesnet, zajmove sdruzeni pravnickyh osob	Specific
UK	The University of Huddersfield	Specific
UK	University of Southampton	Specific
UK	Loughborough University	Specific
UK	University of Bristol	Specific
UK	The University of Birmingham	Specific
UK	The University of Nottingham	Specific
UK	Science and technology facilities council	Specific

Agreements with Universities and Research Centers in the Americas

Country	Institution	Type of agreement
Argentina	Buenos Aires Institute of Technology	HR
Argentina	National Technological University	HR
Argentina	University of Business and Social Sciences	HR
Argentina	Universidad Argentina de la Empresa (Argentine Business University)	HR
Argentina	University of El Salvador	HR
Argentina	University of CEMA	HR
Argentina	National University of Córdoba	Business Chair
Brazil	University of São Paulo	HR
Brazil	Presbyterian Mackenzie University	HR
Brazil	Fatec	HR
Brazil	Fatec zona sul	HR
Brazil	Municipal University of Sao Caetano do Sul	HR
Brazil	Mauá University Center	HR
Brazil	São Judas Tadeu University	HR
Brazil	FIAP	HR
Brazil	Federal University of Bahia	Specific Agreement
Brazil	University of Campinas	Specific Agreement
Brazil	ANPEI	Framework Agreement
Brazil	ASBEC - Jorge Amado University Center (UNIJORGE)	Framework Agreement; Business Chair
Brazil	Brazilian National Council for Scientific and Technological Development (CNPq)	Framework Agreement
Brazil	Veiga de Almeida University (UVA)	Framework Agreement; Business Chair
Chile	U. Andres Bello	Acuerdo Específico; Acuerdo Marco; RRHH
Chile	U. Técnica Federico Santa María	Acuerdo Marco; RRHH
Chile	U. Santiago de Chile	Acuerdo Marco; RRHH

Country	Institution	Type of agreement
Chile	Andres Bello University	Specific Agreement; Framework Agreement; HR
Chile	Federico Santa María Technical University	Framework Agreement; HR
Chile	University of Santiago de Chile	Framework Agreement; HR
Chile	Duoc UC	HR
Chile	Catholic University of Valparaíso	HR
Chile	UTEM	HR
Chile	Diego Portales University	HR
Chile	INACAP	HR
Colombia	Technological University of Pereira	Framework Agreement; HR
Colombia	Catholic University of Pereira	Framework Agreement
Colombia	Sergio Arboleda University	Framework Agreement; HR
Colombia	Colombian School of Engineering Julio Garavito	HR
Colombia	Autonomous Technological Foundation of Bogotá	HR
Colombia	Andean Region University Foundation, Pereira	HR
Colombia	Los Libertadores University Foundation	HR
Colombia	University of Lasalle	HR
Colombia	Norte University	HR
Colombia	Francisco José de Caldas University	HR
Colombia	International University of La Rioja	HR
Colombia	Universidad Libre Jurídica Seccional Pereira (Free Sectional University, Pereira)	HR
Ecuador	Yachay	Framework Agreement
Mexico	National Polytechnic Institute	Framework Agreement; Business Chair; HR
Mexico	Institute of Engineering, Autonomous National University of Mexico (UNAM)	Framework Agreement

Country	Institution	Type of agreement
Mexico	UTEL	Framework Agreement
Mexico	Higher Technological Institute of Huixquilucan (TESH)	HR
Mexico	Higher Technological Institute of Naranjos (ITSNA)	HR
Mexico	CNCI University (CNCI)	HR
Mexico	University of Valle de México (UVM)	HR
Mexico	University of Justo Sierra (UJS)	HR
Mexico	University of La Salle (ULSA)	HR
Mexico	Polytechnic University of Valle de Toluca (UPVT)	HR
Mexico	Technological University of Mexico (UNITEC)	HR
Mexico	Technological University of Tecámac (ULTECAM)	HR
Mexico	Technological University of Valle de Toluca (UTVT)	HR
Mexico	Fidel Velazquez Technological University (UTFV)	HR
Mexico	Monterrey Institute of Technology and Higher Education	Acuerdo Marco
Peru	Pontifical Catholic University of Peru	HR
Peru	University of Lima	HR
Peru	National University of San Marcos	HR
Peru	Peruvian University of Applied Sciences	HR
Peru	National University of Engineering	HR
Peru	Technological University of Peru	
Puerto Rico	Inter-American University	Framework Agreement

Agreements with Universities and Research Centers in other countries

Country	Institution	Type of agreement
Philippines	Ateneo De Manila University	HR
Philippines	De La Salle University	HR
Philippines	Don Bosco Technical College	HR
Philippines	Mapua Institute of Technology	HR
Philippines	Meralco Foundation Institute of Technology	HR
Philippines	Polytechnic University of the Philippines	HR
Philippines	University of Santo Tomas	HR
Philippines	University of the Philippines, Diliman	HR
Vietnam	Hanoi University of Science and Technology (HUST) – NAVIS Center	Specific
Thailand	National Science and Technology Development Agency (NSTDA)	Specific
Australia	University of New South Wales (UNSW)	Specific
Mozambique	Universities of Mozambique and Ministry of Science and Technology (MCT)	Framework Agreement

Featured collaboration with foundations and associations

Projects to support underprivileged groups:

- Technology
- Volunteering
- Internships

FEAPS
Adecco Foundation
Adisgua Foundation
Associação Emergência Social Foundation
CAPACIS Foundation
Toledo Paraplegic Hospital Foundation
Integra Foundation
Universia Foundation
Exit Foundation
Foundation for the Protection of Children
Proeducación Foundation
Temporary Stay Center for Children of the Attorney General's Office
Fe y Alegría School
Council to Prevent and Eliminate Discrimination (COPRED)
Junior Achievement Portugal
La Casa de la Sal and A.C.

Projects to provide technological support and enhance social action:

- Pro bono

Food Bank
Ceate
CESAL
Feaps Madrid
Alcer Foundation
Avite Foundation
Caico Foundation
Exit Foundation
Integra Foundation
Laguna Foundation
Recover Foundation
San Dámasco Foundation
SERES Foundation
Down Syndrome Madrid Foundation
Junior Achievement Foundation
Valora Foundation
Women Together Foundation
Fundame
UnLtd Spain

Entrepreneurship support projects

Princess of Girona Foundation
Carlos III University of Madrid
Complutense University of Madrid
UNLTD Spain Foundation
AMETIC
CISE
ICT Labs
A3 Media Foundation
Polytechnic University of Madrid
ENDEAVOR Spain Foundation (entrepreneurs and mentors)

Other social actions with NGOs

Albergue San Juan de Dios
Médecins du Monde Association
Italian Cancer Research Association
Rari Ma Speciali Association
Metropolitan Manila Development Authority (MMDA)
Eastern Visayas Regional Medical Center (ERVMC)
Red Cross
Philippines' National Council on Disability Affairs (NCDA)
Matamoros Corporation
Department of Environment and Natural Resources (DERN)
Dr. Belisario Porras School
Cadena Foundation
Alcobendas Sports Foundation
D'Genes Foundation
Obra Social la Caixa Foundation
Pescar Foundation
Fundação Pró-Sangue in São Paulo
SANCO Foundation
Telethon Foundation
Roosevelt Orthopedic Institute for Children
La Casa del Soldado
Mi Grillito de Luz

Projects to support innovation and the implementation of the Information Society

Royal Elcano Institute
Foundation for the IT Development of Companies and Society (Fundetec)
Technology corporation foundation of Andalusia
Spanish Aeronautics and Astronautics Foundation
Company Security and Society Foundation
CYD Foundation
COTEC Foundation
Círculo de Economía Foundation

Social actions undertaken by country

Argentina

- Initiatives:
 - » Abriendo Ventanas program by Argencon: 13 volunteers
 - » Christmas Toy Appeal: 470 toys collected and delivered
- Number of volunteers: **37**
- Collaborating foundations: Junior Achievement, Pescar, Fundación Cadena and Mi grilito de luz

Brasil

- Initiatives:
 - » Winter clothing campaign with the Red Cross; 3,041 items collected, including winter clothes and blankets
 - » Donate blood campaign
 - » New Year Solidarity Campaign: 2,609 items collected including toys, food and clothes
 - » Accessible Technology Chair
- Number of volunteers: **63**
- Collaborating foundations: Red Cross, Fundação Pró-Sangue in Sao Paulo
- Accessible Technology Chairs: chair agreed with Red Iumno and headed up by Jorge Amado University (UNIJORGE) in Brazil to give disabled people broader access to distance learning by developing accessible technology

