

04

ANNEXES

Annual Corporate Social
Responsibility Report 2015



indra

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

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Indra Scorecard

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Indicators	2013	2014	2015
Gas oil C (Gj)	13,404	11,353	11,090
Scope	79%	100%	100%
Natural gas (m ³)	513,278	374,024	389,036
Scope	79%	100%	100%
Natural gas (Gj)	20,018	14,587	15,172
Scope	79%	100%	100%
Total energy consumed (Gj)	377,467	330,159	310,149
Scope	87%	100%	100%
Utilities water (m ³)	225,271	143,096	156,857
Scope	100%	100%	100%
Ground water (m ³)	14,841	8,401	9,154
Scope	100%	100%	100%
Hazardous waste (Kg)	34,148	35,582	49,245
Scope	49%	48%	59%
Non-hazardous waste (Kg)	775,842	621,590	894,677
Scope	49%	48%	59%
% of employees in environmentally certified workplaces	49.6%	61.0%	61.4%
Scope	100%	100%	100%
Direct CO2 emissions (T CO2e) (scope 1)	1,880	1,478	1,489
Scope	100%	100%	100%
Indirect CO2 emissions through electricity consumed (T CO2e) (scope 2)	25,891	23,136	23,587
Scope	100%	100%	100%
Direct CO2 emissions from transport (own vehicles) (t) (scope 1)	4,547	4,876	4,626
Scope	100%	100%	100%

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

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

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

Local good practices in talent management

Local good practices in talent recruiting and attracting

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

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

Local good practices in diversity management

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

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

Local good remuneration practices

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

Local good practices in relation to awards and recognition

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

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

Good local practices to strike a work-life balance

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

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

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

Local good practices to promote recreational and sports activities

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

Local good practices in high-potential management

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

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

Good local training practices

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

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

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

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

Local good practices in leadership strategy

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

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

Participation in major European innovation initiatives

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

Participation in main innovation platforms in Spain

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

New R&D&i projects

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

Featured R&D&i projects in 2015

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

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

Indra Chairs at universities

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

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

Framework Agreements signed in 2015

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

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

Agreements with Universities and Research Centers in Spain

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

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

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

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

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

Agreements with Universities and Research Centers in Europe

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

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

Agreements with Universities and Research Centers in the Americas

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

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

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

Agreements with Universities and Research Centers in other countries

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

Featured collaboration with foundations and associations

Projects to support underprivileged groups:

- Technology
- Volunteering
- Internships

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

Projects to provide technological support and enhance social action:

- Pro bono

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

Entrepreneurship support projects

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

Other social actions with NGOs

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

Projects to support innovation and the implementation of the Information Society

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

Social actions undertaken by country

Argentina

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

Brasil

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

Central America and Caribbean

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

Chile

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

Colombia

- Initiatives:
 - » Cooperation agreement with Instituto de Ortopedia

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

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

Philippines

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

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

- Number of volunteers: **48**

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

Italy

- Initiatives:

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

- Number of volunteers: **16**

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

Mexico

- Initiatives:

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

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

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

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

- Number of volunteers: **33**

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

- Accessible Technology Chairs

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

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

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

- Donations in kind and charity markets:

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

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

- Recognitions:

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

Peru

- Initiatives:

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

- Number of volunteers: **12**

- Collaborating foundations: Fundación Éxit and Fe y Alegría School

Portugal

- Initiatives:

