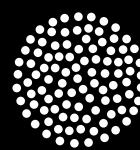


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# Corporate Responsibility 2006



**Indra**

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Shareholders  
Employees  
Customers  
Suppliers  
Environment  
Knowledge institutions  
Society

2

---

**Indra**

Corporate Responsibility 2006

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## **Key words**

Sustainability 75. ■ Pages 2, 4, 5, 6, 7

Innovation 57. ■ Pages 4, 9, 10, 13, 15

Environment 124. ■ Pages 2, 4, 5, 6, 7

Knowledge 51. ■ Pages 4, 5, 13, 15, 16

Commitment 26. ■ Pages 4, 6, 9, 17, 25

*Corporate Responsibility is an essential pillar for Indra's development*

Since 2003 we have chosen [innovation](#), our capacity to innovate, as the core of our Corporate Responsibility, making it our contribution to [sustainable development](#), both locally and globally, projecting it through the growing internationalisation of our company, which is always focused on the best interests of the communities in which we are present.

The innovation of our differential solutions and services with high added value to our customers are the basis of our economic sustainability. However, this is also the key to Indra's corporate and environmental sustainable management, within an increasingly more complex and competitive context, where the relations with different audiences with which we operate, demand new ways of thinking, acting and performing.

At Indra, we strongly believe that our [solutions and services](#) are an excellent tool for contributing to development, not only to our customers' benefit, but in a wider sense, also to the entire society and the communities where we are present.

[Teledetection](#) solutions are a clear example, which are an efficient tool to discover and foresee environmental changes; or the [electronic vote](#), which guarantees security and reliability in consulting processes in an ever wider range of activities; or the significant saving in time, effort and energy consumption or in raw materials involved in our solutions and services for society in general, beyond the advantages generated for the customers who purchase them; or the importance that [security](#) systems have in ensuring well-being. All of these examples are evidence that shows how innovation helps to make a better and more sustainable world, creating more favourable conditions for local and global development. Indra, as a good corporate citizen, wants to keep innovating in solutions and services that can respond to a large and growing number of social and environmental challenges; this is where our Corporate Responsibility lies.

Sustainability itself is a great opportunity for innovation, both internal and external. Hence Indra's Corporate Responsibility is integrated in the whole company and strongly attached to the retention, recruitment and management of [talent](#), since people are creating this knowledge which has innovation as its result and, thus, in sustainable and shared value.

This year's setting-up of the Equality Plan, as the framework of our policy of reconciliation of work and personal life, must be interpreted with the triple key of responsible management, innovation and as a way of supporting the recruitment and retention of talent. [The integration of Azertia and Soluziona](#), effective since January 2007, involves the incorporation of the talent of [9,600](#) new professionals who will contribute to making Indra a better company.

Within the talent management field, it is worth pointing out our relationship with [knowledge institutions](#), which constitute a strategic audience for the company, with whom throughout 2006 we have strengthened our alliances and means of cooperation. The creation of the Indra Professorship at the Polytechnic University of Madrid is an example of our constant commitment to innovation and the creation of qualified employment.

Even though we are aware that we do not belong to a highly contaminating sector, the [environmental management](#) is key to our sustainability, in 2006 we have kept on working to certify our centres with ISO 14001 and EMAS, as well as to impel environmental responsibility in all our value chain. Thus, in 2006, the Triángulo Building was certified under the UNE-EN ISO 14001 standard, which we shall implement in all Indra's centres within two years. In addition, in 2006, we have encouraged good environmental behaviour among our suppliers, establishing fundamental requirements in this field.

The other essential pillar of Indra's sustainable development is the [dialogue](#) with all the sectors that we consider strategic, through which our responsibility is materialised (shareholders, employees, customers, suppliers, knowledge institutions and society). During 2006 we continued to improve the communication channels with shareholders, we have developed improvements in customers' and suppliers' satisfaction surveys, and also we have set in motion evaluation tools for the internal climate and culture, during the especially important times for the company.

The company's responsibility and sustainable management, within economic, social and environmental fields, has become, over the last few years, a distinctive value that strengthens our [reputation](#) and brand, nationally and internationally. This was proved by the distinctions obtained during 2006 from financial markets and also from institutions, professionals and different sectors which consider Indra to be a company which generates sustainable value, with high quality standards.

Another thing that is noteworthy, among the main milestones of the year, our inclusion in the [Dow Jones Sustainability World Index \(DJSWI\)](#) and in the [Dow Jones Stoxx Sustainability Index \(DJSI STOXX\)](#), since September 2006. Likewise, Indra has the best corporate reputation within the technology, consultancy and computing sectors; and is in thirteenth position among Spanish companies, according to the MERCO (Monitor Español de Reputación Corporativa) index.

Indra's Board of Directors decided, also in 2006, that the practice and initiatives regarding Corporate Responsibility should be placed at the highest level of management and administration in the company, that of the Board of Directors itself, which appointed for these purposes, the independent director, Isabel Aguilera, as the person responsible for the monitoring of performance in this field; this was considered as a pioneering initiative among Spanish listed companies, especially those making up the Ibex 35.

In line with our continuous improvements in terms of corporate responsibility and public accountability, this report has been prepared in accordance with the [G3](#) of the Global Reporting Initiative, following the A+ application level and the AccountAbility [AA1000](#) norm, and it represents a balanced and reasonable presentation of our organization's economic, environmental and social performance and has been verified externally. In addition, in line with the ongoing improvements, Indra continues to implement the principles of the Global Compact.

Javier Monzón  
Chairman

A handwritten signature in black ink, consisting of a stylized 'J' and 'M' followed by a long horizontal stroke.

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# Principles governing this Report

To draw up this report, we have followed the guidelines of the Sustainability Reports Development Guide (October 2006 version, G3) of the Global Reporting Initiative (GRI), in accordance with the highest level of application, denominated A+, and the AccountAbility standard, AA1000.

In line with Indra's transparency commitment, for a second year we have required the verification, by independent third parties, of the corporate and environmental information included in the present 2006 Corporate Responsibility Report. The extent, description of the work and conclusions of this verification are to be found in the Letter of Verification.

The scope of the information presented in the report encompasses Indra Sistemas, S.A. (parent company) and all the subsidiaries and dependent companies more than 50%-owned that make up Indra at year-end 2006, with the exception of the Azertia companies. Appendix I to the Report on the Consolidated Annual Accounts and Director's Report contains a full list of Indra companies at 31 December 2006 and 2005, including the Azertia companies. Indicators for companies in which the shareholding is below 100% were calculated on a proportionate basis.

For that information with a temporal or organizational scope that is different from that indicated above, these differences are described within the contents of the report, next to the piece of information in question. In accordance with its commitment to constant improvement, Indra is working to widen the extent of information to all the Group companies.

For Indra, the drawing up of the annual responsibility report involves a dynamic

process of collating information as well as of the participation of different executives in relation to each of the sectors in which we operate.

The procedure for drawing up the Report intends to facilitate the fulfilment of the principles of definition of the content of the report (material aspects, participation of interest groups, explanation of the context of sustainability and thoroughness) as well as the principles related with the quality of the report (balance, comparison, accuracy, periodicity, clarity and reliability) demanded by the G3 Guide. The information given in this report comes from several management and information systems implanted in areas that inform the Strategy, Marketing and Communication Management. There are different internal mechanisms to control the information managed by these systems. Indra works steadily in order to improve its data generation, aggregation and consolidation, so that the company will be enabled to improve the quality of the information presented in the Corporate Responsibility Report.

## Steps

The steps that have been followed in drawing up this Report from November 2006 to March 2007 were as follows:

“This report allows us to share and compare the information about Indra with its stakeholders.”

## 1.

A formal information request of the G3-GRI indicators of the part corresponding to each person in charge of public and/or area relations, and also of the politics, programmes, initiatives and responsible value actions that may have been developed during the year, both those included in the company's Responsibility Management Plan and others that may have been developed from other strategic lines but which show synergies in sustainability and responsibility. Strategy, Marketing and Communication Management made this first information request by email in the final quarter of 2006.

## 4.

Sending the Report, once it was written but prior to publication, for the final verification of each person in charge that the relations with sectors and/or areas under his command have been faithfully reflected.

This Report has also been drawn up according to the principles of Materiality, Thoroughness and Response AA1000 standard (see table attached)

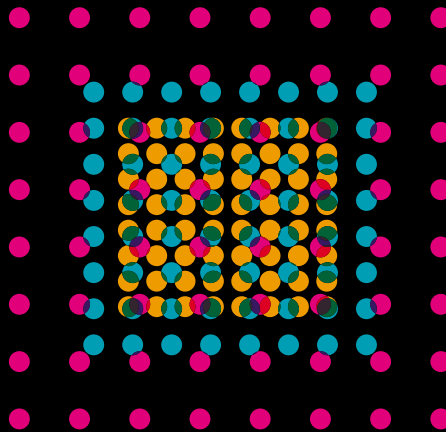
In addition, in order to draw up this Report the trade unions, Unión General de Trabajadores, Comisiones Obreras and the Confederación de Cuadros Profesionales were consulted, with whom interviews were held in January.

## 2.

The conduct of interviews with each person in charge of the relations with strategic sectors and/or areas before the end of the year, in order to qualitatively obtain information that we considered useful to public accountability in sustainability. These interviews were carried out in December 2006.

## 3.

Conduct of second interviews in January and February 2007 to rectify quantitative and qualitative data and to obtain additional information about some particularly meaningful milestones of the company's performance in responsibility during 2006. The two rounds of interviews also provided the information needed for Indra to state explicitly the so-called management approach required by the GRI-G3 regarding the performance regarding the economy, environmental dimension, labour practices and ethics at work, human resources, society and responsibility for the company's product. The approaches mentioned have been included in the present Report.







# Principles that govern this report

## Principles related with this Report's definition of contents

## Explanation of the principle according to GRI-G3

### Materiality

What is meaningful, important, significant and which has an impact on our responsibility and sustainability.

### Participation of interest groups

Identification of the groups and proper response to their expectations and reasonable interests.

### Sustainability context

The way in which the organization contributes to local, regional or global development.

### Thoroughness

Extent, coverage and time referred to in the report. Reasonable and proper data presentation, regarding quality.

### Balance

The report must reflect the positive and negative aspects and allow a reasonable evaluation of the company's performance.

### Comparability

The report must allow the evolution and changes' analysis.

### Accuracy

The report must be precise and detailed enough to appreciate the organization's performance.

### Periodicity

The report will be presented on time and following a periodic schedule.

### Clarity

Information must be displayed in a comprehensible and accessible way.

### Reliability

Information written in this report can be verified by a third-party, and all the data are backed up by relevant documents and internal controls.

### Response (exclusive standard AA1000)

The organisation's mechanisms for fulfilling stakeholder expectations.

This Report has also been drawn up according to the principles of Materiality, Thoroughness and Response AA1000 standard (see table attached).

To better understand the present report, it should be read together with the corporate information prepared by Indra for the 2006 tax year, especially the 2006 Activity Report, where Indra's business areas are described in detail.

# This report provides data on positive aspects, improvement areas and objectives.

## How we ensured this principle

The Corporate Responsibility Management Plan reflects what matters regarding responsibility and it is updated every year.

Drawing up this report allows the organization to redirect the material aspects.

Indra has developed an approximation to the materiality of its responsibility through a classification of matters included in this Report (available in the section, "Our approach to Sustainability").

Prior to the drawing up of this Report, a piece of materiality Research was carried out to identify Corporate Responsibility aspects that are relevant for Indra's interested public sectors. The analysis dealt with, among other subjects, the materiality of different aspects of sustainability for institutional investors and the maturity of the subjects of responsibility in the sectors where Indra operates and sectoral associations to which Indra belongs.

Indra has different periodic consultancy systems with the following public sectors: shareholders, employees, customers and suppliers. It also provides an opinion poll, available at [www.indra.es/responsabilidadcorporativa](http://www.indra.es/responsabilidadcorporativa), to strengthen communication and dialogue with all public sectors with which it is related.

The report is written with the participation of the internal person in charge of each public sector.

Each chapter in the report contains specific information on Indra's stakeholder-specific consultation systems.

Our Vision of Responsibility is attached to Innovation.

Management approaches in economic, social, human rights, environment and product performance, (presented in the chapter "Our approach to sustainability" in this report), include observations about these contexts.

The process of drawing up the report and of its internal and external verification facilitates thoroughness.

The 2006 report provides data on positive aspects, improvement areas, future stakeholder-specific objectives and fulfilment of objectives and commitments assumed in the past.

The material aspects identification process (see Materiality principle) also contributes to its fulfilment.

The 2006 report includes data since 2002 to allow performance analysis over time.

The report also includes any change in the calculation methods.

The goal has been to account in the highest application level, A+, and to explain whenever needed, when the indicators are not applicable, not available or when they only refer to parts of the company.

The verification process that this report has undergone ensures the accuracy of the quantitative data and the confirmation of evidence and proper context for the qualitative information.

Indra has undertaken to make its responsibility Report annually since 2003, and 2006 is the fourth occasion that the report has been drawn up. This report is published along with the rest of the company's annual reports.

Indra has developed an electronic version of its report with public access report via the following web page: [www.indra.es/corporateresponsibility](http://www.indra.es/corporateresponsibility). Indra also sends its report to shareholders, main customers, media, responsible investment institutions and to other interested parties who request it.

At the end of this report, there is also the "Your opinion is important" channel and each Indra manager's name and address for every target sector.

Following Indra's transparency commitment, the verification by independent parties of the corporate and environmental information included in the present Report.

The extent, work description and conclusions of this verification are to be found in the Letter of Verification.

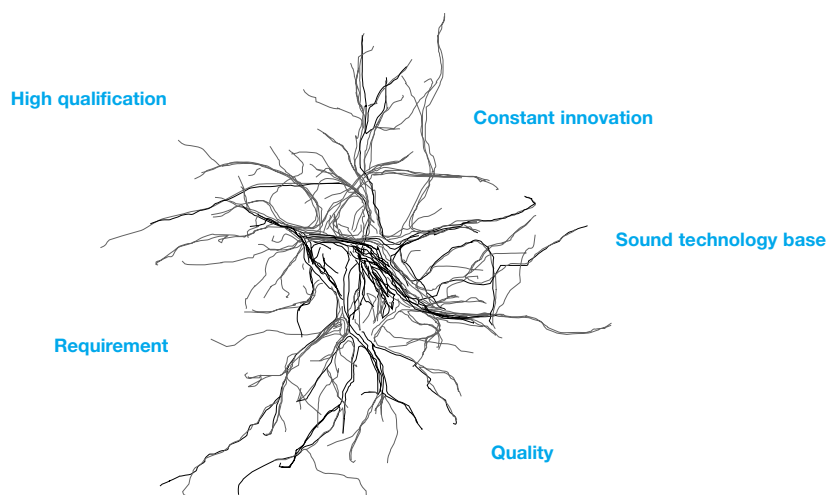
Through consultancy processes and periodic surveys held with shareholders, employees, customers and suppliers, Indra has incorporated into its responsibility management and its resultant accountability its expectations and values upon which we account in the corresponding sections of this statement.

# Our activity

## **Indra is a leading information technologies company**

A solid technological base, constant innovation, quality in process and results, management requirements and the [high degree of qualification](#) of our more than [19,500\(\\*\)](#) professionals are the cornerstones of our success.

81 % qualified and highly specialised professionals





“One third of global air traffic is managed by countries which use systems developed by Indra”.

## Indra is a reference

### In more than 80 countries

Indra is a remarkable reference point in the markets where it operates, nationally and internationally. With references in over 80 (\*) countries on the five continents, almost one third of our annual income, come from international markets. Among our main references we find that one third of global air traffic is managed by countries which use systems developed by Indra for air traffic management. Specifically, Germany, Holland (Maastricht), Russia, China (Hong-Kong), Spain and some Latin American countries use Indra's air-traffic control systems. Or that some of the world's main underground railway systems, such as those of Madrid, Barcelona, Paris, Shanghai, Athens or Santiago de Chile, among others, use the most modern ticketing systems developed by Indra. It is also to be emphasised that the Spanish air defence network uses Indra technologies.

Some of the principal companies on the market have entrusted their processes of development, integration and consultancy of systems to Indra, as well as outsourcing. In addition, over 120 utilities companies have introduced our technological solutions.

### Global offering

Indra provides its customers with a complete and valuable range of options including consultancy, project development and systems and applications integration, and the outsourcing of information systems and business processes, amongst other. These options are divided into two main sections: Solutions and Services.

Indra has the firm intention of developing its own highly competitive solutions that will allow us to make what we offer different from the rest. Investments made in the past enable us to offer an innovative and wide range of options in every vertical market that we operate in.

### We assume the IT function

Through our services, Indra takes over all or part of a customer's IT function of our clients and other business processes in which technology is a strategic and distinguishing factor (cash-flow, payslip management). At Indra, we approach outsourcing as a technological partner, building a close relationship with customers in which our services tie in with their business evolution by sharing objectives, risks and benefits. It is for this reason that the company's services encompass the entire value chain from application management to BPO.

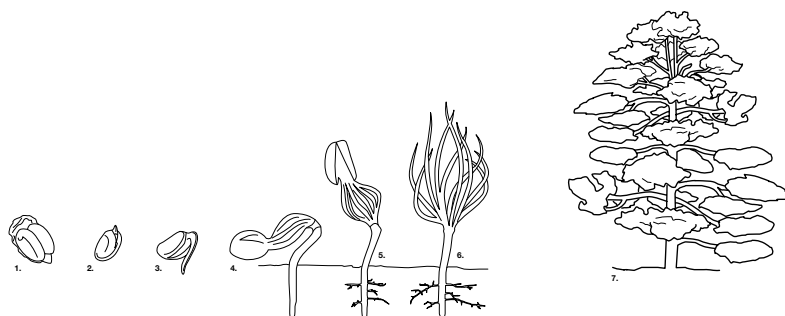
Indra has a deep understanding of its customers' business, establishing a strong relationship with them in each one of the markets. Indra's offer is aimed at energy and industry, telecommunications and media, financial and insurance companies, the public administration and Health, transport and traffic companies and the Defence and Security Forces sector.

In January 2007, Indra has operatively integrated Azertia and Soluziona's consultancy business, multinational Information Technology companies, consolidating Indra's position as the leading Spanish company in that sector and one of the main European companies.

(\*) Proforma 2006, including Azertia and Soluziona.

# Our approach to Sustainability

Our approach to sustainability comes from our vision of our Corporate Responsibility defined in 2004 after consultation with our employees through discussion groups.



### Our vision of Corporate Responsibility is:

To be an innovative, knowledge-based company in all relations with internal and external stakeholders (shareholders, employees, customers, etc.), with the institutions which cultivate and develop these values and the communities in which we operate.

To Indra, the company's responsibility must go hand in hand with its natural activity, the creation of wealth, and in our case through the generation of solutions and services, and of all that is distinctively our own: Innovation.

Our sustainability is linked to our relation with the sectors we call 'strategic': shareholders, employees, customers, suppliers, the communities where we operate and society in general.

Indra's specific stakeholders include the so-called Knowledge Institutions, i.e. organisations (such as universities and other educational and research institutions) whose core activity relates with the generation of knowledge and its dissemination.

The knowledge management and innovation that we are capable of creating within each different sector are the main concerns and responsibilities of the company. This is why our vision of sustainability is mainly based on people, the leading characters in innovation, since they are the ones who do research, learn, teach and, in short, who innovate in solutions, services, ways of doing and, also, ways of thinking.

Indra also added the area of the Environment to this stakeholder map as being a key area of responsibility.