Central America and Caribbean

- Initiatives:
 - » Collection and delivery of school materials to the Dr. Belisario Porras School (Panama)
 - » Refurbishment of the Dr. Belisario Porras School (Panama)
 - » La Casa del Soldado: a space was fitted out for computer equipment, to provide training by trainers on how to use Headmouse and VirtualKeyboard.
 - » Dr. Belisario Porras School: four computers were installed in the digital classroom, to provide training by trainers on how to use Headmouse and VirtualKeyboard.
- Collaborating foundations: Dr. Belisario Porras School (Panama) and La Casa del Soldado (Panama)

Chile

- Initiatives:
 - » Toy donations in the "Navidad con Sentido" (Christmas with Meaning) appeal organized by HR. In 2015 the gifts were delivered to the Fundación Patronato Nacional de la Infancia (National Children's Board)
- Collaborating foundations: Fundación Patronato Nacional de la Infancia (National Children's Board, children from 0-5)

Colombia

- Initiatives:
 - » Cooperation agreement with Instituto de Ortopedia

Infantil Roosevelt (Roosevelt Orthopaedic Institute for Children) to donate a computer room equipped with 20 computers with HM and VK, and collaboration with Indra volunteers to offer guidance to users

- » Cooperation agreement with Corporación Matamoros to donate a computer room equipped with 20 computers with Headmouse and VirtualKeyboard, and collaboration with Indra volunteers to offer guidance to users
- Collaborating foundations:
 - » Instituto de Ortopedia Infantil Roosevelt (Roosevelt Orthopedic Institute for Children, for disabled children)
 - » Corporación Matamoros (soldiers wounded in action)

Philippines

- Initiatives:
 - » Data Center at the Easter Visayas Regional Medical Center, in conjunction with the Spanish Agency for International Cooperation and Development (AECID), to aid victims of Typhoon Yolanda that tore through the country in 2013
 - » Donation of an Accessible Technology kiosk equipped with Headmouse and VirtualKeyboard for the Philippines' National Council on Disability Affairs (NCDA)
 - » Donations from Indra Philippines employees to support the Accessible Technology programs
 - » Accessible Technology Chair in the Philippines. A group of 20 volunteers from Indra Philippines is working on software which translates text into sign language to help the Philippines deaf community

- » 320 trees planted in conjunction with the Metropolitan Manila Development Authority (MMDA) and the Department of Environment and Natural Resources (DERN)

- Number of volunteers: **48**

- Collaborating foundations: Eastern Visayas Regional Medical Center (EVRMC), Philippines' National Council on Disability Affairs (NCDA), Metropolitan Manila Development Authority (MMDA) and the Department of Environment and Natural Resources (DERN)

Italy

- Initiatives:

- » Sponsorship and participation by volunteers in the fun run held in Rome for the Telethon Foundation
- » Fundraising for the Rari Ma Speciali Association and the Italian Cancer Research Association

- Number of volunteers: **16**

- Collaborating foundations: Telethon Foundation, Rari Ma Speciali Association and the Italian Cancer Research Association

Mexico

- Initiatives:

- » Collection and delivery of toys and books for the Temporary Stay Center for Children of the Attorney General's Office (PGJ), La Casa de la Sal and Proeducación (PROED). More than 200 toys and 80 books collected
- » Refurbishment of the Leopoldo Kiel Elementary School, in conjunction with PROED

- » Saturday gathering at the Concepción Beistegui Foundation with elderly people

- » With the Foundation for the Protection of Children, for quadriplegic persons, training provided by trainers on how to use Headmouse and VirtualKeyboard

- » Saturday volunteering, running for six months, with children from the Temporary Stay Center for Children of the Attorney General's Office (PGJ), carrying out recreational and educational activities

- Number of volunteers: **33**

- Collaborating foundations: Proeducación (PROED), Temporary Stay Center for Children of the Attorney General's Office (PGJ), Foundation for the Protection of Children, Concepción Beistegui Foundation for the Elderly, Council to Prevent and Eliminate Discrimination (COPRED) and La Casa de la Sal, A.C.

- Accessible Technology Chairs

- » Submission of the UIKA project arising from the Chair with the Instituto Politécnico Nacional (IPN)

- » Agreement with the Latin American University of Technology (UTEL) to disseminate Accessible Technology

- » Conferences on Accessible Technology in conjunction with COPRED, the Federal District Government and the National Autonomous University of Mexico (UNAM)

- Donations in kind and charity markets:

- » "Gregorio Torres Quintero" Elementary School (furniture), Vivac Kids Center (furniture), Job Training Center (CECATI) 135 (TV screens) and Hogar Dulce Hogar Foundation (paper)

- » Charity gift bazaar, with participation from the John Langdon Down Foundation, Casa de la Amistad para Niños con Cáncer (Foundation to help children with cancer), and the Mexican Confederation of Organizations for People with Intellectual Disabilities A.C. (CONFIE)

- Recognitions:

- » Socially Responsible Company prize for the second year running
- » "Gilberto Rincón Gallardo" Inclusive Business prize, from the Secretariat of Labor and Social Welfare (STPS)
- » Prize from the Council to Prevent and Eliminate Discrimination (COPRED) awarded to Indra for being a business committed to equal treatment
- » Prize for Accessible Technology in Mexico, awarded by the Instituto Politécnico Nacional (IPN)

Peru

- Initiatives:

- » Participation of volunteers in the COACH project with Éxit Foundation (Peru) and the Fe y Alegría School

- Number of volunteers: **12**

- Collaborating foundations: Fundación Éxit and Fe y Alegría School

Portugal

- Initiatives:

- » Collaboration by volunteers with Junior Achievement Portugal to promote entrepreneurship among young people in Lisbon and Porto

- » Financial donation to the Associação Emergência Social which works to fight against poverty and social exclusion
- Number of volunteers: **6**
- Collaborating foundations: Junior Achievement Portugal and Associação Emergência Social
- Donations in kind:
 - » Computers for Movimento em Defesa da Vida, which acts in favor of human rights, promotion of women and ethics

Entrepreneurship support initiatives undertaken in 2015

- Collaboration in the United Arab Emirates' "Drones for Good" initiative. This initiative promotes entrepreneurship and explores innovative civilian applications for unmanned aerial vehicles (UAV), to provide solutions that improve people's lives, especially in urban environments.
- Partnership with the Princess of Girona Foundation (FPdGi) in the Entrepreneurship is Possible Program (since 2012).
- Multilateral agreement with Yuzz (CISE)-FPdGi-Indra. Incorporation of "Emprender es Posible" (Entrepreneurship is Possible) as a tool in the 2015 edition of Yuzz (Santander Universidades). Involvement in the 4th Yuzz National Meeting to promote the entrepreneurial spirit.
- Collaboration in the Smart Campus initiative. Promoting Digital Entrepreneurship in Universities using the Indra SOFIA2 IoT platform. In Spain the initiative was rolled out in three universities (UPM, UAH and UC3M) and internationally in another three (Andres Bello University in Chile, and PUC-Campinas and UFBA in Brazil).
- Robot Bombeiro Robotics competition initiative to promote robotics as a core technology for the 21st century, organized annually by the Instituto Politécnico da Guarda (Portugal) in conjunction with Indra (since 2003). In 2015, universities from Brazil and Spain took part.
- Participation in the CompluEmprende "Emprender es posible" (Entrepreneurship is possible) prize.
- Participation in Emprende UC3M and in the "TFG Emprende" initiative organized by the UC3M Social Council, by which final degree projects are linked to an entrepreneurial initiative.
- Agreement with the Association of Regional Development Agencies (ADER) and FPdGi to promote use of the Entrepreneurship is Possible platform in regional development agencies across Spain.
- Participation in StartUp Alcobendas.
- Participation in Madrid Emprende.
- Partnership with UnLtdSpain, an accelerator for social startups.