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

Social actions undertaken by country

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

Entrepreneurship support initiatives undertaken in 2015

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

Key sector-specific associations to which Indra belongs

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

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

Key sector-specific associations to which Indra belongs

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

Sector-specific associations

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

Compliance with environmental goals established for certified centers in 2015

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

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

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

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

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

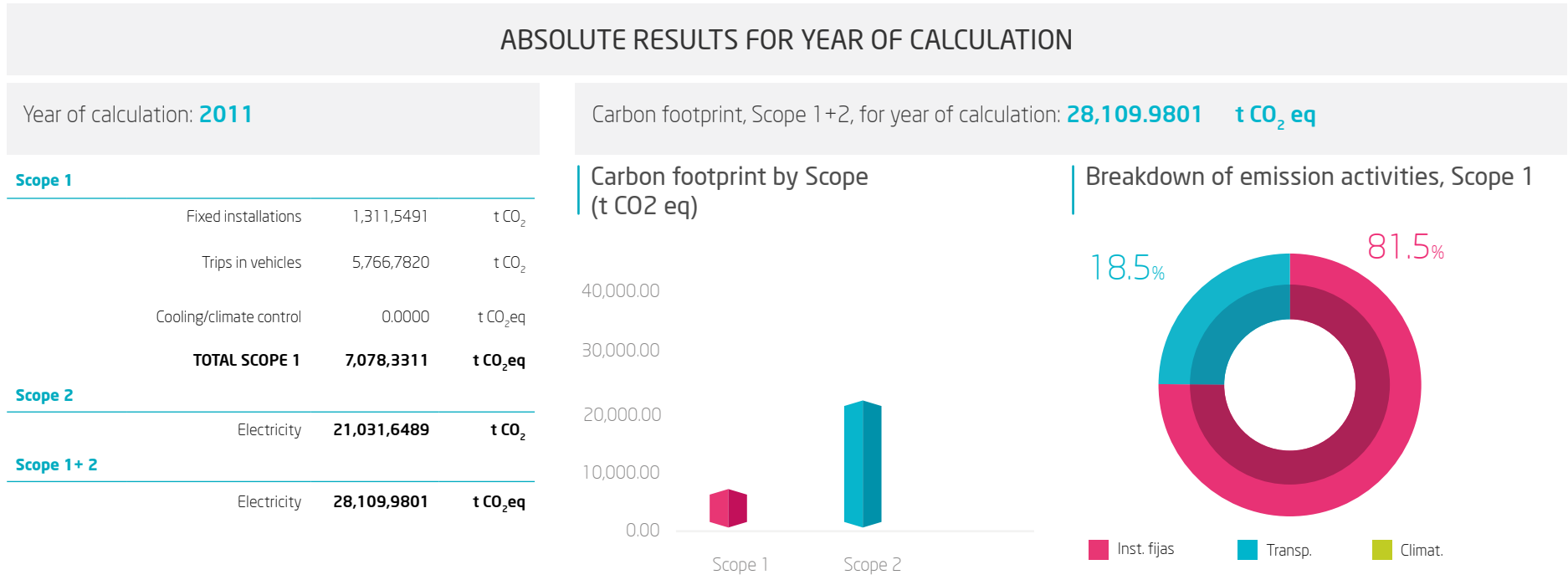
Consumption, waste and emission levels by country

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

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

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

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



ABSOLUTE RESULTS FOR YEAR OF CALCULATION

Year of calculation: **2012**

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

Scope 1

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

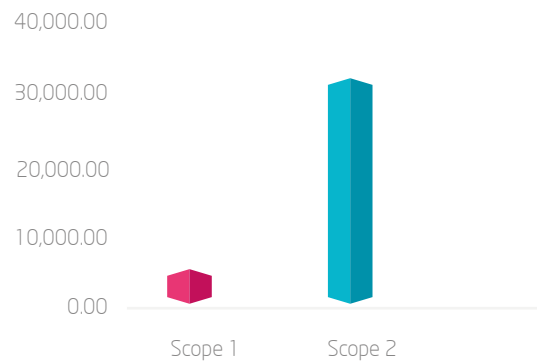
Scope 2

Electricity	31,115.5588	t CO₂
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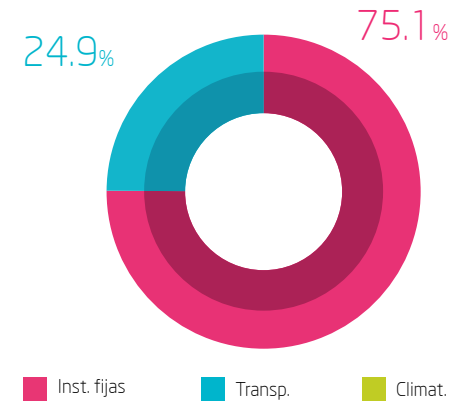
Scope 1+2

Electricity	37,705.1578	t CO₂eq
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Carbon footprint by Scope (t CO₂ eq)



