

INDRA PROMOTES AN INNOVATIVE CORPORATE UNIVERSITY MODEL, WHICH HAS BEEN ADAPTED TO THE NEW TRAINING NEEDS OF INDRA'S PROFESSIONALS ACROSS THE WORLD

- **Indra Open University includes an advanced virtual campus, which facilitates continuous self-learning and adjusts training to each individual by offering new content, tools and methodologies.**
- **The new concept of Corporate University strengthens the link between training and Indra's strategy since it anticipates business needs. At the same time, it includes the best external resources and it leverages in-house talent through a global network of multidisciplinary experts that share, cooperate and train the company's workforce**
- **Indra Open University is a reflection of Indra's focus on in-house talent. The aim is to provide its workforce with the necessary means for benefiting from training and professional careers that are adapted to their profile. These efforts form part of the cultural change that makes up the company's transformation process**

Madrid, October 19, 2016.- Indra has launched an innovative Corporate University model, Indra Open University. The university has been adapted to the training needs of Indra's workforce across the world and represents a key pillar of cultural change and transformation within the company. The aim is to generate profitable and sustainable business growth.

Indra Open University is a live project that has been built from the foundation of internal collaboration and is now taking its first steps before officially opening in 2017. The university is one of the initiatives of Indra's new talent management model, which places each individual at the core of their own training and development by offering them the best tools to be able to progress and succeed within Indra.

Although it allows for face-to-face training, Indra's Corporate University is mostly virtual. In this way, Indra's workforce across the world is able to access training whenever and wherever they wish and a common culture can be developed. However, the university also boosts the link between training and the company's strategy by anticipating business needs and generating the continuous self-learning ecosystem required by new talent.

In addition to promoting social learning through Indra's pioneering shared knowledge network, the university provides professionals with new methodologies and tools to manage their own training. These methodologies and tools are in line with new trends: interactive chats, gamification, tools such as Smarty for accessing high-quality updated and customized content; resources adapted to different learning styles (videos, lectures, conferences, discussions, courses or virtual classes); and more hands-on and participatory methodologies, etc.

As for more formal training, the educational routes adapt to individual profiles and the needs of each professional stage, in accordance with professional career plans; this includes mandatory and recommended courses and cross-disciplinary programs with topics from the various Schools.

Indra's Corporate University was developed from an innovative concept since it follows a proactive model that anticipates the needs of both the workforce and the market instead of responding to needs as they emerge. This is possible thanks to the close cooperation between the business and the Human Resources area to define the training strategy. In fact, members of the Management Committee are the directors of the University's Schools and define their mission and goals. The company's Strategic Plan is followed at all times and its objectives are borne in mind; as such, the directors identify the needs and courses that must be

imparted and select the external and in-house experts that will become the lecturers with the support of Human Resources.

Single, global and multidisciplinary network of experts

Indra Open University is a reflection of Indra's focus on in-house talent. The aim is to provide its workforce with the necessary means for benefiting from training and professional careers that are adapted to their profile. Each individual is at the core and the true protagonist of their own training. Also, they play a key role in building the Corporate University by collaborating and sharing knowledge, training and resources and acting as Community Managers of the communities within the online campus or even being lecturers at one of the schools.

Through its university, Indra wishes to identify, harness and recognize its in-house talent and leverage its own single, global and multidisciplinary network of experts: they have strong knowledge of technology, management and client sectors and needs; they are focused on creating value and generating business for these clients; and they are used to working with them.

Indra Open University relies on the knowledge of these experts and leaders and acknowledges their role as trainers of other experts and leaders within the organization. For this reason and with a view to encouraging participation, a reward system will be implemented whereby individual collaboration and engagement will be recognized and the employees themselves will be able to stress the role of their colleagues.

Indra Open University is indeed open since it provides each professional with the best external resources as well as open training tools that allow them to manage their own training and to study subjects of interest to them, or that they find they need to improve. Indra's interns have access to the University whose medium-term goal is to generate collaboration, learning and innovation areas in its interactions with all other target audiences: university students, clients and vendors, among others.

About Indra

Indra is one of the main global consulting and technology companies and the technology partner for core business operations of its clients businesses throughout the world. It offers a comprehensive range of proprietary solutions and cutting edge services with a high added value in technology, which adds to a unique culture that is reliable, flexible and adaptable to its client's needs. Indra is a world leader in the development of comprehensive technological solutions in fields such as Defense & Security, Transport & Traffic, Energy & Industry, Telecommunications & Media, Financial Services and Public Administrations & Healthcare. Through its Minsait unit, it provides a response to the challenges of digital transformation. In 2015 it reported revenues of €2,850m, had a workforce of 37,000 professionals, a local presence in 46 countries, and delivered projects in more than 140 countries.