Key sector-specific associations to which Indra belongs

Sector-specific associations		Corporate Social Responsibility Associations	
Association	Country	Association	Country
Asociación gaia (asociación de industrias de las tecnologías de la información del país vasco)	Spain	Spanish Quality Association (AEC)	Spain
Puerta 34	Spain	Forética	Spain
Foment de treball nacional	Spain	Argentinean Entrepreneur Committee for Sustainable Development (CEADS)	Argentina
Associació d' empreses i institucions 22@cn	Spain	Business Foundation for Quality and Excellence (FUNDECE)	Argentina
CIDEU	Latin America	Chilean Rational Business Administration Institute (ICARE)	Chile
Business Association of L'Hospitalet and Baix Llobregat (AEBALL)	Spain	Panama - Spain Foundation	Panama
Cercle Tecnològic de Catalunya Foundation (CTECNO)	Spain	American Chamber	Mexico
ESADE Partners Program	Spain		
Festibity	Spain		
Gradient	Spain		
Galician ICT Cluster	Spain		
AMETIC Regional Council, Asturias	Spain		
CEOE-CEPYME Cantabria	Spain		
AMETIC Regional Council, Cantabria	Spain		
German Chamber of Commerce for Spain	Germany		
Spanish Chamber of Commerce for Germany	Spain		
Deutsche Gesellschaft Für Wehrtechnik	Germany		
Associação Brasileira das Empresas de Tecnologia da Informação e Comunicação (Brasscom)	Brazil		
COPARMEX Mexico City	Mexico		
Mexican IT Industry Association (AMITI)	Mexico		
Mexican Chamber of the Construction Industry	Mexico		
American Society for Industrial Security in Mexico	Mexico		
Mexican Center for Philanthropy (CEMEFI)	Mexico		
Centro mexicano de filantropía (CEMEFI)	Mexico		
Hispano-Columbian Chamber of Commerce	Colombia		
Colombian National Association of Entrepreneurs (ANDI)	Colombia		

Sector-specific associations		Sector-specific associations	
Association	Country	Association	Country
BPO/ITO/KPO Chamber (ANDI)	Colombia	Armed Forces and Civil Guard Assistance Foundation	Spain
Colombian Chamber of Computer Science and Telecommunications (CCIT)	Colombia	Financial Studies Foundation (FEF)	Spain
Columbian Association for Human Management (ACRIP)	Colombia	Spanish Investor Relations Association (AERI)	Spain
Knowledge Alliance Foundation	Latin America	Celent	International
País Digital Foundation	Chile	Eurofirms Foundation	Spain
ACTI A.G.	Chile	Red Cross	Spain
Official Spanish Chamber of Commerce in Chile	Chile	Lambide Foundation	Spain
Emisores Españoles	Spain	Marktel Group	Spain
Official Hispano-Turkish Chamber of Commerce and Industry	Spain	AEPROSER	Spain
UAE (Spanish Business Council)	International	European Outsourcing Association (EOA)	International
CMSA	International	IT & Business Process Association of the Philippines (IBPAP)	Philippines
Official Spanish Chamber of Commerce in Belgium and Luxembourg	International	IT Interaction Philippines (ITIP)	Philippines
British Chamber of Commerce	International	CITIC Foundation (Centre of Innovation, Information and Communication Technologies)	Spain
American European Community Association (AECA)	International	Association of IT Companies (AETI)	Spain
Friends of Europe	International	Confederation of Business Organizations of Lleida (COELL)	Spain
European Organisation for Security (EOS)	International	Asturian Innovation Club	Spain
Museo Naval Foundation	Spain	Association for the Advancement of Management, Castile-la Mancha (APD)	Spain
Exponav Foundation for the Promotion of Knowledge of Shipbuilding and Marine Activities	Spain	University of Castile-la Mancha General Foundation	Spain
TEDAE	Spain	Association of Electronics Companies, Information Technologies, Telecommunications and Digital Content (AMETIC)	Spain
ASD	International	Club de Directivos del Conocimiento y la Innovación (Club of Knowledge and Innovation Managers)	Spain
Madrid Region Aerospace Cluster	Regional	CiTIUS Advisory Council (University of Santiago de Compostela)	Spain
Spanish Maritime Cluster	Spain	Technological Corporation of Andalusia (CTA)	Spain
Círculo de Tecnologías para la Defensa (Circle of Technologies for Defense)	Spain	EnergyLab	Spain
Spanish Atlantic Association	Spain	Forum of Innovative Businesses (FEI)	Spain
US Navy League	USA	Knowledge and Development Foundation (CyD)	Spain
Museo del Ejército Foundation	Spain	COTEC Foundation	Spain

Sector-specific associations		Sector-specific associations	
Association	Country	Association	Country
Endeavor Foundation	Spain	Círculo de Economía (Economic Circle)	Spain
IESE International Foundation	Spain	Círculo de Empresarios (Employers' Circle)	Spain
Pro Rebus Academia Foundation	Spain	CITpax	Spain
Tecnalia Research Foundation	Spain	Spanish Exporters and Investors Club	Spain
IBEI	Spain	Ibero-American Council for Productivity and Competitiveness	International
Associazione Italiana per L'Information Technology (ASSINFORM)	Italy	Alternative Energy Foundation	Spain
Camera di Commercio Spagnola in Italia	Italy	Chile-Spain Foundation	International
Centro Internazionale della Gioventù Lavoratrice (ELIS)	Italy	Spain-Australia Council Foundation	International
Associazione Italiana per la Telematica il Trasporto e la Sicurezza (TTS)	Italy	Spain-Brazil Council Foundation	International
ABI-LAB (Associazione Bancaria Italia-Lab)	Italy	Spain-China Council Foundation	International
CETIF (Centro di Ricerca su Tecnologie, Innovazione e Servizi Finanziari)	Italy	Spain-Colombia Council Foundation	International
IBEI	Italy	Spain-USA Council Foundation	International
Mexican Institute of Finance Executives, A.C. (IMEF)	Mexico	Spain-India Council Foundation	International
Industrial Cybersecurity Center (CCI)	Spain	Spain-Peru Council Foundation	International
Innovative Business Association for Cybersecurity and Advanced Technology (AEI Cybersecurity)	Spain	Ibero-American Business Foundation	International
Spanish Association of Vehicle Manufacturers (ANFAC)	Spain	Integra Foundation	International
es.internet	Spain	Spain-Brazil Council Foundation	International
Spanish Association of HR Managers	Spain	Princess of Girona Foundation	Spain
Spanish Managers' Association (AED)	Spain	Comillas University Foundation (ICAI)	Spain
American Chamber of Commerce in Spain (AmChamSpain)	Spain	Alcobendas Sports Foundation	Spain
Spanish Association of Consulting Companies (AEC)	Spain	OECD EMnet	Spain
Association of Entrepreneurs of Alcobendas (AICA)	Spain	Royal Elcano Institute	Spain
Hispano-Malaysian Business Association	Spain	Senior Volunteering to provide Business Advice (SECOT)	Spain
Association for the Advancement of Management (APD)	Spain	University of Nebrija	Spain
Spanish Chamber of Commerce	Spain	U-TAD Advisory Council	Spain
Brazil-Spain Chamber of Commerce (CCBC)	International	TM Forum	International
Spanish Confederation of Business Organizations (CEOE)	Spain	Spanish Association of Financial Managers and Company Treasurers (ASSET)	Spain
Círculo de Confianza (Circle of Trust) (New Economy Forum)	Spain	Alamys	International

Sector-specific associations

Association	Country
Railgrup	International
Cetren	Spain
Unife	International
Mafex	International
Spanish Highways Association (AEC)	Spain
Technical Highways Association (ATC)	Spain
Spain ITS	Spain/International
PTC	Spain
Pemtra	Spain
Amec	Spain
European Organization for Civil Aviation Equipment (EUROCAE)	International
British Chamber of Commerce in Spain	International
PHC Software	International
Portuguese-Spanish Chamber of Commerce	International
Associação Portuguesa para o Desenvolvimento das Comunicações, Portsourcing (APDC)	Portugal
AFCEA Portugal	Portugal
Codipor	Portugal
Associação Portuguesa de Gestão e Eng. Industrial (APGEI)	Portugal
APDSI Madan Parque PCTAS	Portugal
Associação Portuguesa de Sof (ASSOFT)	Portugal
Associação Portuguesa Testes Software (PSTQB)	Portugal
Associação para Desenvolvimento da Mobilidade e Transp. Sustentáveis (ITS)	Portugal
Associação Port. das Industrias do Espaço (Proespaço)	Portugal
Junior Achievement Portugal	Portugal

Compliance with environmental goals established for certified centers in 2015

Goals 2015	Center	Degree of compliance	Result
SGA certification	Ferrol	100%	Compliance
	Barcelona BPO	100%	Compliance
	Rome	100%	Compliance
	Antara (Mexico City)	100%	Compliance
	Panamérica (Sao Paulo)	100%	Compliance
	Sede Calle 96 - Bogota-Colombia	100%	Compliance
	Barranquilla 51 - Colombia (Smart Office Center)	100%	Compliance
	Bucaramanga - Colombia	100%	Compliance
	Calle 93 - Bogota-Colombia	100%	Compliance
	Calle 57 - Bogota-Colombia	100%	Compliance
	Medellin - Colombia	100%	Compliance
	Barranquilla 54- Colombia	100%	Compliance
	Pereira - Colombia	100%	Compliance
	Caymasa	100%	Compliance
	Fuente Álamo	100%	Compliance
	Puerto de Santa María	100%	Compliance
3% Reduction in Hazardous Toner Waste	La Coruña	100%	Compliance
3% Reduction in Electrical Energy Consumption	Torrejón de Ardoz	-6,44%	Non-compliance
	Arroyo de la Vega	10,1%	Compliance