Breakdown of emission activities, Scope 1



ABSOLUTE RESULTS FOR YEAR OF CALCULATION

Year of calculation: **2013**

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

Scope 1

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

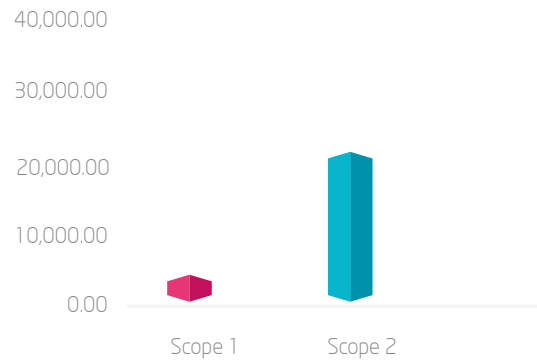
Scope 2

Electricity	22,853.6053	t CO₂
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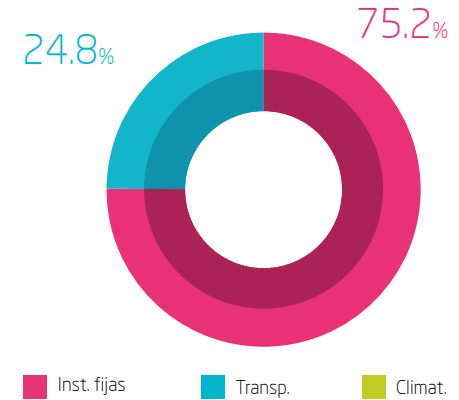
Scope 1+2

Electricity	28,899.1274	t CO₂eq
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Carbon footprint by Scope (t CO₂ eq)



Breakdown of emission activities, Scope 1



ABSOLUTE RESULTS FOR YEAR OF CALCULATION

Year of calculation: **2014**

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

Scope 1

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

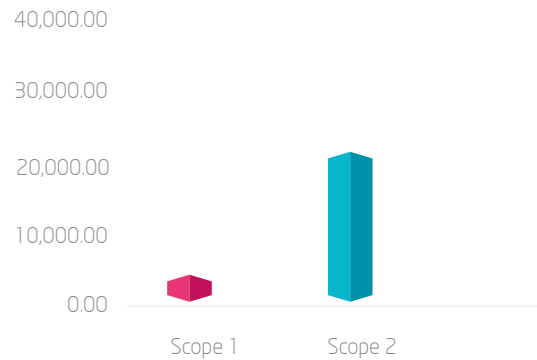
Scope 2

Electricity	22,775.8780	t CO₂
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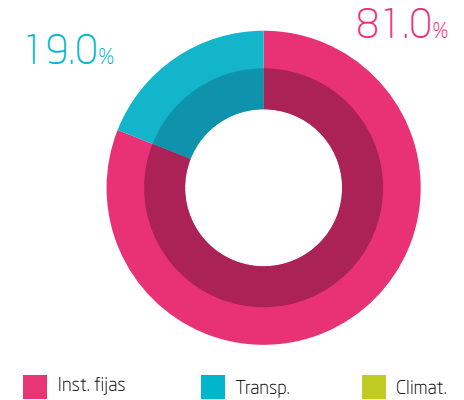
Scope 1+2

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



Breakdown of emission activities, Scope 1

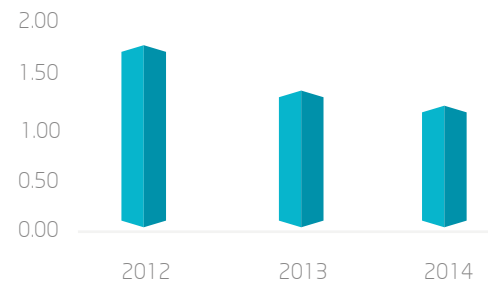


RELATIVE RESULTS FOR SCOPE 1+2 (CHANGE)

Year of calculation **2014** **1.3418 T CO₂EQ / PERSONS**

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

Selected ratio (t CO₂eq/unit)