In line with the Global Reporting Initiative requirement in the Information Elaboration Guide version G3, Indra has included, during 2006 and 2007, by means of an internal consultancy process, the management approach in economic, environmental, labour practices and work ethic, human rights, society and product responsibility dimensions.



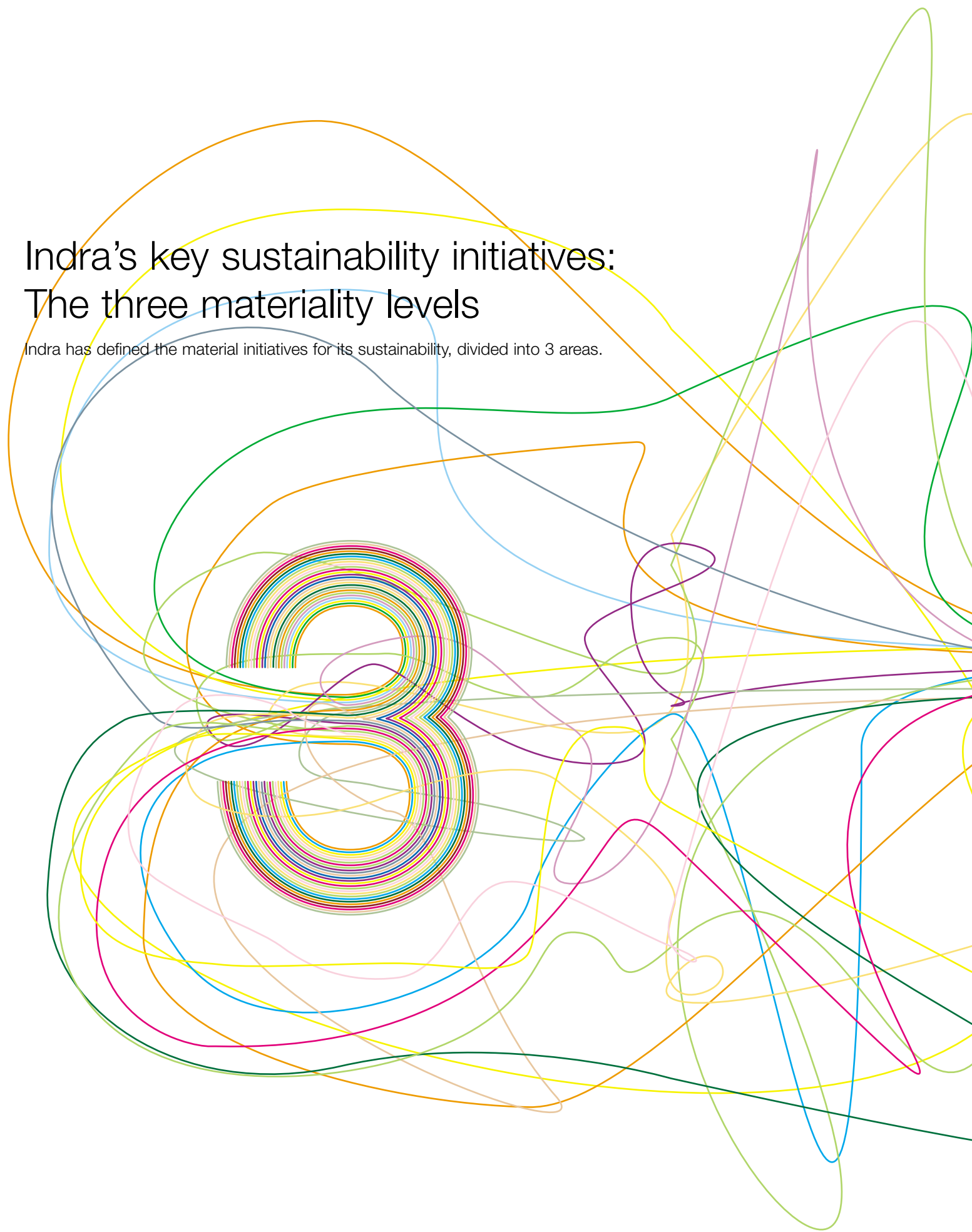
### strategic stakeholders

**shareholders**  
**employees**  
**customers**  
**suppliers**  
**knowledge institutions**  
**society**

**+ 1**  
**environment**

# Indra's key sustainability initiatives: The three materiality levels

Indra has defined the material initiatives for its sustainability, divided into 3 areas.



### 1. Responsible initiatives shared by the business sector

They are those material initiatives that we have to report about and act in the same way as other companies, because they are shared challenges in business sustainability.

It is worth pointing out, the practices of Corporate Governance, transparency and shareholders participation; the reconciliation of employees work and family life; service quality, the promotion of responsibility towards the value chain; the company's environmental management.

### 2. Responsible initiatives specific to the information technologies sector

They are those initiatives where it is necessary to act in an unusual way due to the special meaning and important of the sector in which we operate.

Such is the case, for instance, of the recruitment, retention and management of talent that our company's innovation depends on, which is key to our competitiveness and economic, social and environmental sustainability. Within this range of initiatives, there is also the collaboration that, within the framework of R+D+i, we have to carry out with the knowledge institutions and other organizations to innovate more efficiently.

### 3. Solutions and services for the environmental and social sustainability

These initiatives are shaped around the social and environmental challenges to which our services and solutions can contribute in a decisive manner.

- Technological solutions and services which make the management or improvement of the environment easier. Proof of this is our remote sensing solutions, and many others which represent savings in energy consumption, raw materials or time for our customers and indirectly for society.
- Technological solutions and services which provide public services, their reliability, security and efficiency. This is the case, amongst

others, of our solutions for Public Administrations, health system and transports. In both developed societies and those described as transition, emerging or developing economies public services have proven to be a particularly critical area for society and the welfare of citizens and for economic and social development

- Technological solutions and services which support the security and protection of persons (security solutions), high value area of responsibility for the customers we collaborate with and the societies in which we develop our activity.
- Solutions and services which provide consultation processes and their technical reliability, as modern systems are established in these processes.



**+**  
**information**

**-10%**

**[indra.es/corporateresponsibility](http://indra.es/corporateresponsibility)**

**We have reduced energy consumption\* by 10.1% in our Torrejón de Ardoz work Centre**

## Our approach to Sustainability

### Economic performance

We consider that the company's financial management efficiency, transparency and the accuracy in producing our accounts are crucial to our reputation and name.

The company's economic sustainability, that is, growth and profitability, is essential to the development of our company, and guarantees the wealth creation upon which we can generate shared value. We consider that the company's financial management efficiency, transparency and the accuracy in producing our accounts are crucial to our reputation and name, within both financial and trading markets.

Our scope is global and we serve several geographic areas, both in developed countries and in transition economies and developing regions. This global nature also promotes the establishment of Indra work centres internationally, contributing to local job creation with high skills and to the development of the communities where we operate.

Indra considers suppliers and knowledge institutions as partners in value creation and allies in innovation, which represents our main responsibility.

### Environmental management

Our processes and activities must be managed in order to cause the minimum environmental impact

We believe that our information technologies services and solutions may efficiently contribute to improve the environmental management of our clients, and more generally, of society for everyone's benefit. We are committed to research, development and innovation in this area, as our main contribution to environmental sustainability.

Even though the area of our company's activity is not a highly polluting sector, we believe our processes and activities must be managed in order to cause the minimum environmental impact. We are committed to improving this management, progressively certifying all our work centres and cutting down our consumption of energy and raw materials.

\* Gasoil consumption per person

23

Everyone 11

**We have 23 different nationalities among our 9,900 employees**

**We watch over the human rights in the countries where we operate**

**Technological Development Centres**

**Focus on labour practices and work ethics**

The capture, retention and management of talent are for Indra a determining factor in our sustainability.

Our vision of responsibility linked with innovation through knowledge is based on Indra's professionals, as they are the ones who research, learn, teach and, in short, innovate in our solutions, services and the way we act and think.

This is why the capture, retention and management of talent are for Indra a determining factor in our sustainability.

Within this talent management, Indra is committed to diversity, for which it is developing various policies which enable the development of the talent and skills of its employees.

Our Professional Code of Conduct offers a framework of behaviour for the employees of Indra.

**Human rights**

Indra has made a commitment to respect human rights and to promote them through business activity, signing the Global Compact.

By considering the value of people within its diversity framework, Indra has made a commitment to respect human rights and to promote them through business activity, signing the Global Compact.

Indra works internationally, in geographic areas with different degrees of social, economic, political and environmental development. Some of the markets where we operate or serve may present different levels of acceptance, promotion and respect of human rights. We are determined to promote human rights through our business activity.

**Impact on the communities where we operate and on society**

Innovation in technological services and solutions innovation which have an impact on the improvement of living conditions in the societies where we operate.

Our best contribution to society is made through innovation in technological services and solutions innovation which have an impact on the improvement of living conditions in the societies where we operate. For instance, services and solutions which provide public services, their security and efficiency, such as health services, administration of justice, or environmental technology; those which support security and protection of persons; or the those which facilitate electoral processes and their technical reliability in modern democracies.

Knowledge institutions are a strategic stakeholder for Indra. This consideration is explained in the framework of innovation, a priority in our responsibility. With them we can innovate through collaborations and advanced R&D&i projects and, through recruitment of talent for the company, by incorporating new young professionals.

# Our Responsibility management

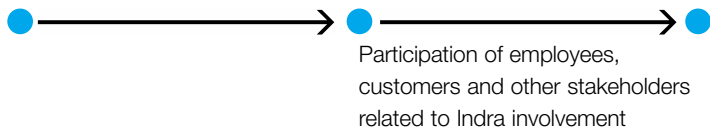
## **Vision, diagnosis, strategic stakeholders**

Once defined the company's vision, we carried out a responsibility diagnosis for each of the **strategic stakeholders** within the following fields: framework of relationships with each stakeholder and knowledge and innovation management in each area.

The responsibility diagnosis consisted, amongst other actions designed to encourage stakeholder participation and involvement, direct consultation of employees through discussion groups and additional interviews, analysis of the findings of client satisfaction surveys and studies of other stakeholders' perceptions of their relations with Indra.

Employees,  
customers,  
suppliers,  
shareholders,  
knowledge  
institutions,  
environment  
and society.

## Vision                      Diagnosis                      Master Plan



### On the basis of the diagnosis, the Corporate Responsibility Master Plan was drawn up, the the following objectives defined:

The creation of an appropriate framework to ensure the company's recognition of the role of Corporate Responsibility as a driving force for knowledge and innovation.

The promotion of appropriate stakeholder involvement, and, in particular, employee involvement, fostering a culture of respect.

Facilitation of standardised accounts, by defining the indicators to allow future reporting based on GRI (Global Reporting Initiative) and external verification (AA1000) of the Report.

### The Corporate Responsibility Master Plan is to be developed according to each stakeholder group with which the company works and includes:

Implementation of new actions or programmes in the areas where they are necessary.

Improving actions or programmes already used (that is, improve their development, communication or reporting systems).

Definition of indicators, deadlines and responsibilities in this regard.

The Master Plan made it a priority to establish systems of consultation and participation with the different stakeholders with whom the company operates or, where applicable, improvements to these systems. Likewise, public disclosure of accounts on responsibility entails the consultation and participation of the various people responsible for relationships with each stakeholder group, as well as a two-way internal evaluation system.

In 2005, the Corporate Responsibility Master Plan was reviewed in order to check the fulfilment of objectives, to set new indicators and boost new responsibility value policies and actions in 2006.

In 2006 an approach was developed towards responsibility and sustainability as an innovation opportunity affecting the social and environmental sustainability value that information technologies' services may offer, both in Indra's current and future portfolio, an area on which we plan to work throughout 2007.



# Risk management

## **A team devoted to risk management**

Indra's risk management started in 1999 as a continuation of its insurance cover services. Since then, Indra has developed its own internal risk management and upon which it regularly reports to the Audit and Control Commission.

In 2006, Control and Risk Management designed and developed a management tool which facilitates the identification of operating and organisational risks on a global scale within the company. This tool, to be set in motion in 2007, enables regular updating of risks by each area of the company. Indra's risks map includes social, environmental and reputation risks related to the company's responsibility and sustainability.



**Javier  
Muñoz  
Fernández**

**Jaime  
Nuero  
Clavero**



**Coro  
Lacasa  
Heydt**

**Nieves  
Espluga  
Maldonado**

# Main Milestones in Responsibility Management

5	initiatives Global Compact Diversity Policy With your opinion we can improve Equality Plan Environmental Policy	9.900 employees involved 100% of the employees are involved with activities related to Corporate Responsibility	RC In the last 3 years we have created a system of corporate Responsibility and it has been brought to the level of the Board of Directors	
2004	Global Compact	•Definition of Indra's vision of Corporate Responsibility (CR). •The <b>Global Compact</b> is signed.		
		Through interviews to executives of the entity and sector benchmarking, the CR strategic stakeholders are defined: shareholders, employees, clients, suppliers, environment, society, communities where we operate and particular to Indra, knowledge institutions. Company's CR is diagnosed by means of qualitative and quantitative information obtained during interviews with executives and departments in charge of stakeholder relations. A <b>Responsibility Master Plan</b> is drawn up which divides by stakeholder the policies, programmes or actions to be carried out or to be improved, the indicators upon which reports are to be made and the persons responsible. The Responsibility managing body is integrated into the company <b>Through debate groups</b> at different levels of the company, employees are involved in CR's Master Plan, vision and diagnosis. CR training, awareness raising and internal communication. The first <b>internal communication</b> actions take place: specific web page, glossary, questionnaire, etc...		
		The company's <b>Diversity Policy</b> is defined. Improvements to client satisfaction measurement systems..		
		Definition of the Framework Principles for the company's relations with <b>suppliers</b> . Establishment of a system for consultation and survey of suppliers. The first CR Company report is drawn up following the GRI framework and indicators for chapters 1, 2 and 3 are reported.		
Customer satisfaction				
Suppliers				



2005

	The diagnosis is reviewed with every manager of the target stakeholders. The Master Plan is reviewed with every manager of the target stakeholders, setting new objectives and actions to perform.
With the shareholders	Research on communication with the shareholders is carried out.
With your opinion	<b>“With your opinions we can improve”</b> was put into action, a survey on the working climate, as a result of which new internal policies were defined.
	The Inserta Convention was signed with the ONCE Foundation to integrate and promote people with disabilities.
Equilibra	The <b>Equilibra</b> project was set in motion as a holistic concept for achieving a work/ life balance.
	Improvements to client satisfaction measurement systems.
proveedores.indra.es	The <b>suppliers’ Portal</b> initiative is developed, with a significant impact on the reduction of consumption and time.
	The centres at Torrejón and San Fernando were certified with ISO 14001 and EMAS standards and environmental education plans were developed.
With the universities	A representative was appointed for <b>relations with universities</b> .
	The second responsibility Report is carried in accordance with the GRI.

2006

	<b>Sustainability</b> is defined as an innovation opportunity in the company's services and solutions.
	A map is drawn of material aspects in responsibility and sustainability
4 areas	<b>Four current areas of innovation</b> in services and solutions linked to sustainability are defined.
	Updating of the <b>Professional Conduct Code</b> is started.
	<b>RC is brought to the level of the Board of Directors</b> , assigning the monitoring of the initiatives to the independent member Isabel Aguilera
	Development of the responsibility management system for future accountability with external verification (AA1000).
	<b>The bulletin for the minor shareholder</b> is created
DJSI y DJSISTOXX	Indra quotes on the selective sustainability stock exchange indexes DJSI and DJSISTOXX.
Equality Plan	<b>Equality Plan</b> is launched.
	Equilibra is continued.
	After Azertia's incorporation, a working culture audit is carried out.
	Improvements to client satisfaction measurement systems.
	Suppliers’ consulting and survey systems incorporate responsibility and sustainability aspects. .
	Promoting responsibility in the value chain.
	Certification of the Triángulo Building with ISO 14001.
UPM	<b>Indra's Chair</b> at the Polytechnic University of Madrid is created.
	The third responsibility Report is carried out in accordance with the GRI and is externally verified. .



# Values and code

**Indra has identified the specific attitudes and conduct which it wishes all the company's professionals to observe in their daily activities**

Indra is convinced that its success depends, as well as on its technological capabilities and the capacity of our employees to act in accordance with [principles that reflect](#) the values upon which our culture has been built.



## 6

### **Action principles**

- Customer satisfaction
- Talent development
- Innovation
- Excellence
- Integrity
- Growth, profitability and value creation

### Client satisfaction

It is a key objective for Indra to become a strategic partner of its clients, anticipating their needs and providing value at all times by developing solutions that exceed their expectations, leading the organisation to keep up with the progress of the market.

### Talent development

Indra's success depends on its professionals. Therefore, they are selected with the utmost care and actively encouraged to continue developing their professional skills in order to create opportunities for them to progress and ensure that we have the human capital with the ability to respond to the needs of our clients.

### Innovation

The technological development of new applications and processes based on the use of technology is one of the cornerstones on which Indra's competitiveness is founded, so we need to be receptive, to channel and to promote continued innovation as a key factor in the company's activities.

### Excellence

Indra has a commitment to its clients, to society in general and to all the members of its organisation to uphold a level of excellent quality, without concessions, in every aspect of its professional operations.

### Integrity

Integrity means honesty, justice and equity in the performance of professional duties. Indra's employees must demonstrate integrity, as this forms the basis for building the trust of our clients, suppliers and society in general. Integrity forms the basis of trust which each of us places in the other professionals of our company.

### Growth, Profitability and Value Creation

The fulfilment of the values mentioned above necessarily leads to and contributes to the profitability of business and maximising Indra's value for its shareholders. Growth and profitability must remain Indra's main goal and be a basic requirement for ensuring the greater value of the company, generating capital returns for the benefit of our shareholders and paying our employees a competitive salary.

It is based on these values and on our relationships with the different stakeholders with whom we deal, that Indra has drawn up its Corporate Responsibility Master Plan. To foster Indra's values, the company has established some essential rules, which define the company's expectations with regards to the conduct of its employees. These guidelines form part of the company's Professional Code of Conduct, which encompasses three areas:

#### Work-related conduct

1. Professional competence
2. A commitment to quality
3. Independence
- 4 .Dedication
5. Communication

#### Resource-related conduct

6. Information management
7. Use of Indra's assets

#### Conduct related to the business environment

8. Relationships with clients and suppliers
9. Relationships with external professionals and competitors
10. Social implications

The Code of Conduct forms a starting point for ethical and responsible behaviour at Indra.

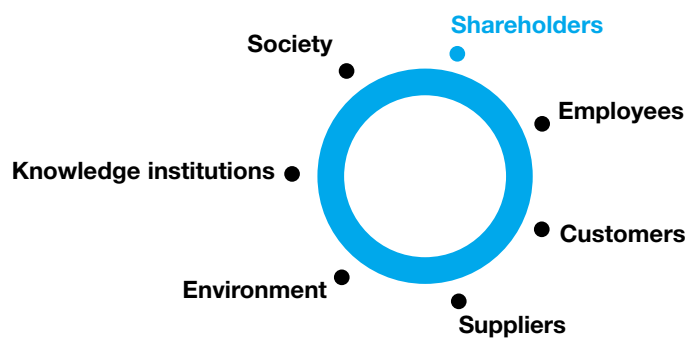
The Corporate Responsibility Master Plan regards the Code of Conduct as one of Indra's most valuable corporate initiatives. Its development and updating in relation to all the stakeholders with whom the company has links, started in 2006 and there are plans to finish it in 2007.