Goals 2015	Center	Degree of compliance	Result
3% reduction in toner waste	Bembibre	12,74%	Compliance
	Barakaldo	-42,85%	Non-compliance
	Ciudad Real	-153,55%	Non-compliance
	Sevilla	68,57%	Compliance
	Barcelona BPO	2016 Goal	
3% Reduction in Paper/ Cardboard Waste	Seville Caymasa	-792,5%	Non-compliance
	Puerto de Sta María	8,52%	Compliance
	Italy-Rome	2016 Goal	
	Brazil-Paramerica	2016 Goal	
	Mexico-Antara	2016 Goal	
	Erandio	64,63%	Compliance
3% Reduction in Paper Consumption	Málaga	4,83%	Compliance
	Torrejón	-1,96%	Non-compliance
	Arroyo de la Vega	16,67%	Compliance
	Julián Camarillo	-11,1%	Non-compliance
	Alcalá 506	-12,37%	Non-compliance

3% Reduction in Paper Consumption	San Fernando	10,87%	Compliance
	Triángulo	8,16%	Compliance
	BCN Roc Boronat e Interface	24,52%	Compliance
	Anabel Segura	10,53%	Compliance
	Salamanca	48,61%	Compliance
3% reduction in water consumption	Ferrol	Objetivo 2016	
	Fuente álamo	44,16%	Compliance
3% reduction in natural gas consumption	San Fernando de Henares	-4,04%	Non-compliance
3% reduction in hazardous waste: RAAES	Aranjuez	-15,2%	Non-compliance
	Arroyo de la Vega	-37%	Non-compliance
Separation of organic waste-packaging	Sevilla Caymasa	N/A	Non-compliance
Reduction in energy consumption ≤ 140kWh/person	Calle 96 Colombia	100%	Compliance
Reduction in energy consumption ≤ 70kWh/person	Calle 57 Colombia	-98%	Non-compliance
Reduction in energy consumption ≤ 70kWh/person	Barranquilla Edificio Corpavi Colombia	-81%	Non-compliance
Reduction in energy consumption	Barranquilla Edificio Colombia	Monitoreo, se inicia medición	
Reduction in energy consumption ≤ 90kWh/person	Pereira Colombia	-99%	Non-compliance
Reduction in energy consumption ≤ 65kWh/person	Calle 93 Colombia	100%	Compliance

Reduction in energy consumption ≤ 17kWh/person	Medellín Colombia	0% negative	Non-compliance
Reduction in energy consumption	Bucaramanga Colombia	Monitoring, measuring commenced	
Reduction in water consumption ≤ 0.8 m3/person	Calle 96 Colombia	-89%	Non-compliance
Reduction in water consumption 1.70 m3/person	Calle 57 Colombia	-94%	Non-compliance
Reduction in water consumption 0.5 m3/person	Barranquilla Edificio Corpavi Colombia	-79%	Non-compliance
Reduction in water consumption	Barranquilla Edificio Smart Office Colombia	Monitoring, measuring commenced	
Reduction in water consumption 0.7 m3/person	Pereira Colombia	-67%	Non-compliance
Reduction in water consumption 1.0 m3/person	Calle 93 Colombia	100%	Compliance
Reduction in water consumption 0.3 m3/person	Medellín Colombia	-95%	Non-compliance
Reduction in water consumption	Bucaramanga Colombia	Monitoring, measuring commenced	
Waste reduction 0.66 kg/person	Calle 96 Colombia	-35%	Non-compliance
Waste reduction 1 kg/person	Calle 57 Colombia	100%	Compliance
Waste reduction 1.9 kg/person	Barranquilla edificio Corpavi Colombia	-44%	Non-compliance
Waste reduction Not applicable	Barranquilla edificio Smart Office Colombia	Monitoring, measuring commenced	
Waste reduction 0.39 kg/person	Pereira Colombia	100%	Compliance
Waste reduction 1.1 kg/person	Calle 93 Colombia	100%	Compliance

(*) All of the goals not complied with are reconsidered for next year

Consumption, waste and emission levels by country

	Electricity	Diesel C	Natural Gas	Drinking water	Well water	Hazardous waste	Non-hazardous waste	Direct CO2 emissions	Indirect CO2 emissions
Country	Kilowatt hour	Liters	Cubic meters	Cubic meters	Cubic meters	Kilograms	Kilograms	Tons CO2e	Tons CO2e
Germany	604,226	Not applicable	Not applicable	99	Not applicable	Not applicable	Not available	Not applicable	287.25
Saudi Arabia	46,434	Not applicable	Not applicable	87	Not applicable	Not applicable	Not available	Not applicable	34.3
Algeria	87,981	Not applicable	Not applicable	165	Not applicable	Not applicable	Not available	Not applicable	48.3
Argentina	1,656,974	Not applicable	Not applicable	3,103	Not applicable	Not applicable	Not available	Not applicable	658.1
Australia	163,742	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not available	Not applicable	130.8
Bahrein	97,757	Not applicable	Not applicable	183	Not applicable	Not applicable	Not available	Not applicable	73.8
Belgium	29,327	Not applicable	Not applicable	55	Not applicable	Not applicable	Not available	Not applicable	6.2
Bolivia	12,021	Not applicable	Not applicable	653	Not applicable	Not applicable	Not available	Not applicable	5.1
Brazil	6,963,577	33,784	Not applicable	12,925	Not applicable	Not applicable	184,290	90.96	683.6
Chile	864,943	Not applicable	Not applicable	3,876	Not applicable	Not applicable	Not available	Not applicable	417.7
China	114,864	331	Not applicable	215	Not applicable	Not applicable	Not available	0.89	84.3
Colombia	1,231,469	Not applicable	Not applicable	7,737	Not applicable	Not applicable	Not available	Not applicable	151.2
Costa Rica	21,995	Not applicable	Not applicable	41	Not applicable	Not applicable	Not available	Not applicable	1.2
Ecuador	5,681	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not available	Not applicable	1.8
United Arab Emirates	49,231	Not applicable	Not applicable	147	Not applicable	Not applicable	Not available	Not applicable	29.4
Slovakia	169,897	Not applicable	Not applicable	498	Not applicable	Not applicable	Not available	Not applicable	33
Spain	60,652,318	95,653	382,255	102,474	8,139	48,560	678,876	980.21	18,520.5
Philippines	816,171	Not applicable	Not applicable	69	1,015	Not applicable	Not available	Not applicable	410
France	7,332	Not applicable	Not applicable	14	Not applicable	Not applicable	Not available	Not applicable	0.5
Guatemala	7,590	Not applicable	Not applicable	96	Not applicable	Not applicable	Not available	Not applicable	1.9
India	70,436	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not available	Not applicable	65.2
Indonesia	78,205	Not applicable	Not applicable	146	Not applicable	Not applicable	Not available	Not applicable	63.3
Ireland	14,663	Not applicable	Not applicable	27	Not applicable	Not applicable	Not available	Not applicable	6.7
Italy	382,603	Not applicable	Not applicable	10,411	Not applicable	Not applicable	14,070	Not applicable	147.3
Kazakhstan	15,763	Not applicable	5,581	104	Not applicable	Not applicable	Not available	10.55	7.3
Kenya	234,616	Not applicable	Not applicable	439	Not applicable	Not applicable	Not available	Not applicable	52.4
Latvia	4,888	Not applicable	Not applicable	9	Not applicable	Not applicable	Not available	Not applicable	0.4