ABSOLUTE RESULTS FOR YEAR OF CALCULATION

Year of calculation: **2015**

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

Scope 1

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

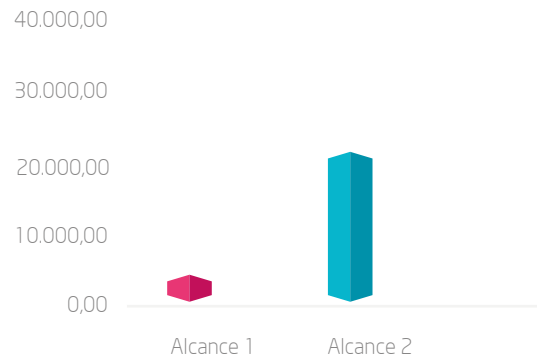
Scope 2

Electricity	21.228,3108	t CO₂
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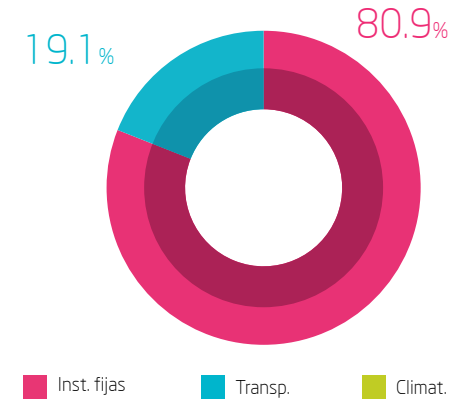
Scope 1+2

	26.945,5367	t CO₂eq
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Carbon footprint by Scope (t CO₂ eq)



Breakdown of emission activities, Scope 1



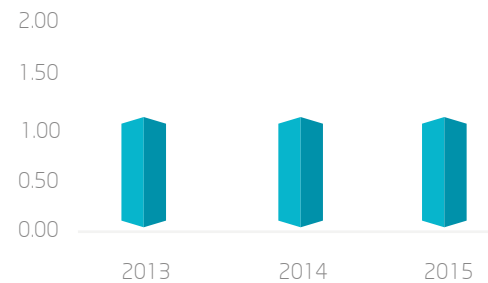
RELATIVE RESULTS FOR SCOPE 1+2 (CHANGE)

Year of calculation **2015**

1.3306 T CO₂EQ / PERSONS

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

Selected ratio (t CO₂eq/unit)



Awards and recognitions

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

Tax contribution by country

In euros

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

Tax contribution by country

In euros

Country	Total own Tax	Total Taxes Third	Total
Chile	1,645,721.07	7,700,350.72	9,346,071.79
Mexico	20,750,540.83	30,878,340.75	51,628,881.58
Domenican Republic	701,853.07	1,258,085.85	1,959,938.92
Puerto Rico	68,754.62	16,515.38	85,270.00
Paraguay	11,987.93	0.00	11,987.93
Ecuador	161,057.26	127,439.54	288,496.79
Costa Rica	132,290.54	63,322.99	195,613.53
Peru	5,203,771.35	7,956,737.33	13,160,508.68
Bolivia	210,248.54	494,539.68	704,788.22
El Salvador	411,250.11	187,205.55	598,455.66
Argentina	19,747,857.19	21,312,471.80	41,060,328.99
Colombia	14,786,638.47	15,226,289.69	30,012,928.16
Brazil	50,208,241.89	14,186,013.18	64,394,255.07
Latino America	118,524,085.33	102,874,818.66	221,398,903.99
Australia	1,688,158.33	5,024,213.56	6,712,371.88
Philippines	3,830,063.46	7,141,355.88	10,971,419.33
China	717,580.66	674,882.37	1,392,463.03
Indonesia	39,394.97	167,519.55	206,914.52
India	283,306.18	538,248.50	821,554.68
Malasia	259,616.52	-68,210.66	191,405.86
Bahrein	135,337.19	0,00	135,337.19
Dubai	0.00	40,375.14	40,375.14
Saudi Arabia	93,558.08	0.00	93,558.08
Egypt	66,116.97	40,715.33	106,832.30
Algeria	197,676.53	1,183,676.50	1,381,353.03
Zambia	4,791.54	25,152.76	29,944.30

Tax contribution by country

In euros

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



Custom Content Index - 'in accordance' Comprehensive

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

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

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

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

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

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

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

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

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

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

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