# Indra and its shareholders

## Participate in creating value

Indra believes that the good Corporate Governance and relationships with the shareholders are one of the most meaningful areas of action of its responsibility as a company listed on the stock exchange. The duty to report on the economic and financial status of the company, to disclose accounts in a transparent way and under the equality treatment principle, is one of the cornerstones of our business sustainability.

The 2006 Corporate Governance Report which accompanies this Responsibility Report includes extensive information on the company which explains in detail the company's actions with regards to transparency and more information than included and explained here.





## Corporate governance

Since 1999, the year when its shares were admitted for negotiation on the continuous market, Indra has had a set of rules and practices for Corporate Governance which aim to adjust, at all times, to the current regulations and to best practices, both national and international, and since then, has been regularly updated and improved.

Among the principles which inspire Indra's Corporate Governance is that of ensuring that extensive, updated information is conveyed to shareholders, investors and the markets in general on the economic and financial situation of the company, its business, its management and other aspects of Corporate Governance, applying with the principles of transparency and equality opportunity for everyone.

This is why, in addition to the information communication obligations established by the Law on Public Limited Companies and the regulations applicable to companies listed on the stock exchange, Indra voluntarily offers additional information to that required by law, so that shareholders, investors and general clients have sufficient knowledge of the company's status

Some of the additional information is:

- Monitoring of the General Shareholders' Assembly online via the website.
- The option of registering on an email distribution list whereby the Shareholders' Office actively informs subscribers of new items published on the corporate website.
- Quarterly financial statements which are not only available in PDF but can also be downloaded in Excel format which makes it easier for users to manage and manipulate the information.
- Future presentations to be made to investors and analysts.
- The Investor Agenda, featuring an annual schedule including events planned with analysts and investors and the expected dates for publishing the quarterly results.
- Analysts' recommendations for Indra, including their most recently published report.
- Information on the progress of general Assemblies, covering the last four years.
- The press releases issued by the company and news on Indra published in the press.
- A report on the matters to be dealt with at the Shareholders' General Assembly (on the agenda).

The company is revising its Corporate Governance rules in order to adapt them to the recommendations set in the Unified Code on Good Governance, published by the Stock Market National Commission. Indra meets most of these recommendations, many of which are already covered by the Corporate Governance system, although there are others which despite being practised by the Company are not formally reflected in its internal regulations.

In recognition of the effort made on the subject of transparency, Indra has been awarded with the 2006 award for Good Corporate Governance from "Mi Cartera de Inversión" (Magazine – My Investment Portfolio), which evaluates the work of companies listed on the stock market in assuming more transparent and functional operating standards in its Board and a greater interest in informing and defending the interests of minor shareholders.

## Indra has been awarded with the 2006 award for Good Corporate Governance from “Mi Cartera de Inversión”

### Shareholder participation

Indra's Shareholders' General Assembly Regulations establish a set of measures and procedures which exceed those legally required, with the purpose of facilitating and promoting the informed and active participation of shareholders and the exercise of their political rights in the General Assemblies, which have been its practice since 2003. Among these, we can highlight:

#### (i) The Board of Directors,

as soon as it knows the probable date for convening and holding the next General Assembly, sends a notice (to the SMNC) and posts it on the website of the company or of the Shareholders' Office, so that those shareholders who want to propose matters to be discussed to the Board of Directors, to be discussed or be included on the agenda of the Assembly.

#### (ii) Once a call to a General Assembly

is published, the Board puts at the shareholders' disposal, explanatory information about each one of the proposals that the Board will submit.

#### (iii) In addition, when the Assembly

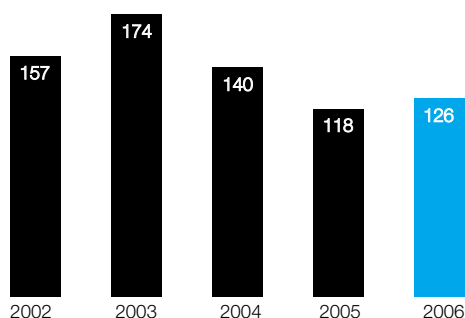
announcement is published, a channel is opened, through the website of the company or of the Shareholders' Office, in order to allow the shareholders to make suggestions and proposals on the subjects included on the agenda, as well as to ask for clarification or extra information about those subjects.

#### (iv) To the extent that the legal

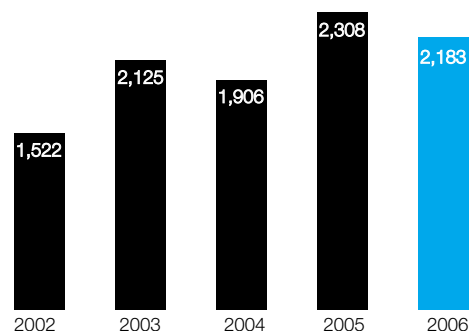
system accepts it, the Board has a duty to promote the introduction of electronic means to facilitate communication with the Company, their active participation and the exercise of their political rights.

In compliance with the order in the Assembly's Regulations, mentioned above in (iv), proposed by the Board of Directors, the Ordinary General Assembly held in June 2004 changed the Social Statutes to allow the use of electronic and distance communication means by the shareholders to be able to exercise their attendance, representation and voting rights. Once the statutory framework was passed, in the 2005 and 2006 Ordinary General Assemblies, the mechanisms that allow the shareholders to exercise these rights were authorized through the company's web site and via mail. The procedure for the use of these means is included in the corresponding General Assembly notification.

Nº. of reports published by the analysts monitoring Indra



Nº of telephone consultations taken in the Shareholder Office



## Responsibility at the highest level, on the Board of Directors

During 2004 and 2005 Indra started up the integral scorecard of its responsibility, based on the indicators which appear in this report, and while it also started up the Corporate Responsibility Plan. As a decisive step in the area and conscious that responsibility and sustainability should be dealt with at the highest level, in 2006, the company nominated the independent Board Member of Indra, Isabel Aguilera, with the task of reporting on and monitoring all the issues relating to responsibility and sustainability. With this appointment responsibility acquired a definite rank in the Indra structure at the highest level.

## Indra and the DJSI

The efforts made by Indra in the sphere of responsibility and sustainability were recognised internationally in September 2006 when the company was admitted to the so-called selective stock indexes of sustainability and responsibility: the Dow Jones Sustainability World Index and the Dow Jones Stoxx Sustainability Index (DJSI Stoxx).

The Dow Jones Sustainability World Index includes 318 companies that are considered to be the most responsible among the 2,500 that make up the Dow Jones Sustainability World Index.

Since 1999, this index has been prepared annually with information requested from the companies with the greatest market capitalisation, and it is a reference for the business and financial sectors. The companies which are listed are publicly recognised as leaders in these areas, socially and environmentally, by legislators, customers and employees and, of course, by the financial markets.

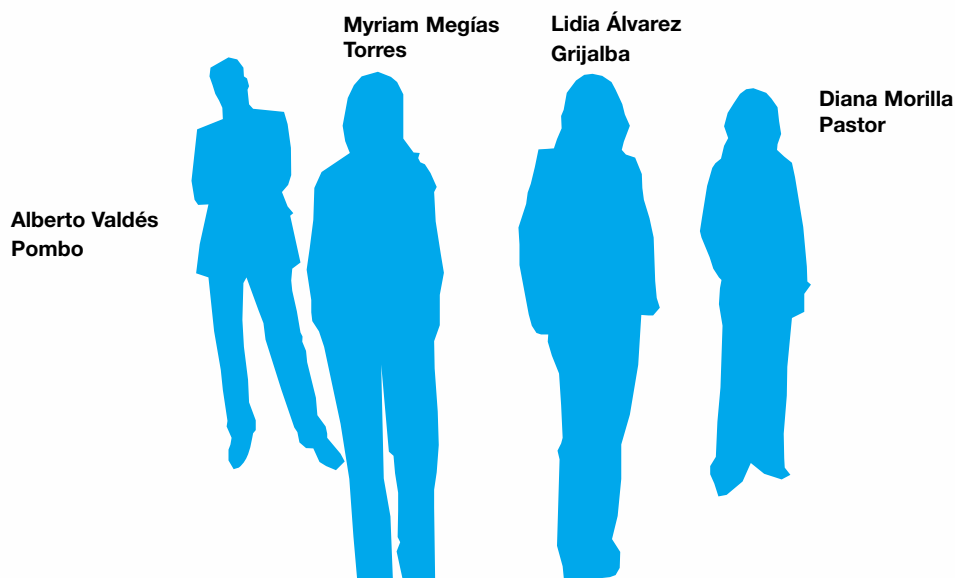
Indicators	2002	2003	2004	2005	2006
Entities that make reports of analysis of coverage of Indra per year	32	36	40	41	31
International entities which make reports of analysis of coverage of Indra per year	16	20	23	24	20
Analytical entities which closed the year with a positive recommendation to purchase	25	23	27	12	16
One-on-one meetings	209	289	306	275	216
Institutional investors seen per year	778	619	686	722	376

Data in units.

In 2006, these indicators were negatively affected by the consolidation of the analysis houses and the rotation of the analysts in them, as well as by the announcement of the Azertia and Soluziona operations, which required a higher number of individual meetings.



# Shareholders



## **A compact team at the service of shareholders and investors**

In the year 2006, after the conduct of a study aimed at getting to know the information needs of minority shareholders, Indra started up a new communications tool in this field: a specific newssheet for the minority shareholders.

This new instrument was added to the tools that the team for shareholders' and investors' relations has been maintaining and developing each year for a more fluid and effective communication with those who sustain the company financially.

Combined with attention to the Spanish market, the Department has an international projection given that the company is present in other markets where it is necessary to hold road-shows and presentations for investors, to develop a definitive set of tools for relationships with investors, at the international level and, especially, in the main financial locations.



## Department of Shareholder and Investor Relations

The Department of Shareholder and Investor Relations is in charge of communication with the investment community through the maintenance and development of information, dialogue and participation tools aimed at institutional investors as well as minor shareholders. In the area of institutional investors, Indra carries out various one-to-one presentations both at road shows and at conferences, where it participates by a specific request from a shareholder.

The corporate website, renovated in 2004, is a relevant channel for communication with investors, where information for investors and shareholders is regularly updated in real time. In 2005 its structure and operation was updated to allow an easier and simpler access.

Information transparency measures are also adapted, which is why, as well as the content required by the Circular 1/2004 of the SMNC of March 17, other useful information for shareholders and investors is included.

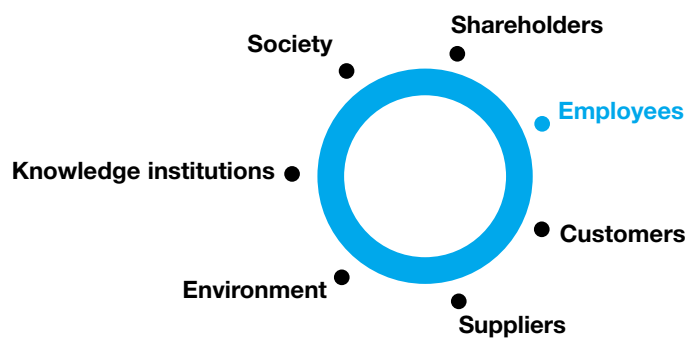


# Indra and its employees

## Managing talent and diversity

Indra's employees are the company's greatest asset and it is on their capacity to innovate that the sustainability of the company depends. Only people are capable of creating new solutions and services, of learning, teaching, of promoting new ways of doing and thinking.

For this reason, for Indra the management of talent and of diversity are key in their relations with staff. Indra has two great areas of development in this sphere: innovation in the management of people and support for them so that they can generate that knowledge for innovation.



Innovo

Knowledge management

Equilibra

# Innovating in people management

## Innovo

Is an initiative started up by the Human Resources Department in the year 2002 with the aim of creating a culture which makes innovation possible and the development of new ways of working so as to supply value to all the employees by increasing their motivation and efficiency. In this global framework, at Indra we have been developing over the last few years different initiatives such as tele-working through the W@vo, the reconciliation of personal and professional life through Equilibra, the mobility of employees and the types of spaces linked to the concept that in order to carry out his or her job, a person needs different environments according to the moment through programmes of non-territoriality.

## Knowledge management

In 2006, a new tool has been started up on the Indraweb which makes it possible to download videos of the technological meetings, to facilitate their dissemination and access to those who were not able to be personally present. During the year, six technological meetings were held which have given rise to interesting debates in the forums. In total, in 2006, 914 subjects of a professional nature have been broached in the forums and 6,207 messages have been displayed.

## Talent

In the field of the Internal Search for Talent during 2007, we have continued to increase the number of participants in the In-version programmes, with a number of over 200 professionals currently taking part. From the surveys monitoring these programmes, it has been deduced that 80% of the participants in the first two editions have taken on new responsibilities. Also in this year, two persons from these collectives have achieved the rank of manager.

During the year 2006, in the In-versión PLUS training programmes, oriented towards these persons who have been identified in the company as being of high potential, over 6,000 hours' training has been given.

On the other hand, the launch in 2006 of Logosdirectivo as a corporate programme directed at the managers of Indra and the holding, as part of this programme, of workshops such as "Generating value for the shareholder", completes the range of corporate programmes. Together with PRISMA, aimed at managers and holders of post-graduate degrees, and PGA, aimed at managers and experts, training coverage is being given to all levels of the management team of the company.

## Equilibra

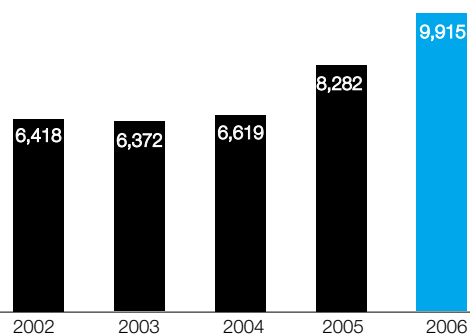
Equilibra, started up in 2005, contains two great rafts of measures as is stated clearly in the attached tables:

**Measures of flexibility policies:** they involve solutions to make timetables compatible and to increase the range of ways of organising one's work.

**Measures of services and professional support policies:** supplying help and necessary tools to manage to reduce the load on the employee outside the organisation and his adaptation to the environment.

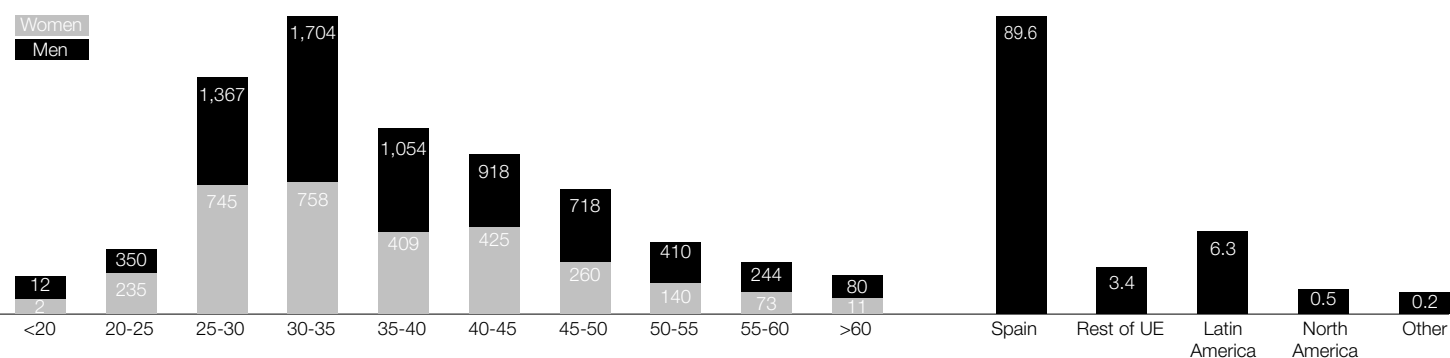
To be specific, in 2006 Equilibra was reinforced with two new support measures for maternity and paternity, when it became possible to increase the time off work set down by law for maternity or paternity by 2 more weeks, to extend the legal working-day reduction so as to look after children aged between 6 and 8 years of age, as well as congratulations on the birth of a child accompanied by a gift cheque for all fathers and mothers. In the field of services policies, Indra has commenced a pilot test, which will run throughout 2007 in Barcelona, with a company specialising in offering services of professional support which makes available to employees a service for generation of free time with the aim of supporting the reconciliation so as to implant it throughout the organisation if the experiment is positively valued by the employees.

Definitive Workforce



Indicators	2002	2003	2004	2005	2006	Reach
<b>Total number of employees at year end</b>						
Percentage qualified or highly qualified	81.3	84.2	84.9	82	80	(1)
Top executives	100	105	119	122	126	(1)
<b>Diversity</b>						
Nº of employees in Spain	5,758	5,713	5,834	7,240	8,881	(1)
Nº of employees in the rest of the world	660	659	785	1,042	1,034	(1)
Percentage of male/female employees	70/30	70/30	71/29	69/31	69/31	(1)
<b>Commitment and motivation</b>						
Average length of service	10	9,6	9,7	8,9	7,58	(1)
Percentage of employees in the variable salary system	27	28	29	25	25	(2)
Percentage of employees promoted	4,99	3.65	4	5.7	11	(2)
Nº. of employees in skills evaluation systems	4,813	4,853	5,595	6,272	7,424	(3)
Percentage of employees in Stock Option plans	67.67	60.9	54.9	54.54	124 (8)	(1)
Undesired external rotation	3.7	4	4.5	6.5	9.8	(2)
<b>Experience</b>						
Average age (6)	38.1	38.3	38.6	38.1	36.7	(2)
Average professional experience (5)	13.7	13.9	14.3	13.8	12.4	(2)
Average age of executives (6)	47.8	48.1	47.8	46.9	48.39	(2)
Average professional experience of executives (5)	23.4	24.4	24.1	23.4	24.89	(2)

Staff breakdown, according to age and gender



Indicators	2002	2003	2004	2005	2006	Scope
<b>Training and Knowledge</b>						
Total training time received (on-line included)	103.604	124.020	172.933	177.888	227.574	(4)
On-line training time received				47.020	58.572	(4)
Training activities				802	853	(4)
Nº of Alumni Attendees				7.780	8.428	(4)
Expenditure on training as percentage of total remuneration	2,01	2,15	2,8	2,38	2,57	(4)
Training appraisal:						
Alumni Satisfaction (1-5)	3,91	3,9	4	4,1	4	(4)
<b>Work Attraction</b>						
Nº of spontaneous job applications	20.400	18.400	19.231	18.753	19.248	(4)
Nº of job applications per post advertised (5)	276	268	216	176	170	(4)
<b>Knowledge management</b>						
Nº of messages in forums				9.293	8.520 (7)	(1)
Nº of topics discussed in forums				1.508	1.456 (7)	(1)
Nº of message views per year				1.561.095	2.566.738	(1)
% of professional/company topics in forums				77/23	51/48	(1)
<b>Social Benefits</b>						
% of employees with access to social security benefits in case of illness or accidents				93,50%	100,00%	(4)
% of employees on food benefits				67%	64%	(4)

(\*) Referring to industrial accidents, without sick leave (in-itinere accidents not included).

(1) All of Indra.

(2) All of Indra, excluding BMB, ALG, IP Sistemas, France, Maghreb e I3TV.

(3) Including Indra Sistemas, ATM, Espacio, Sistemas de Seguridad, ALG, Portugal, Chile and Argentina.

(4) Including Indra Sistemas, Indra Centros de Desarrollo, Indra EMAC, Indra Espacio, Indra Sistemas de Seguridad, Indra Sistemas de Comunicaciones Seguras, Europraxis-Atlante, Tourism & Leisure.

(5) Estimated data.

(6) Estimated data from 2002 to 2005.

(7) From 1 January 2006 to 1 January de 2007.

(8) Number of people.