	Electricity	Diesel C	Natural Gas	Drinking water	Well water	Hazardous waste	Non-hazardous waste	Direct CO2 emissions	Indirect CO2 emissions
Country	Kilowatt hour	Liters	Cubic meters	Cubic meters	Cubic meters	Kilograms	Kilograms	Tons CO2e	Tons CO2e
Malaysia	53,749	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not available	Not applicable	36.1
Morocco	259,055	Not applicable	Not applicable	485	Not applicable	Not applicable	Not available	Not applicable	180.5
Mexico	1,089,899	Not applicable	Not applicable	3,391	Not applicable	685	17,441	Not applicable	494.2
Moldavia	63,542	Not applicable	Not applicable	119	Not applicable	Not applicable	Not available	Not applicable	31.6
Norway		Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not available	Not applicable	0
Oman		Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not available	Not applicable	0
Panama	117,996	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not available	Not applicable	38.4
Peru	699,208	Not applicable	Not applicable	2,619	Not applicable	Not applicable	Not available	Not applicable	199.7
Poland	9,479	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not available	Not applicable	7.2
Portugal	571,595	150,280	Not applicable	2,675	Not applicable	Not applicable	Not available	404.61	208
United Kingdom	157,147	Not applicable	1162	357	Not applicable	Not applicable	Not available	2.198	75.3
Czech Republic	78,428	Not applicable	37	39	Not applicable	Not applicable	Not available	0.07	43.3
Dominican Republic	93,355	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not available	Not applicable	51.8
Romania	11,656	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not available	Not applicable	5.6
South Africa	31,771	Not applicable	Not applicable	60	Not applicable	Not applicable	Not available	Not applicable	29
Turkey	60,020	Not applicable	Not applicable	1,570	Not applicable	Not applicable	Not available	Not applicable	27.6
Uruguay	367,718	Not applicable	Not applicable	1,210	Not applicable	Not applicable	Not available	Not applicable	100.5
U.S.A.	271,274	Not applicable	Not applicable	508	Not applicable	Not applicable	Not available	Not applicable	0
Venezuela	516,931	Not applicable	Not applicable	252	Not applicable	Not applicable	Not available	Not applicable	137.2
TOTAL	78,857,529	280,048	389,035	156,857	9,154	49,245	894,677	1489.48	23,587

(*) Todos los objetivos no cumplidos se vuelven a plantear para el año siguiente

Carbon footprint (Scope 1+2) in Spain using the Ministry of Agriculture, Food and Environment (MAGRAMA) calculator for 2011-2015

ABSOLUTE RESULTS FOR YEAR OF CALCULATION

Year of calculation: **2011**

Carbon footprint, Scope 1+2, for year of calculation: **28,109.9801 t CO₂ eq**

Scope 1

Fixed installations	1,311,5491	t CO ₂
Trips in vehicles	5,766,7820	t CO ₂
Cooling/climate control	0.0000	t CO ₂ eq
TOTAL SCOPE 1	7,078,3311	t CO₂eq

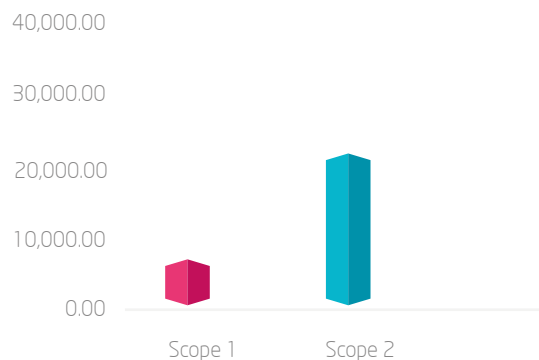
Scope 2

Electricity	21,031,6489	t CO₂
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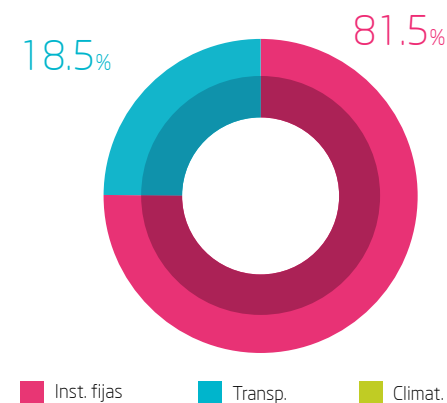
Scope 1+2

Electricity	28,109,9801	t CO₂eq
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Carbon footprint by Scope (t CO₂ eq)



Breakdown of emission activities, Scope 1



ABSOLUTE RESULTS FOR YEAR OF CALCULATION

Year of calculation: **2012**Carbon footprint, Scope 1+2, for year of calculation: **37.705,1578 t CO₂ eq****Scope 1**

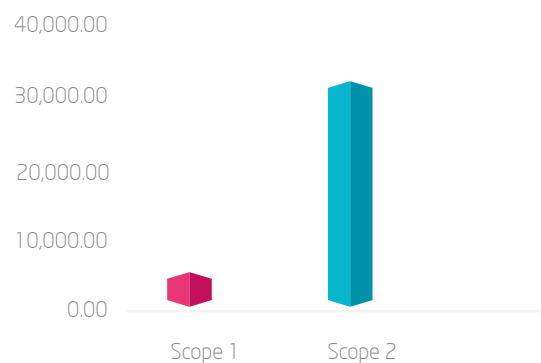
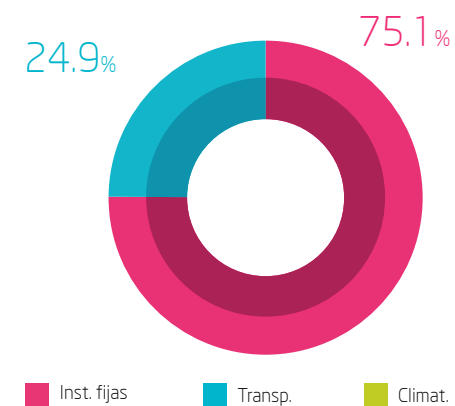
Fixed installations	1,641.8590	t CO ₂
Trips in vehicles	4,947.7400	t CO ₂
Cooling/climate control	0.0000	t CO ₂ eq
TOTAL SCOPE 1	6.589,5990	t CO₂eq

Scope 2

Electricity	31,115.5588	t CO₂
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Scope 1 + 2

Electricity	37,705.1578	t CO₂eq
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**Carbon footprint by Scope
(t CO₂ eq)****Breakdown of emission activities, Scope 1**

ABSOLUTE RESULTS FOR YEAR OF CALCULATION

Year of calculation: **2013**Carbon footprint, Scope 1+2, for year of calculation: **28.899,1274 t CO₂ eq****Scope 1**

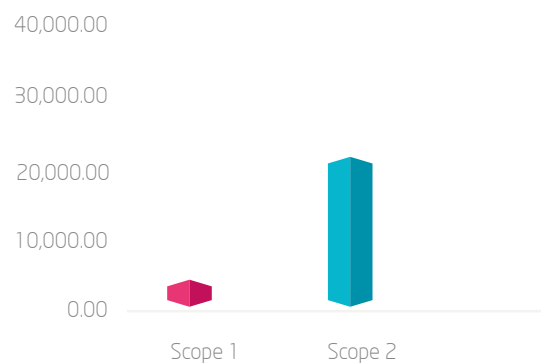
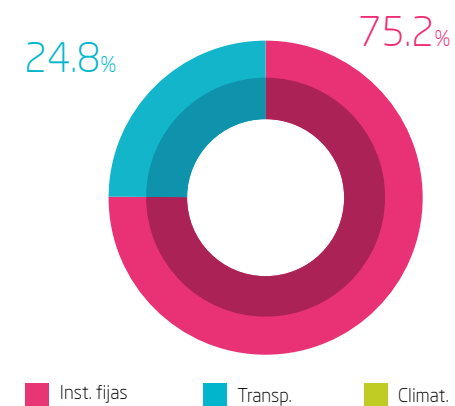
Fixed installations	1,498.8820	t CO ₂
Trips in vehicles	4,546.6400	t CO ₂
Cooling/climate control	0,0000	t CO ₂ eq
TOTAL SCOPE 1	6,045.5220	t CO₂eq

Scope 2

Electricity	22,853.6053	t CO₂
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Scope 1 + 2

Electricity	28,899.1274	t CO₂eq
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**Carbon footprint by Scope
(t CO₂ eq)****Breakdown of emission activities, Scope 1**

ABSOLUTE RESULTS FOR YEAR OF CALCULATION

Year of calculation: **2014**Carbon footprint, Scope 1+2, for year of calculation: **28.796,3466 t CO₂ eq**

Scope 1

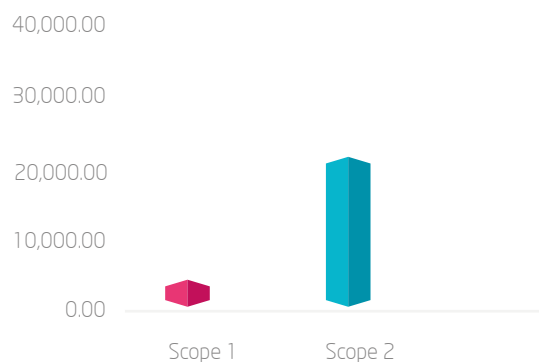
Fixed installations	1,143.9501	t CO ₂
Trips in vehicles	4,876.5185	t CO ₂
Cooling/climate control	0.0000	t CO ₂ eq
TOTAL SCOPE 1	6,020.4686	t CO₂eq

