



Additional Information

Additional indicators to the Sustainability
Report 2020



Below is a breakdown of some additional indicators on People and Talent to complement the information provided in the Sustainability Report 2020.

To consult all the most relevant indicators related to People and Talent, please refer to the Sustainability Report 2020 available publicly on Indra's website:

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

People

Indicators	2017	2018	2019	2020
Professionals(*)				
(*)The scope of professional data for 2020 covers 100% of the Group's employees, except where a different scope is indicated. For scope limitations for previous years, please refer to the 2019 Sustainability Report.				
Total staff for Indra (n°)	40,020	43,707	50,349	49,027
Smartpaper, Smartest and Baltik staff (n°)	Not applicable	Not applicable	Not applicable	1,047
Staff distribution by countries and gender (m/f) (n°)				
Spain				
Spain	-	-	-	18,413 9,063
Europe				
Germany	-	-	-	69 26
Belgium	-	-	-	1 8
Bulgaria	-	-	-	4
Slovaquia	-	-	-	63 16
Italy	-	-	-	1,081 991
Letonia	-	-	-	41 105
Moldavia	-	-	-	17 4
Norway	-	-	-	180 62
Polonia	-	-	-	2
Portugal	-	-	-	378 165
United Kingdom	-	-	-	44 10
Check Republic	-	-	-	24 11
Rumania	-	-	-	47 32
America				
Argentina	-	-	-	301 126
Bolivia	-	-	-	7 36
Brazil	-	-	-	3,422 7.884
Chile	-	-	-	497 133
Colombia	-	-	-	1,935 1.216
Costa Rica	-	-	-	5 1
Ecuador	-	-	-	19 7
El Salvador	-	-	-	3
United States	-	-	-	32 158
Guatemala	-	-	-	1
Mexico	-	-	-	1,296 514
Panama	-	-	-	59 33
Peru	-	-	-	1,294 370
Dominican Republic	-	-	-	60 17
Uruguay	-	-	-	74 55
Asia, Middle East and Africa				
Saudi Arabia	-	-	-	55 5
Algeria	-	-	-	16 7
Australia	-	-	-	80 10
Bahrein	-	-	-	34 11
China	-	-	-	18 13
United Emirates	-	-	-	17 11
Philippines	-	-	-	1,127 470
India	-	-	-	27
Indonesia	-	-	-	3 5
Kazakhstan	-	-	-	2 2



Indicators	2017	2018	2019	2020
Kenia	-	-	-	40 29
Malaysia	-	-	-	25 12
Morocco	-	-	-	15 1
Oman	-	-	-	23 2
Thailand	-	-	-	1 1
Turkey	-	-	-	9 5
Mozambique	-	-	-	3
Turnover (*)				
(*)The total turnover figure is calculated taking into account desired and undesired departures as a percentage of the average workforce. Unwanted departures are considered to be those that are motivated by the employee's voluntary decision.				
Total turnover (%)	24	25	22	21
Total turnover by geographical areas (%)				
Spain	-	-	-	11
Europe	-	-	-	12
America	-	-	-	39
Asia, Middle East and Africa	-	-	-	14
Total turnover by age range (m/f) (%)				
> 50 years	-	-	-	12 10
between 30 and 50 years	-	-	-	17 15
< 30 years	-	-	-	33 41
Total turnover by gender (%)				
Women	-	-	-	20
Man	-	-	-	20
Total turnover of professionals with disabilities (*)				
(*) Scope 98%				
Turnover of professionals with disabilities personas (%)	-	-	-	6
Total turnover by labor category (%)				
Senior Management	-	-	-	10
Middle Management	-	-	-	9
Technical Staff	-	-	-	17
Support Staff	-	-	-	34
Other	-	-	-	18
Total turnover by nationalities (%) (*)				
(*) Scope 98%				
Local	-	-	-	20
Other	-	-	-	20
Unwanted external turnover (%)	11	13	13	8
Unwanted external turnover by geographical areas (%)				
Spain	9	10	10	6
Europe	11	15	15	10
America	16	19	19	11
Asia, Middle East and Africa	10	17	19	11
Unwanted external turnover by age range (m/f) (%)				
> 50 years	2 1	2 1	4 2	2 1
between 30 and 50 years	11 6	13 8	14 8	8 4
< 30 years	26 16	30 22	25 16	16 10
Unwanted external turnover by gender (%)				
Women	-	-	-	5
Men	-	-	-	9
Unwanted external turnover of professionals with disabilities (*)				
(*) Scope 98%				
Unwanted external turnover of professionals with disabilities (%)	-	-	-	2
Unwanted external turnover by category (%)				
Senior Management	-	-	-	2
Middle Management	-	-	-	3
Technical Staff	-	-	-	10
Support Staff	-	-	-	6
Other	-	-	-	3
Unwanted external turnover by nationalities (%)				
Local	-	-	-	7