# Prevention and Occupational Health

Indra's Management is committed to complying with the Legislation, in Prevention of Occupational Hazards, not only because it is a legal duty, but also because it is its goal to promote a Prevention culture in all the activities carried out by the company.

Likewise, Indra commits to ensure the highest level of safety, health and well-being possible for its employees, at the same time trying to safely protect everyone working for us and those who could be affected by our activities. All of this is specified in Indra's Occupational Risks Prevention Policy.

In order to meet all those goals, Indra's Management is establishing and promoting an Occupational Risks Prevention Plan, a major tool which establishes guidelines detailing how to act to achieve all the goals listed in the Prevention Policy. This Prevention Plan is being applied in the following actions

**Regular identification** of risks, evaluation of dangers and the establishment of preventative and/or corrective actions and control measurements, needed to eliminate any risks that could be present in the different activities developed by the company are carried out.

**A Corporate Culture is promoted**, encouraging the inclusion of preventative measures in the organisation, as a major element within activities.

Indra's specialized resources for this are:

## 1. A Joint Contingency Service

for the following companies, which included it in 2006: Algorithms and Systems, Europraxis Atlante, Indra ATM, Development Centres, Indra EMAC, Indra Space, Indra Systems, Indra Security Systems and Tourism and Leisure.

The service is provided by professionals specialised in the prevention of occupational risks, and health awareness at work.

## 2. External Services specialised

specialised in the prevention of occupational risks, which give additional advice and support to Indra.

Likewise, a support structure has been established, made up of contact persons who will coordinate preventive activities in each of the provinces, so that the provision of services is guaranteed, under the responsibility of the Prevention Service.

The contact persons are trained at least to perform basic preventive actions.

As a result of the above, we must highlight the following actions that took place during 2006:

The obtaining of the certification of compliance with the Regulatory Auditing of the Occupational Risks Prevention Management System by each of the aforementioned

companies. This means, for Indra, not only compliance with legislation, but also a guarantee of effectiveness and improvement in our preventive management system, for our workers, clients and suppliers.

Training, as a fundamental cornerstone for the development of a culture and awareness of health and safety at work, was materialised in the actions performed, specially. Elementary 50-hour courses on Occupational Risk Prevention for all the executives and for all employees who need it because of the job they are performing (dangerous activities, height, etc.)

## Security and Health Awareness

**Campaigns** (Communication Campaigns), created in order to influence in the adoption of security and health measures:

### Road Safety

With the support of the Department of Traffic (Dirección General de Tráfico – DGT), a campaign was set up to influence the attitudes which should be adopted while driving, and to ensure appropriate health and safety. Within this campaign, the DGT gave the company 10,000 copies of "Practical Guides on the Driving License", in order to distribute it among all the professionals working for Indra. Likewise, 1000 first aid car kits were given out.

Indicators	2003	2004	2005	2006	Scope
<b>Occupational injuries data (*)</b>					
Frequency rate	22.6	18.41	16.12	12.17	(10)
Incidence rate	37.9	30.8	27.04	20.40	(10)
Severity index	0.11	0.07	0.05	0.06	(10)
Average duration	4.69	4.05	4.54	4.63	(10)
Fatal accidents	0	0	0	0	(10)
Training hours on occupational risks	Included in training	6,021	8,300	4,730	(10)

(\*) Referring to industrial accidents, without sick leave (in-itinere accidents not included).

(10) Including Indra Sistemas, Indra Centros de Desarrollo, Indra EMAC, Indra Espacio, Indra Sistemas de Seguridad, Europraxis-Atlante, Tourism & Leisure.

### Screensavers and Wallpapers

In order to bring awareness of Prevention to work stations, a wallpaper and a screensaver were designed and made available on the intranet.

In both, the main preventive measures to adopt while working with a screen are listed, in order to promote the implementation of them, so that these occasional pains may be avoided.

### Advice to prevent heat effects on health

In 2006, Indra provided information about the effects of heat on its employees.

### Preventing Melanomas

The Campaign was organised by the Spanish Dermatology Academy, and sponsored by Avène Laboratories. Its main objective is to make the population aware of the risks of exposing themselves excessively to sun rays without the appropriate precautions.

Health Activity Campaigns, to complement the specific medical checkups (Healthcare at Work):

- Vaccine against flu: 537 professionals.
- Preventive Gynaecological Examination: 479 women.
- Early detection of a prostate pathology: 250 men over 50 years
- Biological Control: evaluation of the parameters related to common or major diseases, in asymptomatic or early phases, with a total of 3,391 employees.

As ongoing improvement, in 2007 we will work mainly on:

The adjustment of the resources and structures, in order to face the new situation of the company.

The full inclusion of Prevention in every process and decision that may be adopted, and in the assumption of responsibilities in the organisational structure.

The completion of executive training, by means of Elementary 50-hour courses on Occupational Risk Prevention.

Carrying out awareness campaigns to raise awareness and encourage adoption of safety guidelines that have to be kept in mind in order to improve work health.

Carrying out of awareness campaigns and health activities, contributing to the improvement of the health and well-being of our employees.

### Consultation and participation

In Spain, in terms of health and safety, Indra encourages the consultation and social participation of its employees. The company has created, in work centres with over 50 employees, Health and Safety Committees. These committees have the status of professional association and their mission is to keep a regular check on Indra's actions in terms of risk prevention. They hold regular meetings, the contents of which are recorded in the relevant minutes.

### Labour relations

Trade union and legal representation of employees in Spain is the responsibility of the Trade Union organisations that are present in the company and the Committees that are set up in those workplaces in which the organisations hold trade union elections. The trade union representatives receive help in the dissemination of information, charging affiliation contributions and paid time for the conduct of their duties. On a quarterly basis, Indra in Spain gives information to the workers' representatives on the following aspects: hiring and dismissing employees; subcontracting; consolidated balance sheet, consolidated profit and loss account and consolidate cash flow situation; global economic data and also broken down by area of the business and geographical areas, relating to sales, hiring, margins, employment, etc.

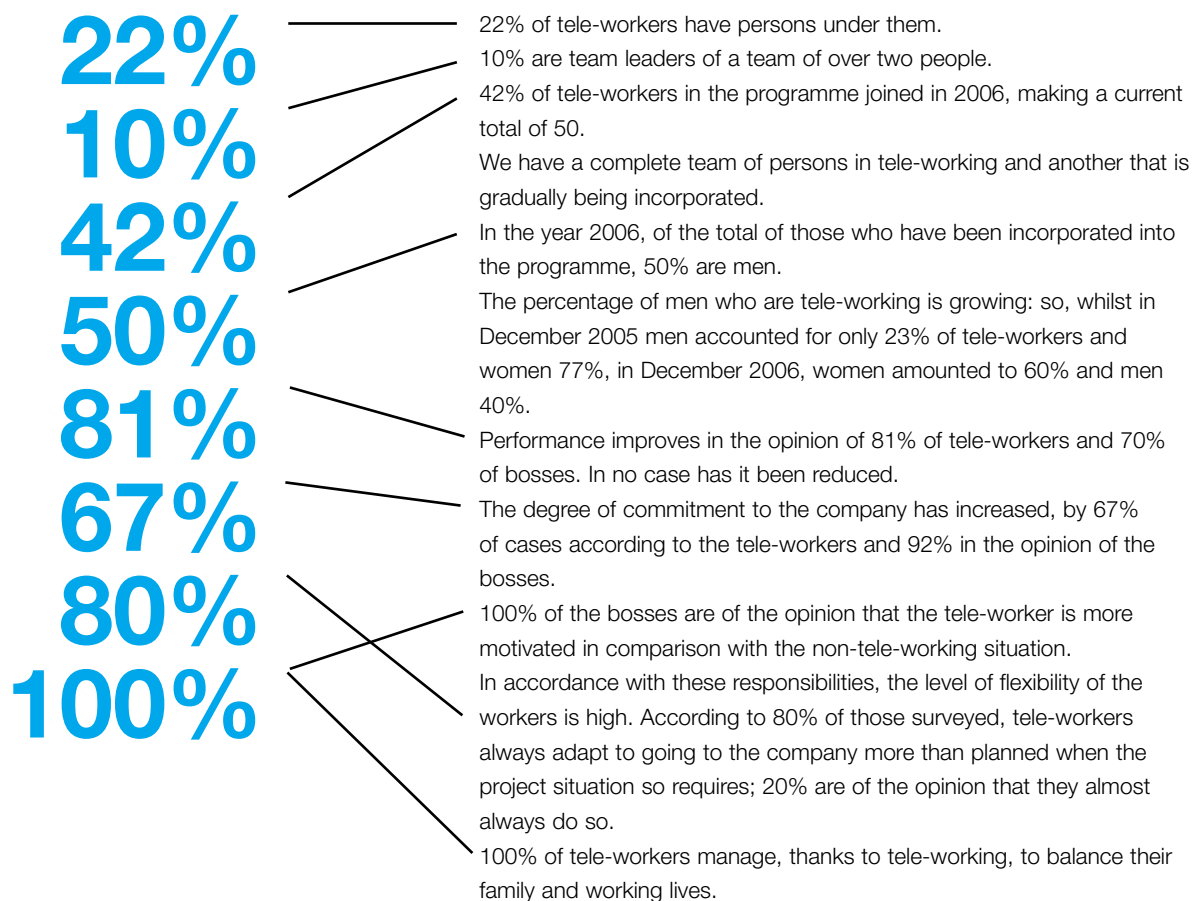
Teleworkers  
**60%**  
 female

**40%**  
 male

## Teleworking

Checking on the level of satisfaction of tele-workers and team leaders: Survey 2006\*

Within the W@vo programme of tele-working we have been carrying out a six monthly survey of the people involved to evaluate the influence of this programme on the Performance, Commitment and level of satisfaction of the participants from the point of view of their boss and of course their own. The results of the monitoring of the programme with regard to the year 2006 give some very positive data:



\*Including Indra in Spain, without Europraxis, BMB, ALG, IP Sistemas and I3TV.

Indicators	2002	2003	2004	2005	2006	Scope
<b>Diversity</b>						
Nº of employees in Spain	5,758	5,713	5,834	7,240	8,881	(1)
Nº of employees in the rest of the world	660	659	785	1,042	1,034	(1)
Percentage of male/female employees	70/30	70/30	71/29	69/31	69/31	(1)

(1) All of Indra.

## Diversity Policy

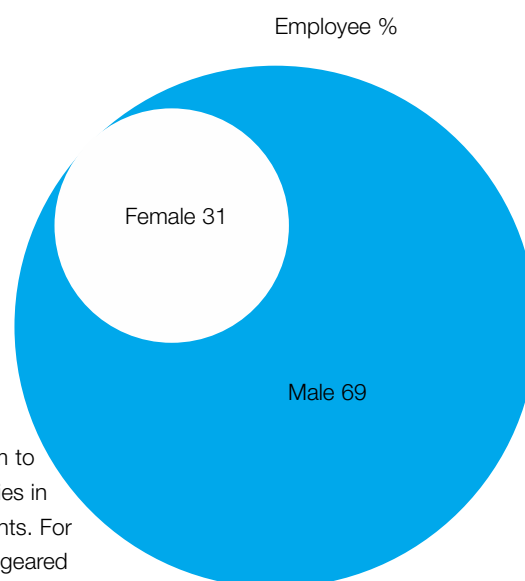
Indra's business activities are based on the innovation and talent of its employees. These are the people who are responsible for research, learning, teaching and, in short, innovating in terms of solutions, services, and ways of acting and of thinking.

Indra therefore equates its success with its employees, and sees it as an obligation to assess them on their skills, their hard work and their talent. They are not judged or discriminated against in any way regarding their race, sex, religion, political views, nationality, age, sexual orientation, marital status, disability, social background or any other factor.

Indra upholds and is committed to diversity, because the company sees it as a driving force for innovation, both in terms of the internal management of its resources and the generation of services, and therefore as a means to achieving corporate goals. Indra applies this same approach to diversity in its recruitment procedures as well as in assessing, remunerating and promoting its employees.

At the same time, Indra is aware that this diversity policy should not only ensure equal opportunities for all its employees but also allow them to carry out their everyday activities in respect of their dignity and rights. For this reason, Indra's efforts are geared towards respect for different cultures and human rights as well as instilling these values in their employees to create a pleasant working environment that enables people to develop all their talents and skills. To make this policy a reality, Indra recognises the following rights of its employees:

- Health and safety in every operation and installation
- Freedom to join trade unions
- The right to fair pay in line with the job market
- Equality of opportunity
- Training
- Respect for diversity





# 22@

## A new kind of office: mobility and flexibility in action

On the occasion of the opening of the new Barcelona offices, Indra has started up a new concept of the office characterised by flexibility, applying the concepts of the knowledge economy.

Over 1,000 employees work in the new offices in 22@ in Barcelona and in the transfer over 12 tons of paper were eliminated. Any document which has to be kept is digitalised. On each floor there are two machines which cover the functions of printer, photocopier, fax and digitalisation and which serve all the users that need them. All the services function on an internal network, searching for efficiency and alignment with the general policies of the company and sustainability in particular. This approach has been focussed on more dynamic and flexible systems of working, which make it possible to overcome traditional procedures, which are more static and associated only with the working day in the office and on a fixed timetable. There are abundant informal working environments and the different categories of space are sought out and designed to adapt, as efficiently as possible, to the different tasks that are carried out. The IP telephone network makes it possible for each professional to personalise his telephone independently of the space that he is occupying at that moment, in such a manner that all appropriate calls are routed to him. Each professional thus has a personal IP number which follows him to wherever he is.

The systems which give support both to internet access and e-mails have been designed to fulfil and give satisfaction to any user in mobility and from any point of the centre. The network, with high capacity and high speed, also keeps up its performance in the wireless version-wifi- which covers the entire building. This new building is designed to be a catalyst in the decided attempt on the part of Indra to continually innovate in the manner of working.

Personal IP

Paperless office

1,000 employees



# 16 actions for the work life balance.

## Equilibra: A Policy of Flexibility

<b>1</b> A compressed working week (no work on Friday afternoons).	<b>2</b> A flexibility band of 30 or 60 minutes – according to the workplace – in the starting and finishing timetables.	<b>3</b> Flexibility in the time for lunch of 30 or 45 minutes, also depending on the workplace.	<b>4</b> Future fathers have three working days' paternity leave, which is an increase of one day over and above what the law provides.
<b>5</b> In the case of travelling for weddings of children, parents or siblings, one day if it is in the same province as the workplace or in contiguous provinces, which can be increased to two days in other cases.	<b>6</b> In case of severe illness or death of family members (the immediate family), an extra day over and above that which is set down by law, that is to say three or five days in total depending on the travelling involved.	<b>7</b> Possibility of accumulating the breastfeeding leave by one complete day a month up to when the baby reaches the age of nine months.	<b>8</b> In the case of temporary incapacity which involves hospitalisation during holidays, the days of such internment are excluded from the calculation of the period of holidays.
<b>9</b> Leave to accompany children below the age of 14 years to the doctor or those of any age if they are disabled or to accompany one's spouse.	<b>10</b> Those who are studying on official course will 10 days a year or twenty half days for examinations.	<b>11</b> It is possible to use the time that is needed to go to the family doctor or Social Security specialist.	<b>12</b> If one has been with the company for one year, it is possible to apply for leave without salary for up to three months, provided that one's direct superior is in agreement.
<b>13</b> After returning to work after maternity/paternity leave, it is possible to work 50% of the time and receive 100% of salary during the first month after one's return.	<b>14</b> 14. Extension of two weeks plus the leave that one has by law with regard to maternity or paternity leave (new measure in 2006)	<b>15</b> Possibility of asking for a reduction of the working day to care for children until they have their eighth birthday (new measure in 2006)	<b>16</b> If between 50 and 80% of the tasks which are carried out in the workplace can be carried out at a distance with the assistance of the proper technology and one's superior is in agreement, it is possible to adopt tele-working.



# Employees

**Katia Muñoz Caballero**



**M<sup>a</sup> José Lara**



**Elena Navarro Dongil**



## Starting up the Equality Plan

Elena Navarro and Maria José Lara were the promoters of Equilibra. Their strong conviction that conciliation of family and working life is a matter for everybody, a fundamental tool for attracting and holding on to talent in the new socio-economic environment in which we move. In 2006, they added the perspective of equality along with the already existing conciliation to Equilibra, which then became Equilibra:

## Concilia+Iguala

With this equality plan, they intend to create conditions so that mothers do not fail to maintain their professional careers as a consequence of the existence of situations which prevent them from making their work compatible with their family objectives. This challenge is very much in line with the idea of managing diversity. The Equality Plan of the company was started up at the end of 2006 and will continue to be progressively implanted over the next four years.

This Equality Plan contains measures for training, selection, conciliation as well as internal and external

communication. It will be, together with Equilibra, one of the main pillars of the company in order to guarantee equality of opportunity and, to be specific, it will:

Facilitate the incorporation, permanence and promotion of women in the company.

Include preventive measures to avoid any kind of discrimination.

Create conditions so that women do not give up their professional career.

Develop a business culture that is favourable to equality of opportunity in employment.

Add value through diversity.

Be at the forefront of the market in the implantation of policies related with equality.

## Male/female salary ration per professional category\*

**103.7%**  
Directors

**105.7%**  
Administration

**103.6%**  
Experts and  
academics

**101.8%**  
Technical staff

\*Indra Sistemas.



#### Equilibra: Service policies

1. Those employees who have handicapped children for whom they are responsible will have economic help.
2. The company complements the benefits of the Social Security up to 100% of the salary, from the first day in the case of maternity leave.
3. Indraclub. Through Indraclub, Indra offers its employees benefits in the purchase of products and services.
4. If an employee has a disability of at least 33% that is officially recognised, Indra will pay 100% of the cost of an ADSL line.
5. All fathers and mothers receive congratulations and a cheque on the birth of their child (new measure in 2006)

#### Equilibra in figures\*

##### 2005

24 employees benefited from the economic help given by the company to employees with handicapped children for whom they are responsible.

27 mothers benefited from the reduction of 50% in the working day in the first month after maternity leave (with 100% of salary).

231 employees who are studying official courses used the measure to enjoy days off to attend their studies.

##### 2006

25 employees benefited from the economic help given by the company to employees with handicapped children for whom they are responsible.

-56 mothers and two fathers benefited from the reduction by 50% of the working day in the first month after maternity leave (with 100% of salary).

-23 mothers decided to increase their maternity leave by two weeks

-8 mothers extended shorter working days so as to be able to look after their children of up to eight years of age.

-307 employees who are studying official courses used the measure to enjoy days off to complete examinations.

-25 persons have enjoyed their leave without pay (up to three months).

#### Why is Equilibra not applied to Indra world wide? Thinking globally but acting locally.

Being a global company demands thinking also of the local peculiarities when managing human resources. In the case of Equilibra, which contains important measures aimed at conciliation, this is especially sensitive. Moreover, it is delicate because the expectations of the workers and their needs in Spain may, elsewhere, not be valued or may not even be requested. .

\*Including Indra in Spain, without Europraxis, BMB, ALG, IP Sistemas and I3TV.



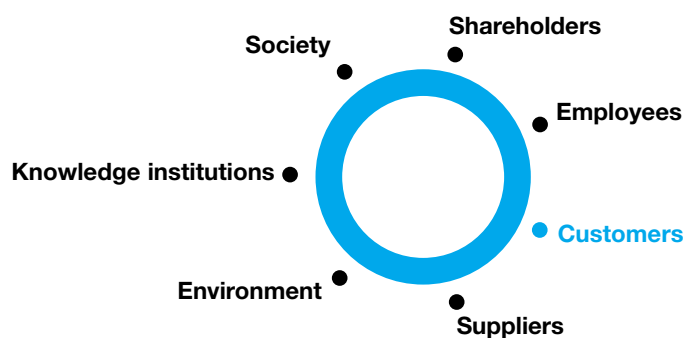
# Indra and its customers

## **Quality and Innovation for Sustainability.**

Offering our clients innovative solutions and services, with high standards of quality, is our main responsibility and the key to our sustainability as a company.