Scope 2

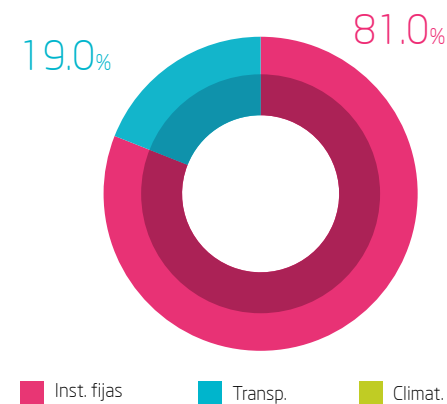
Electricity	22,775.8780	t CO₂
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Scope 1 + 2

Electricity	28,796.3466	t CO₂eq
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Carbon footprint by Scope
(t CO₂ eq)

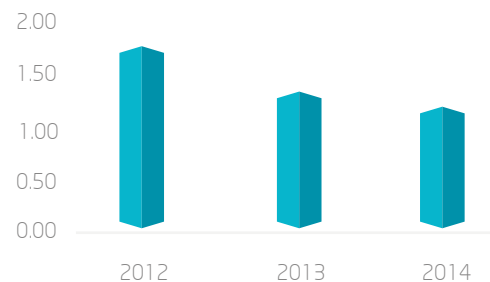
Breakdown of emission activities, Scope 1



RELATIVE RESULTS FOR SCOPE 1+2 (CHANGE)

Year of calculation **2014** **1.3418 t CO₂eq / PERSONS**

Year 1	2012	1.7497	t CO ₂ eq/personas
Year 2	2013	1.3961	t CO ₂ eq/personas

Selected ratio (t CO₂eq/unit)

ABSOLUTE RESULTS FOR YEAR OF CALCULATION

Year of calculation: **2015**Carbon footprint, Scope 1+2, for year of calculation: **26.945,5367 t CO₂ eq**

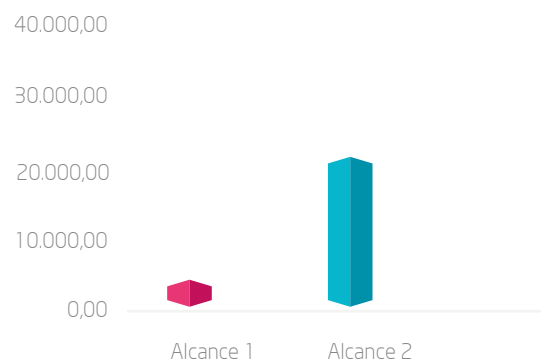
Scope 1

Fixed installations	1.091,5804	t CO ₂
Trips in vehicles	4.625,6456	t CO ₂
Cooling/climate control	0,0000	t CO ₂ eq
TOTAL SCOPE 1	5.717,2260	t CO₂eq

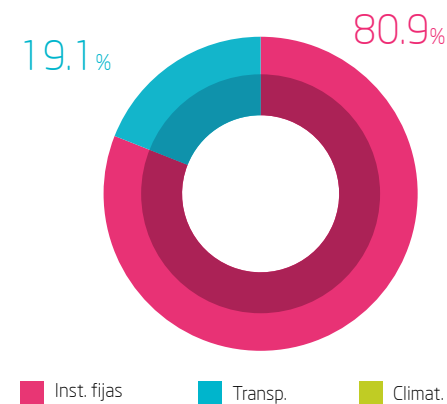
Scope 2

Electricity	21.228,3108	t CO₂
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Scope 1+2

26.945,5367 t CO₂eqCarbon footprint by Scope
(t CO₂ eq)

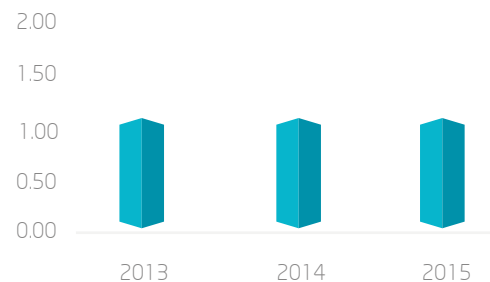
Breakdown of emission activities, Scope 1



RELATIVE RESULTS FOR SCOPE 1+2 (CHANGE)

Year of calculation **2015****1.3306 T CO₂EQ / PERSONS**

Year 1	2013	1.3961	t CO ₂ eq /personas
Year 2	2014	1.3418	t CO ₂ eq /personas

Selected ratio (t CO₂eq/unit)

Awards and recognitions

Organization	Recognition
Dow Jones Sustainability	Indra is once again listed on the Dow Jones World Sustainability Index (DJSI World), for the tenth year in a row. It is the only company in the IT and Internet Services sector that has remained on the world index since entering it in 2006.
FTSE4GOOD	Indra entered the FTSE4Good Index in 2015.
CDP (Carbon Disclosure Project)	CDP gave Indra a score of 82 C. Indra has improved on its carbon footprint management and reduction of CO2 emissions since the previous assessment.
MERCO EMPRESAS	The Business Monitor of Corporate Reputation (MERCO) has named Indra the company with the best reputation in the consulting sector.
PREMIOS CAPITAL HUMANO	Indra received an award at the 19th Human Capital Awards for Human Resources Management in the Corporate Social Responsibility category, in recognition of its diversity management strategy, under its Corporate Responsibility Master Plan.
Randstad Award	Indra has been recognized as the most attractive business services company to work for in Spain by Randstad, based on a report drawn up by an independent consultancy firm having polled more than 11,500 individuals of working age.
Mejor evolución en la gestión de la Comunicación otorgado por el Grupo Pronoticias	Indra received the award for "Best performance in Communication management", awarded by Pronoticias Group at the Best PR Awards for 2015.
Constantinus European Award	Indra was awarded the Silver Medal by ITECBAN CMD for its Door2Door digital solution. This application optimizes the process of signing up for credit cards on the move, improving controls, eliminating physical paperwork and reducing card delivery times for the customer.
Best Joint Marketing Award 2015	Huawei has recognized Indra's efforts to promote broadband trunking solutions in sectors that include Transport, Public Security and Energy.
Architectural Excellence Security Partner of the Year	Cisco has recognized Indra's excellent performance and commitment in network security, naming it Architectural Excellence Security Partner of the Year at the Cisco Partner Summit 2015.
Oracle Partner Executive Forum Awards	Indra was named one of the best partners in Spain at the Oracle Partner Executive Forum Awards.
Socially Responsible Company award in Mexico	Indra has received this award for the second year running. It is given to companies that exceed 75% on the Corporate Social Responsibility index, considering aspects such as environment, work climate and community support.

Tax contribution by country

In euros

Country	Total own Tax	Total Taxes Third	Total
Spain	413,297,144.51	530,338,630.99	943,635,775.50
Portugal	6,662,310.00	10,550,471.00	17,212,781.00
Italy	13,006,455.92	25,456,498.42	38,462,954.34
Germany	2,861,366.62	4,610,849.20	7,472,215.82
Ireland	399,483.00	411,462.62	810,945.62
UK	2,181,312.63	7,999,284.14	10,180,596.77
Greece	18,180.78	3,795.00	21,975.78
Belgium	64,534.24	47,386.77	111,921.01
Slovakia	384,244.13	299,625.55	683,869.68
Turkey	3,872,606.24	3,270,178.81	7,142,785.05
Kazakhstan	1,093,532.39	789,516.05	1,883,048.44
Norway	7,436,914.77	5,738,358.32	13,175,273.09
Czech Republic	1,042,460.33	1,058,999.94	2,101,460.26
Romania	668,821.34	1,016,433.89	1,685,255.22
Hungary	17,295.78	4,488.72	21,784.49
Poland	159,245.80	197,176.47	356,422.27
Moldova	178,099.41	119,261.21	297,360.61
Lithuania	2,591.23	103,561.84	106,153.07
Latvia	24,922.55	140,461.95	165,384.50
Russia	65,560.55	1,887.00	67,447.55
USA	2,498,167.22	3,548,866.36	6,047,033.59
Canada	28,028.92	290,360.63	318,389.56
Europe & Northamerica	42,666,133.85	65,658,923.88	108,325,057.73
Panama	3,812,490.38	2,018,606.44	5,831,096.82
Honduras	25,066.83	3,422.73	28,489.56
Uruguay	646,315.26	1,445,477.04	2,091,792.30