Indicators	2017	2018	2019	2020
Other	-	-	-	13
New recruits				
New total recruits (n°)	-	12,953	15,426	8,288
New total recruits by age (m/f) (%)				
> 50 years	-	3,5	2 1	5 2
between 30 and 50 years	-	44	27 17	35 14
< 30 years	-	523	32 20	30 15
New recruits by gender (%)				
Women	-	-	-	31
Men	-	-	-	69
New recruits by geographical areas (%)				
Spain	-	37	29	30
Europe	-	4	3	4
America	-	55	64	63
Asia, Middle East and Africa	-	4	4	3
New recruits of professionals with disabilities	-	-	-	60
New recruits by nationality				
Local	-	-	-	5.563 2.450
Other	-	-	-	211 64
New recruits by category				
Senior Management	-	-	-	29 4
Middle Management	-	-	-	112 44
Technical Staff	-	-	-	3399 1028
Support Staff	-	-	-	1398 1039
Other	-	-	-	836 399
Professional engagement				
Note: In 2020, Indra has improved the methodology used to measure employee's engagement. The 2020 improvement consisted of extending the scope of the measurement to cover a representative sample of the entire company through three separate surveys that include specific questions to assess the level of engagement. The three surveys gather a representative sample of all the company's units and geographies. Each of the three surveys has its own methodologies, questionnaires, and scales, but in all cases, they include questions aimed at measuring the level of commitment. To calculate the overall result, the scales of the different questionnaires have been harmonized, including employees with a high and very high level of commitment in the index. Until 2019 the scale of the survey was 0-500. From 2020 the scale is 0%-100%. The results include a breakdown by the top 5 nationalities of Indra's workforce, which account for 88% of the staff.				
Global engagement	-	258	271	75.5%
Survey scope	-	13%	2%	100%
Engagement by gender				
Female	-	257	266	75.8%
Male	-	269	272	75.3%
Engagement results by gender and main nationalities (m f)				
Brazil	-	378	226	91.0% 91.0%
Colombia	-	368	302	100% 94.4%
Spain	-	258	271	64.9% 65.2%
Mexico	-	353	N.A	94.4% 94.4%
Peru	-	370	N.A	100% 80.0%
Engagement by age group				
> 30 years	-	-	-	73.6%
Between 30 and 45 years	-	-	-	68.9%
> 50 years	-	-	-	69.8%
Engagement by employee category				
Senior management	-	285	302	78.3%
Middle management	-	251	266	68.5%
Technical staff	-	260	259	68.7%
Junior staff	-	-	-	71.4%
Support staff	-	250	277	73.2%
Other	-	292	276	100%

Training and knowledge (*)

(*) Since 2017 the training data has been calculated considering that if the professional exceeds 75% of the attendance hours, 100% of the hours are counted. The average workforce has been used to calculate the breakdowns.



Indicators	2017	2018	2019	2020
Professionals participating in training activities	25,341	41,425	49,836	41,712
Online training hours (n°)	421,160	433,856	456,196	550,131
Total expenditure on training (euros)	-	-	-	5,955,000
Average expenditure on training per professional (euros)	-	-	-	122
Mandatory training	-	-	-	5,945,585
Optional training	-	-	-	9,415
Average training expenditure by professional (by gender) (euros)				
Man	-	-	-	129
Woman	-	-	-	110
Average training expenditure by professional (by category) (euros)				
Senior Management	-	-	-	569
Middle Management	-	-	-	310
Technical Staff	-	-	-	129
Support Staff	-	-	-	29
Other	-	-	-	1
Average training expenditure by professional (by age) (euros)				
> 50 years	-	-	-	160
between 30 and 50 years	-	-	-	124
< 30 years	-	-	-	106
Average training expenditure by professional (by region) (euros)				
Spain	-	-	-	202
Europe	-	-	-	17
America	-	-	-	11
Asia, Middle East and Africa	-	-	-	13

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