Indra is in 13th place on the Spanish Monitor of Corporate Reputation (MERCOR)'s ranking of 2007, a ranking which selects the best 100 companies among the 2,500 present in the country. Comparing it with last year's ranking, the company moved up three positions, and is placed as the best company in its field.

Indra develops solutions and services in a highly complex area of the Information Technology field, which means we must have the highest quality standards in our processes. This is why, in 2006, we kept making progress on quality certifications, and, as a result, Indra has been awarded Level 3 of the Software Engineering Institute's CMMi for the Management of European ATM Programs and the International ATM Market of Transport and Traffic.



67%

of the customers  
were very satisfied

3.7

on a 1 to 5 scale  
in client focus

367

projects were evaluated  
in the second half of 2006

## Measuring our customers satisfaction

Client satisfaction is an area of management to which numerous efforts are dedicated and encapsulates the following tools:

**An annual corporate** survey by an external consultant of a significant sample from our client portfolio.

**A systematic** internal end-of-project survey of the Project Manager.

**The preparation of** six-monthly and yearly follow-up reports.

**Continual improvements** in processes directly relating to clients.

The Corporate Client Satisfaction Survey is an annual process for gauging clients' perception of the quality of service provided throughout the year. The Survey has been taking place since 2002, and, in the financial year, 73 clients participated in a representative sample of 313 asked editions, compared to the 55 clients that participated in the sample out of 180 asked the previous year. The results that were gathered were positive (3.6 points, on a 1 to 5 scale).

Almost 67% of the clients said they were very satisfied, grading Indra with 4 or 5 points, an extra 22% said they were satisfied, grading it with 3 points.

In the same survey five attributes were mentioned for the client to grade: two on the general value of the company – client focus and general capacities -, and three were related to the projects developed throughout the year – value received, project management and work team -. The most valued indicator was the client focus, with a 3.7 qualification, on a 1 to 5 scale.

In addition, other aspects were also highlighted by the clients, regarding Indra's professionals, both commercial and technicians, and the knowledge and understanding of client's activities and the problematic issues of their fields.

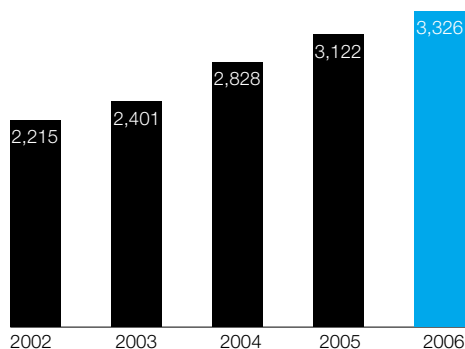
The results of this Corporate Survey were studied, in order to find out in which areas we have to improve, or pay attention to, within the company.

The End-of-Project Survey is an ongoing process to gauge the perception of Project Management in relation to the quality of service throughout the project. Indra implemented this system in 2004.

In its last report, corresponding to the 2nd half of 2006, a total of 367 projects were evaluated. The average value in the evaluation was 3.44 points, on a -5 to 5 scale. For 120 of the projects that were evaluated, the general average reached its highest value, which is 5. Over 204 projects, the average was 3. On the other hand, within the Perceived Quality Profile (PQP), the parameters of management with which the clients are most satisfied are the project team, interpersonal relations and the meeting of expectations and needs for the product provided.

In 2006, Indra has continued to work on the innovation of solutions and services, identifying new lines that could answer the needs of clients, and, to a large extent, the new social and environmental challenges.

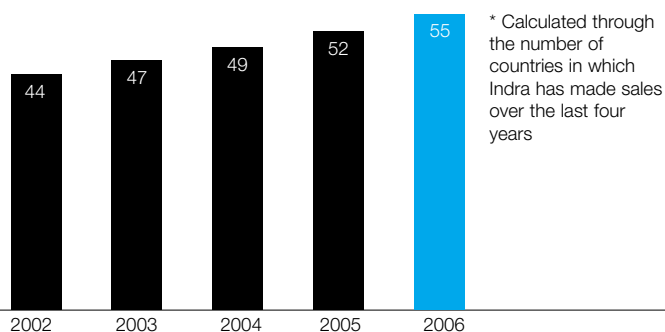
Total N° of annual Customers



### Certifications

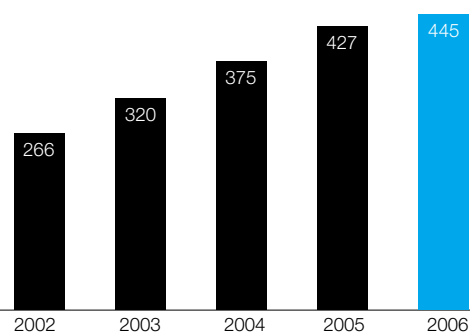
<b>UNE-EN ISO 9001:2000</b> <b>Quality Certifications</b>	ER- 0682/1996	This certification covers all the activities of Indra Systems, PLC, in: -Arroyo de la Vega Centre and its Branches. -European and International ATM Programs, Land and Railway Transport, Road and Sea Traffic.
	ER-0311/1998	Indra Sistemas, S.A. -Aranjuez Centre, and its branches. -San Fernando de Henares Centre. -Torrejón de Ardoz Centre.
	ER-0986/1997	Indra Espacio, S.A.
	ER-1094/1998	Indra Sistemas de Seguridad, S.A.
	ER-1901/2005	Indra Sistemas Portugal, S.A.
<b>PECAL 2110</b> <b>Quality Certifications</b>	9122/02/98/00	Indra Sistemas, S.A. (Corporate: The Centres of Alcobendas, Aranjuez, San Fernando de Henares and Torrejón de Ardoz).
	9122/02/98/01	Indra Sistemas, S.A. (The Centres of Aranjuez, San Fernando de Henares and Torrejón de Ardoz).
	9122/02/98/02	Indra Sistemas, S.A. (San Fernando de Henares Centre).
	9122/02/98/02	Indra Espacio, S.A.
<b>PECAL 160 of SW</b> <b>development Certificates</b>	9122/02/98/01	Indra Sistemas, S.A. (Centros de Aranjuez, San Fernando de Henares y Torrejón de Ardoz).
	9122/03/98/02	Indra Espacio, S.A.
<b>UNE-EN 9100</b> <b>Certificates of Aerospace Quality</b>	OP-0006/2003	Indra Sistemas, S.A. -Aranjuez Centre, and its Branches. -San Fernando de Henares Centre. -Torrejón de Ardoz Centre.
<b>CMMi, Recognition by the SEI</b> <b>(Software Engineering Institute)</b> <b>of the Maturity Level 3.</b>		Model CMMi – SE/Sw version 1.1. in: Simulation and Automatic Test Systems. Model CMMi – Sw version 1.1. in: High Performance Applications Maintenance Centres. Model CMMi – Sw version 1.1. in: Net of Development Centres (Software). Model CMMi – Sw version 1.1. in: European and International ATM Program (Software)'s Managements.
<b>EASA part 145</b> <b>(Department of Public Works)</b> <b>Aeronautic Maintenance Certification</b>		ES 145.172 Indra Sistemas S.A. Aranjuez Centre.

Nº of countries in which Indra has references\*



\* Calculated through the number of countries in which Indra has made sales over the last four years

Total International Revenues (€M)



## Indicators

### Client profile

Nº of clients in the public sector	355	358	510	698	739
Nº of clients in the private sector	1,860	2,043	2,318	2,424	2,587
Nº of new clients	281	186	409	249	331
Turnover of the top 35 clients (€M)	515	568	606	691	755
Client satisfaction and loyalty (1-5)	4,0	3,7	3,7	3,8	3,6

### Diversity

International market: % order intake	37	30	39	34	42
Revenue in the rest of the EU (€M)	154,388	193,306	261,858	281,620	289,236
Revenue in USA and Canada (€M)	41,312	45,672	30,769	36,994	44,120
Revenue in South America (€M)	40,461	43,487	47,804	57,705	46,476
Revenue in Asia, rest of Europe and rest of the world (€M)	30,034	37,926	34,453	50,343	65,266

Indra has been trying to identify, throughout 2006, the areas in which we classify as having a high sustainability value: those where, precisely, sustainability is presented as an important innovating tool. We are trying to offer, through what we have, information technologies, and through innovation, services and solutions that can face social and environmental issues. Specifically, during 2006, we identified 4 areas with a high sustainable value which also already offer services that have a positive impact.

Indra is committed, in line with this innovation which is our main responsibility, to continuing to work on identifying new areas, solutions and services that could respond to social and environmental needs, and to set objectives in this regard.

### “Best Spanish Multinational Company”.

Indra has received the “Best Spanish Multinational Company” prize, in the second edition of the Emprendedores Awards. These awards honour the most outstanding personalities and institutions in the business world of our country in 2006.

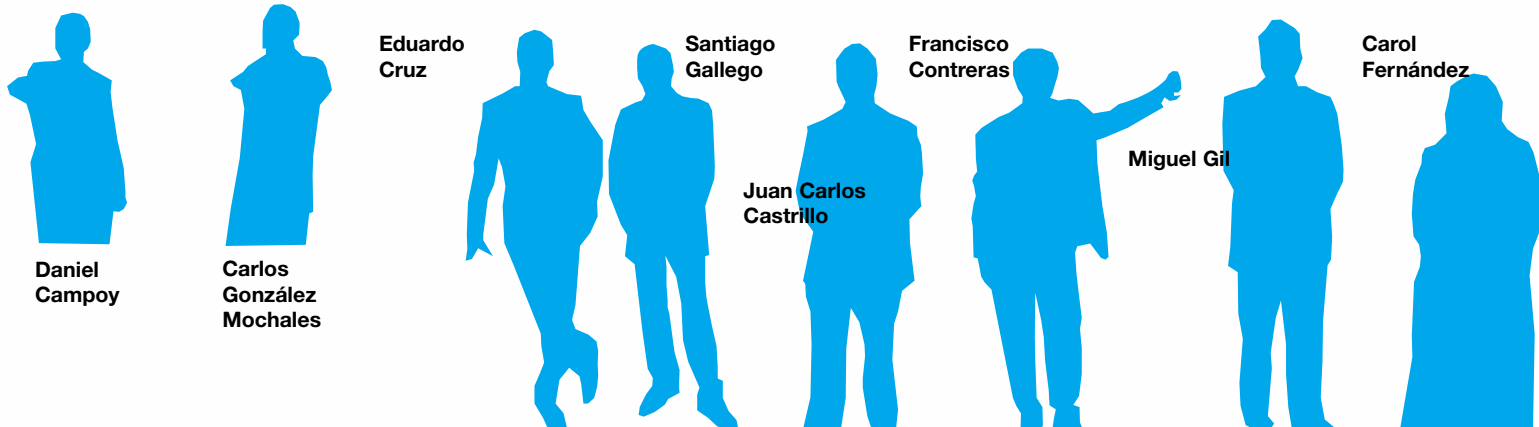
### Indra receives an honour for its commitment to the AEC.

The Spanish Quality Association (AEC) awarded Indra a distinction in recognition of its commitment to the AEC in its Governing Bodies, and its participation in the National Council since 1988.





# Customers



How does Indra collaborate with a client?

**The case of Red Eléctrica Española (REE), a team of professionals in an environment of constant evolution**

Indra has been collaborating with Red Eléctrica Española since 2001, which has resulted in a very valuable relation for both parties. Over 100 professionals from Indra, without taking into account those who work in the operation of network systems (Telémaco) are part of the team that works on the REE premises. Indra provides corporate computing services at the following levels:

- Design, development and installation of applications.
- Application project.
- Operation of systems and micro-information technology
- Security

The context of this collaboration could be described as demanding, due to the type of service that REE provides. So support from Indra requires a service 24 hours a day, 7 days a week: that is, 365 days a year.

New in the last year, Indra has launched for REE, a portal for employees, and an e-learning platform, in order to promote virtual training.

Since 2002, Indra has been carrying out surveys to evaluate the services supplied to REE. The results of the last Quality Survey, which took place in November 2006, show a high level of satisfaction on Customer Service, graded 7.27 out of 10, and in the operation of Computer Systems, which was graded 6.53 out of 10.



Jose Manuel  
Treviño

Rosa Díaz

Carlos  
García

Santiago  
Balboa

Nelly Gómez

Jose Ángel  
Meléndez

Jorge  
García

### How does Indra ensure security for its clients in the Information Technology area?

For Indra, the only way to prevent any risk in IT is through implementing security in layers, within the framework of an Information Security Management System (ISMS), which has as its reference the international standard UNE-ISO/IEC 17799:2005.

This security model at Indra is based on four basic pillars:

- The organisation of the security function
- The normative and procedural body
- Security technology
- Auditing and compliance

The measure introduced may be grouped into two categories:

#### **Preventive measures Reduce the probability of occurrence.**

- Antivirus: Internet, email, servers, work stations
- Antispam
- Security updates
- Constant monitoring of the technological platform
- Securing external communications
- Authentication through digital certification

#### **Healing measures. Reduce the impact.**

- Back-up policy. For databases, storage and systems.
- Disaster recovery plan

For its part, to ensure compliance with all security measures, Indra has established an auditing system, which verifies the security state of all its systems and the compliance with the Data Protection Act regarding the confidentiality of the personal data.

In the last few years, Indra hasn't had any incidents related to the privacy of data of clients or third parties, or to security failures because of the entry of hackers.

The company is also insured against possible income losses as a result of complications in IT, caused by accidents such as fires, floods, etc.

### However, what would happen if a client detected any problem in our services?

Indra has a defined and documented internal procedure for these cases, like a Service Desk desk to solve internal system problems, which is adapted to the ITIL Methodology (set of best practices for comprehensive management of IT services).

If any gaps are detected in the security system once the software is in the client's hands, a new shipment is made automatically, with a corrected or updated version of the software.

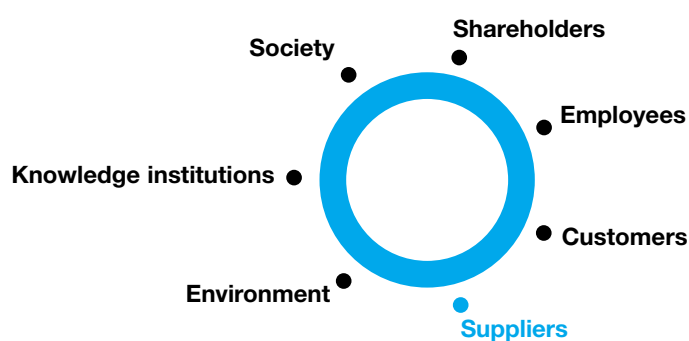
# Indra and its suppliers

## Sustainability in the whole value chain

As partners in innovation, our suppliers are the main stakeholder in the development of sustainability. This is why Indra has shaped its relation with them from two approaches:

Listening to the suppliers' opinion in order to improve our actions as clients.

Promoting responsibility and sustainability in our suppliers, making this a key factor for those who want to work with Indra.



# Creating sustainable relationships with our suppliers

## Framework Principles

In the Master Plan for Responsibility in 2004, Framework Principles for Relationships with Suppliers were established, in order to promote responsibility in the whole value chain, with environmental and corporate responsibility aspects also included. Equally, Indra regularly evaluates its suppliers' satisfaction, and values their suggestions for improving our relationship with them.

In 2006, the number of suppliers surveyed was 227, and an improvement of 31% was achieved in the answers index. On a scale of 1 to 5, this year's suppliers' satisfaction was 4.1, in 2005, it was 4.06.

37% of the sample gave us the highest qualification, 5, when judging their relation with Indra, and only 8% expressed a low level of satisfaction.

The aspect most highlighted in the survey was the capacity to comply properly with the terms established in the supply contracts, since, for 78% of them, the satisfaction level was high, or very high.

In addition, Indra is a reference of prestige for 81% of the suppliers, who also talk about an improvement in the relations, at 71%, compared to the previous year.

## Sustainability

Since Indra introduced its corporate responsibility plan in 2004 suppliers have proved to be an important stakeholder to whom it is necessary to emphasise the importance of sustainability. The first step was to define some Framework Principle for Relations with suppliers, taking into account the commitments they should have to human rights and the environment. In 2005, the department made a decisive step in launching e-commerce as a fundamental initiative not until to make working methods more efficient for Indra as a supplier, but also contributing to the sustainability of both parties.

## Suppliers and the environment

In 2006 after the survey carried out in 2005 with subcontractors of the centres at Torrejón and San Fernando de Henares on environmental issues, Indra introduced some minimum environmental requires for subcontractors.



# Framework Principles for Indra's Relations with Suppliers

## Main objectives

The relationship between Indra and its suppliers forms one of the cornerstones of the company, and it is a key aspect in the quality of the services we offer to our clients. Indra has established stringent standards both in terms of quality and the way we conduct our business relations. For this reason, we expect the same kind of commitment from our suppliers.

All supplier organisations with which Indra collaborates are encouraged to regard us as their prime development partner and the company undertakes to develop their activity closely with suppliers, in a manner that is visible and accessible to them.

This general declaration is reflected in the following specific intentions, objectives and commitments:

## How Indra would like to be perceived by its suppliers

- As a benchmark of technology
- As an excellent client –“The Client”– in terms of solvency, professionalism and growth
- As a demanding client
- As a client that meets its commitments and cooperates with its suppliers
- As an excellent commercial reference

## What Indra expects from its suppliers:

- Involvement in and commitment to Indra's goals to achieve the highest client satisfaction
- Strict compliance with agreements made
- Sustained excellence in the quality of the goods or services supplied.
- A flexible management and response capacity to enable Indra to adapt at all times to any changes in clients' requirements
- An ethical approach and transparent management

## What does Indra offer to suppliers?

### Participation

By encouraging suppliers to participate in the business areas in which they are involved to gain a better understanding of Indra's needs and to contribute their experience.

### Selection

Indra's policy for selecting suppliers is based on the principles of professional ethics and free competition.

### Communications and relations

We establish reciprocal communication channels that encourage and ensure transparency in our relations and mutual understanding, and also make us aware of situations or possible changes in either organisation that might effect compliance

with contractual agreements, in order to seek joint solutions.

## Human Rights and basic employment standards

Indra acknowledges its responsibility by virtue of the Universal Declaration of Human Rights to promote and protect human rights in our business operations. We also acknowledge the principles of the Global Compact and have our own diversity policy.

In addition, we urge all our suppliers to adopt a similar approach. In particular, we expect our suppliers to:

- Comply with applicable legislation and the recommendations ratified by the ILO.
- Provide a safe working environment, providing access to protective equipment and health and safety training to avoid potential risks
- Treat employees fairly and not discriminate against them for reasons of gender, sexual orientation, race, age, trade union membership, political views, marital status or nationality.



### Commitment to minimising environmental impact

Indra aims to work with suppliers who demonstrate a commitment to the environment and develop environmental management systems, particularly suppliers who

- Comply with current legislation
- Implement and commit to appropriate environmental policies
- Recognize the key environmental impacts of their business
- Oversee and regularly report on increasingly stricter objectives
- Adopt the necessary environmental management systems and assign the relevant responsibilities

Indicators	2004	2005	2006
<b>Suppliers' Satisfaction</b>			
Nº of surveyed suppliers	137	229	227
Rate of answers		27%	36%
Value (from 1 to 5)	4.2	4.1	4.1





### Promoting sustainability in the relationships with our suppliers

The supplier team promotes sustainability throughout the value chain through various initiatives which entail e-commerce and e-procurement and the resulting savings in paper and time.