In euros

Country	Total own Tax	Total Taxes Third	Total
Chile	1,645,721.07	7,700,350.72	9,346,071.79
Mexico	20,750,540.83	30,878,340.75	51,628,881.58
Domenican Republic	701,853.07	1,258,085.85	1,959,938.92
Puerto Rico	68,754.62	16,515.38	85,270.00
Paraguay	11,987.93	0.00	11,987.93
Ecuador	161,057.26	127,439.54	288,496.79
Costa Rica	132,290.54	63,322.99	195,613.53
Peru	5,203,771.35	7,956,737.33	13,160,508.68
Bolivia	210,248.54	494,539.68	704,788.22
El Salvador	411,250.11	187,205.55	598,455.66
Argentina	19,747,857.19	21,312,471.80	41,060,328.99
Colombia	14,786,638.47	15,226,289.69	30,012,928.16
Brazil	50,208,241.89	14,186,013.18	64,394,255.07
Latino America	118,524,085.33	102,874,818.66	221,398,903.99
Australia	1,688,158.33	5,024,213.56	6,712,371.88
Philippines	3,830,063.46	7,141,355.88	10,971,419.33
China	717,580.66	674,882.37	1,392,463.03
Indonesia	39,394.97	167,519.55	206,914.52
India	283,306.18	538,248.50	821,554.68
Malasia	259,616.52	-68,210.66	191,405.86
Bahrein	135,337.19	0.00	135,337.19
Dubai	0.00	40,375.14	40,375.14
Saudi Arabia	93,558.08	0.00	93,558.08
Egypt	66,116.97	40,715.33	106,832.30
Algeria	197,676.53	1,183,676.50	1,381,353.03
Zambia	4,791.54	25,152.76	29,944.30

Tax contribution by country

In euros

Country	Total own Tax	Total Taxes Third	Total
Senegal	902.77	25,257.78	26,160.55
Tunisia	24,993.24	24,882.06	49,875.31
Morocco	1,187,889.39	1,087,981.10	2,275,870.49
Kenya	121,715.16	962,818.78	1,084,533.93
South Africa	239,009.30	63,027.72	302,037.02
Asia, Middle East and Africa (AMEA)	8,890,110.30	16,931,896.35	25,822,006.65
TOTAL	583,377,473.99	715,804,269.89	1,299,181,743.87



Custom Content Index - 'in accordance' Comprehensive

This Content Index provides an overview of the G4 Standard Disclosures based on the selections made.

GRI's Standard Disclosures are comprised of one or more disclosure requirements. Following the link on a specific disclosure label in this Index will take you to the next sheet, 'Overview - Standard Disclosures', where the requirements are listed from "a" to "z" under the column "Disclosure Requirements". In order to report 'in accordance', an organization must answer each of the disclosure requirements for all the required Standard Disclosures.

In exceptional cases, if it is not possible to disclose certain required information, reasons for omission may apply for those Standard Disclosures marked with (*) in tables 3 and 4 on page 12 of [Guidelines – Reporting Principles and Standard Disclosures](#). Consult the "Reasons for omission" on page 13 of the [Guidelines – Reporting Principles and Standard Disclosures](#). There are also macros embedded in this sheet to assist you in disclosing accepted reasons for omission; click on the cell in the Reason(s) for Omission(s) column that you want to provide such a reason for and a selection form will open.

The GRI Guidelines contain the authoritative text. In case of any discrepancies between this Content Index template and the GRI Guidelines, the GRI Guidelines' text shall prevail.

GENERAL STANDARD DISCLOSURES					
General Standard Disclosures	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
	Information related to Standard Disclosures required by the 'in accordance' options may already be included in other reports prepared by the organization. In these circumstances, the organization may elect to add a specific reference to where the relevant information can be found.	In exceptional cases, if it is not possible to disclose certain required information, identify the information that has been omitted.	In exceptional cases, if it is not possible to disclose certain required information, provide the reason for omission.	In exceptional cases, if it is not possible to disclose certain required information, explain the reasons why the information has been omitted.	Indicate if the Standard Disclosure has been externally assured. If yes, include the page reference for the External Assurance Statement in the report.
STRATEGY AND ANALYSIS					
G4-1	3-4	Not applicable	Not applicable	Not applicable	
G4-2	7, 12, 20, 56, MR (44-55)	Not applicable	Not applicable	Not applicable	
ORGANIZATIONAL PROFILE					
G4-3	AR (103-109)	Not applicable	Not applicable	Not applicable	
G4-4	6, 27-28	Not applicable	Not applicable	Not applicable	
G4-5	AR (103)	Not applicable	Not applicable	Not applicable	
G4-6	AR (103-109)	Not applicable	Not applicable	Not applicable	
G4-7	AR (103-109)	Not applicable	Not applicable	Not applicable	
G4-8	27-28	Not applicable	Not applicable	Not applicable	
G4-9	6, CSR Report Annex (4-5)	Not applicable	Not applicable	Not applicable	
G4-10	MR (14-18), CSR Report Annex (6-8)	Not applicable	Not applicable	Not applicable	
G4-11	CSR Report Annex (15-16)	Not applicable	Not applicable	Not applicable	
G4-12	11, 27-28	Not applicable	Not applicable	Not applicable	
G4-13	3-4, MR (14-18), AR (103-109)	Not applicable	Not applicable	Not applicable	
G4-14	21, MR (44-55)	Not applicable	Not applicable	Not applicable	
G4-15	3-4, 16	Not applicable	Not applicable	Not applicable	
G4-16	CSR Report Annex (42-45)	Not applicable	Not applicable	Not applicable	
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES					
G4-17	51, AR (103-109)	Not applicable	Not applicable	Not applicable	
G4-18	52-54	Not applicable	Not applicable	Not applicable	
G4-19	56	Not applicable	Not applicable	Not applicable	
G4-20	56	Not applicable	Not applicable	Not applicable	
G4-21	56	Not applicable	Not applicable	Not applicable	
G4-22	55	Not applicable	Not applicable	Not applicable	
G4-23	51, 55	Not applicable	Not applicable	Not applicable	

STAKEHOLDER ENGAGEMENT					
G4-24	11-12	Not applicable	Not applicable	Not applicable	
G4-25	11, 52	Not applicable	Not applicable	Not applicable	
G4-26	11, 52	Not applicable	Not applicable	Not applicable	
G4-27	53	Not applicable	Not applicable	Not applicable	
REPORT PROFILE					
G4-28	Front Cover	Not applicable	Not applicable	Not applicable	
G4-29	51-55	Not applicable	Not applicable	Not applicable	
G4-30	51-55	Not applicable	Not applicable	Not applicable	
G4-31	http://www.indracompany.com/es/indra/contactos	Not applicable	Not applicable	Not applicable	
G4-32	51-55, CSR Report Annex (59-65)	Not applicable	Not applicable	Not applicable	
G4-33	4, 51-55, 57	Not applicable	Not applicable	Not applicable	
GOVERNANCE					
G4-34	20-21, MR (13-67)	Not applicable	Not applicable	Not applicable	
G4-35	20, MR (13-67)				
G4-36	9				
G4-37	51-55				
G4-38	20-21, MR (27-28)				
G4-39	MR (27-28)				
G4-40	20, MR (29-30)				
G4-41	21, 48, MR (59)				
G4-42	9-10, MR (13-67)				
G4-43	9-10				
G4-44	21, MR (13-67)				
G4-45	21, MR (13-67)				
G4-46	21, MR (13-67)				
G4-47	MR (13-57)				
G4-48	9-10, 20, 52				
G4-49	9-10				
G4-50	9-10, 52				
G4-51	MR (39-41), Remuneration Policy (http://www.indracompany.com/es/accionistas/politicas-corporativas)				
G4-52	MR (39-41), Remuneration Policy (http://www.indracompany.com/es/accionistas/politicas-corporativas)				
G4-53	MR (39-41), Remuneration Policy (http://www.indracompany.com/es/accionistas/politicas-corporativas)				
G4-54	CSR Report Annex (9-10)				
G4-55	CSR Report Annex (10-11)				
ETHICS AND INTEGRITY					
G4-56	48				
G4-57	48				
G4-58	48				
SPECIFIC STANDARD DISCLOSURES					
DMA and Indicators	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
	Information related to Standard Disclosures required by the 'in accordance' options may already be included in other reports prepared by the organization. In these circumstances, the organization may elect to add a specific reference to where the relevant information can be found.	In exceptional cases, if it is not possible to disclose certain required information, identify the information that has been omitted.	In exceptional cases, if it is not possible to disclose certain required information, provide the reason for omission.	In exceptional cases, if it is not possible to disclose certain required information, explain the reasons why the information has been omitted.	Indicate if the Standard Disclosure has been externally assured. If yes, include the page reference for the External Assurance Statement in the report.

CATEGORY: ECONOMIC					
MATERIAL ASPECT: ECONOMIC PERFORMANCE					
G4-DMA	9-10,13, 56				
G4-EC1	13	The break-down by country is not included	The information is subject to specific confidentiality constrains	Indra believes that by giving this information it compromises its competitive position	
G4-EC2	43,47				
G4-EC3	Not reported	Coverage of the organization's defined benefit plan obligations	The standard disclosure or part of the standard disclosure is not applicable	Indra does not have benefit plans	
G4-EC4	CSR Report Annex (19), MR (42)	The break-down by country is not included	The information is currently unavailable	Indra plans to improve its information system next year	
MATERIAL ASPECT: MARKET PRESENCE					
G4-DMA	27-28, MR (7-11)				
G4-EC5	CSR Report Annex (8-9)	A break-down by region is included instead a break-down by country	The information is subject to specific confidentiality constrains	Indra believes that by giving this information it compromises its competitive position	
G4-EC6	CSR Report Annex (7) "Local" refers to the same region where Indra has operations.				
MATERIAL ASPECT: INDIRECT ECONOMIC IMPACTS					
G4-DMA	9-10,13, 56				
G4-EC7	40-42				
G4-EC8	12, 40-42				
MATERIAL ASPECT: PROCUREMENT PRACTICES					
G4-DMA	38-39				
G4-EC9	CSR Report Annex (16)				
CATEGORY: ENVIRONMENTAL					
MATERIAL ASPECT: ENERGY					
G4-DMA	43				
G4-EN3	CSR Report Annex (16, 17)				
G4-EN4	CSR Report Annex (17, 54-56) for emission accountability propose.				
G4-EN5	GHG Protocol methodology used.				
G4-EN6	43				
G4-EN7	43, 46				
G4-EN8	46-47				
MATERIAL ASPECT: WATER					
G4-DMA	43, 45				
G4-EN8	CSR Report Annex (17)				
G4-EN9	CSR Report Annex (17)				
G4-EN10	CSR Report Annex (17)				

MATERIAL ASPECT: EMISSIONS					
G4-DMA	43, 44				
G4-EN15	CSR Report Annex (17)				
G4-EN16	CSR Report Annex (17)				
G4-EN17	CSR Report Annex (18)				
G4-EN18	CSR Report Annex (18)				
G4-EN19	44, 46				
				The natural gas and gasoil boilers produce low levels (no significant) of NOx and SOx. The emissions are included in the GHG indicator. Data on CO2e and POPs are included in the Balance Scorecard. No other significant emissions are made.	
G4-EN20	CSR Report Annex (17)	Emissions of ozone-depleting substances (ODS)	The Standard Disclosure or part of the Standard Disclosure is not applicable		
		<ul style="list-style-type: none"> • Volatile organic compounds (VOC) • Hazardous air pollutants (HAP) • Particulate matter (PM) • Other standard categories of air emissions identified in relevant regulations 	The Standard Disclosure or part of the Standard Disclosure is not applicable	The natural gas and gasoil boilers produce low levels (no significant) of NOx and SOx. The emissions are included in the GHG indicator. Data on CO2e and POPs are included in the Balance Scorecard. No other significant emissions are made.	
G4-EN21	CSR Report Annex (17)				
MATERIAL ASPECT: COMPLIANCE					
G4-DMA	43,45				
G4-EN29	CSR Report Annex (18)				
MATERIAL ASPECT: OVERALL					
G4-DMA	43, 46				
G4-EN31	CSR Report Annex (18)				
MATERIAL ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT					
G4-DMA	39				
G4-EN32	CSR Report Annex (19)				
G4-EN33	39				
MATERIAL ASPECT: ENVIRONMENTAL GRIEVANCE MECHANISMS					
G4-DMA	10-12				
G4-EN34	CSR Report Annex (18,19)				

CATEGORY: SOCIAL					
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK					
MATERIAL ASPECT: EMPLOYMENT					
G4-DMA	29				
G4-LA1	CSR Report Annex (12)				
		Total number of employees that were entitled to parental leave, by gender; Total number of employees that took parental leave, by gender; Total number of employees who returned to work after parental leave ended, by gender; Total number of employees who returned to work after parental leave ended who were still employed twelve months after their return to work, by gender; Return to work and retention rates of employees who took parental leave, by gender.			
G4-LA2	CSR Report Annex (14)		The information is currently unavailable	Indra is working to improve its information systems next year	
G4-LA3	CSR Report Annex (14)				
MATERIAL ASPECT: LABOR/MANAGEMENT RELATIONS					
G4-DMA	29				
	33				
	It depends on the legislation of the countries where the company has operations. In Spain, the main location of the company by workforce, the minimum notice period is 30 days.				
G4-LA4					
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY					
G4-DMA	34				
G4-LA5	34				
		Break down by gender and information for independent contractors	The Standard Disclosure or part of the Standard Disclosure is not applicable	Indra believes that the information not disclosed is not material	
G4-LA6	CSR Report Annex (14)			Indra is working to improve its information systems next year	
G4-LA7	Not reported		The information is currently unavailable		
G4-LA8	34				
MATERIAL ASPECT: TRAINING AND EDUCATION					
G4-DMA	31-32				
G4-LA9	32, CSR Report Annex (12-13)	Break down by gender and category	The information is currently unavailable	Indra is working to improve its information systems next year	
G4-LA10	32-33				
G4-LA11	CSR Report Annex (12-13)	Break down by gender and category	The information is currently unavailable	Indra is working to improve its information systems next year	
MATERIAL ASPECT: DIVERSITY AND EQUAL OPPORTUNITY					
G4-DMA	30				
G4-LA12	21, CSR Report Annex (6-8)				

MATERIAL ASPECT: EQUAL REMUNERATION FOR WOMEN AND MEN					
G4-DMA	31				
G4-LA13	CSR Report Annex (11)				
MATERIAL ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES					
G4-DMA	39				
G4-LA14	CSR Report Annex (19)				
G4-LA15	39, CSR Report Annex (19)				
MATERIAL ASPECT: LABOR PRACTICES GRIEVANCE MECHANISMS					
G4-DMA	48				
G4-LA16	49, CSR Report Annex (4)				
SUB-CATEGORY: HUMAN RIGHTS					
MATERIAL ASPECT: NON-DISCRIMINATION					
G4-DMA	29				
G4-HR3	CSR Report Annex (20)				
MATERIAL ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING					
G4-DMA	40				
G4-HR4	39				
MATERIAL ASPECT: ASSESSMENT					
G4-DMA	40				
G4-HR9	39				
MATERIAL ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT					
G4-DMA	40				
G4-HR10	CSR Report Annex (19)				
G4-HR11	CSR Report Annex (19)	Percentage of suppliers identified as having significant actual and potential negative human rights impacts with which improvements were agreed upon as a result of assessment; Percentage of suppliers identified as having significant actual and potential negative human rights impacts with which relationships were terminated as a result of assessment, and why.	The information is currently unavailable	Indra is working to improve its information systems next year	
MATERIAL ASPECT: HUMAN RIGHTS GRIEVANCE MECHANISMS					
G4-DMA	48				
G4-HR12	CSR Report Annex (20)				
SUB-CATEGORY: SOCIETY					
MATERIAL ASPECT: ANTI-CORRUPTION					
G4-DMA	48-49				
G4-SO3	49				
G4-SO4	49, CSR Report Annex (4)				
G4-SO5	49				
MATERIAL ASPECT: ANTI-COMPETITIVE BEHAVIOR					
G4-DMA	48				
G4-SO7	CSR Report Annex (19)				
MATERIAL ASPECT: COMPLIANCE					
G4-DMA	48				
G4-SO8	CSR Report Annex (18)				

MATERIAL ASPECT: SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY					
G4-DMA	38-39				
G4-SO9	CSR Report Annex (19-20)				
		Percentage of suppliers identified as having significant actual and potential negative impacts on society with which improvements were agreed upon as a result of assessment; Percentage of suppliers identified as having significant actual and potential negative impacts on society with which relationships were terminated as a result of assessment, and why.			
G4-SO10	39		The information is currently unavailable	Indra is working to improve its information systems next year	
MATERIAL ASPECT: GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY					
G4-DMA	38				
G4-SO11	CSR Report Annex (19-20)				
SUB-CATEGORY: PRODUCT RESPONSIBILITY					
MATERIAL ASPECT: CUSTOMER PRIVACY					
G4-DMA	23-24, 48				
G4-PR8	CSR Report Annex (6)				
MATERIAL ASPECT: COMPLIANCE					
G4-DMA	22				
G4-PR9	CSR Report Annex (18)				