Since 2005, the Strategic Purchasing Company over a three-year period includes aspects which have a high sustainability value by simplifying, automating and applying new e-commerce technologies both for Indra and its suppliers. Following this Plan the most significant activities Indra has introduced since then are:

The elimination of paper in the issuing of all orders and electronic signatures.

The introduction of an automatic system for following-up orders.

The automation of the processing for purchasing non-production items or standard production items from the catalogues of distributors.

The automation process has made it possible for electronic follow-up of suppliers to be carried out currently.

The team continues to study new ways of working together to promote sustainability in the relations Indra has with those it considers partners and a basic element of responsible behaviour.



**J. Ricardo  
Rising**



**Paulino Aguado  
Rubio**



**Ana María  
Aguado  
Blanco**



**Mari Carmen  
Bris**



**Almudena  
Martín Martín**



### **E-commerce: saving time and consumption**

The e-commerce initiative instigated in 2005 has a high value in Corporate Responsibility due to the considerable reduction in consumption and in time, as shown by the following figures:

**3,3 Tm**

Reduction of paper consumption by 3.3 tonnes per year.

**82 trees**

we have saved 52 more trees and have also saved 2310 m<sup>3</sup> of water.

**1 day**

Reduction in the internal signing cycle:  
Previously 3 days  
Now 1 day

**Online**

\* Estimated Data.



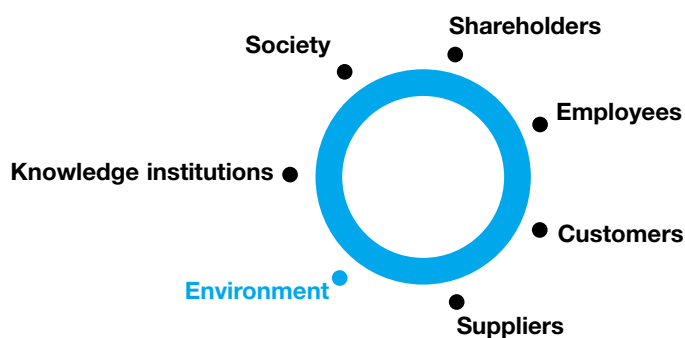
# Indra and the environment

## Contributing to sustainability through innovation

The field of Indra's activity requires a double focus on environment:

The nature of Indra's activity does not entail highly polluting processes. In spite of this, we are committed to environmental management, as a vital field of responsibility that is the duty of all companies. We want to move forward in this area, certifying all our centres, raising awareness amongst all the people that are part of Indra, and promoting concern for the environment into the value chain.

Our greatest contribution to the environment is in the potential our services and solutions in Information Technologies have to offer, in order to contribute to the improvement of environmental management, not only for the benefit of our clients, but also, in a wider sense, of the communities where we work, and of society in general. This area matters to us particularly, and presents itself as a true opportunity for innovating.



## Greenhouse gas emission\*

	Consum.	Emission CO2
Natural gas (m3)	258.901	561,2
C oil (l)	240.769	716,5
<b>Total emission of CO<sub>2</sub> (t)</b>		<b>1.277,7</b>

Estimation of CO<sub>2</sub> emission based on the consumption of natural gas and C oil

# Environmental management in Indra

Indra has prepared and implemented an Environmental Management System based on the UNE-EN ISO 14001 standard and on EU Regulations 761/2001 on Eco-management and Eco-audit (EMAS), at our Arroyo de la Vega site and, in 2005, at other two sites in Torrejón de Ardoz and San Fernando de Henares.

Our medium-term objective is establish it in the company's other centres and we have worked on this throughout 2006, finishing the certification based on the UNE-EN ISO 14001 norm for the Triángulo Building.

Indra's Environmental Management System makes sure that all the potential hazardous waste that we generate is identified; all the risks it could cause bring are taken into account and then they are appropriately dealt with. This is done according to the valid legislation, through an agent authorized for the treatment of this kind of waste.

The main news with regards to the Environmental Management System during 2006 was:

During 2006, Indra established an Environmental Policy generally in all its centres.

The Community of Madrid's Environment Council registered Indra's centres in San Fernando and Torrejón, and Indra Space and Indra ATM, in the registry of companies associated with the European Environmental Management and Auditing System (EMAS).

ISO 14001 certification of the Triángulo Building of Indra Systems.

During 2006, the scope of the manual and the environmental management procedures was extended to all Indra Systems and Indra Space's centre, so that now all the documentation is the same for everyone.

In the field of environmental awareness, since 2003, and through the Indranet and mails to the centres' organisation, the importance of awareness amongst all of Indra's staff with regards to urban waste, paper waste reduction through reusing and printing on both sides of the page, the reduction of the consumption of white paper, both the amount purchased and the use of recycled paper to make photocopies (which has already been established in many centres), has been made clear.

As regards training, since 2003 we have been holding training courses and awareness-raising speeches for all the General Services and Cleaning personnel of all the certified centres, about the applicable requirements for the Environmental Management System, and about the possible actions that they should perform if an impact is being made on the environment.

For 2007, we have given top priority to the certification of Indra's centres in Aranjuez and Barcelona. In the building of Barcelona, activities of the companies Indra Space and Indra Security Systems are also carried out.

\*Includes the sites in Arroyo de la Vega, Torrejón de Ardoz, San Fernando de Henares and Aranjuez.

**Main environmental investments of 2006**

Updating of the centres' environmental legislation

Establishment of an Environmental Management System in Aranjuez (in process) and internal Audit in the Triángulo Building.

Triángulo Building's 14001 ISO certification

Noise measurement in the Triángulo Building

Research for the DASS clean room's waste reduction

Analysis of San Fernando, Torrejón and Aranjuez's grounds

**Total environmental investment in 2006      17,782 €**

# Environmental management programmes

**Arroyo de la Vega**

Targets and goals in 2006:

Reduction in the consumption of raw materials: overall reduction of 2% per person in one year for the use of white organic paper, changing over to recycled paper. At the end of 2006, the total reduction in the use of white paper reached 17.9%, so it satisfactorily met this objective.

Overall reduction of 3% per person in one year for the consumption of water. This objective was also met fully, with a reduction in water consumption per person of 28.2%.

**Torrejón de Ardoz**

Aims for 2005/2006 were:

Reduction in the generation of Urban Waste (UW): calculation of the measurement parameter and overall reduction of 1% in the UW generated per person up to December 2006 (in paper). This objective has been repeated for 2007, as we were not able to meet it in 2006.

Reduction in the consumption of raw materials: overall reduction of 1% per person in one year for the use of white organic paper, changing over to recycled paper. At the end of 2006, the total reduction in the use of white paper reached 54.8%, so this objective was satisfactorily met.

Reduction in energy consumption. Overall reduction by 2% per person up to December 2006 for the use of heating fuel. Finally, the reduction in the use of oil per person reached 10.1%, so this objective was also reached.

**San Fernando de Henares**

Aims for 2005/2006:

Reduction in the generation of UW: calculation of the measurement parameter and overall reduction of 1% in the UW generated per person up to December 2006 (in paper). This objective has been repeated for 2007, as we were not able to meet it in 2006.

Reduction in the consumption of raw materials: overall reduction of 1% per person in one year for the use of white organic paper, changing over to recycled paper. At the end of 2006, the total reduction in the use of white paper reached 40.7%, so this objective was satisfactorily met.

Reduction in the volume of discharges. Reduction of 5% for the "oils and fats" parameter in the analysis of discharges from the kitchen, compared to the average achieved in 2004. This objective was also met.

**Triángulo Building (Madrid)**

Aims for 2007:

Reduction in the consumption of raw materials: overall reduction of 3% per person in one year for the use of white organic paper, changing over to recycled paper.

Direct energy consumption by primary sources			Total water consumption			Total residue by type			
Electricity (Kwh)	Gas-oil (l)	Natural Gas (m³)	Potable Water (m³)	Well Water (m³)	Hazardous waste treated by authorised waste management companies (Kg)	Hazardous waste treated by authorised waste management companies (Kg)	Recyclable toner (Un)	Vegetable oil (l)	

## Centres with ISO 14001 certification

## 2005

Arroyo de la Vega	8,758,820	n.a.	180,659	18,319	n.a.	8,358	134,918	406	75
San Fernando de Henares	4,524,039	96,573	n.a.	13,726	1,209	4,748	65,170	148	550
Torrejón de Ardoz	9,467,625	181,927	n.a.	31,494	375	11,755	148,410	409	n.a.
<b>Total</b>	<b>22,750,484</b>	<b>278,500</b>	<b>180,659</b>	<b>63,806</b>	<b>1,584</b>	<b>24,861</b>	<b>348,498</b>	<b>963</b>	<b>625</b>

## 2006

Arroyo de la Vega	9,100,659	n.a.	139,101	13,896	n.a.	3,377	127,637	845	80
San Fernando de Henares	5,215,276	46,660	n.a.	15,813	1,445	8,269,2	165,090	566	600
Torrejón de Ardoz	12,897,846	194,109	n.a.	32,857	397	8,080	171,710	727	n.a.
<b>Total</b>	<b>27,213,781</b>	<b>240,769</b>	<b>139,101</b>	<b>62,566</b>	<b>1,842</b>	<b>19,726</b>	<b>464,437</b>	<b>2,138</b>	<b>680</b>
Variación 2005-2006	19.6%	-13.5%	-23.0%	-1.9%	16.3%	-20.7%	33.3%	122.0%	8.8%

## Centres with ISO 14001 certification in 2006 or going through the certification process

## 2006

Aranjuez	6,192,831	n.a.	119,800	23,228	18,142	15,240	150,950(1)	263	n.a.
Triángulo	568,801	n.a.	n.a.	759	n.a.	n.d.(2)	n.d.(2)	n.d.(2)	n.a.

## Other workplaces (3)

2006	Barcelona	Bilbao	Cadiz	Coruña, La	Palmas, Las	Malaga	Murcia	Sevilla	Telemaco	Valencia	BMB (4) Barcelona
Direct consumption of electricity (Kwh)	943,607	47,262	39,001	41,700	34,350	79,675	16,763	222,363	3,032,816	170,000	69,684

2006	BMB (4) Madrid	BMB (4) Seville	BMB (4) Valencia	Europraxis	Brazil	Chile	China	USA	Portugal (Oporto)	Mexico	Europraxis Brazil	Europraxis Italy	Europraxis Portugal
Direct consumption of electricity (Kwh)	136,247	39,138	222,891	189,111	32,691	31,345	5,066	499,547	306,674	25,300	22,833	20,601	22,257

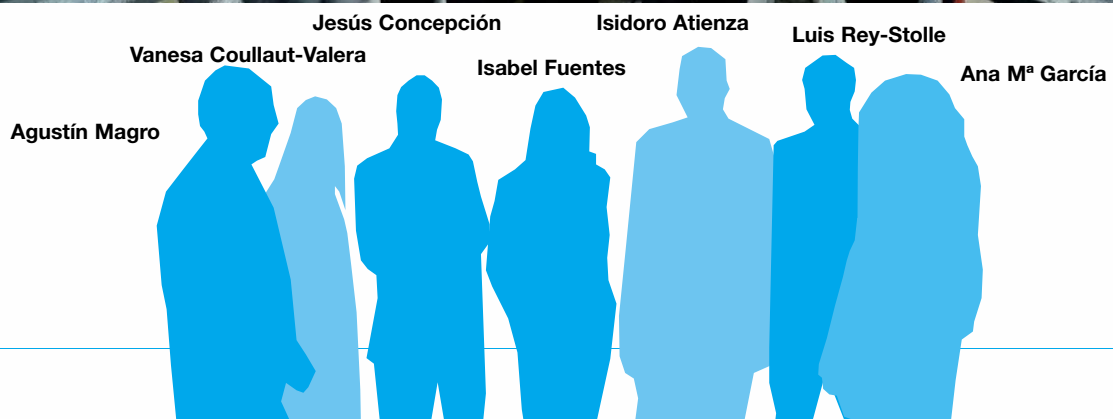
(1) Estimated data, based on the quantity of non-hazardous waste managed in 2005.

(2) Information systems are being developed to be able to report this data from 2007.

(3) Estimated data. In some cases the period for data reported is not the same as the calendar year (the period used in this report) or the consumption is unknown for some months, which is why estimates have been made.

(4) In 2007, Indra acquired the remaining 50% of BMB, to own 100% of it. For this reason, and so that information from future years can be compared 100% of consumption was reported in 2006, even though only 50% was owned.

# Environment



## Environmental Management: a team issue

As Jesús Concepción says, Indra's environmental management has been, since its beginning, a team issue. In 2003 and as part of the company's corporate responsibility, Indra decided to develop an environmental strategy as part of a quality corporate organisation. Since then, the Quality Team has put into practice the Environmental Management of Indra.

Taking into account the not highly polluting character of Indra's activity, the company's environmental management was focussed on two main areas: firstly, we have to gain the UNE-EN-ISO 14001 norm progressively for all of Indra's work centres. Since 2003, the environmental management team has been leading the extension of the 14001 certification, with the valuable help of the General Services teams in a variety of the company's centres, first in Arroyo de la Vega, then en San Fernando and Torrejón, and recently, in the Triángulo Building.

In addition, both teams are working to promote in the whole company, a greater public awareness in order to help achieve a better management of our environment: The reduction of consumption of resources, energy and water, specifically, and the adequate management of waste.





### Promoting Sustainability in the transport of Employees

The daily transport to work centres is one of the most meaningful sources of indirect energy consumption of our companies. Telework is one of the tools which has a consequence a considerable saving by avoiding travel. However, how can we encourage employees go to the work centres in their own cars? Indra has promoted in Arroyo de la Vega's centre an initiative that would have a positive effect on energy consumption, saving parking for bigger vehicles, favouring the shared use of cars.

### Evaluating our sub-contractors

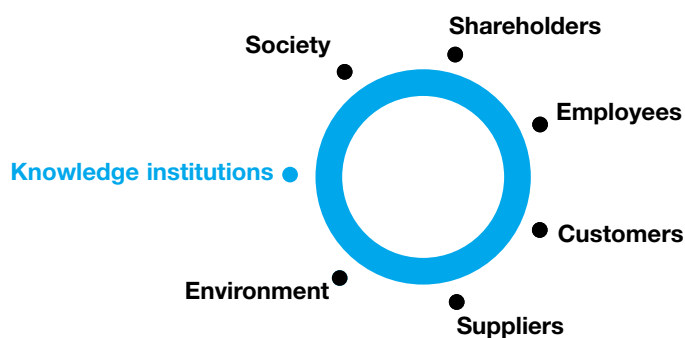
Meanwhile, another noteworthy fact is that during 2006, we began the process of evaluating our sub-contractors, through surveys and subsequent contacts, to ask for evidence, in order to evaluate the state of the environmental management system, and begin the improvements in hazardous and urban waste management, which could be generated through the activities they carry out to fulfil our contracts.

# Indra and knowledge institutions

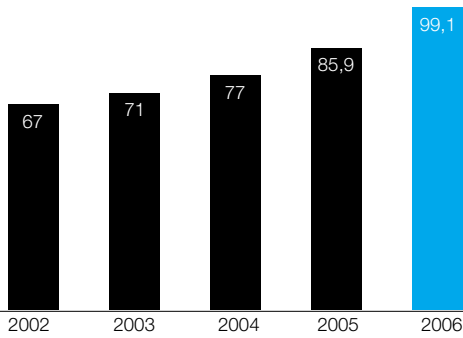
## Partners in innovation

Knowledge institutions encompass all the organisations that work towards generating and disseminating knowledge, such as universities, training centres, foundations and diverse non-profit organisations, especially the ones associated with education, research or training and, more specifically, those areas of main interest to us, such as new information technologies.

Indra defined knowledge institutions as a strategic stakeholder, both within its corporate responsibility vision and within the development of its Responsibility Master Plan, implemented in 2004.

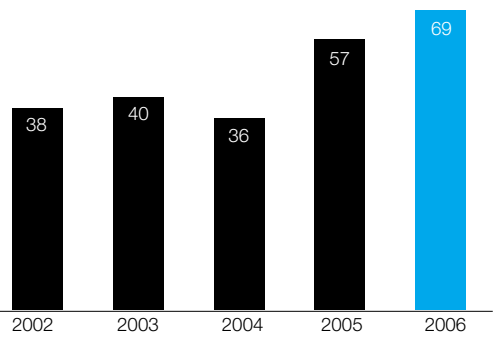


R&amp;D&amp;i Investment (€M)\*



\*Including Indra Sistemas, Inmize and Indra Espacio.

Nº of agreements with universities and business schools



## Creating innovation in our relation with universities

Innovation is the basis of Indra's business and stands at the basis of its operations. An important part of the company's innovative development is associated with specific projects which are clearly directed at meeting the market's emerging technological demands, that is, those from end users. With this in mind, the company contributes to a sizeable number of projects for institutional initiatives supporting R&D&i, both in Spain (for ex. the Ministry of Industry, Tourism and Commerce's PROFIT program) and internationally (fundamentally, the R&D&i Community Framework Program).

**This necessary innovation, as well as the diversifying** of its product and the complexity of the information technology markets, is also a driving force towards a very close collaboration with the Universities. Furthermore, the importance of precompetitive research should be taken into account, and how it can be achieved precisely by those parties which are not under the time pressures of releasing a particular product or service onto the market. Innovation also demands, often, the more patient research and reflection that can be provided by the University.

**In this sense, collaboration with Universities** can be achieved in the following manners:

Through the establishment of cooperation agreements to incorporate qualified technicians into Indra's projects, also facilitating, in this way, their postgraduate training in the company.

Collaborating with university departments on some of the projects being developed at Indra, focussing on areas of technological specialization that complement those of the company.

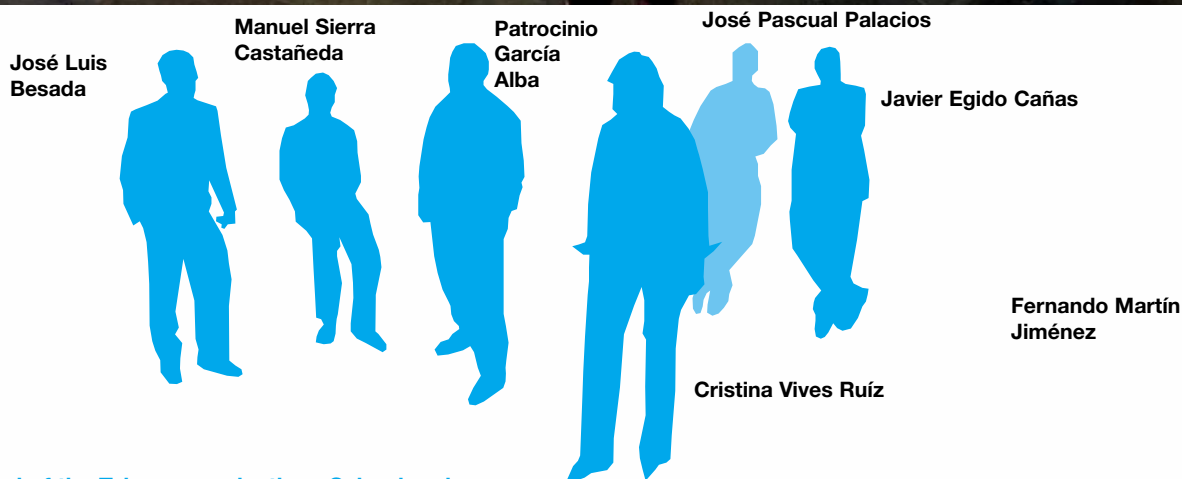
In the area of innovation, Indra collaborates in the cooperative development of projects with various universities, particularly with the Polytechnic University of Madrid, the Autonomous University of Madrid, the Pontifical University of Comillas and the University of San Pablo CEU. These joint ventures focus on developing projects in areas of technological specialization that are complementary to those of Indra, and in some cases go back 25 years.

Aware of the importance of these institutions, Indra appointed a University Relations Coordinator in 2005. At the same time, a working group was set up to monitor and develop these operations and various follow-up systems were set in motion.

In addition, the company maintains a permanent liaison with the universities with regards to professional recruitment, especially through the "Universidad Empresa" Foundation. Indra also takes part in sponsoring and hosting masters' degrees, courses and seminars.

Indra has taken an active part in various research initiatives of different government offices (mainly from the Ministry of Industry, Tourism and Trade, the Ministry of Education and Science and the Community of Madrid).





**A team composed of the Telecommunications School and Indra is set up to respond to our clients new challenges**

Indra has collaborated with the Telecommunication Engineers Superior Technical School (ETSIT) of the Polytechnic University of Madrid (UPM) in a cutting-edge project for measuring radar antennae radiation. This is not the first time Indra has collaborated with ETSIT. 18 years ago, they worked together on a similar project, the result of which was the radar measuring system used by the Army Research and Development Centre (CIDA) in Guadalajara.

The ETSIT Radiation Group's extensive experience in antennae measuring led to it being appointed to develop the measuring and process algorithms, as well as the system's design. Collaboration was very close and following the concept of shared responsibility, contributing Indra 5 people and ETSIT 4. The result has been the new Close Field Antennae Measuring System, received by CIDA in December 2006, and which has been successfully used to measure the first LANZA-N radar antenna in March 2007.



# Knowledge institutions

In 2006, there were a total of 50 joint ventures with universities and public research institutions, and more than 60 research groups. The greater volume is due to the Polytechnic University of Madrid. In addition, in 2006, after a collaboration of more than 25 years with the Polytechnic University of Madrid, the Indra Chair was established in this same university.

In 2006 Indra participated in some advanced R&D projects, including:

- Avionics equipment for the European fighter aircraft
- e-voting projects: new features for the Internet-based electronic voting system

SOSTAR-X project: future airborne land surveillance radar system  
 ITECBAN: technological and methodological support infrastructure for a core banking system.

Indicators*	2002	2003	2004	2005	2006
Nº of conferences and external relations forums in which it took part	33	35	45	64	47
Nº of associations to which Indra belongs	9	17	22	60	60

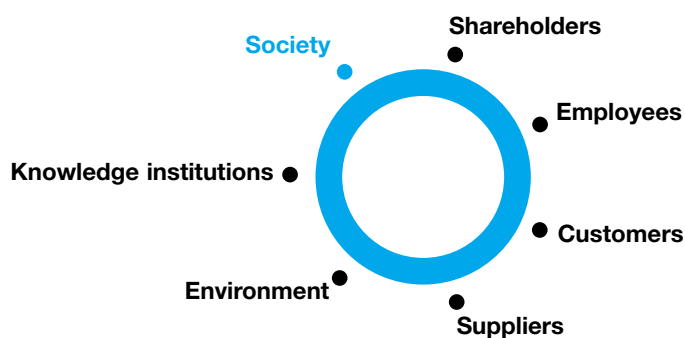
\*Including Indra in Spain, without Europraxis, BMB, ALG, IP Sistemas and I3TV.

# Indra and society

## Relations with non-profit organisations and the communities in which we operate

In Indra, we consider that our relationship with society should be guided by a threefold approach:

- **Through our own corporate activities**, Indra exercises a positive impact on society by generating direct and indirect employment. We also generate skilled employment in cutting edge sectors, which contributes to the social and economic development of the communities in which we operate.
- **Some of our information technology services** and solutions have also a strong social impact, and we have identified in this field areas of high social value.
- **Through collaboration with non-profit** organisations on a shared value basis and in which, as far as possible, the third party can act as a knowledge partner and drive us to innovate in solutions and services of high social value.



# Indra is recognized as one of the world's top 100 most sustainability companies

# (1 to 100)

With regard to the first of these fields, Indra, as a world company, is going through an internationalisation process that will establish it in markets where its presence creates local and regional development through the creation of highly-skilled employment. In this sense, Indra's presence in Latin America encompasses Argentina, Brazil, Chile, Mexico and Uruguay, while in Europe it involves Portugal, Greece, Montenegro and Ireland, and China in Asia.

This is also apparent in the case of Spain, where we promote high-skilled employment in certain regions of special significance, such as Extremadura or Andalusia. In this same field, we should highlight the work of our Technological Development Centres, created in 2004 with the aim of promoting the decentralization of production, and with a basis on software industrialization management methods. The network of Development Centres currently comprises (2006) the near-shore centres in Madrid, Malaga, Badajoz and Salamanca and an offshore one in Buenos Aires. The unit has become a benchmark of quality for Indra's project management, achieving Level 3 CMMi certification at the beginning of 2006.

## Responsibility Plan

As a result of the updating of the Responsibility Plan, in line with the definition of management approaches required by the Global Reporting Initiative in its new version, Indra has designed a responsibility value areas map, defining as high value sustainability areas those information technology services and solutions which relate to social and environmental challenges or needs.

This area, both in regard to the company's current client list as well as in regard to its potential, constitutes one of Indra's most important elements in its relationship with society, as it is through innovation that the company can best contribute to the social development of the communities in which it operates and the markets it serves.

## Relations with other Governments and Public Institutions

To add value to the communities in which we operate and contribute to their development, it's important to work ethically and transparently, in accordance with current law and within the framework of the free market's conditions.

As a company operating on a global level, Indra is aware of the importance of functioning with independence of any political power as well as of the government, be it national, regional or local. When we establish in a community or country we respect the law and maintain with the government and public institutions a relationship that is presided by transparency and ethics.

Considering the range of services and solutions in information technology supplied by Indra, the company counts among its clients diverse government offices and public institutions.

## List of forums and institutions in which Indra takes part:

### Organisations linked to quality, ethics and Corporate Responsibility

AENOR  
Spanish Quality Association  
Quality Management Club  
Forética

### Social action organisations with which Indra cooperates

Alcobendas Sports Foundation  
Integra Foundation  
ONCE Foundation  
Realiza Foundation  
SECOT

### Main associations in the field

AETIC  
AEC  
AFARMADE  
ATECMA

## Projects for the support of innovation and establishing of an Information Society

	Activities involved	Project Partner (Foundation, Association, etc.)	Beneficiaries
Promoting collaboration between the scientific and production fields in order to respond to the innovation and development needs of the Andalusia community	Defining, promoting financing feasible R&D projects, both from an economic and a social perspective	Technological Corporation of Andalusia	Society
Enterprise and innovation capacity in 2006: diagnosis of Spain's situation situation and plan of action	Preparing and distributing a synthetic index of innovation	International Financial Analysts	Society
Internet Day: electronic voting for the Alcobendas City Council	Implementing an electronic voting solution	Alcobendas City Council	Society
Comprehensive study of Spain's and Spaniards' interests within global society, for the benefit of the community	Organizing conventions, seminars, conferences and bilateral forums. Publishing the Barometer on foreign policy and international relations, bulletins and working documents	Real Instituto Elcano	Society
Developing the University's business culture and stimulating its role as the regional society's driving force	Collaborating in the preparation of the CYD Report, meetings, conferences and surveys	CYD Foundation (Knowledge and Development)	University students and Society
Searching for a humane solution for the XXI century's new Aeronautic challenges	"Aeronautics: flying to the future" conference cycle	Spanish-French Friendly Dialogue Association	Society
Contributing to the country's development by the promotion of technologic innovation in the corporate field and in society	Publishing books and studies and collaborating in work commissions	COTEC Foundation	Society
"Internaut", a project for training in the use of the Internet	Creating an Internet classroom	OVI Foundation	Society

## Indra receives the best web Accessibility Project award, together with Madrid's City Council, within the II TAW WEB Accessibility Awards competition

### Projects for the support of underprivileged communities

	Activities involved	Project Partner Foundation, (Association, etc.)	Beneficiaries
Christmas Card	Design, printing and handling	Realiza Foundation	People with intellectual disabilities
Insurance Companies solidarity awards	Project sponsorship	LACOM	Aboriginal population of Bolivia
Illusion Project	Sponsorship of the construction of a centre for the disabled	Apsuria	People with disabilities
Sponsorship of the "Disability Technologies" end-of-career Award	Best end-of-career award	Telecommunication Engineers Official College	University students
Supporting diverse activities	Donations	Red Cross, AECC, Santa Barbara Association	Underprivileged communities
Sports development	Sponsorship of activities to promote sport culture	Football camp	The young
Special donation to Afghanistan and Kyrgyzstan	Donation of computer equipment	Through the Air Army (Spain)	Afghanistan and Kyrgyzstan schools
"Christmas annual chocolate party"	Construction of a housing complex	Vicente Ferrer Foundation	Underprivileged communities
Donation of equipment	Donation of computer equipment	Alcobendas Sports Foundation (FUNDAL), BIP Foundation, ADEMO Foundation, San Patricio Foundation, Down Syndrome Association, Zarya, San Sebastián de los Reyes Youth Advisory Board, Mundo Andino, Tertio Millennio Foundation, Achalay, Minzoto school	ONGs
<b>Total Social Action*</b>			<b>568.632 € + 99 computers</b>

\*Includes investment by Indra Spain, excluding Europraxis, BMB, ALG, IP Sistemas and I3TV.





#### **Teledetection: equipment at the service of innovation for a better environment**

When determining, in the year 2006, the areas that held the highest sustainability value within Indra's commercial offer, the remote sensing field was signalled as a top priority.

In this sense, the team led by Victoriano Moreno, Marino Palacios, Daniel Carrasco and Jorge Cela has been aware for several years of the environmental potential of the growing remote sensing market and of the great value this contributes to Indra.

The increasing need for the use of data from satellite mounted sensors, with each day greater resolution and better transit periods, has generated as a result a growing remote sensing market, directed at the management and evaluation of the Earth's natural resources.

Indra has been demonstrating its skills in this field since 1984 , by using data from all kinds of sensors (Landsat, SPOT, IRS, IKONOS, ERS, ENVISAT, Meteosat, NOAA, QuickBird, etc.) and developing projects in such diverse areas as the environment, farming, hydrology, emergency management of natural disasters (floods, forest fires), or in land-letting.

Within this field, as described by the team, innovation should be ongoing and apply to areas of such a high ecologic value as crude oil spills, swimming pool filling and emptying, or even illegal construction detection in the area of urban planning.

Specifically, among the remote sensing services and solutions various products stand out, which support urban sustainability by detecting from soil and land lot degradation to soil pollution or urban quality (lighting, acoustics, energy efficiency).



### Indra and the Third Sector: Knowledge Partners

Our vision of Corporate Responsibility implies a commitment to promoting knowledge for innovation in all our stakeholders relations. As a company, we believe that creating wealth through our business activities and providing solutions and services is our prime responsibility. For this reason, we regard institutions that are closely connected with knowledge as being crucially important, such as universities, professional training centres, industry forums and associations.

In this context, what is our current vision of social action? For us, social action is only one part of the company's responsibility. Collaboration with non-profit organisations is undoubtedly a strategy for sharing values with society, but never a sporadic or one-off action motivated only by corporate marketing and that distracts the company from its main responsibility to its shareholders, clients and employees.

It is important for us to develop our collaborative experiences with non-profit organisations beyond the concrete donation of funds, by means of other contributions such as equipment or, our finest asset: the knowledge held by the people at Indra.

Yet, Indra seeks to go one step further, by collaborating with non-profit organisations, which make up the so-called third sector, as partners in knowledge. Some of these organisations may become genuine partners due to their ability to pick up market and legislative trends and signals in such complex fields as the environment or disability, where our company can only develop services if it has the right partners.

Among other objectives, our Social Action Policy aims to establish a framework of relations with third-sector experts who we can partner to improve the living conditions in certain areas that we perceive as high potential markets



# The global compact

## 10 principles we are committed to

The United Nations Global Compact is a commitment comprising the 10 principles listed below. On endorsing the Global Compact, companies undertake to gradually implement the principles so that they become a fundamental part of their strategies and operations.

The Global Compact is therefore a firm commitment from each company with the objective of following the path traced by these principles and an essential point for being deemed good corporate citizens.

Indra has prepared the corresponding Progress Report and accounts in it for the Global Compact points, as indicated in the tables at the end of this report.



1

Companies should support and respect the protection of internationally acknowledged basic human rights within their sphere of influence.

2

Companies should ensure they are not accomplices to human rights abuses.

3

Companies should uphold the freedom of association and the effective recognition of the right to collective negotiation.

4

Companies should uphold the elimination of all forms of forced and compulsory labour.

5

Companies should support the abolition of child labour.

6

Companies should support the abolition of employment and occupation discrimination practices.

7

Companies should favour a preventive approach to environmental risk.

8

Companies should foment initiatives promoting greater environmental responsibility.

9

Companies should encourage the development and diffusion of environmentally friendly technologies.

10

Companies should work against corruption in all its forms, including extortion and bribery.

# GRI Tables

Indicators	Page No.	Observations	Global Compact
<b>Profile</b>			
<b>Strategy and analysis</b>			
<b>1.1</b> Statement from the highest representative of the company's management body (CEO, chairman or equivalent position) with regards to the importance of sustainability for the organisation, and its strategy in this sense.	4 and 5 CR		
<b>1.2</b> Description of main impacts, risks and opportunities.	4, 10-21 CR		
<b>2.1</b> Name of the organisation.	Title Page, 4 CR		
<b>2.2</b> Main brands, products and/or services.	39-47 AR; 10 y 11 CR		
<b>2.3</b> Operational structure of the organisation, including main sections, operational entities, subsidiaries and joint ventures.	39-47 AR; 10 y 11 CR		
<b>2.4</b> Location of the organisation's headquarters.	100 AR		
<b>2.5</b> Number of countries in which the organisation operates and name of the countries in which it has meaningful activity or which are specifically relevant with regard to the sustainability aspects presented in the annual report.	89 AR; 10, 53 CR		
<b>2.6</b> Nature of the property and legal form.	12 CA		
<b>Organisation's profile</b>			
<b>2.7</b> Size of the reporting organisation.	8-11 AR, 10 CR		

**CR:** Corporate Responsibility Report

**CG:** Corporate Government Report

**AR:** Activities Report

**CA:** Consolidated Annual Accounts and Director's Report

**N. Avail.:** Not available at the moment of the report's preparation

**N/A:** Not applicable to the organisation's operations

Indicators	Page No.	Observations	Global Compact
<b>2.8</b> Markets served (including geographical mapping, the sectors supplied and the client/beneficiary types).	39-89 AR; 47 CR		
<b>2.9</b> Meaningful changes in the organisation's size, structure and property during the period covered in the annual report.	18 AR; 4 CR		
<b>2.10</b> Awards and distinctions received during the period covered in the report.	28, 29, 44, 47, 67 and 69 CR		
<b>Annual report parameters</b>			
<b>3.1</b> Period covered by the data contained in the report (e.g. fiscal year or calendar year).	4-5 CR; Title page CR		
<b>3.2</b> Date of the most recent previous report (if any).	8 and 9 CR		
<b>3.3</b> Report presentation cycle (annual, biennial, etc.).	8 and 9 CR		
<b>3.4</b> Contact information for issues relating to the report or to its contents.	92 CR		
<b>3.5</b> Report's contents definition process, materiality, priority of the aspects included.	6-21 CR		
<b>3.6</b> Scope of the report (e.g. countries, divisions, subsidiaries, rented installations, joint ventures, suppliers).	8 and 9 CR		
<b>3.7</b> Indication of any limitations in the scope of the report.	8 and 9 CR		
<b>3.8</b> Basis for including information in the case of joint ventures, subsidiaries, rented installations, subcontracted operations and other entities that might meaningfully affect the comparability between time periods and/or organisations.	6-9 CR		
<b>3.9</b> Data measuring methods and basis for the calculations, including hypothesis and underlying methods.	16-24 CA		

Indicators	Page No.	Observations	Global Compact
<b>3.10</b> Description of the possible effects of reissuing information from previous reports, along with the reasons for reissuing (e.g. mergers and acquisitions, changes in the periods reported, nature of the business, or assessment methods).	6-9 CR		
<b>3.11</b> Meaningful changes in relation to previous periods, with regards to the scope, coverage or assessment methods applied in the report.	6-9, 59 CR		
<b>3.12</b> Table indicating the location of the report's basic contents.	74-86 CR		
<b>3.13</b> Current policy and practices regarding requests for external verification of the report. If the verification report is not included in the sustainability report, the scope and basis for any other existing external verification should be explained. The relationship between the reporting organisation and the verification supplier(s) should as well be clarified.	87-88 CR		
<b>Corporate Governance, commitment and participation of interest groups</b>			
<b>4.1</b> The organisation's management structure, including the committees that are subject to the top-level management entity responsible for such tasks as the strategy definition or the organisation's supervision.	12, 13 AR; 9-16 CG; 27-28 CR		
<b>4.2</b> It should be noted whether the top-level management entity's chairman also occupies an executive position (and, in this case, its role within the organisation's management and the reasons justifying it).	9-16 CG		
<b>4.3</b> In organisations with a unitary management structure, the number of members in the top-level management entity that are independent or non-executive should be noted.	10 CG		
<b>4.4</b> Communication channels used by shareholders and Communication channels used by shareholders and top-level management entity.	28-31 CR; 22-23 CG		
<b>4.5</b> Relation between the retribution of top-level management entity members, top-level officers and executives (including position abandonment agreements) and the organisation's performance (including its social and environmental performance).	17-21 CG		

Indicators	Page No.	Observations	Global Compact
<b>4.6</b> Procedures implemented in order to avoid conflicts of interest in the top-level management entity.	63-65 CG		
<b>4.7</b> Procedure for determining the training and experience required of the top-level management entity members in order to steer the organisation's strategy with regards to social, environmental and economic aspects.	8-17 and 54-66 CG		
<b>4.8</b> Mission and value statements developed internally, codes of conduct and relevant principles regarding the economic, environmental and social performance, and the state of their implementation.	10-25, 72 and 73		
<b>4.9</b> Procedures of the top-level management entity to supervise the organisation's identification and management of its economic, environmental and social performance, including related opportunities and risks, as well as its subscription to (or compliance with) internationally agreed upon standards, principles and codes of conduct.	10-21, 29 CR; 8-17 and 54-66 CG		
<b>4.10</b> Procedures for evaluating the top-level management entity's performance, especially with regards to the organisation's economic, environmental and social performance.	10-21, 29 CR; 8-17 and 54-66 CG		
<b>4.11</b> Description of the organisation's principles and approach to prevention.	18-21, 56-61 CR		Principle 7
<b>4.12</b> Externally developed social, environmental and economic principles and programs, along with any other initiative the organisation subscribes to or supports.	72 and 73		
<b>4.13</b> Main associations to which the organisation belongs (such as industry associations) and/or national and international entities it supports.	68 CR		
<b>4.14</b> Interest groups the organisation relates to.	8 and 9 CR		
<b>4.15</b> Basis for identifying and selecting interest groups the organisation commits to.	8 and 9 CR		
<b>4.16</b> Adopted approach for the inclusion of interest groups, including the frequency of their participation by type and category.	6-9, 12-17 CR		

Indicators	Page No.	Observations	Global Compact
<b>4.17</b> Main concerns and aspects of interest having issued from the participation of interest groups, and the way in which the organisation has responded to them in the preparation of its annual report.	6-9, 12-17 CR		
<b>Economic dimension</b>			
<b>Management approach data</b>	<b>16-17 CR</b>		
<b>EC1.</b> Generated and distributed direct economic value, including Generated and distributed direct economic value, including other investments in the community, undistributed benefit and benefits paid to governments and financial institutions.	69 CR; 6-11 CA		
<b>EC2.</b> Financial consequences and other risks and opportunities for the organisation's operations due to climate change.	12-17, 56-57 CR		
<b>EC3.</b> Coverage of the organisation's commitments resulting from social benefit programs.	32-43 CR		
<b>EC4.</b> Government funded, meaningful financial support.	46 CA		
<b>EC5.</b> Range of the relations between the standard and the local minimum wage in the place where significant operations are developed.	N. avail.	This is a new GRI indicator and Indra has been unable to report on it.	
<b>EC6.</b> Policy, practices and expenditure proportion regarding local suppliers in places where important operations take place.	56-55 CR		
<b>EC7.</b> Procedures for local recruitment and proportion of high-level executives originating in the local community in places where important operations take place.	17, 66 CR		
<b>EC8.</b> Development and impact of infrastructure investment and services supplied mainly for the public benefit through commercial agreements, pro bono, or in goods.	45, 60-66 AR		
<b>EC9.</b> Understanding and description of meaningful indirect economic impacts, including their scope.	52 CR		

Indicators	Page No.	Observations	Global Compact
<b>Environmental dimension</b>			
<b>Management approach data</b>	<b>16-17 CR</b>		
<b>EN1</b> Materials used, by volume or weight.	59 CR		Principle 8 Principle 9
<b>EN2</b> Percentage of used materials that are valuated materials.	59 CR		Principle 8 Principle 9
<b>EN3</b> Direct energy consumption, analysed by primary source.	59 CR		Principle 8 Principle 9
<b>EN4</b> Direct energy consumption, analysed by energy source.	59 CR		Principle 8 Principle 9
<b>EN5</b> Energy savings due to conservation and efficiency improvements.	59 CR		Principle 8 Principle 9
<b>EN6</b> Initiatives to supply energy-efficient or renewable energy based products and services, and reductions in energy consumption resulting from them.	10-15, 50-51, 56-58 CR		Principle 8 Principle 9
<b>EN7</b> Initiatives to reduce indirect energy consumption and reductions in consumption resulting from them.	56-58 CR		Principle 8 Principle 9
<b>EN8</b> Total water consumption, and analysed by source.	59 CR		
<b>EN9</b> Water sources significantly affected by water collection.	59 CR		
<b>EN10</b> Percentage and total volume of recycled and reused water.	N/A	Water is not reused or recycled	Principle 8 Principle 9
<b>EN11</b> Description of adjacent lands or lands located within protected natural areas or within unprotected high biodiversity areas. State the location and size of lands owned, leased or managed, of a high biodiversity value and in unprotected areas.	N/A	Indra has its offices in urban areas to they have no impact on protected natural spaces and/or on biodiversity	



Indicators	Page No.	Observations	Global Compact
<b>EN12</b> Description of the most significant impacts to biodiversity in protected natural areas or in high biodiversity unprotected areas, resulting from operations, products and services in protected areas and in areas of high biodiversity value and that are unprotected.	N/A	Indra has its offices in urban areas so they have no impact on protected natural spaces and/or on biodiversity	
<b>EN13</b> Protected or restored habitats.	N/A	Indra has its offices in urban areas so they have no impact on protected natural spaces and/or on biodiversity	Principle 8
<b>EN14</b> Strategies and actions planned and implemented for managing impacts on biodiversity.	N/A	Indra has its offices in urban areas so they have no impact on protected natural spaces and/or on biodiversity	Principle 9
<b>EN15</b> Number of species, analysed by extinction threat level, included in the IUCN's Red List and in national listings, and the habitats of which are within areas affected by the organisation's operations, also analysed by the species' threat level.	N/A	Indra has its offices in urban areas so they have no impact on protected natural spaces and/or on biodiversity	
<b>EN16</b> Total greenhouse gases direct and indirect emissions (in weight).	59 CR		
<b>EN17</b> Other greenhouse gases indirect emissions (in weight).	N/A	Other indirect greenhouse gas emissions were insignificant	
<b>EN18</b> Initiatives to reduce greenhouse gases emissions and reductions achieved.	58-59 CR		Principle 8 Principle 9
<b>EN19</b> Emissions of substances that destroy the ozone layer (in weight).	N/A	Emissions of substances that destroy the ozone layer are insignificant and they are regulated in Spain	

Indicators	Page No.	Observations	Global Compact
<b>EN20</b> NO, SO and other significant airborne emissions, analysed by type and weight.	N/A	The only emissions produced by Indra are those from its gas and oil boilers. These produce low levels (insignificant) of NO and SO	
<b>EN21</b> Total wastewater dumping, analysed by type and destination.	N/A	Indra has its offices in urban areas, so water lost is through the city network	Principle 8
<b>EN22</b> Total weight of managed waste, analysed by type and treatment method.	59 CR		Principle 8
<b>EN23</b> Total number and volume of most significant accidental spills.	N/A	No significant spills were registered	
<b>EN24</b> Weight of transported, imported, exported or treated waste, considered of danger by the Basel Convention, annexes I, II, III and VIII, and percentage of internationally transported waste.	N/A	The company does not transport, import or treat dangerous waste	
<b>EN25</b> Identification, size, protection status and biodiversity value of water resources and related habitats that are significantly affected by the organisation's wastewater and surplus water dumping.	N/A	Indra has its offices in urban areas so they have no impact on protected natural spaces and/or on biodiversity	
<b>EN26</b> Initiatives to reduce the environmental impact of products and services, and level of the reduction achieved.	56-58 CR		Principle 8 Principle 9
<b>EN27</b> Percentage of sold products, together with their packaging materials, which are recovered at the end of their service life, analysed by category.	N. Avail.	Due to the nature of our operations, the % of recoverable products is irrelevant	Principle 8 Principle 9
<b>EN28</b> Cost of significant fines and number of non-monetary sanctions due to non-compliance with environmental law.	N/A	Indra's Legal Department has no record of penalties or fines	

Indicators	Page No.	Observations	Global Compact
<b>EN29</b> Significant environmental impacts due to the transport of products and other goods, raw materials used in the organisation's operations, or personnel.	N/A	Due to the activity of the company, the environmental impact of the transport of products is irrelevant	
<b>EN30</b> Environmental expenditures and investments analysed by type.	59 CR		Principle 8
<b>Social dimension</b>			
<b>Working practices and ethics</b>			
<b>Management approach data</b>	<b>16-17 CR</b>		
<b>LA1</b> Workers' collective: analysis by type of employment, by contract and region.	34-35 CR; 33 AR		
<b>LA2</b> Total number of employees and average employee rotation, analysed by age group, gender and region.	34-35 CR; 33 AR		Principle 6
<b>LA3</b> Social benefits for full-time employees, not granted to temporary or part-time employees, analysed by main activity.	32-33 CR		
<b>LA4</b> Percentage of employees covered by collective agreements.	37 CR		Principle 3
<b>LA5</b> Minimum advance notice period(s) due to organisational changes, including whether these notices are specified in collective agreements.	37 CR		Principle 3
<b>LA6</b> Percentage of employees represented in safety and health management-employee joint committees, established to help promote safe and healthy work programs.	37 CR		
<b>LA7</b> Absenteeism rates, professional sickness, lost days and number of fatal victims, analysed by region.	37 CR		
<b>LA8</b> Education, training, counselling, prevention and risk control programs offered to employees, their families or members of the community, regarding serious diseases.	36-37 CR		
<b>LA9</b> Health and safety issues covered in formal trade union agreements.	36-37 CR		

Indicators	Page No.	Observations	Global Compact
<b>LA10</b> Average yearly training hours per employee, analysed by category.	35 CR		
<b>LA11</b> Skills management and continuous training programs to promote workers' employability and support them in their end-of-career management.	33 and 38 CR		
<b>LA12</b> Percentage of employees receiving regular performance and professional development evaluations.	34-35 CR		
<b>LA13</b> Composition of the Corporate Governance entities and workforce analysed by gender, age group, minority belonging and other diversity markers.	33-34, 39 CR; 10 CG		Principle 6
<b>LA14</b> Relation between male and female base salaries analysed by professional category.	42 CR		Principle 6
<b>Human Rights performance indicators</b>			
<b>Management approach data</b>	<b>16-17 CR</b>		
<b>HR1</b> Percentage and total number of significant investment agreements that include human rights clauses or that have been subject to analysis regarding human rights.	17, 52 CR		Principle 1
<b>HR2</b> Percentage of the main distributors and contractors that have been subject to analysis regarding human rights, and measures adopted as a result.	52 CR		Principle 1 Principle 2
<b>HR3</b> Total employee training hours regarding policies and procedures that relate to human rights aspects that are relevant to their activities, including the percentage of employees trained.	N. Avail.	Policies and procedures related to human rights are available to employees through the corporate Intranet	Principle 1 Principle 2
<b>HR4</b> Total number of discrimination incidents and measures adopted.	N/A	Indra registered no incidents of this kind	Principle 1 Principle 6
<b>HR5</b> Organisation's operations in which the right to free association and collective agreement may be at risk, and measures adopted to support these rights.	N/A	This type of activity does not exist	Principle 1 Principle 3

Indicators	Page No.	Observations	Global Compact
<b>HR6</b> Operations implying a potential risk of child exploitation incidents, and measures adopted to contribute to their elimination.	N/A	The company's activity and operations imply no such risks	Principle 1 Principle 5
<b>HR7</b> Operations implying a significant risk of being the origin of incidences of forced or compulsory labour, and measures adopted to contribute to their elimination.	N/A	The company's activity and operations imply no such risks	Principle 1 Principle 4
<b>HR8</b> Percentage of security personnel trained in the organisation's policies and procedures regarding human rights aspects that are relevant to its operations.	N. Avail.	Indra subcontracts security services. Through the framework principles for supplier relations it encourages suppliers to promote and protect human rights	Principle 1 Principle 2
<b>HR9</b> Total number of incidents related to aborigines' rights and adopted measures.	N/A	The company's business and operations do not generate such risks	Principle 1

#### Society-related performance indicators

<b>Management approach data</b>	<b>16-17 CR</b>		
<b>S01</b> Nature, scope and effectiveness of programs and practices for evaluating and managing the impact of the organisation in the communities in which it operates, including its entrance, operations and exit.	67, 70-71 CR		
<b>S02</b> Percentage and total number of business units analysed regarding risks linked to corruption.	N/A	Indra supports the anti-corruption principle of the Global Compact	Principle 10
<b>S03</b> Percentage of employees trained in the organisation's anti-corruption policies and procedures.	N/A	Indra supports the anti-corruption principle of the Global Compact	Principle 10
<b>S04</b> Measures adopted in response to corruption incidents.	N/A	There have not been any incidents in this regard	Principle 10
<b>S05</b> Position regarding public policies; part played in their development and lobbying activities.	N/A	The company neither lobbies nor takes a political position	

Indicators	Page No.	Observations	Global Compact
<b>SO6</b> Total value of financial contributions and contributions in kind to political parties or related organisations, analysed by country.	N/A	The company does not make financial or in kind contributions to parties or partisan institutions	
<b>SO7</b> Total number of actions due to issues linked to monopoly practices and to practices against free competition, and their results.	N/A	There have been no such actions	
<b>SO8</b> Monetary value of sanctions and significant fines and total number or non-monetary sanctions due to non-compliance with laws and regulations.	N/A	Indra's Legal Department has no record of penalties or fines	
<b>Product-related responsibility performance indicators</b>			
<b>Management approach data</b>	<b>15 CR</b>		
<b>PR1</b> Phases of products' life cycles and services that are assessed as to their impact on clients' health and safety, so that they can be improved, and percentage of categories of significant products and services that are subject to such evaluation.	57 CR		
<b>PR2</b> Total number of incidents due to non-compliance with legal regulations or with voluntary codes regarding the impact of products and services on health and safety during their life cycle, analysed by the type of result.	N/A	There haven't been any incidents in this regard	
<b>PR3</b> Types of information about products and services required by current procedures and regulations, and percentage of products and services subject to such requirements.	N/A	Indra develops personalised technological solutions and services. These are accompanied by technical and user manuals which give detailed information on the product	
<b>PR4</b> Total number of incidents due to non-compliance with legal regulations and voluntary codes regarding product and service information and labelling, analysed by the type of result.	N/A	There has been no non-compliance	

Indicators	Page No.	Observations	Global Compact
<b>PR5</b> Practices regarding client satisfaction, including the results of client satisfaction surveys.	45 CR		
<b>PR6</b> Legislation or standards and voluntary codes compliance programs mentioned in marketing communications, including advertising, sponsorships and other promotional activities.	N. Avail.	Indra complies with Spain's LOPD (Personal Data Protection Organic Law – 15/99)	
<b>PR7</b> Total number of incidents due to non-compliance with legal regulations regarding marketing communications, including advertising, promotion and sponsorship, analysed by the type of result.	N/A	There have not been any incidents in this regard	
<b>PR8</b> Total number of properly founded complaints regarding clients' privacy protection and personal data loss. y la fuga de datos personales de clientes.	N/A	There have not been any complaints in this regard	
<b>PR9</b> Cost of significant fines due to non-compliance with regulations regarding the supply and use of the organisation's products and services.	N/A	There have not been any fines in this regard	







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Paseo de la Castellana, 95  
28046 Madrid

## **Verification Report**

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

To the readers of this Report

### **Introduction**

We have been engaged by Indra Sistemas, S.A. (Indra) to review the information on environmental and social practices included in its 2006 Corporate Responsibility Report (hereinafter the Report). Preparation of the Report, including identification of material issues, is the responsibility of Indra Management.

### **Scope**

In the Report, Indra describes the efforts and progress it has made towards a more sustainable development. Our responsibility has been to review the Report, assure appropriate application of the AA 1000 Assurance Standard (AA1000 AS) and of the Global Reporting Initiative Version 3 (GRI G3) Guidelines based on Indra's level of self-declaration and offer readers a limited level of assurance, according to the ISAE 3000 standard, that:

- The quantitative data have been obtained reliably.
- The qualitative information on these issues included in the Report is adequately supported by internal or third party documents.
- The AA1000 AS and the GRI G3 Guidelines have been applied based on the company's self-declaration (A+ level of application).

### **Review criteria**

Our work has been carried out in accordance with the International Standard for 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). Among other requirements, this standard establishes the following:

- The engagement team should possess specific professional knowledge and skills necessary to understand and review the information included in the Report, and its members meet the requirements established in the IFAC Code of Ethics for Professional Accountants to ensure their independence.
- When providing limited assurance on the information, which is a lower level than reasonable assurance, a conclusion limited to the work undertaken is used.

In our revision the AA1000 AS and GRI G3 Guidelines principles and criteria have been followed, as it is these that Indra has applied in the preparation of its Report and whose understanding and application is described in the chapter entitled "Principles governing this report".

## **Work performed**

### ***a) Quantitative data and other qualitative information included in the Report***

We have reviewed the reliability of the quantitative data and other qualitative information included in the Report as described in the scope, basing our review on the following activities:

- Interviews with personnel responsible for the systems providing information included in the Report
- Review of the systems used to generate, aggregate and facilitate the data
- Scope analysis and analysis of the presentation of information
- Review by sampling of the calculations carried out at corporate level and their consistency
- Revision that other information included in the Report are adequately supported by internal or third party documentation

### ***b) Review of the alignment of criteria and principles for defining the contents of the Report and its scope based on AA1000 AS and GRI G3 Guidelines***

Documentation of the criteria and procedures used to define the contents of the Report has been reviewed in accordance to the described scope.

The criteria for presentation of the aforementioned information in terms of scope, including possible scope limitations, significance and data integration and aggregation methods based on Indra's interests in the different Group companies are described in general in the chapter entitled "Principles governing this report" and specifically in the different subchapters on the presentation of environmental and social related information.

## **Conclusions**

Based on the work described above, we have not observed circumstances indicating that the data included has not been obtained by reliable means, that the information is not fairly stated. We have also not identified any significant omissions or differences in the information reviewed.

KPMG ASESORES, S.L.

(Signed)

Julián Martín Blasco

10 May 2007

# Your opinion is important

The evolution of Indra's Corporate Responsibility necessarily entails the enhancement of communication and dialogue with all our stakeholders: shareholders, employees, clients, local communities in which we operate, partner organisations and society at large.

This Report intends to serve as a basis for this dialogue, and in this sense, we would like to ask of you to provide an opinion on both the formal aspects of the Report and on the specific evolution of Indra's Responsibility. This same form is available in the Internet at the following web address: [www.indra.es/corporateresponsibility](http://www.indra.es/corporateresponsibility)

There is no need to provide your name, address or contact e-mail address unless you wish to do so, although we would be grateful if you would indicate whether you are a shareholder, employee, etc.

Full name (optional)	<input type="text"/>
Address (optional)	<input type="text"/>
Contact e-mail (optional)	<input type="text"/>

1. I am a

Company shareholder	<input type="checkbox"/>
Potential investor	<input type="checkbox"/>
Analyst	<input type="checkbox"/>
Employee	<input type="checkbox"/>
Client	<input type="checkbox"/>
Supplier	<input type="checkbox"/>
Administration	<input type="checkbox"/>
Media	<input type="checkbox"/>
Non-profit social welfare organisation	<input type="checkbox"/>
University or academic institution	<input type="checkbox"/>
Foundation	<input type="checkbox"/>
Other (specify)	<input type="text"/>

### Part A: Formal assessment of the Report

1. Score from 1 to 5 the information provided in the Report (lowest score = 1)

Shareholder Relations Area	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
Employee Relations Area	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
Customer Relations Area	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
Knowledge Institutions Relations Area	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
Society Relations Area	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
Environment Relations Area	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>

2. In your opinion, what aspects of the Report could be subject to improvement? \_\_\_\_\_

### Part B: How can we improve our Responsibility?

1.Score from 1 to 5 the aspects that you consider to be most relevant to Indra's Corporate Responsibility (lowest score = 1)

If you deem it appropriate, you may suggest specific improvement actions in each area

Shareholder Relations Area	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
What aspects could be improved?	_____				
Employee Relations Area	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
What aspects could be improved?	_____				
Client Relations Area	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
What aspects could be improved?	_____				
Knowledge Institutions Relations Area	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
What aspects could be improved?	_____				
Society Relations Area	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
What aspects could be improved?	_____				
Environment Relations Area	<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>
What aspects could be improved?	_____				

Please send us the completed questionnaire to this address:

Avenida de Bruselas, 35, 25108 Alcobendas, Madrid

The questionnaire may also be completed on our website: [www.indra.es/corporateresponsibility](http://www.indra.es/corporateresponsibility), and sent by e-mail.

**Thank you for your contribution to helping us continue to improve.**

## Contact with us

This Report can be found in the company's website, [www.indra.es](http://www.indra.es)

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This Report has been prepared in collaboration with Villafañe & Asociados Consultores



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We wish to thank all of our professionals  
for their contribution during the preparation  
of this report.



Design: Saffron Brand Consultants.  
Production: Varenga, Marketing y Comunicación.  
Photography: Julio Moya and Luis Valenciano.  
Print: Gráficas Marte.  
Paper: covers - Perigord Matt / interiors - Offset Print Speed.  
Digital version available at: [www.indra.es](http://www.indra.es)







